

TAMWORTH REGIONAL COUNCIL

ANNEXURES for ORDINARY COUNCIL AGENDA

25 MARCH 2025

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
8.3	Water NSW's Customer Advisory Group Nominations 2025-2030 in Infrastructure and Services	
Annexure 1	ANNEXURE 1 - CAG Fact Sheet - 2025	2
9.4	Integrated Planning & Reporting July to December 2024 Progress Report in Governance, Strategy and Finance	
Annexure 1	Progress Report July to December 2024	4
9.5	Review of Finance General Policies in Governance, Strategy and Finance	
Annexure 1	Investment Policy	58
Annexure 2	Debt Recovery Policy for property-related debts (including rates and water)	66
Annexure 3	Ratepayers Hardship Policy	69
Annexure 4	Pensioner Policy.....	71
9.6	Annual Operational Plan 2024/2025 Budget Variation Report - February 2025 in Governance, Strategy and Finance	
Annexure 1	February 2025 Budget Variations.....	74
9.7	Council Investments February 2025 in Governance, Strategy and Finance	
Annexure 1	Annexure - Investments February 2025	76
9.8	Community Strategic Plan in Governance, Strategy and Finance	
Annexure 1	Community Strategic Plan.....	78
9.9	Tamworth Regional Council - Proposed 2025/2026 Airport Fees and Charges in Governance, Strategy and Finance	
Annexure 1	Annexure 1 - Draft - Airport Fees and Charges.....	102
10.3	Review of the Terms of Reference for Council Community Committees and Working Groups in Community Services	
Annexure 1	Terms of Reference - Council Community Committees and Working Group	108



Customer Advisory Groups

Fact Sheet | 2025

WaterNSW is working hard to develop deeper and more meaningful relationships with our customers and stakeholders to understand what matters most to them, and to help shape all aspects of our operations and projects.

Why get involved with WaterNSW?

At WaterNSW we operate the state's dams, capturing and storing water, and then supplying it ready for distribution – for the environment, agriculture, industry and the community.

With 41 major dams and hundreds of waterways across the state, we play a vital role at the source of the state's water, delivering two thirds of all water used in NSW.

WaterNSW is a state-owned corporation and one of the main government agencies tasked with managing water in NSW.

By joining one of our CAGs, you will participate in discussions that matter to you and the association or community you represent to ultimately help us deliver water, when and where it matters.

What are Customer Advisory Groups (CAGs)?

CAGs are the primary forum for WaterNSW to regularly engage and consult, on an area basis, with a broad cross-section of our customers. We do this on issues relevant to our performance and delivery of services to our customers.

Members provide advice from a customer point of view to WaterNSW on range of issues including:

- water planning and delivery
- asset operations and maintenance
- customer services
- our involvement in government programs
- customer and stakeholder engagement
- pricing
- other issues relevant to the performance and delivery of service to customers.

Where are the CAGs?

WaterNSW has 11 area-based CAGs in the following valleys:

- Barwon-Darling
- Border Rivers
- Coastal-Hunter
- Greater Sydney
- Gwydir
- Lachlan
- Macquarie-Cudgegong
- Murray-Lower Darling
- Murrumbidgee
- Namoi
- Peel.

"Customer Advisory Groups are one of the most important meetings we have."

WaterNSW customer and CAG member



Who is on the CAGs?

CAGs include members representing:

- stock and domestic water users
- regulated river water users
- unregulated river water users
- groundwater users
- environmental water users
- industrial and commercial water users
- public water utilities
- Aboriginal community representatives and cultural water users
- small/medium/large water users.

How often do CAGs meet?

CAGs endeavour to meet in person twice per year, with the option for further meetings online if requested or required. Meetings are held locally and members are encouraged to attend in person.

Meeting schedules and discussions are based on relevant and timely issues relating to WaterNSW's planning and operations and in consultation with the CAG Chairperson.



Our team is
here to listen

Member roles and responsibilities

CAG members represent WaterNSW customers in their valley. Representatives have an obligation to provide regular feedback to the water users they represent.

As a representative, you will represent the views of members from your nominating organisation, not your individual views, and reflect a broader contribution of all customers you represent.

How long is the term?

Your nominating group/organisation will be appointed for a five-year term from 1 July 2025 - 30 June 2030. Nominated representative/s may be changed during the term.

Government department representation

WaterNSW follows the government rules and regulatory frameworks, implementing the rules to deliver water when and where it's needed. The NSW Department of Climate Change, Energy, the Environment and Water (NSW DCCEEW) is the lead agency setting water policy in NSW. Senior officers from the department will be invited to attend meetings from time to time and other government agencies may also be invited to brief members on relevant topics.

How do I nominate for the CAG?

Membership is through nomination from a recognised water user group/representative organisation that represents the interest of our customers.

If you are interested in becoming a member of one of our CAGs, please contact your water user group to submit a nomination or get in touch with us.



Find out more about our Customer Advisory Groups at waterNSW.com.au/cag

For questions, email us at cag.support@waterNSW.com.au or call 1300 662 077.





CONTENTS

ABOUT THIS REPORT	4
SUMMARY OF PERFORMANCE	5
FOCUS AREA 1 – OUR WATER SECURITY	7
FOCUS AREA 2 – A LIVEABLE BUILT ENVIRONMENT	9
FOCUS AREA 3 – PROSPERITY AND INNOVATION	13
FOCUS AREA 4 – RESILIENT AND DIVERSE COMMUNITIES	17
FOCUS AREA 5 – CONNECT OUR REGION AND ITS CITIZENS	23
FOCUS AREA 6 – WORKING WITH AND PROTECTING OUR ENVIRONMENT	26
FOCUS AREA 7 – CELEBRATE OUR CULTURES AND HERITAGE	29
FOCUS AREA 8 – A STRONG AND VIBRANT IDENTITY	32
FOCUS AREA 9 – OPEN AND COLLABORATIVE LEADERSHIP	33
CAPITAL WORKS PROGRAM 2024/25	36

Blueprint 100 Focus Areas



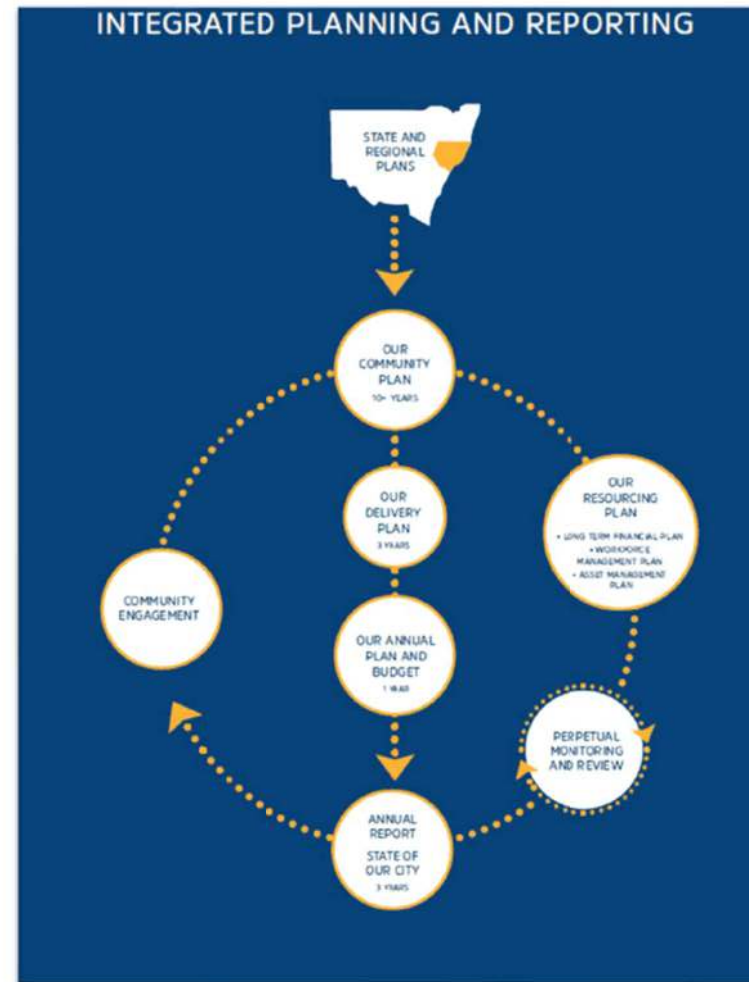
ABOUT THIS REPORT

Welcome to *Our Progress Report July-December 2024*. This report is prepared in accordance with Section 404 of the Local Government Act 1993, and the Integrated Planning and Reporting framework. This report demonstrates Council's progress in achieving outcomes against *Our Delivery Plan 2023-2025* and *Our Annual Plan and Budget 2024/25*.

Our Progress Report should be read in conjunction with the Integrated Planning and Reporting suite of documents including *Our Community Plan 2023-2033*, *Our Delivery Plan 2023-2025* and *Our Annual Plan and Budget 2024/25*. These plans are available on Tamworth Regional Council's website:

[Our Community Plan | Tamworth Regional Council \(nsw.gov.au\)](https://www.nsw.gov.au/councils/tamworth-regional-council)

You can find further information about the requirements of Council in the preparation of the Integrated Planning and Reporting suite of documents at the NSW Office of Local Government website: www.olg.nsw.gov.au/councils/IntegratedPlanningandReporting.

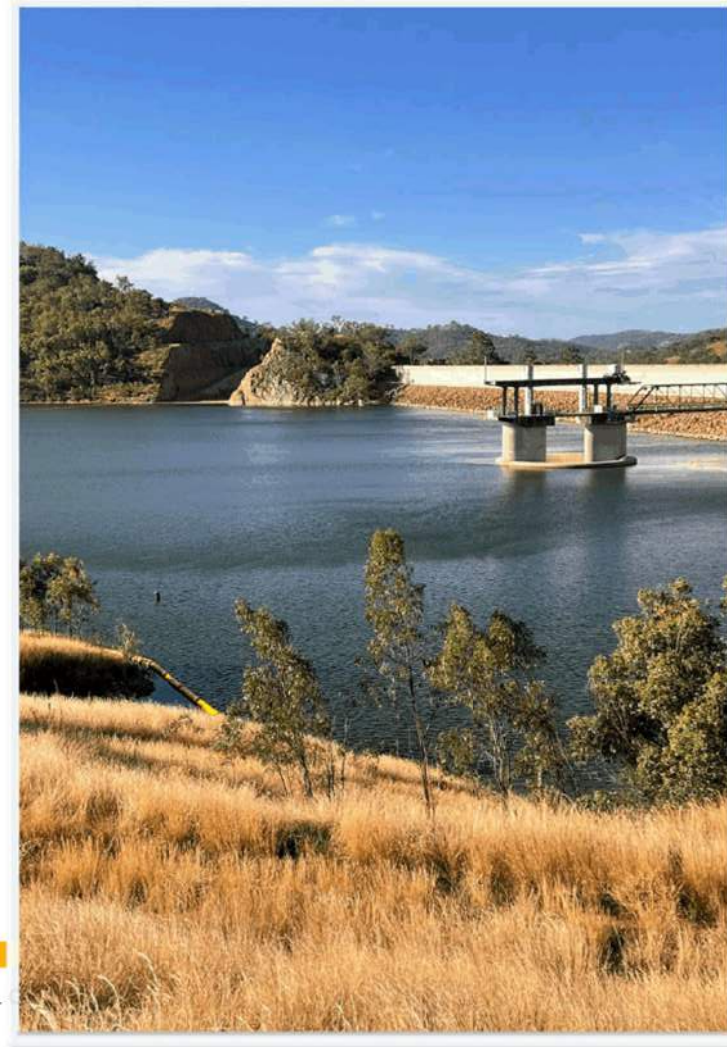
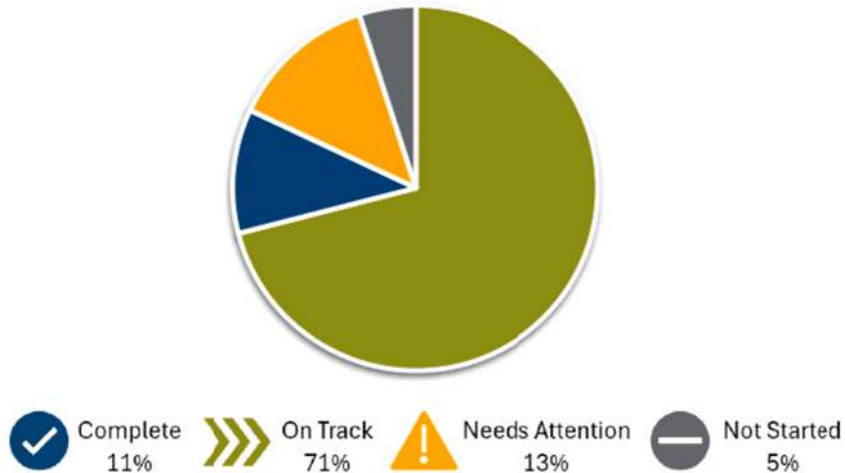


SUMMARY OF PERFORMANCE

Council at its Ordinary Meeting held 25 June 2024, adopted [Our Annual Plan & Budget 2024/25](#) identifying actions aligning with the priorities of [Our Community Plan 2023-2033](#). This report demonstrates progress against those actions within the period of July-December 2024.

At the conclusion of this reporting period, 82% of the identified actions were reported as *Complete* or *On Track* and 18% identified as *Needs Attention* or *Not Started*. The Capital Works Program is included at the end of the report categorised by the nine focus areas.

OUR ANNUAL PLAN & BUDGET 2024/25
OVERALL ACTIONS STATUS



TAMWORTH REGIONAL COUNCIL

ACTIONS STATUS BY FOCUS AREA

FOCUS AREA	NEEDS ATTENTION	NOT STARTED	ON TRACK	COMPLETE	TOTAL
OUR WATER SECURITY	0	0	11	3	14
A LIVEABLE BUILT ENVIRONMENT	4	1	21	4	30
PROSPERITY AND INNOVATION	4	1	34	0	39
RESILIENT AND DIVERSE COMMUNITIES	11	2	30	6	49
CONNECT OUR REGION AND ITS CITIZENS	5	0	16	0	21
WORKING WITH AND PROTECTING OUR ENVIRONMENT	5	2	13	0	20
CELEBRATE OUR CULTURES AND HERITAGE	1	5	11	8	25
A STRONG AND VIBRANT IDENTITY	0	0	3	5	8
OPEN AND COLLABORATIVE LEADERSHIP	0	1	30	0	31
TOTAL	30	12	169	26	237





FOCUS AREA 1

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Establish appropriate drought contingency measures in collaboration with the State Government		
W.0101.02 Integrated Water Cycle Management - Strategy		Draft Water Security Plan completed by June 2025. On track for this reporting period.
Investigate and develop practical ways to secure our water supply		
W.0102.01 Continue to grow the laboratory as a business		Target - Spend less than the previous year total subcontracting cost. On track for this reporting period.
W.0102.02 Ensure the Tamworth Regional Council's in-house laboratory is compliant		NATA Accreditation maintained and current. Next audit due May/June 2025.
W.0102.03 Provide ongoing testing services for water and waste water compliance monitoring		1272 jobs were completed during reporting period. 97.1% were completed within the 10 working day turnaround time target.
W.0102.04 Plan, construct, maintain and manage the Water Infrastructure Network in the region.		Targets: <ol style="list-style-type: none"> 1. Maintain and manage the region of Tamworth's water infrastructure network. Ensure water supply quality complies with Australian Drinking Water Guidelines. 2. Ensure the water infrastructure network is maintained. Repair small diameter water main less than 200mm within 5 continuous hours. 3. Manage unplanned water interruptions. No more than 10 properties experience 3 or more unplanned water interruptions that each lasts more than 1 hour. 4. Manage the region's water supply quality. Ensure water supply quality complies with Australian Drinking Water Guidelines. Program on track for delivery within 12 month period in accordance with established KPIs. Works in progress and continuing have been included with the 2024/25 program.
Improve water sustainability across the region		
W.0201.01 Review and implement the Drought Management Plan and Demand Management Plan		Once Demand Management and Drought Management Plans have been reviewed, implement relevant recommendations required. On track for this reporting period.

W.0201.02	Implement water conservation initiatives identified in the Environmental Sustainability Strategy and Action Plan 2022-2026	»»»	Progress with water conservation and efficiency actions that sit with the Water Sustainability Officer as identified within Section 10, of Our Environmental Sustainability Strategy & Action Plan 2022-2026. Complete Water actions by 30 June 2025. On track for this reporting period.
Use demand management measures, such as water pricing, to encourage efficient water use			
W.0202.01	Conduct an annual Pricing Review	»»»	Conduct an annual water pricing review annually before 30 June. On track for this reporting period.
Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works			
W.0301.02	Integrated Water Cycle Management - Strategy	»»»	Completion of the Integrated Water Cycle Management (IWCM) Plan - Issues Paper and Summary Document. Final Versions of the IWCM Issues Paper and Summary document complete by June 2025. On track for this reporting period.
Plan for and upgrade our waste water infrastructure			
W.0302.02	Update waste water model and servicing strategy	✓	Rebuild and calibrate the wastewater model. Calibration finalised by end of June 2024.
W.0302.03	Plan, construct, maintain and manage the Sewer Infrastructure Network in the region	»»»	Manage and maintain sewer infrastructure in accordance with the Environmental Planning Association licence conditions. Meet the EPA annual return wastewater compliance 100%. On track for this reporting period.
Water sustainability is included in all strategies, plans and policies			
W.0401.02	Integrate sustainability within Tamworth Development Control Plan	✓	The DCP was reviewed in the last reporting period with Development Division, this action specifically reports on the addition of biodiversity and urban heat island requirements into the DCP. Changes relating to both biodiversity and urban heat island support achieving water sustainability objectives for the community and organisation and align with actions from the Environmental Sustainability Strategy. Amendments to the DCP were adopted by Council in this reporting period (July 2024).
W.0401.04	Work with relevant teams to integrate sustainability within the DCP in accordance with the actions contained within the Environmental Sustainability Strategy & Action Plan 2022-2026. This may also apply to the LEP where a beneficial outcome is possible	✓	Track progress against the reportable DCP and LEP actions contained within Our Environmental Sustainability Strategy & Action Plan 2022-2026. Complete relevant actions due by 30 June 2025.
Implement sustainable water practices across TRC services and facilities e.g. convert more TRC sports fields and open spaces to more sustainable or non-potable water supplies			
W.0402.01	Explore sustainable water options for open space areas that have high water consumption	»»»	Continued review of portable water usage data is occurring monthly. All annual servicing of bores has been completed as scheduled to ensure optimal performance and sustainability. A review of Tamworth Turf Precincts is scheduled to be undertaken in 2025, with non-potable water improvements a significant component of this.



FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"

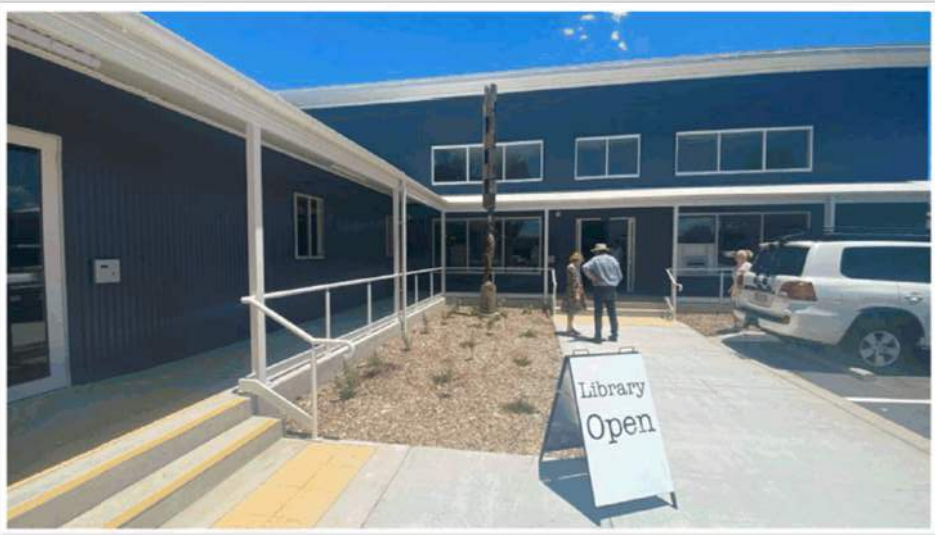
Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Manage growth by updating the strategic land use plans and the environmental plan, and ensure developments meet these requirements		
L.0101.01 Complete a comprehensive review of the Tamworth Regional Local Environmental Plan		A significant milestone has been reached with the adoption of Phase 1 of the Tamworth Regional Local Environmental plan in June 2024. The project is 80% complete and in its final stages. Additional Phases and related planning proposals are underway.
L.0101.02 Review relevant environmental provisions within the Tamworth Regional Local Environmental Plan		The recruitment of an additional planner (Environmental Planner or another Strategic Planner with Environmental qualifications) is a priority to assist significantly in this kind of assessment.
L.0101.03 Review the Tamworth Regional Development Control Plan to enhance provisions relating to urban design and built form		A draft of the design of excellence Chapter for the DCP will commence in the first half of 2025, along with a review of existing heritage design controls.
Ensure sustainability principles are embedded into our policies and planning tools for future developments		
L.0102.02 Commence reviewing relevant documents (policies etc) to ensure they integrate sustainability where required		Commence working with relevant teams to ensure proposed and existing relevant policies, procedures and strategies include sustainability, in accordance with the actions contained within Section 10 of the Environmental Sustainability Strategy & Action Plan. Complete relevant actions by 30 June 2025.
Revitalise our city centre		
L.0201.01 Complete the CBD precinct masterplan and planning proposal		The implementation of the TRLEP 2010 in phases is assisting the planning aspects of the action. Recruitment efforts are ongoing to secure the services of planner who could oversee the master-plan project.
Manage streetscapes to improve the visual appeal of the CBD		
L.0202.01 Maintain Councils CBD's throughout the region to promote visual appeal		CBD maintenance and renewals were conducted in alignment with Council's Open Space Management Guide.
L.0202.02 Complete a design for the extension of the Peel Street beautification plan from White Street to Murray Street in preparation for grant submissions		Seek Expressions of Interest to prepare design plans for the Stage 4 beautification of Peel Street. Commence design for Stage 4 by 30 June 2025.
Encourage night time activity in Tamworth and enhance visitor connection across our towns		

L.0203.02	Engage with local business and community to drive greater night time use of Fitzroy Street Precinct and develop stronger connection and opportunities for smaller towns	»»»	Council was successful in receiving grant funding from the NSW Government Vibrant Streets Package - Open Streets Program worth \$150,000 to support 5 community events including A Winters Night in the Tamworth CBD, Northwest Auto Fest in Barraba, Nundle Christmas Markets, Kootingal Street Party and the Lighting of the Christmas Tree in Barraba. Ongoing night-time activation will be 'business as usual' to ensure the continuance of established and new opportunities for economic activation and community connection.
Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan			
L.0204.01	Implementation of Urban Street Management Plan and its associated planting priorities	»»»	A continuation of Council's Greening Strategy has occurred with just under 1000 trees planted across the region in Winter and Spring.
Deliver more opportunities for affordable housing			
L.0301.03	Develop a Local Housing Strategy	✓	The Tamworth Regional Housing Strategy 2024 was adopted by Council on 23 July 2024. The Strategy was forwarded to the Department of Planning, Housing and Infrastructure where it was endorsed.
Encourage the development of diverse housing options			
L.0302.01	Review the Tamworth Regional Local Environmental Plan rural/rural residential lands including minimum lot sizes component	»»»	Prepare a Rural Lands Strategy to inform a review of minimum lot sizes as part of the phase 2 LEP review by 30 June 2025. On track for this reporting period.
L.0302.02	Explore partnerships with State Government and external housing agencies to expand the supply of affordable housing	»»»	Continue to lobby for supply and expand affordable housing opportunities. Report to Council by 30 June 2025, providing an update in relation to affordable housing initiatives and partnerships.
A more diverse Longyard Local Centre			
L.0303.01	Undertake a comprehensive review of Tamworth Local Environmental Plan	»»»	The comprehensive review of the Tamworth Regional Local Environmental Plan 2010 has achieved several notable milestones culminating in the adoption of Phase 1 of the Review in June 2024. Structure planning, biodiversity baseline study and rural lands strategy are underway to underpin future phases of the review. Phase 2 of the Review has been formulated.
Implement the respective strategic plans and masterplans for our open spaces and recreational facilities			
L.0401.01	Provide quality sporting fields and facilities in accordance with Sports & Recreation's Strategic Plan	»»»	The Tamworth Sport and Recreation team provided high quality sporting fields and facilities in this reporting period. All funded actions in the Sports & Recreation Strategy were delivered.
L.0401.02	Continued development of the Northern Inland Centre of Sporting Excellence	»»»	To further develop the precinct, Council has commenced the establishment of the "Tamworth Sports Hub" at the Sports Dome. This facility will provide hot desk arrangements in a collaborating environment for sporting organisations such as NSW Office of Sport, Northern Inland Academy of Sport, and other Sports Development Officers. This will be operational from January 2025.
L.0401.03	Provide public space that is embellished and serviced in accordance with Council's Open Space Management Guide	»»»	Council continues to maintain and service its open space in accordance with Council's Open Space Management Guide. This Guide is also currently being reviewed to consider the application of

			similar service and maintenance scheduling to other potential areas such as drainage and road reserves. Updated information to be presented to Council in the first quarter of 2025.
L.0401.04	Delivery of Public Amenities renewal program	»»»	Two facility renewals are underway this financial year; Piallmore Recreation Ground and Barraba Rugby club.
L.0401.05	Offer modern and diverse burial services to support our growing community	»»»	All burial services across the TRC area have been completed in accordance with industry standards.
L.0401.07	Improve the sports field turf surfaces throughout TRC	»»»	Continued improvement of sports surface provision has occurred across the TRC region. More fields oversewn with winter rye grass in the 24/25 season than previous years. Plans are underway for an expansion of further fields including Plain St fields in early 2025.
L.0401.08	Provide aquatics facilities that service the communities needs	»»»	During the reporting period Council has continued to provide aquatic services to the community.
L.0401.09	Improve the community utilisation of Sports Dome	»»»	With the appointment of a Sports Venue Program Officer, casual utilisation has increased during weekdays and weekends. Pickleball has continued to grow as a community sport and user groups such as badminton, The Over 50's club and various disability groups are now regular users during the weekdays.
L.0401.10	Development of a Sports Dome Business Growth Plan	»»»	The Development of a Business Growth Plan has commenced. An early initiative of this plan has resulted in the establishment of "The Sports Hub" - a collaborative office spaces that is home to staff from NSW Office of Sport, Northern Inland Academy of Sport and other sporting administrators (NRL, Cricket, AFL) in the region. The development and execution of the Sports Dome business plan will continue throughout 2025.
L.0401.11	Development for Moonbi Recreation Ground Management Plan	⚠	Early discussions have commenced between Council's Sports & Recreation Division and the AELEC to consider the best future operation of this site.
L.0401.12	Construct the elevated walking platform within Victoria Park (Skywalk)	»»»	Onsite works have commenced with the clearing of the alignment and the construction of access tracks. Completion of the Skywalk is scheduled for mid-2026.
Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities			
L.0402.01	Further advance the performing arts centre Business Case and develop financial modelling.	»»»	Preparation continued on a grant application to secure funding for a revised Business Case and detailed design up to 50% to 60% stage. It will be submitted in February 2025.
L.0402.02	Develop a detailed performing arts centre design	»»»	Preparation continued on a grant application to secure funding for a revised Business Case and detailed design up to 50% to 60% stage. It will be submitted in February 2025.
L.0402.03	Endorsement of the performing arts centre proposed development	✓	Gain commitment of Council and the community to progress development. Endorse proposed development by 30 June 2025 extended from June 2024.
Deliver a multipurpose community centre at Kootingal			

L.0403.01	Deliver a multipurpose facility at Kootingal to provide a modern library, Wi-Fi and learning environment.	✓	New Kootingal Multipurpose Centre and Library opened for business - 26 November 2024.
Establish an Aquatic Centre as a regional sports and recreation attraction			
L.0404.02	Develop a detailed design for a new regional Aquatic & Leisure Centre	✓	Detailed designs (20%) have been completed for the facility. Further design work is underway to progress this design beyond the 20% stage.
L.0404.03	Construct the Tamworth Regional Aquatic and Northern Inland Centre of Sport and Health	»»	Continue the development and delivery of Tamworth Regional Aquatic Centre and Northern Inland Centre of Sport & Health. Award Tender for final Design Construct by 30 June 2025. On track for this reporting period.



Kootingal Multipurpose Centre and Library



FOCUS AREA 3

PROSPERITY AND INNOVATION

"Create a Prosperous Region"

Complete On Track Needs Attention Not Started

Action / Deliverable	Status	Reporting Period Insights
Ensure business friendly principles are embedded into our policies, planning and operations, such as fast tracking development applications		
P.0101.01 Consider development of a scaled fee waiver program for business		Research and engagement have identified that developing a scaled fee waiver for businesses is not a priority initiative. As a result, the economic activation and analysis team has prioritized more time-sensitive and higher impact initiatives to further develop this strategy.
P.0101.02 Water Saving Rebate Scheme and Smart Water Advice Solutions (The Water Conservancy) and conduct large water users audit when funding is available		Track progress against the relevant reportable actions contained within Our Environmental Sustainability Strategy 2022-2026. Complete relevant actions due in the 2024/2025 by 30 June 2025. On track for this reporting period.
P.0101.04 Promote the fast track process to encourage applicants to utilise the opportunity.		Council continues to promote fast track developments; however, many applications are unable to be fast-tracked due to a failure to comply with the Tamworth Development Control Plan. A review of the fast-track process is underway in response to the NSW Government's adopted mandatory time frame targets implemented in the role of the State-wide Council League Table.
P.0101.05 Deliver timely development approvals and Development Engineering services to meet State Government timeframes		An internal review of the development application processing times is currently underway in response to the NSW Government's adopted mandatory time frame targets implemented in the role of the State-wide Council League Table.
P.0101.06 Investigate, in collaboration with industry, developing service and ancillary industries associated with the New England Renewable Energy Zone		The Economic Activation and Analysis Team has participated in the ongoing discussions for the NE REZ project.
Implement actions from the Tamworth Economic Development & Investment Strategy		
P.0102.01 Implement investment attraction initiatives identified as part of the Economic Development & Investment Strategy		New investment/economic development printed collateral has been developed and is ready for distribution/sharing with investors. Additional collateral (website and newsletter) is currently being developed/re-designed.
Increase opportunities for Aboriginal economic and business growth		
P.0103.01 Act as liaison with business and agencies to increase economic opportunities		Council continues to increase economic opportunities in partnership with local businesses and agencies resulting in improved business and agency sentiment and engagement levels.
P.0103.02 Develop and implement a co-designed strategy and action plan to support and enhance Aboriginal prosperity, cultural identity		First Nations businesses will be supported through procurement training and business capacity building initiatives - which are to be launched. Council is also in the process of identifying partners for initiatives in this space. Discussions were held with partners including the newly-formed TACCO.

	and the well-being of local Aboriginal communities in the Tamworth region		The Reconciliation Action Plan (RAP) is currently in development and once complete, will provide the framework to guide initiatives in this space.
Improve the availability and access to tertiary educational opportunities in Tamworth			
P.0201.02	Pilot projects and other initiatives aimed at attracting and retaining workforce across all industries	»»»	For greater efficiency and due to synergies between the two areas, workforce and new resident attraction initiatives have been merged. Currently, the new resident attraction initiatives are being reviewed.
Support the ongoing service provisions of TAFE and school based vocational education			
P.0202.01	Advocate and support expansion of industry aligned courses to develop regional skill capabilities and opportunities	»»»	Discussions are continuing with education providers such as the UNE as well as the private sector (including the Tamworth Business Chamber) to enhance opportunities.
P.0202.04	Partner with Universities and education providers to offer options to people transitioning out of declining industries	»»»	Skill mismatches and development are being addressed as part of workforce, education and new resident initiatives. Ongoing engagement with UNE regarding curriculum and program development in region specific workforce needs including aviation, equine and nursing.
Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry			
P.0301.01	Improve understanding of barriers that inhibit growth by working proactively and collaboratively across Council to address barriers	»»»	Plans to address challenges faced by businesses in Tamworth are progressing, especially through initiatives with partners like the Tamworth Business Chamber and Service NSW - Business Bureau.
Establish a high technology Agribusiness cluster			
P.0303.02	Identify opportunities to specialise in field days focused on innovation in the sector and develop and host Ag tech and future agriculture summit	»»»	Council has supported major ag-tech events in the region through sponsorship, collaboration and promotion. Future events will be supported similarly.
P.0303.03	Support the development of a high technology Agribusiness Cluster	»»»	Council is facilitating discussions with investors who are interested in the region. Future investment promotion campaigns will also specifically promote the region's agriculture sector.
P.0303.04	Position Tamworth to tap better into growth opportunities via improved linkages with the wider region	»»»	New investment collateral will promote Tamworth as the gateway to the New England North West. The Economic Activation and Analysis team is also facilitating discussions with investors who are interested in the rail intermodal facility.
Grow our aviation sector to support business			
P.0304.01	Attract and grow the aviation sector activity through investment attractions, business relocation, jobs and skills development	»»»	This is measured by the amount of investment achieved, the number of new businesses and jobs achieved. Measurement will be determined by economic numbers relating to these key areas at the airport. On track for this reporting period.
P.0304.02	Develop a Tamworth Regional Airport Aviation Development Plan, and Airport Business Plan which has a focus on growth and development	»»»	Develop a Tamworth Regional Airport Aviation Development Plan. Action on track for this reporting period.

P.0304.03	Increase regular passenger transport services by working productively with airlines	»»»	Measurement - total number of passengers in and out of Tamworth Regional Airport across the year based on operated flight schedules. Action on track for this reporting period.
P.0304.04	Manage, upgrade and maintain the airport infrastructure so it remains one of the best equipped airports in regional Australia	»»»	The airport has a detailed capital works budget and asset management plan. Delivery of completed renewal and scheduled maintenance work. Civil Aviation Safety Authority and the Office of Transport Security certification maintained - demonstrating serviceability and compliance of the airfield.
P.0304.05	Explore funding options and secure financial support to deliver improvements and upgrades	!	Determined by the amount of additional funding achieved through available grants and investment by third parties. Update to be provided next reporting period.
Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events			
P.0401.01	Develop the Hats Off to Country Festival into a more broader appeal festival in July	»»»	Hats off to Country was delivered as a three day event from 19 to 21 July with an additional event to increase visitation. The new event Hats off to the Bush concert at the Tamworth Town Hall was a Tamworth based awards night presented by TRC.
P.0401.02	Continue to develop relationships with the country music industry leaders to ensure a foundation is maintained for Golden Guitar Awards	»»»	Increase the Golden Guitar Awards representation. On track for this reporting period.
P.0401.03	Investigate, encourage and promote additional country music activities throughout the year	»»»	Addition of the Tamworth Awards during hats off will encourage additional events by its supporters. The artists who are featured in the Awards event will also be performing throughout the city. Venues have been encouraged to showcase country music artists during Hats Off.
P.0401.04	Develop a Regional Tourism Precinct strategy, including infrastructure, visitor experience and visitor servicing model	»»»	Tamworth Regional Tourism Precinct Strategy Business Case was presented to Councillors at a workshop in May 2024. The report to adopt the Business Case will be presented to Council in 2025.
P.0401.05	Invest in facilities for and programming of outdoor and larger-scale events and attract and pursue new event initiatives	»»»	A new event was held during the reporting period, utilising a new outdoor location for the Tamworth Barbeque Festival.
P.0401.07	Revitalise and enhance the region's popular outdoor, nature-based sites, facilities and activities; Enhance facilities and access to outdoor recreation activities; Create a series of Tamworth Taste Trails	»»»	Council is collaborating with Crown Lands to identify prime fossicking locations in Nundle while enhancing the region's outdoor sites with the Parks and Recreation team. Additionally, we are expanding the Tamworth Taste Trails, showcasing local food and produce. These efforts aim to boost tourism, improve visitor experiences, and highlight Tamworth's natural and culinary attractions.
P.0401.08	Manage the Tamworth Regional Tourism Precinct Strategy	»»»	Deliver Tamworth Regional Precinct Strategy funded projects. On track for this reporting period.
Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences			
P.0402.02	Deliver Tamworth Regional Council's annual events program, including surrounding towns	»»»	Events have been delivered in line with the events schedule. The Events team have been collaborating with the Place Management team to deliver additional events in Barraba, Manilla, Nundle and Kootingal utilising grant funding.

P.0402.03	Host Citizenship Ceremonies and New Residents Forums	»»»	Two citizenship ceremonies were held at Tamworth Town Hall in this reporting period.
P.0402.05	Manage the Tamworth Region Tourism Events Strategy	»»»	Oversee completion and management of recommendations of the Tamworth Region Tourism Events Strategy and Action Plan. On track for this reporting period.
Activate our assets and precincts to maximise the potential for equine, Agri, sport, education and business tourism			
P.0403.02	Maintain and update the AELEC Strategic Master Plan	»»»	Continued delivery of immediate and short term funded actions across the AELEC Strategic Master Plan four strategic pillars. On track for this reporting period.
P.0403.03	Implement AELEC events that contribute to the Tamworth Region Community and Economy	»»»	AELEC continues to work with existing event organisers to increase their attendance and profile of their events in Tamworth. New events have been secured for the 2025 calendar.
P.0403.04	Increase Conferences and Events across the region hosted at the AELEC	»»»	AELEC continues to hold discussions with equestrian organisations around Australia to attract new events to AELEC securing new events for the 2025 calendar.
P.0403.05	Identify funding opportunities to continue to grow the tourism sector by actively seeking funding that aligns with Tamworth VIP and NSW VES 2030	»»»	Council continues to identify funding opportunities to support the ongoing growth of the tourism sector. This includes seeking grants, government programs, and private investment to enhance visitor experiences and infrastructure. By collaborating with key stakeholders, we aim to secure resources that drive sustainable tourism development, support local operators, and attract more visitors, ensuring long-term economic benefits for the region.
P.0403.06	Develop Tamworth Region Visitor Economy Plan and implement actions identified as part of the plan to grow visitor experiences and visitation across the region	»»»	Council has developed the Tamworth Visitor Economy Plan to drive growth in tourism and enhance visitor experiences across the region. Implementation is underway, focusing on key actions to increase visitation. We are collaborating with Indigenous artists to showcase authentic cultural experiences, working with adjoining LGAs to create cohesive regional tourism opportunities, and aligning with visitor expectations. Through strategic partnerships and targeted initiatives, we are strengthening Tamworth's position as a vibrant and welcoming destination for travellers.
P.0403.07	Manage the Tamworth Region Visitor Economy Plan	»»»	Council is actively implementing actions from the Visitor Economy Plan while enhancing visitor experiences and increasing regional tourism. This includes providing resources to tourism operators to support their success.
P.0403.08	Establish and integrated model to represent tourism and events in Tamworth Region	»»»	With the Tourism Precinct Plan and Events Strategy to be adopted by Council in 2025, a plan for increased cohesion between tourism and events will be developed in 2025.
P.0403.09	Manage Outside of School Hours Care (OSHC) Centres that meet the needs of families to work or study outside of school hours	»»»	Increasing service capacity throughout the region to meet requirements of local families requiring care. On track for this reporting period.
P.0403.10	Provide children with additional needs the opportunity to participate in quality and inclusive before school care, after school care and vacation care services	»»»	Increasing service capacity to ensure quality care provided for children with additional needs. There has been an increase in enrolments of children with additional needs in this reporting period.



FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"

Complete On Track Needs Attention Not Started

Action / Deliverable

Status

Reporting Period Insights

Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and Nundle

R.0101.01

Encourage and support activation of the Region's Towns and Villages











Capital Projects completed and progressing:

- Attunga Hall ceiling fan installation completed;
- Barraba Community Tennis Court resurface completed.
- Barraba Rugby Clubhouse upgrade funding received - progressing.
- Barraba Showground Sheep Pavilion roof replacement – progressing.
- Bendemeer Town Hall secure storage cupboard installation completed. Drainage works at rear of building are progressing.
- Grey Fergie Tractor Muster Committee 2025 event planning progressed.
- Kootingal Recreation Reserve irrigation system upgrade – progressing.
- Limbri Hall public amenities progressing.
- Loomberah Hall footpaths project progressing.
- Museum & Galleries Lights on Doors Open Stipend Program for Moonbi Museum Interpretation and Labelling project progressing.
- Moonbi Hall main hall room air conditioning install progressing.
- Piallmore Recreation Reserve public amenities upgrade progressing. Stage 2 Memorial Garden progressing.
- Weabonga Hall & Recreation Reserve ground improvements – progressing.
- Woolbrook Hall install of dishwashing completed. Upgrade to seating – progressing.
- Nundle Visitor Information Outlet relocation to enable increased public access times progressing.

Community items:

- Preparation has commenced for the 2025 Regional Australia Day events.
- Assisted with community consult on Woolbrook Boundary Adjustment.
- Delivered successful Open Street Program events in the regional areas of Barraba, Manilla, Kootingal and Nundle.
- Worked with Library Services to develop fees and charges for the Kootingal Multi-purpose Centre.
- Supported S355 community events – Piallmore Pickers Markets, Duri Horse Sports, Kootingal Country Fair.
- In partnership with Sport & Recreation progressed the field light upgrade at Dungowan Recreation Reserve, completed the Manilla Bird Avery upgrade improvements, completed the tennis court multi-purpose surface at Bendemeer.

In partnership with Communications Team and Sport & Recreation delivered the community engagement session for the Entrance Strategy review in regional areas.

Deliver inclusive opportunities for local communities to be actively involved in decision-making			
R.0102.01	Finalise Community Resilience Plans for Manilla, Barraba, Kootingal and Nundle		Discussions with the University of New England resulted in a partnership being formed to undertake consultation and development of a report. Several meetings were undertaken in December 2024; however, consultation has not commenced. Update to be provided in next reporting period.
R.0102.02	Commence implementation of Community Resilience plans subject to funding opportunities		Partnership with the University of New England has commenced consultation and plan development. Until the resilience plans are developed further action cannot be taken on this action.
R.0102.03	Develop a service model to include face to face touch points throughout Council's Assets (Libraries and Sports Dome)		Customer Service staff now have a presence at Kootingal Library Multipurpose Centre. The transition has been smooth and feedback from the public visiting has been positive. A presence at South Tamworth Library is still being investigated with staff consultation and counter renovations plans to be quoted.
Develop a framework to improve social and community services in the Tamworth Region			
R.0201.02	Support continuing Section S355 Committees to appropriately deliver their delegated functions		<p>Section 355 Committee's review is continuing. All S355's are encouraged to review their Strategic Plans on an annual basis to assist with seeking project approvals and sourcing available funding options both internal and external. S355 Committees have received funding under Facility Improvement Fund 2024/2025:</p> <p>Round 1 awarded \$19,324.00:</p> <ul style="list-style-type: none">Barraba Showground Sheep Pavilion roof replacement \$10,000.00Kootingal Recreation Reserve irrigation system upgrade \$2,567.00Weabonga Hall & Recreation Reserve ground improvements \$3,757.00Woolbrook Hall & Park seating upgrade \$3,000.00 <p>Round 2 of the program will be opened in early 2025.</p>
R.0201.03	Develop and commence implementation of a Tamworth Region Community Development Strategy		Develop a Tamworth Region Community Development Strategy. This project is currently on hold, an update will be provided in the next reporting period.
Advocate and partner with Government, businesses and community services organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities			
R.0202.02	Consult with the "Tamworth Region Inclusive Culture Advisory Committee" quarterly		Work collaboratively with the Tamworth Region Inclusive Culture Advisory Committee on cultural strengths and weaknesses in our region.
R.0202.03	Commence implementation of the Tamworth Region Volunteer Strategy 2024/2028		Final draft with consultants for amendment. Draft to be provided to Council for approval of community consultation mid-February 2025.
R.0202.05	Explore external partnerships to create an integrated model for the delivery of youth services across the region		Youth Strategy includes actions that intersect with external youth sector partners. Partnerships formed with external stakeholders across the region delivering youth services. TRC Youth Services are participating in quarterly sector meetings. Monthly Youth Council meetings which include programs and event participation throughout the region.

R.0202.06	Develop and commence implementation a 'Learning Region' plan	»»»	A consultation plan has been developed and will take place together with Tamworth Region Library Strategy consultation.
R.0202.07	Embed outcome based learning activities at Libraries, Youth Centre, Outside School Hours Care (OSHC), Gallery, Museums and Outreach locations.	✓	Reporting period highlights: <ul style="list-style-type: none">• 426 adult library programs with 7698 attendees• 82 children's programs with 1861 attendees• Sydney BAD Crime Writers Festival live streamed• Author talks with Chris Hammer, Benjamin Stevenson and John Brogden• Tech Savvy Seniors 10-week programs - all branches• Adult Learners Week
R.0202.08	Lead and develop library resource sharing arrangements	✓	All conditions of the Central Northern Regional Library agreement have been met. The CNRL Strategic Plan 2021-2026 is on track. The 2023-2024 Annual Report was presented to the CNRL Committee and adopted in November 2024.
R.0202.09	Work towards meeting "Living Learning Libraries Standards and Guidelines for NSW public libraries"	✓	The library service continues to perform well against the Living Learning Libraries Standard.
R.0202.11	Consult with the Tamworth Regional Arts Advisory Committee quarterly	✓	The Tamworth Region Arts Advisory Committee (TRAAC) continued to meet with a meeting held on Thursday 4 July in this reporting period. The TRAAC includes six community members who represent a broad range of art disciplines. The Committee provides strategic advice to the Council in relation to 'Arts and Cultural' matters within the region and makes recommendations regarding priority areas for development. TRAAC minutes are formally documented and presented to Council as required.
R.0202.12	Manage the Tamworth Youth Strategy Action Plan	»»»	Tamworth Regional Youth Council and Youth Services division review actions monthly. TRYC was successful in securing recurring budget for delivery of Youth Strategy Action Plan. Youth Services successful in obtaining Regional Youth Holiday Break funding for program delivery, and Youth Week funding.
R.0202.13	Develop a Tamworth Region Library Services Strategy 2025-2029	»»»	A consultation plan has been developed and will take place together with the Learning Region Plan consultation.
R.0202.14	Deliver the Tamworth Region Volunteer Strategy 2024-2028	⚠	The Volunteer management program "Rosterfy" has been launched and is operating successfully. The Community Engagement Program was deferred to enable the 2025 TCMF volunteer program to be implemented and undertake preparations for the 2025 Regional Australia Day Awards and Events, the program is now scheduled to commence in February 2025.
R.0202.15	Explore external funding opportunities to resource the development of a Social Sustainability Strategy for the Tamworth Region	»»»	Secure external funding to develop a Social Sustainability Strategy. On track for this reporting period.

R.0202.16	Deliver the Tamworth Region Disability Inclusion Action Plan 2024-2028	⚠	Draft DIAP to be adopted mid 2025 for delivery.
R.0202.17	Provide quality education and care services that meet or exceed the National Quality Standards	➤➤➤	Continue to provide quality care at two locations within Tamworth local government area. Both services continue to be rated as meeting standards of the National Quality Framework.
Align our services and programs to align with "Close the Gap" targets			
R.0301.01	Partner with local Coalition of Aboriginal Peak Organisations to deliver agreed outcomes for Closing The Gap agreement	⚠	Council liaising with TACCO on an MOU to agree on Closing the Gap actions.
R.0301.02	Improve the level of information on social issues and services by completing community service mapping and gap analysis for the Tamworth region	➤➤➤	Regular attendance at Community Interagency Meetings. Community consultation data from DIAP project, has further supported mapping.
Advocate to state and federal governments to help secure access to the health services our community needs now and into the future			
R.0401.01	Advocate to government to ensure adequate resources are allocated to plan for, and provide, health services appropriate to the projected regional population.	➤➤➤	Council staff regularly attended the quarterly Cardiovascular Health Working Group meetings. Meetings were held on the 6 August 2024 and 29 November 2024.
R.0401.02	Promote and increase awareness of healthy living.	⚠	Communications team to assist with promotion of the program in February. Environmental Health Officers are also able to promote the program during routine food surveillance inspections.
R.0401.05	Promote our smoke free public spaces	⚠	Slightly delayed, it is proposed to commence April 2025 and be complete in August 2025.
Improve drought resilience of regional communities			
R.0501.01	Implement Tamworth Regional Drought Resilience Plan (TRDRP)	➤➤➤	Regional NSW approved plan mid-2024. Commence implementation 2025.
Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters			
R.0502.01	Meet with the Local Emergency Management Committee and provide operational support to emergency management agencies where required.	➤➤➤	Scheduled meetings of the Local Emergency Management Committee have been held throughout the year, attended by the Council LEMO. Additional meetings of the LEMC were also held to coordinate the emergency management requirements of the 2025 Tamworth Country Music Festival. Tamworth Region Emergency Management Plan has been updated and endorsed by the LEMC.
R.0502.04	Produce a prioritised flood management works program derived from flood studies across the region including a flood awareness program	⚠	A majority of the flood studies have now been completed. The next stage is to extract all findings and create the prioritised program.

R.0502.05	Work with Woolomin community to raise flood awareness	»»»	Council has been collaborating with SES to produce a flood safe brochure for Woolomin. Every Woolomin residence to receive a brochure during 24/25.
R.0502.06	Align replacement program with deliveries	»»»	Ensure Council's assets are replaced at the optimum time in accordance with the Assets Management Plan to minimise operational cost. Deliver 100% of replacement program. On track for this reporting period.
R.0502.07	Improve the regional preparedness and response to natural disasters based on risk management principles	⚠	This is delayed due to conflicting priorities and resourcing issues. Update to be provided in next reporting period.
R.0502.08	Implement Council's On-Site Wastewater Management Plan	»»»	From the 1 October 2024, all new Section 68 applications relating to on-site sewage management systems are now assessed against the requirements of the adopted On-Site Wastewater Management Plan. 29 applications have been assessed during this reporting period.
Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime			
R.0503.01	Ensure CCTV footage is downloaded by Council staff and provided to NSW Police when requested	»»»	Target actions are being met. Requests are actioned within one working day and relevant footage provided as a priority.
R.0503.02	Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	»»»	The Tamworth Local Traffic Committee (LTC) was successfully held each month from July 2024 to December 2024.
R.0503.03	Review and update the Community Safety and Crime Prevention Plan	✓	Following approval by Council, at its Ordinary Meeting on 11 April 2023, the draft Community Safety and Crime Prevention Plan 2023 – 2028 was placed on public exhibition from 12 April until 10 May 2023. After the formal exhibition period, the Plan was formally adopted by Council on 29 June 2023.
R.0503.04	Review and update the Graffiti Management Plan	⚠	The Graffiti Management Plan has been completed and is awaiting endorsement by the Community Safety Working Group. This was delayed due to the Local Government Elections in 2024, and it is expected to be ready for adoption by Council in the coming months.
R.0503.05	Enforcement of safety in school zones by patrolling areas	»»»	Facilitate patrols around our schools to increase safety during school terms. Conduct 10 patrols per week during school terms throughout the LGA and respond to calls to Council regarding illegal parking in school zones. On track for this reporting period.
R.0503.06	Continue collaboration through the Community Safety Working Group and Youth Interagency meetings	»»»	Work collaboratively with stakeholders of the Community Safety Working Group and other partners to provide positive outcomes for the community. Engage in quarterly meetings as a collective group. On track for this reporting period.
Use education and enforcement of council's compliance regulations to deliver equitable outcomes for individuals and the community			
R.0504.01	Promote Food Safety in accordance with the Food Authority Act	»»»	Council to inspect high and medium risk food premises annually for compliance with the Food Act 2003 and provide eligible premises with a Scores on Doors hygiene and food safety rating. A total of 113 high and medium risk food businesses have been inspected between the period of 1 July 2024 and 31 December 2024.

R.0504.02	Review the Companion Animals Management Plan and commence implementation	—	This project has been delayed due to potential changes in legislation and guidelines relating to the management of Companion Animals.
R.0504.03	Increase the percentage of companion animals re-homed in compliance with the Companion Animals Act	»»»	Paws for Life Animal Shelter and Boarding Kennels has been successful in rehoming dogs to the local community and across Australia. Utilising platforms such as Facebook and SavourLife - Adopt a dog and have an adoption board located at Petstock Tamworth. Staff continue to work with Animal Rescue groups across Australia in an attempt to secure shelter for cats and dogs impounded at our facility. Staff continue to network with new Rescue groups to create further opportunities for animals to be rehomed.
R.0504.04	Prepare a design for an expanded Companion Animal Shelter to comply with the Companion Animals Act and to enable readiness for potential grant submissions	»»»	Engage a consultant to design an expanded Companion Animal Shelter to help minimise euthanasian numbers by 30 June 2026 (extended from 2023).
R.0504.05	Develop partnerships with external community groups to support the Animal Pound	»»»	Reintroduce the Strategic Companion Animal Management Plan meeting with community groups. Attend quarterly meetings. On track for this reporting period.
R.0504.06	Coordinate the swimming pool audit program in compliance with legislation.	!	The swimming pool compliance audit program requires review, it has not been implemented as a scheduled audit program, it has been partially rolled out in line with available resources – this will be rectified with the restructure of the EH/Compliance team by Dec 24.
R.0504.07	Promote awareness of policy, procedure and laws relating to fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	»»»	Council recorded 764 active Fire Safety Program Registrations with this number increasing. Council continues to work with building owners and Fire Practitioners to endorse Stay of Infringements for complex buildings that require additional time for defective fire safety measures. Additionally, Council continues to educate stakeholders about their legislative obligations around fire safety requirements.
R.0504.08	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage compliant activity	»»»	Manage unlawful activity by undertaking and completing investigations in accordance with relevant legislation and Council's Customer Service Charter. Complete Annual Report and Statutory reporting. On track for this reporting period.
R.0504.09	Monitor our smoke-free public spaces	»»»	Conduct regular patrols of smoke-free public spaces throughout the CBD and respond to all complaints to Council regarding breaches of the Smoke-Free Environment Policy. On track for this reporting period.
R.0504.10	Monitor public spaces and enforce Council's Alcohol Free zones	»»»	Conduct regular patrols of Alcohol Free zones in and around the CBD and respond to all complaints to Council regarding breaches of the Alcohol Free zones. On track for this reporting period.
R.0504.11	Monitor hotspots of illegal activity such as dumping and abandoned vehicles	»»»	Conduct regular patrols of known areas of activity, respond to complaints and provide an Annual Report. On track for this reporting period.











FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable		Status	Reporting Period Insights
Improve connections with capital cities, other regions and within the region			
C.0101.01	Provide a regional airport with a reputation for safety, comfort and reliability		Ensuring the airport achieves all its compliance and regulatory requirements. Ongoing certification by the Civil Aviation Safety Authority and the Office of Transport Security. On track for this reporting period.
Plan transport infrastructure to meet the needs of our community into the future			
C.0201.02	Develop a Regional Transport Strategy		Works are continually occurring in progressing the identified projects within the Integrated Transport Plan. This is joint effort between many stakeholders, including TfNSW.
Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking			
C.0202.01	Continue to develop and implement the Pavement Management System in order guide the sealed road maintenance and renewal program		The pavement management system is now guiding the sealed road asset renewal program. Council's reseal program underway and on track to be completed before the reseal window closes due to cooler weather.
C.0202.02	Maintain the lifespan of our sealed roads by conducting maintenance in a timely manner		Routine maintenance has been conducted on Council's sealed road network as required throughout the reporting period. Additional maintenance funding from the SRV and State Government has enabled Council to engage additional contract road maintenance teams during the first quarter of the year. These teams were deployed to ensure that service levels were achieved.
C.0202.03	Deliver the sealed roads renewal program and keep our community updated through social media		<p>Sealed road pavement renewal and reseal programs progressing for 2024/25.</p> <p>Community updates provided through Facebook and wider media for major projects, with minor works notified through LiveTraffic.</p> <p>Pavement work complete on:</p> <ul style="list-style-type: none"> • Calala Lane • Goddard Lane • Duncans Creek • Stirling Road • Burgmanns Lane • Nundle road • Many various Urban Streets

C.0202.04	Maintain the unsealed road network by conducting maintenance in a timely manner and keep our community updated through social media	»»»	Routine maintenance has been conducted on Council's sealed road network as required throughout the year. Additional maintenance funding from the SRV and State Government has enabled Council to engage additional contract road maintenance teams during the first quarter of the year. These teams were deployed to ensure that service levels were achieved.
C.0202.05	Deliver the gravel re-sheeting program and keep our community updated through social media	»»»	Gravel renewal program for 2024/25 is progressing, including: <ul style="list-style-type: none"> • Longarm road • Mt Lindays Road • Pillarine Road • Corella Road • Oakhampton Road • Settlers Road • Yarrambully Road • Marsden Park Road • Somerton Road • Niangla road Community updates were provided through Facebook and the wider media for major projects, with minor works notified through LiveTraffic.
C.0202.06	Review the Bridge & Culverts Strategy	»»»	Draft update to the Bridge & Major Culvert Strategy has been completed. Implementation will commence upon alignment with additional strategies to be presented to Council.
C.0202.07	Deliver the bridge maintenance program and keep our community updated through social media	»»»	Routine maintenance was conducted on Council's bridges as required throughout the year. Community updates were provided through Facebook and the wider media for major bridge projects, with minor works notified through LiveTraffic whenever they were disruptive to traffic. An updated bridge inspection schedule and maintenance program has been utilised following roll out in 2024/25
C.0202.08	Manage the Bridge Renewal Program	»»»	Delivery of Walters and Norris' Bridge. Commencement of Mick Maher's and Durbin Street. Collation of Level 2 Inspection Data for Existing Concrete Bridges.
C.0202.09	Implement the Regional Parking Strategy	»»»	Update the Regional Parking Strategy to include the regional Sporting Complex and Bridge Street. Include data for carpark utilisation to inform adjustment to strategy to achieve improved performance. On track for this reporting period.
Partner with NSW Government to deliver efficient future proofed highways across our region			
C.0203.01	Continue to grow and connect our region in partnership with NSW Government	⚠	Continually working closely with TfNSW to further improve transport infrastructure and services in our region in line with the Integrated Transport Plan. Council to continue to look at ways of engaging with TfNSW to drive outcomes.
Improve local bus services			
C.0301.01	Advocate for improved bus services	»»»	TRC will continue to work with TfNSW on the 16 Cities program. Seek TfNSW support to fund recommendations from 16 Cities Program.

Investigate and advocate for the expansion of rail services within and out of our region			
C.0301.01	Advocate for improved rail services		Continue to engage with TfNSW to better understand the demand and performance of the existing daily service.
Increased participation in walking and cycling			
C.0401.02	Implement Active Transport Strategy		The Active Transport Strategy was adopted 5 years ago and is expected to be updated in 2025, to align with Blueprint 100.
Support the community through improved IT services that meet the community's needs			
C.0501.01	Develop and Implement the Technology Blueprint		M365 testing completed in December 2024. Migration and deployment scheduled to commence February 2025, with scheduled completion targeting end of June 2025.
C.0501.02	Deliver the Technology One Program		Deliver TechnologyOne - OneCouncil planned initiatives for Financial Year 2024/25. Deliver 100% by 30 June 2025. On track for this reporting period.
C.0501.03	Develop and implement a Data and Information Management Operating Model		Re-schedule of release of the Data and Information Management Operating Model to March 2025.
C.0501.04	Enable and support Business Intelligence, Reporting and Analytics capabilities		Implement 100% of community interest data analytics items identified in the Technology Blueprint roadmap for FY2024/25 by 30 June 2025. On track for this reporting period.
C.0501.05	Formalise and deliver Cybersecurity		This has been re-scheduled from the 3 rd 2024 to the 2 nd 2025, and is pending recruitment of the Cyber Security Analyst. This resource is crucial to justify the purchase, implementation, and subsequent ongoing management.
C.0501.06	Review and update Council ICT Infrastructure and Networks		Community Technology Hub Design endorsed by 30 December 2024, and location available to the community by 30 June 2025.



FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy		
E.0101.01		<p>Progress with energy related and energy efficiency actions as identified within Section 10, year 2024/25 of Our Environmental Sustainability Strategy & Action Plan 2022-2026.</p> <p>Progress with energy related and energy efficiency actions that sit with the Energy Sustainability Officer as identified within Section 10, year 23/24 of Our Environmental Sustainability Strategy & Action Plan 2022-Complete relevant Actions due in the 2024/2025 FY by 30 June 2025. On track this reporting period.</p>
Increase the take up and use of affordable and clean energy across the region		
E.0102.01		On Hold pending finalisation of ORF details. Update to be provided in next reporting period.
Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy		
E.0201.01		Progress implementing actions that sit with the sustainability team identified within Section 10, of Our Environmental Sustainability Strategy & Action Plan 2022-2026. On track this reporting period.
E.0201.04		Deliver critical infrastructure; Landfill cell 1&2. Determine options before 30 June 2025. On track this reporting period.
E.0201.07		The work of the consultant has progressed the biodiversity mapping of the region and a Rural Lands Strategy has also made progress. Updated environmental provisions will be developed as an outcome of these to be implemented in the revised TRLEP 2010.
E.0201.08		This action is awaiting the completion of the Biodiversity Mapping of the Region and Rural Lands Strategy
Manage stormwater runoff to protect our built environment		
E.0202.01		Recruitment is underway for a new stormwater engineer to progress this action. Update to be provided in next reporting period.

E.0202.02	Implement in conjunction with regional services operations area to develop a delivery plan for the stormwater management plan actions	⚠	Recruitment is underway for a new stormwater engineer to focus on the delivery of this works. Update to be provided in next reporting period.
E.0202.04	Implement Stormwater Management Plans	⚠	Recruitment is underway for a new stormwater engineer to focus on the delivery of this works. A Stormwater Management Working Group has been established to facilitate this process. Update to be provided in next reporting period.
E.0202.05	Maintain a safe and functional storm water system	➤➤➤	Routine maintenance has been conducted on Council's stormwater network as required throughout the year.
Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy			
E.0301.01	Working towards achieving the targets within State Governments NSW Plastics Action plan	➤➤➤	During this reporting period, 3.03 tonnes (t) of soft plastic was diverted from land fill. Overall, the program has collected a total of 21.2 ton since it started. During the reporting period there were 96 new participants signed up organically to the program.
E.0301.02	Working towards achieving the targets within State Governments Waste and Sustainability Strategy 2041	➤➤➤	Progress towards achieving actions in the Environmental Sustainability Strategy and Action Plan 2022-2026 to meet targets included in State Governments Waste and Sustainability Strategy 2041. On track for this reporting period.
E.0301.03	Implement waste minimisation projects, programs and initiatives identified in Our Environmental Sustainability Strategy & Action Plan (2022-2026)	➤➤➤	<p>Projects, programs and initiatives undertaken during the current reporting period to increase diversion rates from landfill include: Curby, Community Recycling Centre (CRC), kerb side recycling, onsite recycling, amendments to the DCP (for residential, commercial, construction and industrial waste), update on application for grant funding for collection of industrial plastics (2,3 &5) and construction and demolition waste audits and consultation with building and construction industry to obtain their input in to source separation opportunities on their sites.</p> <p>Under the CRC program, 18 ton of toxic material was diverted from Tamworth Waste Management Facility for reprocessing/ treatment by Cleanaway.</p> <p>In the current 6 month reporting period, the following are resources or recyclables that have been kept out of Tamworth Regional Council's Waste Management Facilities and have been collected from site for treatment or processed at other licenced facilities:</p> <ul style="list-style-type: none">• Kerbside & Rural Recycling – 1,660 ton (light loose trucked material)• Cardboard drop off / SMRF Recycling – 2,079.66 ton (heavy baled material)• Metal Recycling – 1,107.7 ton (heavy baled material)• Vehicle Batteries – 18.35 ton (pallet transport)• Motor oil recycling – 3,600L• Tyres - 22 ton (whole units cage collection)• Mattresses – 49.56 ton (whole product cage collection)• Green waste to Renew Organics for processing – 5,432.94 ton• Mulch/Compost sales – 1,314.26 ton• E-waste – 30.68 ton• Clean concrete & Brick (crushed and sold) – 483.88ton• Approved Reuse Material – 1,688.12 ton

			<ul style="list-style-type: none"> Commercial fluoro tubes – 1.4 ton Drummaster containers – 2,490 containers (light loose containers)
E.0301.05	Implementation of Food Organic, Garden Organic (FOGO) within the Tamworth Region through green bins system	—	The implementation of this action will be determined in line with the broader Organics Recycling Facility construction and operational launch of the service.
E.0301.06	Implementation of Curby (soft plastics recycling) through yellow bins system	»»»	Continue trial of Curby soft plastics recycling. Review trial success by 30 June 2025.
E.0301.07	Establish a FOGO processing facility	»»»	Council to determine if to proceed with a regional processing facility by June 2025. On track for this reporting period.
E.0301.08	Establish a Small Material Reuse Facility	»»»	Reconstruct small material recovery facility including public drop off and kerbside recyclables decontamination line. Determine options before 30 June 2025.
E.0301.10	Develop a New Waste Strategy 2030	»»»	Review and update a new Waste Management Strategy 2030, to with Blueprint 100. Adopt by 30 June 2025.
Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment			
E.0401.01	Implement actions from the Sustainability Strategy 2022 – 2025 related to biodiversity	»»»	This project is currently on-track and aligns with the target set out in the Environmental Sustainability Strategy to "update the regional ecological biodiversity baseline by 2025".
E.0401.02	Provide education to the community through weeds management and encourage land owners to uphold their obligations in compliance with Biosecurity legislation	»»»	Provide education workshops and raise awareness on weeds management to the community. Deliver regular community education programs to facilitate weeds management within the LGA. On track for this reporting period.



Council repurposed 1600 tonnes of concrete removed from the former velodrome site into road base material; diverting it from landfill.



FOCUS AREA 7

CELEBRATE OUR CULTURES AND HERITAGE

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region		
H.0101.04 Implement the Tamworth Regional Gallery Strategic Plan		The previous Tamworth Regional Gallery Strategic Plan has been implemented, and the new Strategy was endorsed by Council at the Meeting held on 26 November 2024.
H.0101.07 Provide and support activities that celebrate cultural diversity		<p>Host and deliver the cultural events program to promote cultural understanding across our region as outlined in the Tamworth Regional Gallery Strategic Plan.</p> <p>Reporting period statistics:</p> <ul style="list-style-type: none"> Gallery Attendance = 26,537 Museums Attendance = 7,418 Offsite = 10,072 <p>Events and public programs completed to engage our diverse community. Including a focus on the Create NSW priority areas below:</p> <ul style="list-style-type: none"> First Nations CALD Young People People with a Disability Rural and Remote <p>The above priority groups are identified in the Tamworth Regional Gallery Strategic Plan and the Regional Museums Engagement Strategy.</p>
H.0101.08 Implement the Australian Country Music Hall of Fame Strategic Plan		<p>Implementation of this plan is now complete.</p> <p>Museum Attendance Stats:</p> <ul style="list-style-type: none"> ACMF – 5,938 TPSM – 1,480 <p>Museum Volunteers Hours:</p> <ul style="list-style-type: none"> ACMF – 680.5 TPSM – 1,239 <p>Attendance at public programs/ guided tours:</p> <ul style="list-style-type: none"> ACMF – NAIDOC performance (approx. 40), All Australian Journeys Tour 22pp, Blue Bus Tour 37pp, Travelrite Tour 19pp, Golden Westerners Caravanning Tour 30pp, All Australian Journeys Tour 21pp.

			<ul style="list-style-type: none"> TPSM – South Public-School Tour Yr 6 45 students, Carinya Christian School Yr 3 40 students, Schools Interactive Fair (120 students and teachers), 9th of November 136th Anniversary Fair (170pp), Golden Westerners Caravanning Tour 29pp.
H.0101.09	Deliver the Tamworth Region Cultural Plan 2024-2029	»»»	Deliver the Cultural Plan action. On track for this reporting period.
H.0101.10	Develop 2024-2029 Tamworth Regional Gallery Strategic Plan	✓	The new Strategy was formally endorsed by Council at the Meeting held on 26 November 2024. The Tamworth Region Gallery Strategy for 2025 to 2028, will be utilised by Council to govern a highly professional and well-managed process for the operations and management of the Tamworth Regional Gallery over the next four years.
Encourage new community arts initiatives and use of public spaces			
H.0102.01	Deliver and promote a curated Annual Season and performing arts program across a diverse range of genres.	»»»	The second half of the 2024 season was successfully delivered, with 14,292 people attending shows in the 6 month period. Preparation for the 2025 season took place through September, October and November. The 2025 Season launched on 1 December with strong early sales across the season's 32 scheduled events.
H.0102.02	Develop entertainment venues five year strategic plan	—	This action is due to commence in March 2025.
H.0102.03	Ensure sound, lighting, staging and venue assets are maintained and renewed	»»»	Assets are renewed and maintained in alignment with the Asset Management Plan and reviewed quarterly. On track for this reporting period.
H.0102.04	Review Council's grants and fee waiver policies	—	Review is delayed due to resourcing. An update will be provided in the next reporting period.
H.0102.05	Provide financial assistance for the community through the annual donations program	»»»	Provide an annual donations program to support our local community groups. On track for this reporting period.
Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures			
H.0201.03	Develop new and meaningful ways to consult with our Aboriginal Communities	!	Council is investigating the scope of roles and responsibilities within Aboriginal identified positions with Inclusive Communities and how those positions will lead the organisations strategic direction both internally and externally. Update to be provided next reporting period.
H.0201.04	Observe dates of significance and participate in celebrations as advised by local Aboriginal and Torres Strait Islander communities	»»»	Participate in significant celebrations as guided by local Aboriginal and Torres Strait Islander communities. On track for this reporting period.
H.0201.07	Coordinate and support the operation of Council's Innovate Reconciliation Action Plan Working Group	»»»	Council continues to coordinate the iRAP Working Group meetings including administration support.
H.0201.08	Review and develop a new Tamworth Region Innovate Reconciliation Action Plan (iRAP)	»»»	Council and the Reconciliation Working Group to develop a Tamworth Regional Council Innovate Reconciliation Action Plan (iRAP). iRAP Working Group meetings held monthly to review actions and draft iRAP. On track for this reporting period.

H.0201.09	Deliver the Tamworth Regional Council Innovate Reconciliation Action Plan (iRAP)	—	iRAP Working Group meeting regularly developing draft to be submitted in coming months.
H.0201.10	Develop a training matrix for Aboriginal cultural learning, awareness, and Reconciliation across the Organisation	—	This action will commence as a part of iRAP development and implementation.
H.0201.11	Review Aboriginal cultural employment strategies, programs, and initiatives for recruitment and retention	—	To be reviewed as part of iRAP consultation and development with working group, to be reviewed by People and Culture.
Support the development of museum and library heritage collections			
H.0301.01	Manage the Tamworth Regional Museum Engagement Strategy (2019 - 2024)	✓	This plan has now been superseded. The new Tamworth Region Museum and Archive Strategy has replaced the previous plan and was adopted by Council on 13 August 2024.
H.0301.02	Complete the development of an Aboriginal Cultural Heritage Study and implement relevant recommendations in the Tamworth Local Environmental Plan	»»»	Engage a consultant to undertake an Aboriginal Cultural Heritage study. Endorse before 30 June 2025 for public exhibition. On track for this reporting period.
H.0301.03	Continue to provide assistance through the Annual Heritage Assistance Fund	»»»	2024/25 Heritage Assistance Fund was determined by Council on 13 August 2024, with 11 applications receiving funding.
H.0301.04	Develop a Tamworth Region Museum and Archive Strategy 2024-2029	✓	The Strategy was formally adopted by Council on 13 August 2024.
H.0301.05	Continue to implement the PowerStation Museum Strategic Plan 2021-2025	✓	Implementation of the PowerStation Museum Strategic Plan 2021-2025, has been completed.
H.0301.06	Develop the Library's Local Studies Collection	»»»	Ensure our local history, knowledge and culture is safe by developing a Library Local Study Collection. In this reporting period, five items were added to Tamworth Library, one to Nundle Library and one to Kootingal Library.
H.0301.07	Conserve and protect our paper based history	»»»	Populate the Library's Digital Assets Module with digitized copies of fragile and significant paper based resources. In this reporting period, 400 maps from Nundle Library were digitised.
Ensure development controls and zoning protect the heritage significance of items and conservation areas			
H.0302.01	Complete the review of Tamworth Development Control Plan and Tamworth Local Environmental Plan	✓	Exhibit and adopt "house keeping" DCP Amendment. Focus on car parking controls in the CBD, flooding, urban design and built form controls. Commence the review of the Heritage controls and align with the TDCP and TLEP before 30 June 2025.



FOCUS AREA 8

A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Develop and evolve our story to expand Tamworth's identity through all our communications strategies and plans		
S.0101.01 Ensure Economic Development campaigns are clearly aligned to market segments		The investment/economic development brochure has been developed and is ready for distribution. Additional collateral (website and newsletter) is currently being developed/re-designed with the assistance of the Comms Team.
S.0101.02 Align and promote new narrative in all marketing campaigns		This action is now complete and implemented as ongoing 'business as usual'.
S.0101.03 Manage good branding principles through the branding guidelines		Council's most recent update to the corporate branding is the inclusion of the aboriginal artist element. This EOI process is complete and will be implemented across corporate branding templates.
S.0101.05 Provide inclusive opportunities through engagement processes for the community to get actively involved in decision-making		During this reporting period, the 'Have Your Say' website received 33,055 views and 22,372 visits. It's use continues grow, as we encourage the community stay updated on major projects, provide feedback and participate.
S.0101.06 Implement a Communications Strategy to facilitate the exchange of information between the community and Council		Implement 2024-25 funded actions from the Communications Strategy of the action plan. Before June 2025.
Market Tamworth beyond the region through our Economic and Tourism strategies		
S.0201.01 Ensure marketing plans differentiate between the tourism and economic sectors as guided by the strategies.		Align and include clear actions on the individual Visitor and Economic sectors in the Communication Engagement Strategy and Plan. On track for this reporting period.
S.0201.02 Review, develop and implement annual marketing plans		Marketing plans developed and reviewed annually.
Show who we are when people arrive by land or air to our towns and region		
S.0301.01 Manage the Regional Entrance Strategy		Deliver Tamworth Regional Entrance Strategy funded projects. On track for this reporting period.



FOCUS AREA 9

OPEN AND COLLABORATIVE LEADERSHIP

Complete
 On Track
 Needs Attention
 Not Started

Action / Deliverable	Status	Reporting Period Insights
Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws		
T.0101.01 Manage access to information and privacy processes		GIPA applications have continued steadily. The deadlines prescribed within the GIPA act are continuing to be met.
T.0101.02 Manage Council's Model Code of Meeting Practice and Model Code of Conduct		The Local Government Elections were held in September. The new Model Code of Meeting Practice (developed by OLG) is currently in consultation phase. Once this is released, Governance will update the Model Code of Meeting Practice accordingly.
T.0101.03 Provide Council's Ordinary Council Meeting business papers to the public at least 3 days prior to the scheduled meeting date		Business Papers have been provided to the public 3 days prior to the Council Meeting via Council's website.
T.0101.04 Review the General Policy Register annually		Review and update Council's General Policy register annually. On track for this reporting period.
T.0101.05 Review the Operational Policy register annually		Review and update Council's Operational Policy register annually. On track for this reporting period.
T.0101.06 Provide independent and objective internal audit function that adds value and improves Council's operations.		Council operates an internal audit function that is independent and objective. Recommendations from Audits are developed to improve Council processes and Governance.
T.0101.07 Ensure compliance with the mandatory Internal Audit Guidelines issued by the Office of Local Government		Council complies with the Internal Audit Guidelines issued by the Office of Local Government.
T.0101.08 Complete the Internal Audit program		The Internal Audit Schedule will be completed by 30 June 2025.
T.0101.09 Facilitate and provide advice and support to the Audit, Risk and Improvement Committee and Council on governance, process, procedures and the implementation of audit recommendations		Full administrative support and guidance has been provided to the ARIC and ARIC members. Professional advice, guidance and support on governance, internal audit, process, procedures and the implementation of internal audit recommendations has been provided to Council and Council staff.
T.0101.10 Manage risk to our community, workforce and partners		2024 Board Initiative - Business Continuity Plan exercise completed in November 2024. A report was received identifying recommendations for improvement. This will form the basis of a Business Continuity Program review for Council.

			<p>A WHS Legislative Compliance Audit has been identified for inclusion in the Internal Audit plan, with completion to be undertaken between July and Sept 2025.</p> <p>StateCover WHS Self Audit Priority Action plan for 2023-24 was completed with advice that Council would receive the full increment received in December 2024. The WHS Self Audit process was reviewed by StateCover during 2024. The Self Audit will be undertaken based on the calendar year (2025) and the 3 Priority Actions identified from the audit will be completed over a 3 year period.</p> <p>Alignment of the Risk Management Framework to existing systems is ongoing. The criteria within the framework has been incorporated into the PLM and work has commenced to align the Integrated Management system documentation with the framework.</p>
T.0101.12	Provide a legal service and support for management and business units	»»»	Ongoing 'business as usual' function, on track for reporting period.
T.0101.13	Manage insurance services for council including processing of insurance claims	»»»	Council maintains a number of insurance policies as a financial risk mitigation strategy. Claims processing continues to follow established procedures and completion depends on the complexity of the claim.
Make our Planning and Reporting easy to understand and reflective of the community's wants, needs and aspirations			
T.0102.01	Utilise the Integrated Planning and Reporting Framework to guide our community's long term vision for the region	»»»	The review of the 2025/2035 CSP is currently underway; the community survey has been conducted and two engagement workshops were held. Workshop held with the Councillors and Managers on CSP. The 2025/29 Delivery Program and 2025/26 Operational Plan are in planning stages.
T.0102.02	Coordinate strategies and plans are aligned with our community's priorities	»»»	Council continues to work towards best practice, aligning strategies and plans with community priorities under the guidance of the Integrated Planning and Reporting framework.
T.0102.03	Undertake Council's Service Delivery Reviews	»»»	Business Improvement Review framework has been developed with the program due to commence in July 2025, aligning to the commencement of the 2025-2029 Delivery Program.
T.0102.04	Develop and implement Business Unit business plans	—	This action has been merged with action T.0102.03. Business unit plans will form part of the Business Improvement Review Program.
T.0102.05	Continue to improve our asset management processes to align with and support Long Term Financial Planning	»»»	Annual review of asset management documentation, including budget and expenditure updates and identified improvement actions for each asset type. On track for this reporting period.
T.0102.06	Incorporate Sustainability and SDG's within council's decision making process	»»»	Sustainability Goals are identified in the IP&R suite of planning documents. The Community Strategic Plan 2025-2035 is in development and will incorporate SDG's in each focus area.
Ensure long term financial sustainability through short-, medium- and long-term financial planning			
T.0201.01	Manage councils income and expenditure in-line with Treasury guidelines	»»»	Quarterly Budget Review - September 2024 submitted to the Council Meeting held on 26 November 2024.
T.0201.02	Review and update the Long-Term Financial Plan Annually	»»»	Long Term Financial Plan will be updated in March/June Quarters in conjunction with 2025-2026 Budget process.

T.0201.03	Develop a streamlined procurement procedure	»»»	Updated Procurement Procedures endorsed and distributed to staff in December 2024. Procurement training currently in development and will be deployed to staff in 2025.
T.0201.05	Meet the conditions outlined in the IPART Special Variation instrument	»»»	Report on the Special Variation status in the Annual Report. On track for this reporting period.
T.0201.06	Report on the containment measures identified as part of Special Variation application	»»»	All cost containment measures prioritised for 2024/2025 are reported on. On track for this reporting period.
Assets are managed to meet our community's needs through sustainable, cost effective lifecycle management			
T.0202.01	Manage Council's plant and fleet	»»»	Manage and maintain Council's Plant & Fleet in accordance with the Asset Management Plan. On track for this reporting period.
T.0202.02	Manage Councils' buildings	»»»	Manage and maintain Council's buildings in accordance with the Asset Management Plan. On track for this reporting period.
Develop and implement a Communications Strategy to help build trust and transparency between our community and Council			
T.0301.01	Communicate to the Community via channels identified in Communications Strategy	»»»	Council continues to ensure all Council communications with the community use the most appropriate channels identified in the Communications Strategy. On track for this reporting period.
Attract and retain a high performing and engaged workforce			
T.0401.01	Develop a framework that addresses recruitment, retention, development, leadership and culture	»»»	A review of the Workforce Management Plan is underway with the adoption to be complete prior to 30 June 2025.
Plan for our future workforce			
T.0402.01	Develop a Strategic Workforce Plan in consultation with leaders and employees to ensure our workforce is sustainable	»»»	Adopt new Workforce Strategy included in the 4 year Resource Strategy by 30 June 2025.
T.0402.02	Ensure Council complies with the Child Safe Scheme and the Child Safe Standards are embedded across Council's operations	»»»	Council continues to embed both our child safe framework as well as the Office of the Children's guardian's child safe standards. A child safe working group (internal) has been formed with meetings commencing in February.
Develop and manage relationships with all levels of government and stakeholders			
T.0501.01	Continue to develop and manage relationships with all levels of government and stakeholders	»»»	Relationships with all levels of government have been enhanced and developed through regular meetings, conferences, submissions, events and delegations, between executive staff and government representatives. On track for this reporting period.
T.0501.02	Participate in all relevant regional, state and federal bodies that benefit and promote TRC and its interests.	»»»	Council Executive and staff have continued to participate where possible in all relevant State and Federal bodies. On track for this reporting period.

CAPITAL WORKS PROGRAM 2024/25

FOCUS AREA 1 – OUR WATER SECURITY

Code	Program	Project	Budget	Expenditure (incl commitments)
W.0102	Laboratory	Lab - Refit Metals Laboratory - Upgrade Gas Lines	\$0	\$485
W.0102	Laboratory	Lab - Hach SD900 Autosampler	\$12,000	\$0
W.0102	Laboratory	Lab - Microlab Additional Overhead Cupboards	\$5,000	\$0
W.0102	Laboratory	Lab - Method Development Equipment	\$10,000	\$12,506
W.0102	Laboratory	Lab - Acid Distillation Unit	\$0	\$0
W.0102	Laboratory	Lab - LIMS Upgrade	\$30,000	\$0
W.0102	Laboratory	Lab - Lunchroom Furniture	\$4,000	\$3,716
W.0102	Laboratory	Lab – Replace Fridge	\$15,000	\$13,969
W.0102	Barraba Water	Barraba Water - Connors Creek Dam Renewal Works	\$75,000	\$76,425
W.0102	Barraba Water	Barraba Water - Pipeline telemetry improvements	\$0	\$7,158
W.0102	Barraba Water	Split Rock Dam Pump Station – Electrical & Control Renewal	\$100,000	\$25,152
W.0102	Bendemeer Water	Bendemeer Water - Process/Treatment Improvements	\$232,357	\$40,336
W.0102	Bendemeer Water	Bendemeer Raw Water Intake Erosion Repairs	\$58,000	\$1,343
W.0102	Manilla Water	Manilla Water - New 4ML/d Water Treatment Plant	\$61,269	\$9,407
W.0102	Moonbi/Kootingal Water	Kootingal Water - 3.5ML Storage at Kootingal Twins Site	\$0	\$8,160
W.0102	Nundle Water	Nundle Water – Treatment Improvements	\$48,968	\$14,885
W.0102	Tamworth Water	Tamworth Water - Pump Station Oxley Park (Victoria Pk) Renew	\$116,320	\$35,224
W.0102	Tamworth Water	Chelmsford Street - Water Main Design	\$14,785	\$10,538
W.0102	Tamworth Water	Robert Street - Water Main Design	\$10,409	\$4,742
W.0102	Tamworth Water	Dungowan Dam - Power Supply Battery Backup	\$200,000	\$9,761
W.0102	Tamworth Water	Dungowan Dam - Debris Boom Replacement	\$222,140	\$244,830
W.0102	Tamworth Water	Dungowan Dam - Scoping of Dam Safety Investigations	\$113,621	\$113,621
W.0102	Tamworth Water	Tam Water - Pump Station Peel Intake - Renewals	\$65,545	\$1,470
W.0102	Tamworth Water	Tam Water - Hills Plain Bourne Lane Reservoir-Design	\$0	\$766
W.0102	Tamworth Water	Tamworth Water-New Lead-In Mains for Warwick/Bylong/Smiths	\$839,413	\$40,601
W.0102	Tamworth Water	Tamworth Water - Dungowan Pipe Line - Renewals	\$0	\$1,500
W.0102	Regional Water Services	TRC Water - Mains Renewal - Control	\$1,861,835	\$83,041
W.0102	Tamworth Water	Tam Water - OTH 24ML Reservoir - Design	\$88,159	\$13,866
W.0102	Tamworth Water	Tamworth Water - AELEC Pump & Treatment Plant Renewals	\$54,518	\$5,746

FOCUS AREA 1 – OUR WATER SECURITY

Code	Program	Project	Budget	Expenditure (incl commitments)
W.0102	Tamworth Water	Tam Water - Treatment Plant Renewal Works	\$301,636	\$153,213
W.0102	Tamworth Water	Tamworth Water Pump Station - Hills Plain (Victoria Pk) Cons	\$97,200	\$3,215
W.0102	Tamworth Water	Calala WTP Polymer Batching System Upgrade	\$33,867	\$9,265
W.0102	Tamworth Water	Tamworth Water - Calala Treatment 3.3kw to 415V Conversion	\$607,936	\$373,851
W.0102	Regional Water Services	TRC - Automatic Water Meters	\$186,587	\$412,229
W.0102	Tamworth Water	Tam Water - Hills Plain - Council Cont - Upsizing Mains	\$100,000	\$0
W.0102	Tamworth Water	Bulk Water Meter Upgrades - Sports & Recreation Assets	\$0	\$2,685
W.0102	Tamworth Water	Tam Water - Calala WTP Upgrade Filters - Design & Con	\$190,663	\$21,605
W.0102	Tamworth Water	Tamworth Water - Calala WTP SCA2 Renewal/Replace - Design	\$117,051	\$80,808
W.0102	Tamworth Water	Tam Water - Calala WTP - New PAC Dosing Facility - Desi	\$154,624	\$51,904
W.0102	Tamworth Water	Tamworth Water - Calala WTP UV Install/Tank Upgrade	\$116,023	\$112,504
W.0102	Tamworth Water	Tamworth Water - Calala Storage Dam - Survey Monitoring Netw	\$42,100	\$0
W.0102	Tamworth Water	Main Replacement - Wongala St	\$35,149	\$1,175
W.0102	Tamworth Water	Peel and Dungowan Rate of Flow Valves	\$100,000	\$63,960
W.0102	Tamworth Water	Tamworth Water - Calala WTP – Soda Ash Dosing Renewal	\$38,961	\$0
W.0102	Tamworth Water	Tam Water - Dungowan Pipeline Improvements	\$200,000	\$178,465
W.0102	Tamworth Water	Duplicate Water Main from OTH Reservoir to Murroon Reservoir	\$200,000	\$0
W.0102	Tamworth Water	Robert St Water Main Replacement	\$651,997	\$816,172
W.0102	Tamworth Water	Shand Circuit Water Main Renewal	\$33,000	\$24,260
W.0201	Sustainability Unit	Water Efficiency Projects - Budget Control	\$19,173	\$0
W.0201	Sustainability Unit	AELEC Shower Tap upgrade	\$4,940	\$4,940
W.0201	Sustainability Unit	AELEC Water Refill Stations	\$12,000	\$9,350
W.0201	Sustainability Unit	Flynn Street - Pressure Cleaner	\$10,030	\$0
W.0302	Regional Wastewater Services	TRC Sewer - Mains Reconstruction Control	\$469,700	\$0
W.0302	Barraba Wastewater	Barraba Sew - WWTP Upgrade/Reuse Augmentation - Construct	\$557,244	\$184,108
W.0302	Barraba Wastewater	Barraba Sew - Pump - Cooper Street Pump station - Construct	\$1,103,375	\$241,476
W.0302	Barraba Wastewater	Barraba Sewer -Reuse Augmentation - Prelim/Design	\$69,701	\$2,332
W.0302	Moonbi/Kootingal Wastewater	Kootingal Sew - WWTP/Effluent Reuse Augmentation - Const	\$75,000	\$0
W.0302	Regional Wastewater Services	TRC - Sewer Mains Rehabilitation/Reconstruction	\$1,638,630	\$5,448
W.0302	Tamworth Wastewater	Tam Sewer - SPS8 Construct Storm Flow Station	\$500,000	\$456

FOCUS AREA 1 – OUR WATER SECURITY

Code	Program	Project	Budget	Expenditure (incl commitments)
W.0302	Tamworth Wastewater	Tam Sewer - Construct New Rising Main SPS8 to Westdale	\$500,000	\$0
W.0302	Tamworth Wastewater	Tam Sew-New Lead-In Mains for Warwick/Bylong/Smiths	\$953,383	\$234,282
W.0302	Tamworth Wastewater	Tam Sewer - Pump Station Improvements	\$96,350	\$23,030
W.0302	Tamworth Wastewater	Tam Sew - SPS3C - Upgrade Pump Station/Add Storage	\$459,620	\$97,401
W.0302	Tamworth Wastewater	Tam Sewer - SPS New Oxley Vale Pump Station/Pipework Const	\$1,561,472	\$872
W.0302	Tamworth Wastewater	Tam Sewer - SPS Oxley Vale - Rising main to Westdale WWTP	\$1,351,816	\$122,138
W.0302	Tamworth Wastewater	Tam Sew -SPS Swan St - Upgrade to 440L/s at 19m	\$381,459	\$280,983
W.0302	Tamworth Wastewater	Drillers Mud Waste Management System	\$124,216	\$45,501
W.0302	Tamworth Wastewater	Tam Sewer - SPS8 4250m DN525 Parallel Main	\$1,224,446	\$0
W.0302	Tamworth Wastewater	Tam Sew - South Tamworth Commercial Area	\$646,296	\$12,050
W.0302	Tamworth Wastewater	Tam Sewer - Pump Stations Upgrade Telemetry & SCADA Systems	\$254,540	\$0
W.0302	Tamworth Wastewater	Tam Sewer - Centre Pivot Irrigators - Renewal	\$643,984	\$393,469
W.0302	Tamworth Wastewater	Tam Sew - SPS8 Pump Renewal and Capacity Upgrade	\$63,958	\$14,211
W.0302	Tamworth Wastewater	Tam Sewer - Effluent Reuse Farm Access Roads Renewal	\$274,300	\$0
W.0302	Tamworth Wastewater	Water Purification Facility - Early Phase Works	\$916,737	\$573,894
W.0302	Tamworth Wastewater	Relocation of Sewer Rising Main Lot 165 DP719892 - Wilson's	\$0	\$3,091
W.0302	Tamworth Wastewater	Westdale WWTP - Ferric Dosing System Renewal	\$250,000	\$260,932
W.0302	Tamworth Wastewater	Jewry Street Park Design	\$89,479	\$0
W.0302	Tamworth Wastewater	Tam Sewer - RE System Duplication	\$150,000	\$0
W.0302	Tamworth Wastewater	Tam Sewer - IDAL Electrical Cabling Renewal	\$145,000	\$1,255
W.0302	Tamworth Wastewater	Tam Sewer - Westdale WWTP Control System Renewal	\$100,000	\$13,542
W.0302	Tamworth Wastewater	Tam Sewer -Trickling Filter-columns and bearing	\$100,000	\$20,245
W.0302	Tamworth Wastewater	Tam Sewer - Maturation Pond Renewals	\$100,000	\$22,800
W.0302	Tamworth Wastewater	Tam Sewer - Westdale WWTP Instrumentation Renewal	\$50,000	\$0
W.0302	Tamworth Wastewater	Tam Sewer - IDAL Decanter	\$20,000	\$0
TOTAL			\$22,361,982	\$5,652,365

FOCUS AREA 2 – A LIVEABLE BUILT ENVIRONMENT

Code	Program	Project	Budget	Expenditure (incl commitments)
L.0202	Capital and Non Recurrent Works - S & R	CBD Beautification Works - Upgrade Gardens	\$17,559	\$0
L.0202	Capital and Non Recurrent Works - S & R	Community Centre Car Park Landscaping	\$24,505	\$0
L.0202	Capital and Non Recurrent Works - S & R	Swan Street Drainage Landscaping	\$5,732	\$0
L.0202	Capital and Non Recurrent Works - S & R	Jewry Street Bridge Duplication Landscaping	\$2,807	\$0
L.0202	Capital and Non Recurrent Works - S & R	Bligh Street Upgrade Landscaping	\$8,438	\$0
L.0202	Capital and Non Recurrent Works - S & R	Hill Street Car Park Landscaping	\$13,935	\$0
L.0202	Capital and Non Recurrent Works - S & R	Gipps Street Car Park Landscaping	\$2,547	\$0
L.0202	Capital and Non Recurrent Works - S & R	Hillvue Road and Garden Street Roundabout Landscaping	\$555	\$0
L.0202	Capital and Non Recurrent Works - S & R	Long Vehicle Car Park Landscaping	\$3,705	\$0
L.0202	Capital and Non Recurrent Works - S & R	Warramunga Ave Storm Water Landscaping	\$4,628	\$0
L.0202	Capital and Non Recurrent Works - S & R	Peel Street Hedge Replacement - Exp	\$50,000	\$25
L.0202	Capital and Non Recurrent Works - S & R	Tamworth Regional Council Entrance Strategy - Exp	\$850,000	\$10,468
L.0202	Infrastructure Projects	CBD Trees Stage 2 - Exp	\$387,352	\$347,859
L.0401	Overheads - Sport & Rec	TRC-Water Efficiency Projects-Control	\$50,000	\$0
L.0401	Capital and Non Recurrent Works - S & R	TRC-Parks and Recreation Asset Renewal-Control	\$84,635	\$0
L.0401	Capital and Non Recurrent Works - S & R	Piallamore Amenities Upgrade - Exp	\$270,000	\$220,970
L.0401	Capital and Non Recurrent Works - S & R	Sports Dome - Show Court Scoreboard	\$45,600	\$0
L.0401	Capital and Non Recurrent Works - S & R	TRC-Aquatic facilities-Asset renewal Budget-Control	\$1,304	\$0
L.0401	Capital and Non Recurrent Works - S & R	South & West Pool - Roller Door Upgrade	\$0	\$317
L.0401	Capital and Non Recurrent Works - S & R	Pools - Chemical Compliance	\$23,850	\$18,000
L.0401	Capital and Non Recurrent Works - S & R	Shade Sail Replacements - Various Pools	\$13,000	\$13,095
L.0401	Capital and Non Recurrent Works - S & R	Kootingal Pool - Changeroom Roof Replacement	\$3,500	\$2,605
L.0401	Capital and Non Recurrent Works - S & R	Manilla Pool - Main Building Floor Refurb	\$11,657	\$11,657
L.0401	Capital and Non Recurrent Works - S & R	Toilet Pan Renewals - Pools	\$15,450	\$15,497
L.0401	Capital and Non Recurrent Works - S & R	Nundle Pool - Change Room Ceiling Renewal	\$14,954	\$18,752
L.0401	Capital and Non Recurrent Works - S & R	Olympic Pool Stairs - Renewal	\$6,730	\$6,730
L.0401	Capital and Non Recurrent Works - S & R	Chemical Tank Fence - South Tamworth Pool Renewal	\$7,000	\$3,603

L.0401	Capital and Non Recurrent Works - S & R	Entrance ramp- South Tamworth Pool renewal	\$10,000	\$9,400
L.0401	Capital and Non Recurrent Works - S & R	Pool Dosing & Monitoring Equipment Renewal	\$5,752	\$5,652
L.0401	Capital and Non Recurrent Works - S & R	Pools - Xplor Point of Sale Hardware	\$24,264	\$19,780
L.0401	Capital and Non Recurrent Works - S & R	Cricket Nets Refurb - Riverside No 1 and No 2	\$1,096	\$0
L.0401	Capital and Non Recurrent Works - S & R	Cricket Nets New 3 Lane Facility - Riverside 3	\$186	\$0
L.0401	Capital and Non Recurrent Works - S & R	Botanic Gardens - Edging upgrade	\$5,000	\$0
L.0401	Infrastructure Projects	No. 1 Oval Pavilion Upgrade - Exp	\$1,445,558	\$63,325
L.0401	Capital and Non Recurrent Works - S & R	Glen Riddle Reserve - Capital Works - Exp	\$6,705	\$3,850
L.0401	Capital and Non Recurrent Works - S & R	Chess Board Activation and Storage	\$52	\$0
L.0401	Capital and Non Recurrent Works - S & R	Dungowan Recreation Ground - Lighting - Exp	\$214,000	\$202,460
L.0401	Capital and Non Recurrent Works - S & R	Marsupial Park - Food Preparation Compliance - Upgrade	\$12,759	\$9,620
L.0401	Capital and Non Recurrent Works - S & R	Marsupial Park Fall Protection Renewal	\$14,157	\$5,284
L.0401	Capital and Non Recurrent Works - S & R	Kootingal Playground Shade Sail Renewal	\$6,000	\$0
L.0401	Capital and Non Recurrent Works - S & R	Marsupial Park Playground Fence Renewal	\$8,843	\$8,843
L.0401	Capital and Non Recurrent Works - S & R	Lighting Control 4G Asset Upgrade - Exp	\$27,190	\$27,190
L.0401	Capital and Non Recurrent Works - S & R	BMX Track Security Fence - Exp	\$50,000	\$52,504
L.0401	Capital and Non Recurrent Works - S & R	Bendemeer Tennis Court Resurfacing - Exp	\$100,000	\$100,795
L.0401	Capital and Non Recurrent Works - S & R	Sports Dome - Exit/Emergency light replacements	\$8,865	\$8,865
L.0401	Capital and Non Recurrent Works - S & R	Rugby League Goal Post Renewal - Exp	\$5,850	\$5,850
L.0401	Capital and Non Recurrent Works - S & R	ANZAC Park Pergola Pavers Renewal	\$17,922	\$0
L.0401	Capital and Non Recurrent Works - S & R	Lions Park Playground Repairs	\$6,185	\$6,185
L.0401	Capital and Non Recurrent Works - S & R	Joe Coates Park Shelter Renewal	\$6,300	\$7,899
L.0401	Capital and Non Recurrent Works - S & R	Somerton Rec Ground Tank Renewal	\$3,380	\$3,380
L.0401	Capital and Non Recurrent Works - S & R	Woolomin Evac Centre Ramp/Stair Renewal	\$20,600	\$0
L.0401	Capital and Non Recurrent Works - S & R	Bicentennial Park Synthetic Turf Renewal	\$14,420	\$12,426
L.0401	Capital and Non Recurrent Works - S & R	Riverside Baseball Scorers Box Renewal	\$4,760	\$4,760
L.0401	Capital and Non Recurrent Works - S & R	Barraba Mall Disability Toilet Renewal	\$5,150	\$67
L.0401	Capital and Non Recurrent Works - S & R	Powerhouse Park Table Setting Renewal	\$5,150	\$2,878
L.0401	Capital and Non Recurrent Works - S & R	Regional Playground Gutter Install	\$5,870	\$0
L.0401	Capital and Non Recurrent Works - S & R	Cherry St Barraba Park Furniture Renewal	\$10,300	\$9,797
L.0401	Capital and Non Recurrent Works - S & R	Captain Cook Park Nundle Play Equip Reseal	\$9,201	\$9,229

L.0401	Capital and Non Recurrent Works - S & R	Shade Sail Renewal Belmore Park	\$4,510	\$4,510
L.0401	Capital and Non Recurrent Works - S & R	Softball - Synthetic Turf Replacement - Porter Field	\$7,300	\$3,650
L.0401	Capital and Non Recurrent Works - S & R	Moonbi Lookout - Stonewall Upgrade - Exp	\$7,841	\$100
L.0401	Capital and Non Recurrent Works - S & R	Athletics Track Improvements - Exp	\$6,500	\$5,205
L.0401	Capital and Non Recurrent Works - S & R	NICSE Outdoor Netball Courts Resurface	\$255,000	\$254,200
L.0401	Infrastructure Projects	Treloar Tennis Redevelopment - Exp	\$235,554	\$20,899
L.0401	Infrastructure Projects	Tamworth Adventure Pool Preliminaries - Exp	\$4,252	\$1,120
L.0401	Capital and Non Recurrent Works - S & R	Barraba Rugby Union Clubhouse Extension-Exp	\$606,534	\$566,335
L.0401	Infrastructure Projects	Skywalk - Exp	\$6,625,454	\$15,750,797
L.0401	Infrastructure Projects	TRAC and NICSH (Stage 1) Prelims - Exp	\$1,560,059	\$1,242,308
L.0401	Infrastructure Projects	Tamworth Regional Aquatic Centre Const - Exp	\$1,000,000	\$0
L.0403	Infrastructure Projects	Kootingal Hall multi-purpose centre	\$821,173	\$811,345
TOTAL			\$15,109,135	\$19,910,086

FOCUS AREA 3 – PROSPERITY AND INNOVATION

Code	Program	Project	Budget	Expenditure (incl commitments)
P.0101	Infrastructure Projects	Arcadia Urban Release Access Project - Exp	\$675,930	\$614,615
P.0304	Pilot Training Facility	IFTT A Block Renovations	\$500	\$345
P.0304	Pilot Training Facility	IFTT B Block Renovations	\$41,201	\$38,305
P.0304	Pilot Training Facility	IFTT - Wash Bay	\$20,000	\$8,516
P.0304	Pilot Training Facility	IFTT - External Lighting	\$100,000	\$95,500
P.0304	Pilot Training Facility	IFTT - Major Kitchen Refurbishment	\$80,000	\$20,602
P.0304	Pilot Training Facility	IFTT E Block Renovations	\$230,000	\$227,933
P.0304	Pilot Training Facility	IFTT - Heating Ventilation and Air-Con Works	\$50,000	\$0
P.0304	Pilot Training Facility	IFTT - SQFC IFTT Admin/Training Facility Works - Stg 1	\$50,000	\$12,029
P.0403	AELEC	AELEC - Garbage Bins	\$5,000	\$0
P.0403	AELEC	AELEC - Cattle Yard Panels - Renewal	\$44,315	\$2,004
P.0403	AELEC	AELEC - Indoor Main Area - Fire Doors	\$0	\$0
P.0403	AELEC	AELEC - Fire Extinguisher Renewal	\$1,371	\$0
P.0403	AELEC	AELEC - Administration Office Floor Coverings	\$3,706	\$0
P.0403	AELEC	AELEC - Stage 2 Lighting Renewals	\$3,867	\$3,867

P.0403	AELEC	AELEC - Asset Management Budget Control	\$13,649	\$0
P.0403	AELEC	AELEC - Main Arena - Broadcast Lighting	\$120,000	\$0
P.0403	AELEC	AELEC - Emergency Exit Signs	\$3,311	\$3,311
P.0403	AELEC	AELEC - Sound Equipment Upgrades	\$12,957	\$12,957
P.0403	AELEC	AELEC - Fire Exit Doors - Phase 1	\$36,000	\$35,639
P.0403	AELEC	AELEC - Multi-purpose building sewer repair	\$7,210	\$7,210
P.0403	AELEC	AELEC - E Block Washing Machine Repairs	\$3,105	\$0
P.0403	AELEC	AELEC - Campdraft Fence Repairs - Phase 1	\$5,138	\$5,138
P.0403	AELEC	AELEC - Replace Food Display Unit	\$6,199	\$6,199
P.0403	AELEC	AELEC - Manufacture Arena Roller	\$3,116	\$3,116
P.0403	AELEC	AELEC - Video Intercom System Main Entry	\$2,486	\$0
P.0403	Capital and Non-Recurrent Works - S & R	Equine Facility Upgrades - Exp	\$282,533	\$129
TOTAL			\$1,801,594	\$1,097,415

FOCUS AREA 4 – RESILIENT AND DIVERSE COMMUNITIES

Code	Program	Project	Budget	Expenditure (incl commitments)
R.0101	Place Management	Limbri Committee - Water Storage Improvement	\$1,000	\$0
R.0101	Place Management	Dungowan Recreation Ground Committee - Amenities Block	\$4,004	\$4,004
R.0101	Place Management	Woolbrook Hall & Park Committee - Kitchen	\$4,181	\$4,181
R.0101	Place Management	Dungowan Hall Trust Committee - BBQ Area	\$1,820	\$0
R.0101	Place Management	Kootingal Recreation Reserve - Court Resurface - Exp	\$1,818	\$0
R.0101	Place Management	TRC-Regional Halls & Facility - Improvements	\$37,306	\$0
R.0202	Library - Tamworth City	Tamworth City Library - Equipment	\$63,836	\$6,906
R.0202	Library - Tamworth City	Tamworth & Kootingal Libraries - After-Hours Access - Exp	\$191,520	\$43,243
R.0202	Library - Kootingal	Kootingal Library - Welcoming Spaces Furn & Fit - Exp	\$135,223	\$107,615
R.0202	Library - Barraba	Barraba Library - Welcoming Spaces Furn & Fit - Exp	\$19,754	\$0
R.0202	Library - Manilla	Manilla Library - Welcoming Spaces Furn & Fit - Exp	\$2,508	\$0
R.0202	Library - Nundle	Nundle Library - Welcoming Spaces Furn & Fit - Exp	\$5,000	\$5,724
R.0202	Cultural Development	TRC-Disability Action Plan - Capital Works	\$16,538	\$0
R.0202	Expenses	CNRL - Library Materials	\$281,256	\$180,100
R.0202	Expenses	CNRL - Computer Equipment	\$2,000	\$0

R.0202	Expenses	CNRL - Ebook/Eaudio Purchases	\$80,000	\$80,000
R.0202	Expenses	Makerspace Resources	\$8,000	\$3,250
R.0202	Expenses	CNRL - Digitization Van - Exp	\$199,716	\$87,320
R.0202	Outside School Hours Care (OSHC)	South OSHC Kitchen Renovations - PROJ2022-0064	\$56,649	\$0
R.0202	Infrastructure Projects	Tamworth Toy Library Relocation - Exp	\$80,000	\$25
R.0502	Rural Fire service	Kootingal RFS Driveway Reseal	\$15,000	\$0
R.0502	Rural Fire service	Kootingal Brigade Station Extension	\$60,000	\$57,230
R.0502	Rural Fire service	Moore Creek Brigade Improvements	\$10,000	\$9,678
R.0504	Infrastructure Projects	Tamworth Pound Upgrade - Exp	\$398,914	\$49,572
TOTAL			\$1,676,043	\$638,848

FOCUS AREA 5 - CONNECT OUR REGION AND ITS CITIZENS

Code	Program	Project	Budget	Expenditure (incl commitments)
C.0101	Airport Projects	Airport - Landside Renewal Works	\$84,797	\$22,295
C.0101	Airport Projects	Airport - Airside Renewal Works	\$61,500	\$36,050
C.0101	Airport Projects	Airport- Building Renewal Works	\$88,493	\$29,198
C.0101	Airport Projects	Airport - CCTV camera renewal	\$9,550	\$0
C.0101	Airport Projects	Airport - SEST Taxiways Bravo1,A1,A2 & 30R Run-Up Bay	\$95,283	\$95,283
C.0101	Airport Projects	Airport - Helipads SEST	\$4,800	\$4,800
C.0101	Airport Projects	Airport - SEST Runway 12R/30L and Taxiway B2	\$230,000	\$51,750
C.0101	Airport Projects	Airport - Illuminated Wind Indicator renewal & circuit	\$19,341	\$19,341
C.0101	Airport Projects	Airport - SEST IFTT Apron and Associated Taxiways	\$25,000	\$10,207
C.0101	Airport Projects	Airport Forecourt and Flag Pole Works	\$0	\$208
C.0101	Airport Projects	Airport - Runway Lighting Conduit	\$90,000	\$0
C.0101	Airport Projects	Airport - Hangar 6 Refurbishment	\$50,000	\$3,250
C.0101	Airport Projects	Airport - Hail Netting Refurbishment	\$60,000	\$0
C.0101	Airport Projects	Airport - Overlay Taxiways Alpha/Charlie	\$420,000	\$24,450
C.0101	Airport Projects	Airport - Qantas Hangar 1 & 2 Repairs	\$75,000	\$67,268
C.0101	Airport Projects	Airport Car Park Equipment - Skidata v16 Upgrade - Exp	\$31,896	\$0

C.0201	Traffic Facilities	CPTIGS Round 2 - 21/23 - Exp	\$86,500	\$0
C.0201	Traffic Facilities	CPTIGS 23/24 - Exp	\$60,000	\$0
C.0201	Traffic Facilities	Jack Smyth Drive - Road Safety Program - Exp	\$682,000	\$199
C.0201	Traffic Facilities	The Ringers Road - Road Safety Program - Exp	\$468,000	\$0
C.0201	Traffic Facilities	Carthage Street - Road Safety Program - Exp	\$369,000	\$0
C.0201	Traffic Facilities	Infrastructure Around schools R2 Lighting - Exp	\$217,962	\$131,480
C.0202	Traffic Facilities	AELEC Jack Smyth Drive Car Park - Reseal	\$5,805	\$5,805
C.0202	Classified Roads	Reseal - Main Road 357	\$200,000	\$0
C.0202	Classified Roads	Reseal - RR7711	\$100,000	\$0
C.0202	Classified Roads	Nundle Road Nemingha - Seg 1450-1460	\$297,792	\$262,927
C.0202	Classified Roads	MR 130 Werris Creek Road Reseal	\$80,000	\$76,813
C.0202	Classified Roads	MR 105 Nundle Road Reseal	\$80,000	\$103,862
C.0202	Classified Roads	MR 106 Lindsays Gap Road Reseal	\$30,000	\$56,955
C.0202	Classified Roads	7774 Jewry/Dampier St Reseal	\$40,000	\$20,130
C.0202	Classified Roads	7718 Dungowan/Nowendoc Reseal	\$180,000	\$0
C.0202	Classified Roads	TRC-Regional Road-Reseal Program	\$108,785	\$0
C.0202	Asset Renewal - Local Roads and Drainage	Gravel Renewal - Mt Lindsay Rd	\$204,294	\$197,871
C.0202	Infrastructure Projects	Bylong Rd/Warwick Rd Intersection Upgrade	\$222,976	\$469
C.0202	Infrastructure Projects	Timber Bridge Replacement - Round 4	\$30,452	\$16,021
C.0202	Infrastructure Projects	Moore Creek Rd Widening - Browns to Bourmes - Exp	\$100,000	\$3,137
C.0202	Infrastructure Projects	Mick Mahers Bridge - Renewal - Exp	\$731,595	\$380,285
C.0202	Infrastructure Projects	Walters Bridge - Renewal - Exp	\$10,690	\$10,373
C.0202	Infrastructure Projects	Hills Plain Road Upgrades - Budget Control	\$500,000	\$0
C.0202	Infrastructure Projects	Port Stephens Cutting - Major Upgrade - Grant Exp	\$1,500,000	\$536,252
C.0202	Tamworth Global Gateway Park	TGGP - Green Energy Agreement	\$26,436	\$0
C.0202	Infrastructure Projects	Durbin Street Bridge - Renewal - Exp	\$278,089	\$235,596
C.0202	Infrastructure Projects	Norris's Bridge - Renewal - Exp	\$3,633	\$3,074
C.0202	Infrastructure Projects	Western Freight Link/Bypass - Exp	\$116,249	\$102
C.0202	Infrastructure Projects	Burgmanns Lane Bridge/Culverts - Exp	\$2,049,562	\$1,837,749
C.0202	Infrastructure Projects	New Winton Road (Boltons Creek) Bridge - Exp	\$907,459	\$946,089
C.0202	Infrastructure Projects	Kingstown Road Upgrade - Fixing Local Roads - Exp	\$3,477,669	\$1,159,934

C.0202	Infrastructure Projects	Kiaora Bridge No 1, Bendemeer - Renewal Exp	\$6,474	\$6,041
C.0202	Infrastructure Projects	Airport - Public Roadworks	\$727,136	\$519,673
C.0202	Infrastructure Projects	Tamworth Regional Roads Renewals - Exp (LRCI Round4)	\$0	\$0
C.0202	Infrastructure Projects	LRCI Phase 4 - Community Infrastructure Projects - Exp	\$0	\$0
C.0202	Infrastructure Projects	River Road - Mahony Gully Bridge Replacement - Exp	\$100,400	\$3,881
C.0202	Infrastructure Projects	Robert Street - Safety Improvements - Exp	\$152,000	\$0
C.0202	Infrastructure Projects	Roads Grant Control - Exp	\$2,500,000	\$0
C.0202	Traffic Facilities	TRC-Asset Data Improvement Program	\$150,000	\$112,850
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Hobden Road	\$23,000	\$61,283
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Mt Lindsay Road	\$5,173	\$7,102
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Horton Falls Rd	\$23,000	\$12,146
C.0202	Asset Renewal – L/ Roads and Drainage	TRC-Sealed Road Reseals Program	\$766,083	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	TRC-Gravel Renewal Program-Northern	\$26,798	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	TRC-Gravel Renewal Program-Southern	\$57,588	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	TRC-Pavement Renewal Program-Southern	\$0	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	TRC-Pavement Renewal Program-Northern	\$0	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Yarramanbully Rd	\$0	\$33,912
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Longarm Rd	\$161,000	\$121,643
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Pillerine Rd	\$47,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Wisemans Arm Rd	\$66,300	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Corella Road Gravel Renewal	\$43,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Meadows Lane Gravel Renewal	\$71,400	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Marsden Park Road	\$36,622	\$37,193
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Somerton Road	\$120,533	\$142,065
C.0202	Infrastructure Projects	Regional Drainage Improvements	\$3,593	\$3,592
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Attunga	\$0	\$1,314
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Calala	\$120,000	\$60,542
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Duncans Creek	\$450,000	\$478,011
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - East Tamworth	\$250,000	\$231,826
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Kingswood/Hillvue	\$200,000	\$378,990
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - North Tamworth	\$250,000	\$173,032

C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Nundle	\$45,000	\$110,975
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Oxley Vale	\$120,000	\$173,788
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - South Tamworth	\$300,000	\$298,807
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Warral	\$50,000	\$2,152
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - West Tamworth	\$200,000	\$314,077
C.0202	Asset Renewal – L/ Roads and Drainage	Sealed Pavement Renewal - Southern - Proj Mgt	\$20,648	\$25,289
C.0202	Asset Renewal – L/ Roads and Drainage	Pavement Renewal - Daruka Road	\$17,239	\$17,239
C.0202	Asset Renewal – L/ Roads and Drainage	Pavement Renewal - Calala Lane	\$400,315	\$290,483
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - Dam Flat Road	\$45,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Pavement Renewal - Greg Norman Drive	\$865	\$865
C.0202	Infrastructure Projects	Pavement Renewal - Carthage Street	\$2,005,040	\$169,016
C.0202	Infrastructure Projects	OLG Flood Grant (ineligible grant funded costs)	\$100,000	\$41,080
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Garthowen Road	\$273,917	\$324,308
C.0202	Asset Renewal – L/ Roads and Drainage	Reseal - Moore Creek	\$305,000	\$397,341
C.0202	Asset Renewal – L/ Roads and Drainage	TRC - Roads Renewal - Special Variation 24-25	\$0	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Gravel Renewal - The Mine Road	\$70,000	\$42,635
C.0202	Asset Renewal – L/ Roads and Drainage	Pavement Renewal - Wallamore-Goddard Rds Intersection	\$915,522	\$1,026,020
C.0202	Asset Renewal – L/ Roads and Drainage	Burgmanns Lane Rehabilitation	\$2,027,811	\$706,981
C.0202	Asset Renewal – L/ Roads and Drainage	Barry Road Pavement Stabilisation Seg 20 & 30	\$245,711	\$331,291
C.0202	Asset Renewal – L/ Roads and Drainage	Final Seal Meldorn Lane	\$170,000	\$275
C.0202	Asset Renewal – L/ Roads and Drainage	Willians Lane Resheeting	\$70,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Settlers Road Resheeting	\$70,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Glenbarra Road Resheeting	\$65,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Oakhampton Road Resheeting	\$120,000	\$43,615
C.0202	Asset Renewal – L/ Roads and Drainage	Bonnay Linton Road Resheeting	\$75,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Wimbourne Lane Resheeting	\$60,000	\$0
C.0202	Asset Renewal – L/ Roads and Drainage	Wimbourne Road Resheeting	\$40,000	\$0
C.0202	Infrastructure Projects	Federal Blackspot 24/25 - Daruka Road - Exp	\$78,000	\$15,000
C.0202	Asset Renewal - Local Roads and Drainage	Sealed Renewal Projects - Design Works	\$100,000	\$0
C.0401	Traffic Facilities	Anthony Rd Footpath - Woodward Av to Petra Av - Exp	\$90,243	\$87,395
C.0401	Traffic Facilities	Garden St Footpath - Hillvue Rd to South End - Exp	\$32,994	\$6,361

C.0401	Traffic Facilities	Murray St Footpath - Marius St to Peel St both sides - Exp	\$85,403	\$105,428
C.0401	Traffic Facilities	North St Footpath - Bligh St to Bourke St - Exp	\$221,804	\$250,239
C.0401	Traffic Facilities	Thibault St Footpath - Levee to Goonoo Goonoo Rd - Exp	\$22,255	\$32,681
C.0401	Traffic Facilities	Garden St Footpath - Robert St to Kent St - Exp	\$51,026	\$34,215
C.0401	Traffic Facilities	Pram Ramp Construction - Active Transport 22-23 - Exp	\$199,524	\$201,343
C.0401	Traffic Facilities	TRC-Pedestrian Improvement Works	\$166	\$166
C.0401	Infrastructure Projects	Footpath Construction Program	\$74,011	\$0
C.0401	Infrastructure Projects	Riverside Shared Path Lighting - Exp	\$500,000	\$23,584
C.0501	Capital & Non Recurrent Projects	TRC - IT Capital Renewals and Upgrades	\$372,770	\$33,454
C.0501	Capital & Non Recurrent Projects	IT Workstation Upgrade	\$286,706	\$286,360
C.0501	Capital & Non Recurrent Projects	Core Switches Replacement (IT)	\$80,000	\$4,253
C.0501	Capital & Non Recurrent Projects	Microsoft 365 (M365) Transition Project	\$700,000	\$531,448
C.0501	Capital & Non Recurrent Projects	Digitech Project - Budget Control - Exp	\$1,811,323	\$0
C.0501	Capital & Non Recurrent Projects	AWS Edge Server	\$78,030	\$78,030
C.0501	Capital & Non Recurrent Projects	TechOne Transition to SaaS Integrations	\$19,250	\$19,250
C.0501	Capital & Non Recurrent Projects	TechOne Transition to SaaS Change Management	\$2,150	\$2,150
C.0501	Capital & Non Recurrent Projects	TRC Website Upgrade to v12	\$600	\$600
C.0501	Capital & Non Recurrent Projects	Cyber Security Information Security Management – Telstra	\$150,969	\$82,635
C.0501	Capital & Non Recurrent Projects	Cyber Security Review and Resourcing	\$20,000	\$0
C.0501	Capital & Non Recurrent Projects	Information Security ECM	\$206,698	\$0
C.0501	Capital & Non Recurrent Projects	Information Mgt Governance & Framework	\$72,000	\$0
C.0501	Capital & Non Recurrent Projects	Organisation Change Management - M365 (SoW)	\$140,000	\$0
C.0501	Capital & Non Recurrent Projects	Fresh Desk IT Service Mgt	\$360,000	\$267,405
C.0501	Capital & Non Recurrent Projects	Technology One - One Council Transition Consulting	\$413,794	\$427,745
C.0501	Capital & Non Recurrent Projects	Network Infrastructure Rebuild	\$650,000	\$0
C.0501	Capital & Non Recurrent Projects	TRC Website Optimisation & Rebuild	\$625,000	\$0
C.0501	Capital & Non Recurrent Projects	TRC Intranet Rebuild	\$375,000	\$0
C.0501	Capital & Non Recurrent Projects	Digitech – BS&S wages	\$377,548	\$111,683
TOTAL			\$36,877,040	\$15,651,981

FOCUS AREA 6 – WORKING WITH AND PROTECTING OUR ENVIRONMENT

Code	Program	Project	Budget	Expenditure (incl commitments)
E.0202	Infrastructure Projects	Drainage Levy Works	\$50,000	\$46,059
E.0202	Infrastructure Projects	Kerb and Gutter Program	\$400,000	\$0
E.0202	Infrastructure Projects	Nundle and Woolomin Flood Early Warning System - Exp	\$5,881	\$0
E.0202	Infrastructure Projects	Manilla - South Street Major Drainage Early Works - Exp	\$27,148	\$1,800
E.0202	Infrastructure Projects	Stormwater Upgrade - Evans Street Westdale	\$249,342	\$229,693
E.0202	Infrastructure Projects	Stormwater Upgrade - Denne Street West Tamworth	\$300,719	\$2,260
E.0202	Infrastructure Projects	Stormwater Upgrade - Panorama Road Calala	\$618,951	\$586,962
E.0202	Infrastructure Projects	Infrastructure Renewal - Budget Control - Exp	\$1,265,800	\$0
E.0202	Asset Renewal – L/ Roads and Drainage	TRC-Drainage Renewal-Northern-Control	\$128,830	\$0
E.0202	Asset Renewal – L/ Roads and Drainage	TRC-Drainage Renewal-Southern-Control	\$221,908	\$0
E.0202	Asset Renewal – L/ Roads and Drainage	Causeway - Charles Street Bendemeer	\$0	\$921
E.0202	Asset Renewal – L/ Roads and Drainage	Causeway Renewal-Jump Up Rd PW00238	\$27,853	\$28,460
E.0202	Asset Renewal – L/ Roads and Drainage	Pipe Renewal Weabonga Rd (B0043649)	\$50,000	\$17,975
E.0301	Sustainability Unit	Waste Efficiency Projects - Budget Control	\$35,000	\$0
E.0301	Sustainability Unit	Town and Villages CBD Area – Dual Bin Stations	\$31,595	\$31,595
E.0301	Capital and Non Recurrent Projects	Kootingal Landfill - Landfill Capping	\$0	\$0
E.0301	Waste Management Services	Replacement Keys and Key Register	\$20,000	\$14,558
E.0301	Tamworth Landfill	Exit fee - purchase 19,449 ACCU's CAC781171	\$233,388	\$233,388
E.0301	Capital and Non Recurrent Projects	Forest Road Landfill - New Landfill Cell	\$150,000	\$0
E.0301	Organics Recycling Facility	ORF Tender Preparation/Evaluation	\$26,396	\$360
E.0301	Capital and Non Recurrent Projects	Forest Road Landfill - Leachate Management Infrastructure	\$56,562	\$0
E.0301	Capital and Non Recurrent Projects	Tamworth - New Landfill Western Void Preliminaries	\$0	\$0
E.0301	Capital and Non Recurrent Projects	Kootingal Landfill - WTS Electricity Supply/Installation	\$58,400	\$58,400
E.0301	Capital and Non Recurrent Projects	Kootingal Landfill - Facility Signage Upgrades	\$1,387	\$2,228
E.0301	Capital and Non Recurrent Projects	Bendemeer Landfill - Facility Signage Upgrades	\$2,000	\$0
E.0301	Capital and Non Recurrent Projects	Bendemeer Landfill - WTS Electricity Supply/Installation	\$52,050	\$52,050
E.0301	Capital and Non Recurrent Projects	Watsons Creek Landfill - Facility Signage Upgrades	\$2,000	\$1,121
E.0301	Capital and Non Recurrent Projects	Barraba Landfill - Construction of SVTS	\$777,153	\$10,638

E.0301	Capital and Non Recurrent Projects	Barraba Landfill - Facility Signage Upgrades	\$1,387	\$273
E.0301	Capital and Non Recurrent Projects	Barraba Landfill - Capping and Rehabilitation Old Cells	\$0	\$0
E.0301	Capital and Non Recurrent Projects	Manilla Landfill - SVTS Waste Disposal Area Structure	\$408,926	\$8,931
E.0301	Capital and Non Recurrent Projects	Manilla Landfill - WTS Electricity Supply/Installation	\$48,050	\$48,050
E.0301	Capital and Non Recurrent Projects	Manilla Landfill - Facility Signage Upgrades	\$2,000	\$243
E.0301	Capital and Non Recurrent Projects	Somerton Landfill - Facility Signage Upgrades	\$2,000	\$0
E.0301	Capital and Non Recurrent Projects	Duri Landfill - Facility Signage Upgrades	\$2,000	\$996
E.0301	Capital and Non Recurrent Projects	Dungowan Landfill - Facility Signage Upgrades	\$2,000	\$498
E.0301	Capital and Non Recurrent Projects	Nundle Landfill - WTS Electricity Supply/Installation	\$20,910	\$20,910
E.0301	Capital and Non Recurrent Projects	Nundle Landfill - Facility Signage Upgrades	\$1,387	\$560
E.0301	Capital and Non Recurrent Projects	Nundle Landfill - Capping and Rehabilitation Old Cells	\$0	\$0
E.0301	Capital and Non Recurrent Projects	Niangala Landfill - Facility Signage Upgrades	\$2,000	\$0
E.0301	Small Materials Resource Facility	Tamworth Landfill - Materials Recycling Facility Works	\$802,539	\$29,120
E.0301	Organics Recycling Facility	TRC Organics Collection - 2020/OCH/0017 - Exp	\$351,922	\$0
E.0301	Organics Recycling Facility	TRC - Organics Recycling Facility Construction	\$5,196,485	\$538,790
E.0301	Capital and Non Recurrent Projects	Forest Road Landfill - Surface Water Management	\$0	\$189
E.0301	Small Materials Resource Facility	SMRF - Stage 2 Works	\$200,000	\$74,575
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Weighbridge Works - Completion	\$915,970	\$747,657
E.0301	Capital and Non Recurrent Projects	Skip bins - FRL	\$31,550	\$35,500
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - PRP EPL 5921 Work Investigation	\$344,201	\$50,972
E.0301	Capital and Non Recurrent Projects	Duri Landfill - WTS Electricity Supply/Installation	\$52,050	\$52,050
E.0301	Capital and Non Recurrent Projects	Dungowan Landfill - WTS Electricity Supply/Installation	\$52,050	\$54,340
E.0301	Capital and Non Recurrent Projects	Watson's Creek Landfill - WTS Electricity Supply/Installation	\$52,050	\$52,050
E.0301	Capital and Non Recurrent Projects	Niangala Landfill - WTS Electricity Supply/Installation	\$52,050	\$56,254
E.0301	Capital and Non Recurrent Projects	Somerton Landfill - WTS Electricity Supply/Installation	\$48,050	\$48,050
E.0301	Small Materials Resource Facility	SMRF - Remove old Challenge Equipment and assoc upgrading	\$586,758	\$584,724
E.0301	Capital and Non Recurrent Projects	Rural Landfills - CCTV Security System/Replace	\$85,000	\$0
E.0301	Capital and Non Recurrent Projects	Property Purchase - TGGP Lot 109	\$1,700,000	\$0
E.0301	Capital and Non Recurrent Projects	Rural Landfills - Asset Renewal	\$122,311	\$0
E.0301	Capital and Non Recurrent Projects	Bendemeer Landfill - Office Conversion	\$20,000	\$0
E.0301	Capital and Non Recurrent Projects	Kootingal Landfill - Office Conversion	\$20,000	\$0

E.0301	Capital and Non Recurrent Projects	Rural Landfills - Buffer Area Remediation/ Revegetation	\$125,000	\$0
E.0301	Capital and Non Recurrent Projects	Barraba Landfill - Office Conversion	\$20,000	\$12,464
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Replace Weighbridge Building	\$180,000	\$0
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Landfill Lids	\$250,000	\$227,100
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Upgrade to SCADA	\$15,000	\$2,599
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Roundabout	\$537,000	\$395,017
E.0301	Capital and Non Recurrent Projects	Tamworth Landfill - Compactor Purchase Trimble/Sitech	\$40,619	\$46,264
E.0301	Capital and Non Recurrent Projects	Barraba Landfill - Improvements - Road Reserve Access	\$55,000	\$20,126
E.0301	Capital and Non Recurrent Projects	Forest Road Landfill - Drainage Divert Leachate Run-off	\$175,000	\$82,670
E.0301	Small Materials Resource Facility	SMRF - Replace Septic with Low Pressure Syst - Exp	\$50,000	\$57,663
TOTAL			\$17,363,628	\$4,567,103

FOCUS AREA 7 – CELEBRATE OUR CULTURES AND HERITAGE

Code	Program	Project	Budget	Expenditure (incl commitments)
H.0102	Tamworth Town Hall	Town Hall - Coil Fan Unit Air-Con Unit	\$933	\$0
H.0102	Tamworth Town Hall	Town Hall - Curtains & Gallery Drape	\$35,150	\$21,164
H.0102	Tamworth Town Hall	Town Hall - Electrical Cable Management	\$2,000	\$0
H.0102	Tamworth Town Hall	Town Hall - Stage Floor Surface Renewal	\$2,000	\$0
H.0102	Community Centre	Community Centre - Heritage Room Lighting	\$6,000	\$0
H.0102	Community Centre	Community Centre - Main Foyer Renewal	\$60,000	\$31,830
H.0102	Community Centre	Community Centre - Heritage Room Black Perf Curtain	\$14,481	\$3,880
H.0102	Capitol Theatre	Capitol Theatre - Theatrical Lighting	\$110,000	\$46,881
H.0102	Capitol Theatre	Capitol Theatre - Vision Projector	\$20,000	\$20,000
H.0102	Capitol Theatre	Capitol Theatre - Fit Out and Refurbishment	\$6,000	\$5,766
H.0102	Capitol Theatre	Capitol Theatre - Stage Floor Surface Renewal	\$2,000	\$0
H.0102	Capitol Theatre	Capitol Theatre - White Cyc	\$5,000	\$0
H.0102	TRECC	TRECC - Side Door renewal - Stage 1	\$3,866	\$0
H.0102	TRECC	TRECC - Foyer Furniture	\$8,000	\$0
H.0102	TRECC	TRECC - Air-Conditioning	\$28,563	\$0

H.0102	TRECC	TRECC - Fire Compliance	\$77,260	\$90,002
H.0102	TRECC	TRECC - Media Server	\$13,000	\$0
H.0102	TRECC	TRECC - Air Conditioning Controllers 10 & 11	\$9,000	\$8,918
H.0301	Art Gallery	TRC - Public Art Work	\$50,000	\$28,109
H.0301	Art Gallery	Powerstation Collection Care & Conserve/Digitisation - Exp	\$3,000	\$0
H.0301	Infrastructure Projects	Nundle's Precious Gems and the Fossickers Way - Exhibition	\$249,392	\$19,639
H.0301	Museums	Nundle's Precious Gems and Fossickers Way - Construction	\$24,707	\$2,500
H.0301	Museums	Nundle's Precious Gems and the Fossickers WAY Project Mgmt	\$132,174	\$71,829
H.0301	Museums	Tamworth-Powerstation Museum - Exhibition Display	\$36,528	\$7,762
H.0301	Museums	Powerstation - Collection Care & Conserve/Digitisation - Exp	\$5,000	\$1,834
TOTAL			\$904,054	\$360,114

FOCUS AREA 8 – A STRONG AND VIBRANT IDENTITY

Code	Program	Project	Budget	Expenditure (incl commitments)
S.0201	Destination Development	Fitzroy Place Light Activation - Exp	\$113	\$113
S.0201	Tamworth Global Gateway Park	Precinct Management and Consultants - Exp	\$187,920	\$90,510
S.0201	Tamworth Global Gateway Park	Taminda Ring Road (Jewry Street) Extension - Exp	\$24,459	\$3,996
S.0201	Tamworth Global Gateway Park	Oxley Hwy/Country Rd Roundabout - TRC Assets - Exp	\$49,395	\$49,250
S.0201	Tamworth Global Gateway Park	TGGP - Landscaping	\$393,382	\$395,902
S.0201	Tamworth Global Gateway Park	TGGP - Stage 5 Business Park Stage 2 - Design - EXP	\$55,317	\$46,077
S.0201	Tamworth Global Gateway Park	TGGP - Stage 6 Zone Substation Loop - Design - EXP	\$24,741	\$23,347
S.0201	Tamworth Global Gateway Park	TGGP - Stage 7 Ring Road Extension - Design - EXP	\$32,541	\$30,007
S.0201	Tamworth Global Gateway Park	TGGP - Stage 8 Ring Road Complete - Design - EXP	\$37,651	\$36,723
S.0201	Tamworth Global Gateway Park	TGGP - New Stages Works - Budget Control - Exp	\$0	\$0
S.0201	Tamworth Global Gateway Park	Goddard Lane Electrical Zone Substation Upgrade - Exp	\$4,200,000	\$8,150,521
TOTAL			\$5,005,519	\$8,826,446

FOCUS AREA 9 – OPEN AND COLLABORATIVE LEADERSHIP

Code	Program	Project	Budget	Expenditure (incl commitments)
T.0101	Executive Services	Council Chamber - Lands Building	\$60,000	\$197,928
T.0202	Corporate Bldgs & Mtce Services	TRC-Regional Halls-Renewal of Fire Services	\$749	\$0
T.0202	Corporate Bldgs & Mtce Services	Tamworth-Parry Building-Replace Carpet	\$0	\$747
T.0202	Corporate Bldgs & Mtce Services	Limbri Hall - Toilet Renewal	\$73,609	\$72,577
T.0202	Corporate Bldgs & Mtce Services	Council Buildings - Fire Safety Compliance	\$1,965	\$16,035
T.0202	Corporate Bldgs & Mtce Services	Nemingha Hall - Toilet Renewal	\$1,000	\$0
T.0202	Corporate Bldgs & Mtce Services	Tamworth Art Gallery - Plant Room Floor Reseal	\$22,824	\$3,401
T.0202	Corporate Bldgs & Mtce Services	Tamworth SES Structural Renewal	\$0	\$19,956
T.0202	Corporate Bldgs & Mtce Services	Commercial Buildings Fire Services Renewal	\$1,356	\$0
T.0202	Corporate Bldgs & Mtce Services	Commercial Buildings Asbestos Rectification Renewal	\$701	\$765
T.0202	Corporate Bldgs & Mtce Services	Buildings - Asbestos Rectification Renewal	\$29,070	\$7,247
T.0202	Corporate Bldgs & Mtce Services	Buildings - Fire Services Renewal	\$13,615	\$10,573
T.0202	Corporate Bldgs & Mtce Services	Buildings - Roof Access Renewal	\$14,062	\$13,127
T.0202	Corporate Bldgs & Mtce Services	Buildings - Water Meter & Fittings Renewal	\$47,611	\$1,314
T.0202	Corporate Bldgs & Mtce Services	Manilla - Royce Cottage - Verandah Renewal	\$35,133	\$478
T.0202	Corporate Bldgs & Mtce Services	Manilla - River Gums Caravan Park - Septic Renewal	\$77,645	\$8,676
T.0202	Corporate Bldgs & Mtce Services	Loomberah Hall - Aircon Renewal	\$38,472	\$2,264
T.0202	Corporate Bldgs & Mtce Services	Nemingha Hall - Kitchen Asbestos Renewal	\$0	\$409
T.0202	Corporate Bldgs & Mtce Services	Nundle - Fossickers Tourist Park Septic Renewal	\$23,670	\$5,523
T.0202	Corporate Bldgs & Mtce Services	Tamworth - Lands Building - Toilet Renewal	\$51,790	\$51,873
T.0202	Corporate Bldgs & Mtce Services	Tamworth Powerstation Museum - Roof Renewal	\$1,469	\$15,087
T.0202	Corporate Bldgs & Mtce Services	30-32 Bridge St - Stormwater Pit/Drainage Works - Exp	\$39,456	\$35,672
T.0202	Corporate Bldgs & Mtce Services	Attunga Youth Hall - Amenities Renewal	\$5,000	\$28,687
T.0202	Corporate Bldgs & Mtce Services	Barraba Office - Auto Door Renewal	\$5,000	\$0
T.0202	Corporate Bldgs & Mtce Services	Barraba Museum - Access Ramp Renewal	\$5,000	\$0
T.0202	Corporate Bldgs & Mtce Services	Tamworth - Calala Cottage - Alarm Renewal	\$5,000	\$781
T.0202	Corporate Bldgs & Mtce Services	Somerton Hall - Water Tank Renewal	\$5,000	\$2,385

T.0202	Corporate Bldgs & Mtce Services	Woolbrook Hall - Drainage Renewal	\$5,000	\$1,184
T.0202	Corporate Bldgs & Mtce Services	TRC Buildings - Asset Renewal Program - SRV Funded Works	\$767,164	\$0
T.0202	Fleet Services	TRC-Plant Replacement (Large)	\$7,144,165	\$4,133,434
T.0202	Fleet Services	TRC-Plant Replacement (Small)	\$320,466	\$112,955
T.0202	Fleet Services	TRC-Replace Sedans/Light Commercial	\$1,497,266	\$1,440,856
T.0202	Services Centre	TRC-Upgrade Depots/Workshops	\$191,520	\$0
T.0202	Services Centre	Tamworth Depot - Asset Renewals	\$0	\$46,266
T.0202	Services Centre	Barraba Depot - Asset Renewals	\$0	\$7,655
T.0202	Services Centre	Manilla Depot - Asset Renewals	\$0	\$19,517
T.0202	Services Centre	Flynn Street (Parry) Depot - Asset Renewals	\$0	\$251
T.0202	Infrastructure Projects	Tamworth Mechanics Institute - Sub Floor - Replacement	\$464,551	\$345,325
TOTAL			\$10,949,329	\$6,602,948



Investment Policy

OBJECTIVE: To provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type and ensuring that its liquidity requirements are being met.

While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return of investment.

Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.

Investments are expected to achieve a rate of return greater than that available on Council's corporate cheque account whilst ensuring compliance with [Council's Risk Management Guidelines \(ECM 2098436\)](#).

POLICY:

Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*. The General Manager may in turn delegate the day-to-day management of Council's Investment to the Responsible Accounting Officer or senior staff, subject to regular reviews.

Officers' delegated authority to manage Council's investments shall be recorded and required to acknowledge they have received a copy of this Policy and understand their obligations in this role.

Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This Policy requires officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

Approved Investments

Investments are limited to those allowed under the legislative requirements, including the Ministerial Investment Order (the Order); the Local Government Act 1993, (the Act) and the Local Government (General) Regulation 2005 (LGGR).

Prohibited Investments

In accordance with the Ministerial Investment Order, this investment Policy prohibits but is not limited to any investment carried out for speculative purposes including:

- derivative based instruments;
- principal only investments or securities that provide potentially nil or negative cash flow;
- stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind;
- mortgage of land in any State or Territory of the Commonwealth (restricted to first mortgages over land with a Loan to Value ratio of no greater than 60%);
- a deposit with the Local Government Financial Services Pty Ltd; and
- the use of leveraging (borrowing to invest)

Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk;
- credit risk – the risk when an institution (counterparty) that Council has invested in fails to pay the interest and or repay the principal of an investment;
- market risk – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- liquidity risk – the risk that Council is unable to redeem the investment at a fair price within a timely period;
- maturity risk – the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities; and
- fiduciary responsibility – when investing Council officers should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

All Council Investments are to comply with the following criteria:

- a) Overall Portfolio Limits; and
- b) Term to Maturity Framework.

a) Overall Portfolio Limits

The following credit framework limits the percentage of the portfolio exposed to any particular credit rating category as well as details maximum investment period.

S&P Long Term	S&P Short Term	Portfolio Limit	Counterparty Limit*	Max Individual investment	Length
AAA	A-1+	100%	100%	NA	
AA+ to AA-	A-1+	100%	100%	5 years	
A+ to A	A-1	100%	30%	3 years	
A-	A-2	40%	20%	3 years	
BBB+	A-2	30%	10%	3 years	
NSW Treasury (TCorp)	Rating	Portfolio Limit		Max Individual investment	Length
Limited to Office of Local Government endorsed TCorp investments	Unrated	100%	100%	NA	

* Limits the exposure to an individual institution

b) Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

Portfolio % < 1 year	100% maximum 60% minimum
Portfolio % > 1 year < 5 years	40%

Investment Advisor

Should Council's investment portfolio extend to products unable to be acquired through an Australian ADI, or a NSW TCorp-approved investment, Council will seek confirmation from its Advisor that the investment will not contravene this Investment Policy.

The Council's Investment Advisor must be approved by Council or a delegated officer as per the delegation of authority outlined in this Policy and licensed by the Australian Securities and Investment Commission. The Advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the Investment Policy.

The independent Investment Advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are

recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

Measurement

At any stage should Council be holding any grandfathered investment (greater than \$1,000,000 in total) due to changes in legislation or Council's Investment Policy, and that investment is anything other than a term deposit, then the market value of these investments will be reviewed as at the last day of each calendar month.

Benchmarking

Due to the risk adverse nature of Council any investment not held in Council's Corporate Cheque account should be aiming to exceed the rate of return currently available on this aforementioned account.

Reporting and Reviewing of Investments

Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.

The documentary evidence must provide Council legal title to the investment.

Bank confirmations must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

All investments are to be appropriately recorded in Council's financial records and reconciled at least monthly. A monthly report will be provided to Council. The report will detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

The monthly report must include a certificate as to whether or not the investments have been made in accordance with the Act, the regulations and council's investment policies.

Variation to Policy

This Investment Policy will be reviewed at least once a year or as required in the event of legislative changes.

The General Manager or their delegated representative is authorised to approve variations to this Policy if the investment is to Council's advantage and/or due to revised legislation.

Any investments made outside of this Policy are to be reported to Council.

Legislative Requirements

All investments are to comply with the following:

- *Local Government Act 1993;*
- *Local Government (Financial Management) Regulation 1999*
- *Local Government (General) Regulation 2005;*
- *Ministerial Investment Order;*
- *Local Government Code of Accounting Practice and Financial Reporting;*
- *Australian Accounting Standards; and*
- *Division of Local Government Circulars.*

Refer to Schedule 1 for relevant extracts.

Schedule 1

LOCAL GOVERNMENT ACT 1993 - SECT 625

How may councils invest?

625 How may councils invest?

- (1) A council may invest money that is not, for the time being, required by the council for any other purpose.
- (2) Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.

Note: See Gazettes No 152 of 24.11.2000, p 12041; No 94 of 29.7.2005, p 3977 and No 97 of 15.8.2008, p 7638.

- (3) An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.
- (4) The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.

TRUSTEE ACT 1925

- SECT 14A (2)

- 2) A trustee must, in exercising a power of investment:
 - (a) if the trustee's profession, business or employment is or includes acting as a trustee or investing money on behalf of other persons, exercise the care, diligence and skill that a prudent person engaged in that profession, business or employment would exercise in managing the affairs of other persons, or
 - (b) if the trustee is not engaged in such a profession, business or employment, exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

14C Matters to which trustee is to have regard when exercising power of investment

- 1) Without limiting the matters that a trustee may take into account when exercising a power of investment, a trustee must, so far as they are appropriate to the circumstances of the trust, if any, have regard to the following matters:
 - (a) the purposes of the trust and the needs and circumstances of the beneficiaries;
 - (b) the desirability of diversifying trust investments;
 - (c) the nature of, and the risk associated with, existing trust investments and other trust property;
 - (d) the need to maintain the real value of the capital or income of the trust;
 - (e) the risk of capital or income loss or depreciation
 - (f) the potential for capital appreciation,
 - (g) the likely income return and the timing of income return;

- (h) the length of the term of the proposed investment;
 - (i) the probable duration of the trust;
 - (j) the liquidity and marketability of the proposed investment during, and on the determination of, the term of the proposed investment;
 - (k) the aggregate value of the trust estate;
 - (l) the effect of the proposed investment in relation to the tax liability of the trust;
 - (m) the likelihood of inflation affecting the value of the proposed investment or other trust property;
 - (n) the costs (including commissions, fees, charges and duties payable) of making the proposed investment; and
 - (o) the results of a review of existing trust investments in accordance with section 14A (4).
- 2) A trustee may, having regard to the size and nature of the trust, do either or both of the following:
- (a) obtain and consider independent and impartial advice reasonably required for the investment of trust funds or the management of the investment from a person whom the trustee reasonably believes to be competent to give the advice; and
 - (b) pay out of trust funds the reasonable costs of obtaining the advice.

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER
(Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation;

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.


All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 2nd day of January 2011


Hon BARBARA PERRY MP
Minister for Local Government

- **HISTORY** – Reviewed– Ordinary Council Meeting 22 October 2024 – Min No 281/24
Reviewed July 2024 – Ordinary meeting 10 September 2020 – Min
Reviewed May 2020– Updated – Ordinary Council Meeting 26/05/2020 – Min No 136/20
Reviewed by DC&G October 2012 – Updated – Ordinary Council Meeting 15/01/2013 – Min No: 9/13
Ordinary Council 28 February 2012 Res No47/12 (31165/2012)
Ordinary Council 13 April 2011 Res No 92/11 (53232/2011)
Ordinary Council 13 July 2010 Res No 231/10 (102019/2010)
Ord Council 16 Dec 08 Res No 339/08 (1953/2009)
Adopted as TRC Policy at Ordinary Meeting 27 September 2005 Min No 229/05

Debt Recovery Policy for Property-Related Debts (including rates and water)

OBJECTIVE: To document Council's debt collection process for property related debts, to ensure monies owed to council are collected in a timely, efficient and fair manner with minimal expense to Council and the property owner.

POLICY:

Payment arrangements

Any property owner experiencing difficulties with regards to payment of property related debts is encouraged to reach out to Council to formulate and implement a mutually acceptable payment arrangement under either:

- Council's hardship Policy; or
- a mutually acceptable arrangement to pay.

If a payment arrangement is in place no further legal action will be taken whilst ever the payment arrangement is within the agreed terms. If the payment arrangement is breached without notice on more than one occasion, within 12 months of implementation, Council may undertake debt recovery action.

Property related debt

A property related debt are payments owed to Council for:

- rates and annual charges;
- water and wastewater charges;
- debt recovery costs;
- any other costs able to be classified as a property debt e.g. footpath construction; or
- interest charged on any overdue property debt.

Reminders

A reminder or overdue notice is not considered to be debt recovery and may be sent under any circumstances.

Debt recovery action

Debt recovery action may include:

- Any process recognised by the NSW Local Courts
- Rent for rates
- Garnishee orders
- Use of water restrictors

Debt Recovery Process

When **does** the Debt Recovery Process Commence?

The debt recovery process **may** commence once the overdue amount on a property reaches \$1,000.

How **is** the Debt Recovery Process Implemented?

Step 1:

Council or its agent will issue a letter of demand giving 21 days' notice to respond by either:

- making payment of the overdue amount in full; or
- entering into a mutually acceptable payment arrangement.

Step 2

If the letter of demand is not met with a response as outlined above then legal action will commence without further notice. All associated court and recovery agent fees will be levied against the property.

Step 3

Should legal action fail then Council will as a last resort sell the property for unpaid rates. Any such sale will be in accordance with s713 of the Local Government Act.

LEGISLATIVE REQUIREMENTS:

- *Local Government Act 1993.*
- *Local Government (General) Regulation 2021 (NSW).*
- *Valuation of Land Act 1916 NSW*
- *Debt Management and Hardship Guidelines November 2018*

RELATED POLICY AND PLANS:

- Ratepayers Hardship Policy
- Pensioner Policy
- Privacy Management Plan

Policy Review

This Policy may be amended or revoked at any time and must be reviewed on an annual basis to ensure continuing compliance with all relevant legislation and related regulations.

•

* **HISTORY** – Reviewed– Ordinary Council Meeting 22 October 2024 – Min No 281/24
Reviewed November 2023 – Updated – Ordinary Council Meeting 27 Feb 2024 – Min No 26/24
Reviewed July 2020– Updated – Ordinary Council Meeting – Min No
Adopted Ordinary Council 27 September 2016 Min No: 272/16
Reviewed by DC&G October 2012 – Updated – Ordinary Council Meeting 15/01/2013 – Min No: 9/13
Adopted as TRC Policy at Ordinary Meeting 27 September 2005 Min No 229/05
Resolved – Strategy and Finance Committee 15/3/05 SF20/05.
EMT 8/3/05,

Ratepayers Hardship Policy

OBJECTIVE: To provide assistance in accordance with the Local Government Act 1993 NSW, the Local Government (General) Regulation 2021 NSW and Debt Management and Hardship Guidelines to ratepayers who are experiencing acute financial difficulties in paying their ordinary rates, annual and/or user charges.

To outline Council's appeal process for a ratepayer not satisfied with the outcome of a hardship application.

POLICY

Intention

The intention of this Policy is to:

1. ensure the debt against the property is reduced over time;
2. offer, where appropriate, payment terms that extend beyond 12 months; and/or
3. offer relief for hardship resulting from certain valuation changes.

Council will achieve this by providing:

- clear and accessible communication;
- flexibility with its payment options and processes to meet the needs and special circumstances of those facing hardship;
- fair equitable and respectful treatment;
- a 'stop the clock' approach to suspend recovery actions whilst a hardship application is awaiting a determination, or the applicant is complying with the approved payment arrangement;
- informal action first;
- minimised costs; and
- consistency in the application of debt management

Assessment Process

Applications for relief under this Policy, will be assessed on its merits and determined against:

- whether hardship exists, and if so;
- the scope of the relief to be given; and
- whether interest is to be written off.

This application will be assessed by the Financial Services Division and endorsed by either the Revenue Accountant or Finance Manager. All hardship applicants will be advised in writing of Council's decision.

Assessment Review Process

Any ratepayer, who is dissatisfied with a determination by the Finance Department under this Policy, may request that the Rates Relief Review Panel review the decision.

The Rates Relief Review Panel will comprise of any three members of the Senior Management Team of Council. If a request is made for the review of a decision by the Financial Services Division, an appropriate Financial Services staff member will convene a meeting of the panel within 30 days of the request to review the decision. At that meeting, the panel will review the information presented to Council by the ratepayer, give

consideration to the reasons why the Finance Division made the original determination and come to a majority decision on whether to grant rate relief or not. Once a decision is made by the Rates Relief Review Panel, a Finance Division staff member will formally notify the ratepayer of the outcome.

Should a ratepayer still be dissatisfied with the outcome, they can apply to Council for a review and the matter will be heard in closed Council. The applicant would be advised within 30 days of the closed Council meeting.

Privacy and Confidentiality

Council Officers will conduct themselves with courtesy and respect when dealing with ratepayers and shall maintain the privacy and confidentiality of all ratepayers' personal circumstances as per Council's Privacy Management Plan. Personal information collected as a result of this Policy will only be used for the purpose of assessing eligibility under the Policy, and will not be used for any other purpose, or disclosed to any other person, unless required by law to do so, or authorised to do so by the person to whom that personal information relates.

All personal information collected will be destroyed following the finalisation of the hardship application.

Communication

The Policy will be posted on Council's web site for public access.

LEGISLATIVE REQUIREMENTS:

- *Local Government Act 1993.*
- *Local Government (General) Regulation 2021 (NSW).*
- *Valuation of Land Act 1916 NSW*
- *Debt Management and Hardship Guidelines November 2018*

RELATED POLICIES AND PLANS:

- Debt Recovery Policy
- Pensioner Policy
- Privacy Management Plan

Policy Review

This Policy may be amended or revoked at any time and must be reviewed on an annual basis to ensure continuing compliance with all relevant legislation and related regulations.

,

*** HISTORY –**

Reviewed– Ordinary Council Meeting 22 October 2024 – Min No 281/24

Reviewed November 2023 – Updated – Ordinary Council Meeting 27 Feb 2024 – Min No 26/24

Adopted Ordinary Council 27 September 2016 Min No: 272/16

Reviewed by DC&G October 2012 – Updated – Ordinary Council Meeting 15/01/2013 – Min No: 9/13

Adopted as TRC Policy at Ordinary Meeting 14 February 2012 Min No 20/12

Pensioner Policy

OBJECTIVE: To provide assistance in accordance with the Local Government Act 1993 NSW, the Local Government (General) Regulation 2021 NSW and Debt Management and Hardship Guidelines to eligible pensioners with regards to their ordinary rates, annual and/or user charges on their principal place of living.

DEFINITIONS AND ABBREVIATIONS:

Act	<i>Local Government Act 1993 NSW</i>
Council	<i>Tamworth Regional Council</i>
Rate / Rates	Ordinary Rates and Annual Charges (excluding Stormwater Management Charge)
Eligible Pensioner	An eligible pensioner as defined in Division 4 Pensioners of the <i>Local Government (General) Regulation 2021 (NSW)</i> . <i>In general if you are the holder of a Pensioner Concession Card or a Veterans Affairs Card you are an eligible pensioner.</i>
Principal place of residence	The property that the ratepayer occupies as their sole or dominant residence, sometimes referred to as 'primary place of residence' or 'principal place of living'.
DSS	Department of Social Security/Centrelink
DVA	Department of Veterans Affairs

POLICY

Intention

The intention of this Policy is to recognise that additional options for support and flexibility are required for pensioners who may be experiencing financial hardship or difficulties in meeting the rates and charges associated with their principal place of living.

Council will achieve this by:

- providing clear and accessible communication;
- being flexible with its payment options and processes to meet the needs and special circumstances of all eligible pensioners;
- working to achieve payment through informal means;
- providing fair, equitable and respectful treatment;
- being consistent in the application of debt management;
- undertaking an individual assessment of all pensioner rebate applications to ensure maximum allowable concessions are afforded to successful applicants;
- apply where possible retrospective application of pensioner statutory rebates;

- annually assess the feasibility of providing a voluntary pensioner rebate to eligible pensioners as part of its annual budget process;
- disclosing all pensioner rebate amounts annually in Council's Statement of Revenue Policy;
- not undertake legal action against a pensioner with regards to their principal place of living except for exceptional circumstances and only after having been endorsed by Council's senior management team;
- continue to apply pensioner rebates even when an eligible pensioner enters an aged care facility so long as their rateable property was considered to be their sole or principal place of living prior to entering aged care, and the property is not being rented while they are in aged care;
- allow pensioners to defer their rates and charges against their eventual estate when the value of that estate exceeds the outstanding debt but only after providing documentary evidence of having obtained recent independent financial advice;
- waiving interest due by any person prescribed by the regulations as an eligible pensioner if they do not have;
 - outstanding charges older than one year
 - have adhered to their payment plan for a period of twelve weeks and continue to adhere to their payment plan
- considering individual circumstances of pensioners.

Privacy and Confidentiality

Council Officers will conduct themselves with courtesy and respect when dealing with ratepayers and shall maintain the privacy and confidentiality of all ratepayers' personal circumstances as per Council's Privacy Management Plan. Personal information collected as a result of this Policy will only be used for the purpose of assessing eligibility under the Policy, and will not be used for any other purpose, or disclosed to any other person, unless required by law to do so, or authorised to do so by the person to whom that personal information relates.

Communication

The Policy will be posted on Council's web site for public access.

Policy Review

This Policy may be amended or revoked at any time and must be reviewed on an annual basis to ensure continuing compliance with all relevant legislation and related regulations.

LEGISLATIVE REQUIREMENTS:

- *Local Government Act 1993.*
- *Local Government (General) Regulation 2021 (NSW).*
- *Valuation of Land Act 1916*
- *Debt Management and Hardship Guidelines November 2018*
- *Social Security Act*
- *Veteran Affairs Act*

RELATED POLICY AND PLANS:

- Debt Recovery Policy
- Privacy Management Plan
- Ratepayers Hardship Policy
-

* **HISTORY** – Reviewed– Ordinary Council Meeting 22 October 2024 – Min No 281/24
Adopted As TRC Policy - Ordinary Council Meeting 27 Feb 2024 – Min No 26/24

February 2025 Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions	Loans
Entertainment Venues							
TRECC - Fire Compliance	Additional funds for project	Cap Exp	28,000	0	28,000	0	0
	Sub Total		28,000 ↓	0	28,000 ↓	0	0
AELEC Precinct							
AELEC - Asset Management Budget Control	Additional funds for project	Cap Exp	58,129	0	58,129	0	0
AELEC - Fire Exit Doors - Phase 1	New project	Cap Exp	8,521	0	8,521	0	0
AELEC - Fire Exit Doors - Phase 2	New project	Cap Exp	80,000	0	80,000	0	0
	Sub Total		146,650 ↓	0	146,650 ↓	0	0
Financial Services							
Employment Overheads	Increase expense	Op Exp OH	11,917	11,917	0	0	0
Finance Division	Increase expense	Op Exp R	38,963	38,963	0	0	0
	Sub Total		50,880 ↓	50,880 ↓	0	0	0
Learning Communities							
State Subsidy	Additional Income	Op Inc R	(5,496)	(5,496)	0	0	0
Local Priority Funding	Additional Income	Op Inc R	(1,396)	(1,396)	0	0	0
	Sub Total		(6,892) ↑	(6,892) ↑	0	0	0
Directorate Mgt - Liveable Communities							
RMS Agency Income	Additional Income	Op Inc R	(1,006)	(1,006)	0	0	0
	Sub Total		(1,006) ↑	(1,006) ↑	0	0	0
Airport & Aviation Development							
Airport - Overlay Taxiways Alpha/Charlie	New Grant	Cap Exp	1,000	0	(209,500)	210,500	0
Airport - Regional Airport Program Round 4 - Inc	New Grant	Cap Inc NR	(210,500)	0	0	(210,500)	0
	Sub Total		(209,500) ↑	0	(209,500) ↑	0	0
Pilot Training Facility							
IFFT - Retrofit/IT/Prep Works - Exp	New project	Cap Exp	35,000	0	0	35,000	0
IFFT - Retrofit/IT/Prep Works - Inc	New project	Cap Inc NR	(42,000)	0	(7,000)	(35,000)	0
IFFT - House Renovation Works	New project	Cap Exp	38,388	0	38,388	0	0
IFFT F Block Renovations	New project	Cap Exp	270,000	0	270,000	0	0
	Sub Total		301,388 ↓	0	301,388 ↓	0	0

February 2025 Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions	Loans
Sports & Recreation Services							
Tam Marsupial Plark Free Flight Aviary Upgrade - Exp	New Grant	Cap Exp	150,000	0	0	150,000	0
Tam Marsupial Plark Free Flight Aviary Upgrade - Inc	New Grant	Cap Inc NR	(150,000)	0	0	(150,000)	0
Sub Total			0	0	0	0	0
Project Costing							
Precinct Management and Consultants - Exp	Additional project expenses	Cap Exp	130,000	0	130,000	0	0
TRAC and NICSH (Stage 1) Prelms - Exp	Additional project expenses	Cap Exp	153,000	0	153,000	0	0
Sub Total			283,000 ↓	0	283,000 ↓	0	0
Grand Total			592,520 ↓	42,982 ↓	549,538 ↓	0	0

↓ Budget variation will reduce Council's forecast net operating result and/or bank balance
↑ Budget variation will increase Council's forecast net operating result and/or bank balance
0 If the amount is zero there has been no impact on the forecast operating result and/or bank account balance
Care needs to be taken with regards to analysis
Council spends money to provide services and renew infrastructure for the benefit of the community. Expenditure increases need to be assessed accordingly.

TAMWORTH REGIONAL COUNCIL INVESTMENT REGISTER AS AT 28 FEBRUARY 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
Westpac	AA-	Held to Maturity	Term Deposit	5/12/2023	4/03/2025	455	5.31%	6,000,000
Westpac	AA-	Held to Maturity	Term Deposit	8/03/2023	11/03/2025	734	4.80%	3,000,000
NAB	A-1+	Held to Maturity	Term Deposit	19/08/2024	18/03/2025	211	4.95%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	4/03/2024	23/03/2025	366	5.11%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	4/03/2024	7/04/2025	399	5.07%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	19/08/2024	15/04/2025	239	4.95%	10,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	18/04/2024	22/04/2025	369	5.12%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	8/05/2024	6/05/2025	363	5.25%	3,000,000
NAB	A-1+	Held to Maturity	Term Deposit	3/09/2024	13/05/2025	252	4.95%	10,000,000
NAB	A-1+	Held to Maturity	Term Deposit	22/05/2024	20/05/2025	363	5.15%	2,000,000
NAB	A-1+	Held to Maturity	Term Deposit	3/09/2024	27/05/2025	266	4.95%	10,000,000
NAB	A-1+	Held to Maturity	Term Deposit	3/06/2024	3/06/2025	365	5.26%	5,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	18/06/2024	17/06/2025	364	5.12%	8,000,000
NAB	AA-	Held to Maturity	Term Deposit	28/06/2024	1/07/2025	368	5.45%	6,000,000
NAB	AA-	Held to Maturity	Term Deposit	2/07/2024	15/07/2025	378	5.45%	6,000,000
RAB	BBB+	Held to Maturity	Term Deposit	16/01/2025	15/07/2025	180	5.05%	5,000,000
NAB	AA-	Held to Maturity	Term Deposit	2/07/2024	29/07/2025	392	5.45%	6,000,000
NAB	AA-	Held to Maturity	Term Deposit	31/07/2024	12/08/2025	377	5.30%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	18/10/2024	26/08/2025	312	4.95%	4,000,000
BOQ	A-2	Held to Maturity	Term Deposit	27/02/2025	26/08/2025	180	4.70%	10,000,000
RAB	BBB+	Held to Maturity	Term Deposit	3/02/2025	9/09/2025	218	4.92%	5,000,000
NAB	A-1+	Held to Maturity	Term Deposit	3/12/2024	23/09/2025	294	5.05%	6,000,000
RAB	BBB+	Held to Maturity	Term Deposit	16/01/2025	7/10/2025	264	4.95%	5,000,000
NAB	AA-	Held to Maturity	Term Deposit	18/10/2024	21/10/2025	368	4.95%	4,000,000
NAB	AA-	Held to Maturity	Term Deposit	20/02/2025	4/11/2025	257	4.70%	3,000,000
Westpac	AA-	Held to Maturity	Term Deposit	22/11/2024	24/11/2025	367	5.17%	12,000,000
NAB	AA-	Held to Maturity	Term Deposit	20/02/2025	16/12/2025	299	4.70%	3,000,000
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	AA-	Held to Maturity	Term Deposit	8/03/2023	10/03/2026	1098	4.70%	2,000,000
TOTAL							5.03%	\$ 170,000,000

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
NAB	AA-	Held to Maturity	Fixed Rate Bond	4/11/2022	30/05/2025	938	3.90%	1,000,000	1,000,000
Bendigo	BBB+	Held to Maturity	Floating Rate Note	19/01/2023	2/12/2025	1048	BBB+0.52%	4,000,000	4,000,000
Bendigo	BBB+	Held to Maturity	Floating Rate Note	15/05/2023	15/05/2026	1096	BBB+W+1.25%	3,000,000	3,000,000
Sunamp	A-1	Held to Maturity	Floating Rate Note	19/01/2023	13/09/2026	1335	BBB+W+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	BBB+W+1.02%	1,000,000	1,000,000
ANZ	AA-	Held to Maturity	Floating Rate Note	8/11/2022	4/11/2027	1822	BBB+W+1.20%	4,000,000	4,000,000
TOTAL								\$ 23,000,228	\$ 23,241,000

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

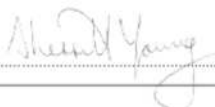
Investment Type: On Call, On Hold

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Date Invested	Due Date	No of Days	Interest Rate	Market Value at 28 February 2025
NAB	A-1+	N/A	On Call	N/A	N/A	N/A	4.20%	14,661,159
Westpac	A-1+	Held to Maturity	On Hold		90 Day Maturity		4.85%	5,819,500
TOTAL								\$ 20,480,659
TOTAL INVESTMENT REGISTER								\$ 213,721,659

Comparative Rates

RBA Cash Rate: 4.10%
BBBW: 4.12%

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)

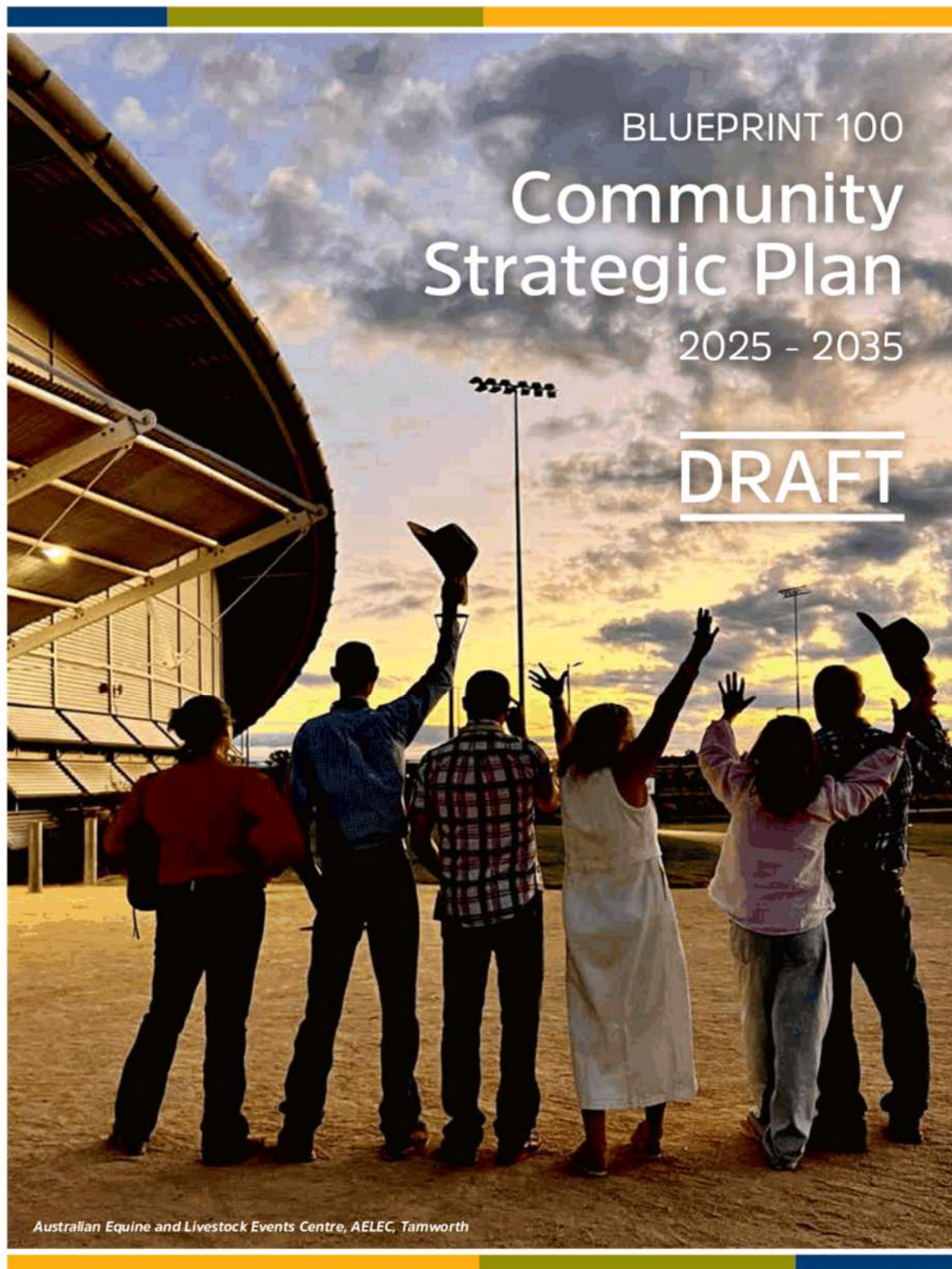
S&P Credit Rating		Portfolio Limit	Counterparty Limit	Bank	Amount invested as at 28 February 2025 (\$)	% of Total Investments	Maturity	
Long Term	Short Term						Less than 12 months (\$)	One to five years (\$)
AAA	A-1+	100%	100%		-	0.00%	-	-
AA+ to AA-	A-1+	100%	100%	ANZ	4,000,000	2.07%	-	4,000,000
				CBA	1,000,000	0.52%	-	1,000,000
				NAB	95,000,228	49.22%	90,000,000	5,000,228
				Westpac	56,000,000	29.02%	54,000,000	2,000,000
A+ to A	A-1	100%	30%	Suncorp	5,000,000	2.59%	-	5,000,000
A-	A-2	40%	20%	Bendigo	7,000,000	3.63%	4,000,000	3,000,000
				BOQ	10,000,000	5.18%	10,000,000	-
BBB+	A-2	30%	10%	RAB	15,000,000	7.77%	15,000,000	-
					\$ 193,000,228	100.00%	\$ 173,000,000	\$ 20,000,228

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	6.08%
General	Internally Restricted	40,854,789	19.12%
General	Externally Restricted	33,015,958	15.45%
General Fund Total		\$ 86,865,107	40.64%
Water	Unrestricted	2,131,655	1.00%
Water	Internally Restricted	19,347,595	9.05%
Water	Externally Restricted	15,578,502	7.29%
Water Fund Total		\$ 37,057,752	17.34%
Sewer	Unrestricted	2,187,583	1.02%
Sewer	Internally Restricted	68,540,200	32.07%
Sewer	Externally Restricted	19,071,017	8.92%
Sewer Fund Total		\$ 89,798,800	42.02%
Total Investments		\$ 213,721,659	100.00%



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 people living in and visiting our region.



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

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

DRAFT

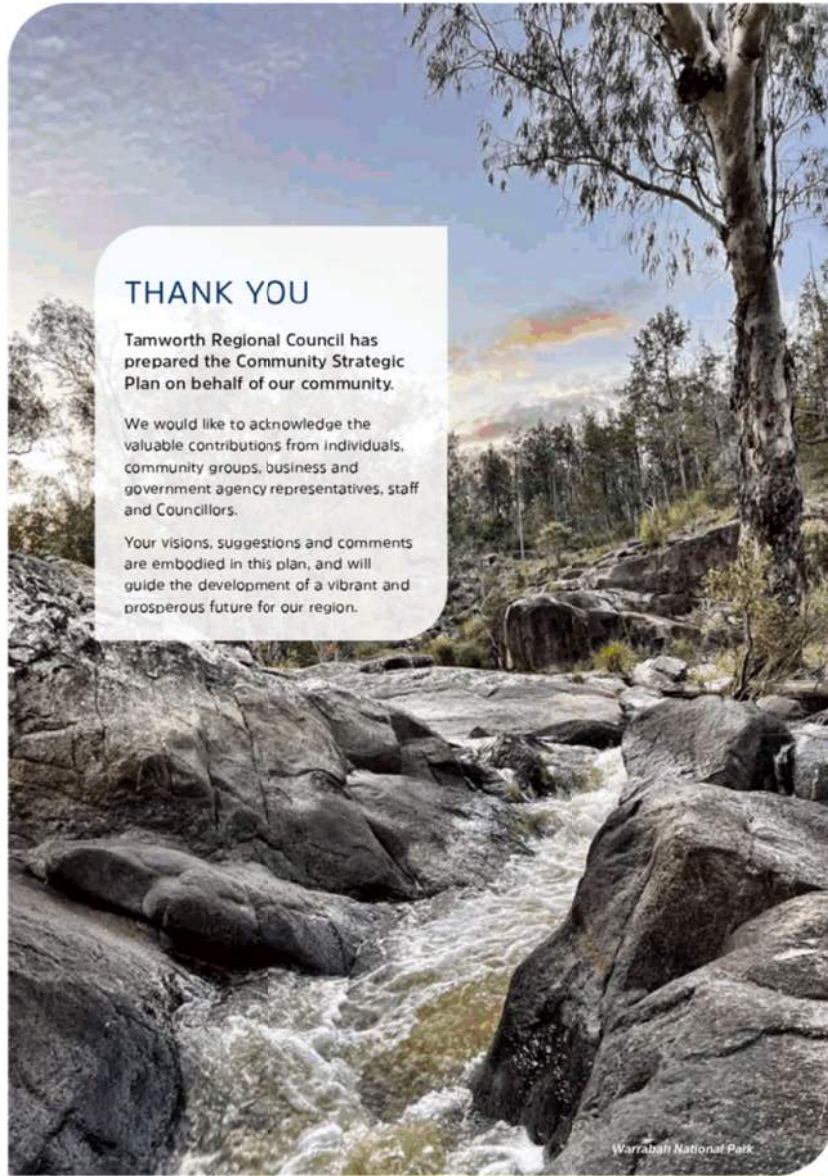
CONTENTS

Messages from our Mayor and General Manager	5
Our guiding principles	6
Planning for our future	8
Our community profile	10
Strengths, challenges and opportunities	11
Community engagement	12
Our vision	13
Council's role	14
Our organisation	15
Council's delivery of the community vision	16
Supporting strategies and plans	17
Measuring our success	18
Aligning with sustainable development goals	20
Tamworth Regional Council focus area sustainable development goals	21
How to read this plan	23
Focus Area 1 - Our Water Security	24
Focus Area 2 - A Liveable Built Environment	26
Focus Area 3 - Prosperity and Innovation	28
Focus Area 4 - Resilient and Diverse Communities	30
Focus Area 5 - Connect Our Region and its Citizens	32
Focus Area 6 - Working With and Protecting Our Environment	34
Focus Area 7 - Celebrate Our Cultures and Heritage	36
Focus Area 8 - A Strong and Vibrant Identity	38
Focus Area 9 - Open and Collaborative Leadership	40
Alignment with State and Regional Plans	42
Glossary	44
Engage with us	45

FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about this plan to Council by calling (02) 6767 5555, emailing trc@tamworth.nsw.gov.au or visiting www.tamworth.nsw.gov.au.





THANK YOU

Tamworth Regional Council has prepared the Community Strategic Plan on behalf of our community.

We would like to acknowledge the valuable contributions from individuals, community groups, business and government agency representatives, staff and Councillors.

Your visions, suggestions and comments are embodied in this plan, and will guide the development of a vibrant and prosperous future for our region.

Warrabah National Park



Message from Tamworth Region Mayor, Russell Webb

I am heartened and encouraged to see our community's enthusiasm and optimism for the future of our region.

We started a conversation late last year to find out more about the vision local people have for our region into the next decade.

Council has listened and we have used the information you shared to put together this long-term plan that maps out what you want our region's future to look like.

The Community Strategic Plan 2025-2035 reflects the wants, needs and aspirations of our community - it is "the people's plan".

It will be the guiding influence for all other strategies Council produces. It sets out how we can ensure our region will be economically strong with sustained growth and give us all the quality of life we want to enjoy.

We know our region is steadily growing and it's essential that we plan ahead to ensure we have an even better place to call home.

I thank everyone who has taken the time to voice what's important to them and I encourage you to continue to be involved in realising your vision.



Message from the General Manager, Paul Bennett

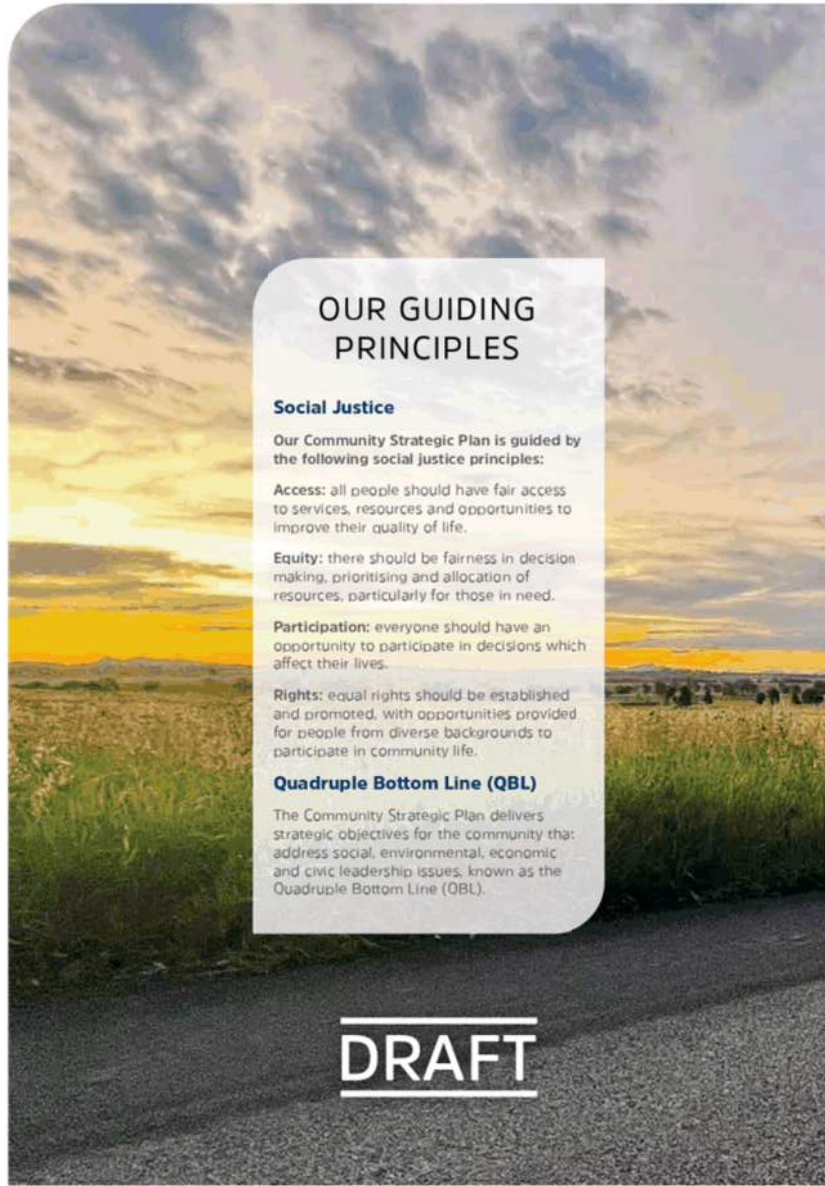
This Community Strategic Plan 2025-2035 is a community-owned plan for the future of the Tamworth region.

It genuinely captures the wants and needs of our community, being the result of an extensive consultation process.

It will be used to guide the delivery of services and facilities in our region over the next 10 years.

The plan's nine focus areas set out how the region will continue to be a great place to live, work, study and visit. Delivering water security, facilitating a liveable built environment, fostering prosperity and innovation, building resilient and diverse communities, connecting our region and its citizens, working with and protecting our environment, celebrating our culture and heritage, strengthening our proud identity and open and collaborative leadership are part of the roadmap which will get us where we all want to be.

I encourage you to continue with us on this journey.



PLANNING FOR OUR FUTURE

What is Integrated Planning & Reporting?

Legislated by the Local Government Act 1993, the Integrated Planning and Reporting (IP&R) Framework provides a structured approach for NSW Councils in developing and implementing a comprehensive suite of strategic planning and reporting documents.

Occupying the highest level of this framework is a plan owned by the community, known as the **Community Strategic Plan (CSP)**.

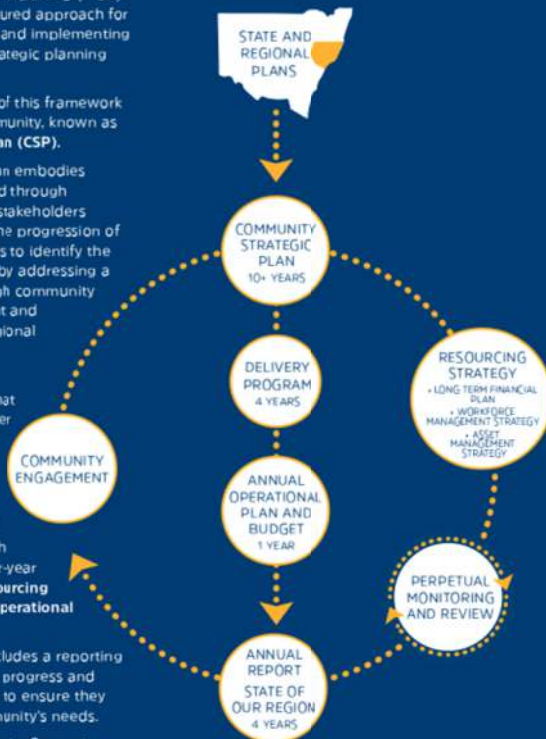
The Community Strategic Plan embodies a collective vision, formulated through collaborative efforts among stakeholders whose aspirations support the progression of our community. Its purpose is to identify the community's main priorities by addressing a broad range of issues through community and stakeholder engagement and alignment with state and regional planning priorities.

This process results in the development of strategies that will guide our community over the next 10 years.

With this long-term vision established, Council is then able to translate the community's strategic goals into actionable plans through the implementation of a four-year **Delivery Program (DP)**, **Resourcing Strategy (RS)**, and **Annual Operational Plans (AOP / OP)**.

The IP&R framework also includes a reporting mechanism to communicate progress and a schedule for revising plans to ensure they continue to reflect the community's needs.

As custodians of the Community Strategic Plan, Council leads its development and implementation. However, achieving its vision requires collective efforts from the entire community.



DEVELOPING OUR COMMUNITY STRATEGIC PLAN

Our community vision is formed by addressing four key questions:

Where are we now?

Informed by:

Community engagement / Community and Economic Profile Data / State of our Region Report (formerly End of Term Report)

Outcome:

Provides benchmarks and identifies key issues, challenges and opportunities

Where do we want to be in 10 years' time?

How will we get there?

Informed by:

Community engagement with: stakeholders, government representatives, business and industry groups, community groups and individuals
State and Regional plans and strategies

Outcome:

Establishes community aspirations, expected levels of service and strategies for achieving these goals
Alignment with the priorities and strategies of the NSW State Government

How will we know we have arrived?

Informed by:

Measures of success (performance indicators). Outcomes of the CSP are reported at the end of the council term in the **State of our Region report**

Outcome:

Monitors progress towards achieving the community objectives and informs the development of subsequent CSP



COMMUNITY ENGAGEMENT

Effective and meaningful engagement is vital to our strategic planning process. It helps Council make well-informed and sustainable decisions by converting community wants and needs into visions for our future.

In 2024, Council commenced the Community Strategic Plan review process by reaching out to the community through the 'Community Views' survey and 'Our Region, Our Future' workshops, which drew a total of 1045 participants.

We asked our community:

When thinking about living in the Tamworth Region, what is the most important thing for me in the next 10 years, and what will make our region even better?

The responses from these activities along with other engagement initiatives carried out throughout the term confirmed that the priority areas in 'Our Community Plan 2023-2033' remain relevant, ensuring our Community Strategic Plan 2025-2035 will accurately represent our vision for the Tamworth Region.

What you told us:



OUR VISION

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

We will build a more resilient, inclusive community. We will protect and support our natural environment. We will celebrate our rich culture and heritage. We will expand our proud identity. We will enable prosperity by supporting businesses to grow, through better housing options, thriving town centres and productive employment areas.

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

And we will achieve this with openness and accountability.



COUNCIL'S ROLE

As custodians of the Community Strategic Plan, Tamworth Regional Council takes a lead role in its implementation, however, the responsibility for its delivery lies with all levels of government, non-government agencies, organisations, industry and the community as a whole. Where Council is not the delivery agent, we are committed to facilitating progress through collaboration and advocacy on behalf of our community. In each focus area, Council has identified the role it plays in the provision of each strategy.



PROVIDER

Council provides services, facilities, infrastructure and programs to meet the long-term goals of our community



ADVOCATE

We advocate on behalf of our community and provide a collective voice



COLLABORATOR

Council partners with other stakeholders to deliver the best outcomes for the community



OUR ORGANISATION



Councillor
Russell Webb
Mayor



Councillor
Jeff Budd
Deputy Mayor



Councillor
Ryan Brooke



Councillor
Charles Impey



Councillor
Steve Mears



Councillor
Brendon North



Councillor
Mark Rodda



Councillor
Matt Sharpam



Councillor
Marc Sutherland



Paul Bennett
General Manager

Peter Resch Director Regional Services	Bruce Logan Director Water & Waste	Gina Vereker Director Liveable Communities	Peter Ross Executive Manager Creative Communities and Experiences	Karen Litchfield Acting Executive Manager Strategy & Performance	Rami Abu-Shaqra Chief Financial Officer	Vacant Chief People Officer
Business Units	Business Units	Business Units	Business Units	Business Units	Business Units	Business Units
Operations & Construction	Laboratory	Compliance	AELEC	Commercial Property	Economic Development & Investment	People & Culture
Plant Fleet & Building Services	Projects, Signage & Infrastructure	Cultural & Community Services	Entertainment Venues	Governance	Financial Services	Health & Wellbeing
Project Planning and Delivery	Sustainability	Customer Services	Events	Legal Services	Information Technology	Injury Management
Sport & Recreation	Water and Environmental Operations	Development	Gallery & Museums	Risk & Safety		
Strategic Assets and Design	Waste & Resource Recovery	Development Engineering	Marketing & Communications	Strategy & Performance		
Airport & Aviation		Future Communities	Visitor Experience			

COUNCIL'S DELIVERY OF THE COMMUNITY VISION

Council is committed to the realisation of the community vision; achieving outcomes through strategic initiatives, detailed plans, projects and targeted actions. These commitments are detailed in the plans that sit beneath the Community Strategic Plan in the IP&R suite and pertain to the actions of Council.

Delivery Program

The Delivery Program (DP) is the primary reference point for the activities Council undertakes in implementing the Community Strategic Plan. The DP is a statement of commitment that addresses the question **"how will we get there?"**, translating the CSP priorities into clear actions.

The DP identifies Council's key projects and programs, including plans for service delivery and resourcing requirements. Council's commitment to continuous improvement and best practice is demonstrated by addressing efficiency, productivity, financial management and governance of Council.

Additionally, the DP identifies Council's services, roles and responsibilities, and how business-as-usual activities help to achieve the CSP objectives.

Annual Operational Plan

The Annual Operational Plan (AOP) is Council's action plan, outlining the activities Council will carry out in working towards the

objectives of the Community Strategic Plan and Delivery Program. The AOP is developed each year and identifies clear actions, responsibilities and performance indicators to measure effectiveness.

Resourcing Strategy

The Resourcing Strategy articulates how Council will resource the implementation of the Community Strategic Plan's strategies and the actions of the Delivery Program and annual Operational Plans. The Resourcing Strategy consists of three components:

1. Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) informs decision making and demonstrates how objectives and commitments of the CSP & DP/AOP will be resourced and funded. The LTFP is a 10-year rolling plan.

2. Workforce Management Strategy

The Workforce Management Strategy (WMS) maximises the capacity of Council's workforce resources to meet the vision of the Community Strategic Plan.

3. Asset Management Strategy

The Asset Management Strategy (AMS) sets out how Council will manage and account for the assets it manages on behalf of the community in an efficient and sustainable way.



Page 16 Community Strategic Plan 2025 - 2035

SUPPORTING STRATEGIES AND PLANS

In addition to the plans developed under the IP&R Framework, Council develops supporting strategies to guide the delivery of actions identified in the Delivery Program and annual Operational Plan, examples include:

Community Engagement Strategy

Community Safety and Crime Prevention Plan

Disability Inclusion Action Plan

Demand Management Plan

Drought Management Plan

Open Space Management Guide

Our Environmental Sustainability Strategy and Action Plan

Reconciliation Action Plan

Regional Resilience Plans for Towns and Villages

Tamworth Integrated Transport Plan

Tamworth Region Creative Communities Plan

Tamworth Regional Community Development Strategy

Tamworth Regional Council Sport and Recreation Strategic Plan

Tamworth Regional Council Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Housing Strategy

Tamworth Regional Local Environmental Plan

Tamworth Tomorrow Economic Development and Investment Strategy

Tamworth Youth Strategy and Action Plan

















Community Strategic Plan 2025 - 2035 Page 17

MEASURING OUR SUCCESS

Measuring success is an essential aspect of the IP&R cycle. As custodians of the Community Strategic Plan, Council has legislative responsibility to guide and influence its implementation and to identify appropriate assessment methods.

In each focus area, Council has established 'measures of success' addressing the question **"how will we know we have arrived?"**. These measures (also known as performance indicators) set benchmarks, provide insights into community satisfaction levels, and assist in monitoring progress towards achieving desired outcomes. To assess these performance indicators, data is obtained from internal and external sources. Examples include:

Data	Source	Applicable Focus Area
Community satisfaction surveys	TRC	                                        

ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs apply to all countries and promote action on climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

The SDGs were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable

Development. Each of the 17 Goals are underpinned by targets.

Local Government plays a key role in identifying and implementing local actions that address the SDGs. Tamworth Regional Council has identified the most relevant SDGs aligned to Community Strategic Plan focus areas. This provides a framework for how council can contribute to the SDGs.

For further information visit <https://sdgs.un.org/goals>

2020 Agenda for Sustainable Development

SUSTAINABLE DEVELOPMENT GOALS



TAMWORTH REGIONAL COUNCIL FOCUS AREA SUSTAINABLE DEVELOPMENT GOALS

FOCUS AREA 1 – OUR WATER SECURITY



FOCUS AREA 2 – A LIVEABLE BUILT ENVIRONMENT



FOCUS AREA 3 – PROSPERITY AND INNOVATION



FOCUS AREA 4 – RESILIENT AND DIVERSE COMMUNITIES



FOCUS AREA 5 – CONNECT OUR REGION AND ITS CITIZENS



FOCUS AREA 6 – WORKING WITH AND PROTECTING OUR ENVIRONMENT



FOCUS AREA 7 – CELEBRATE OUR CULTURES AND HERITAGE

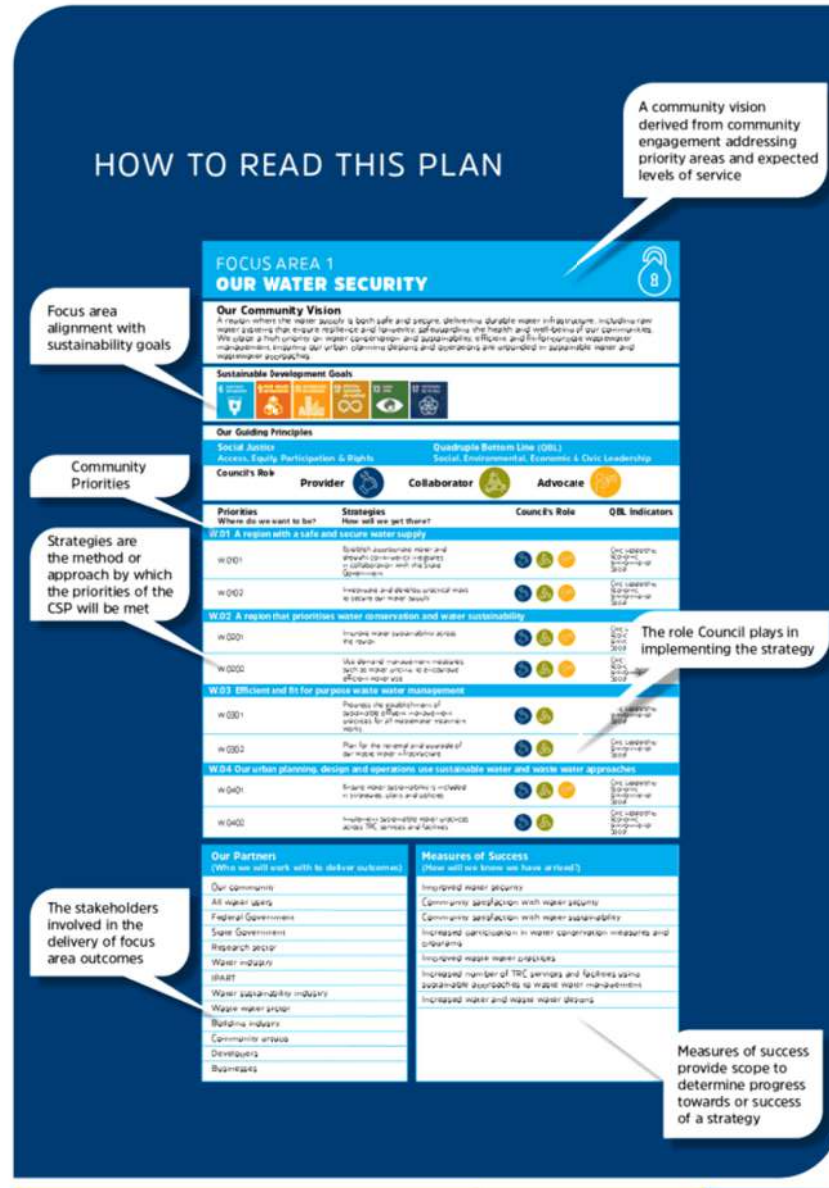
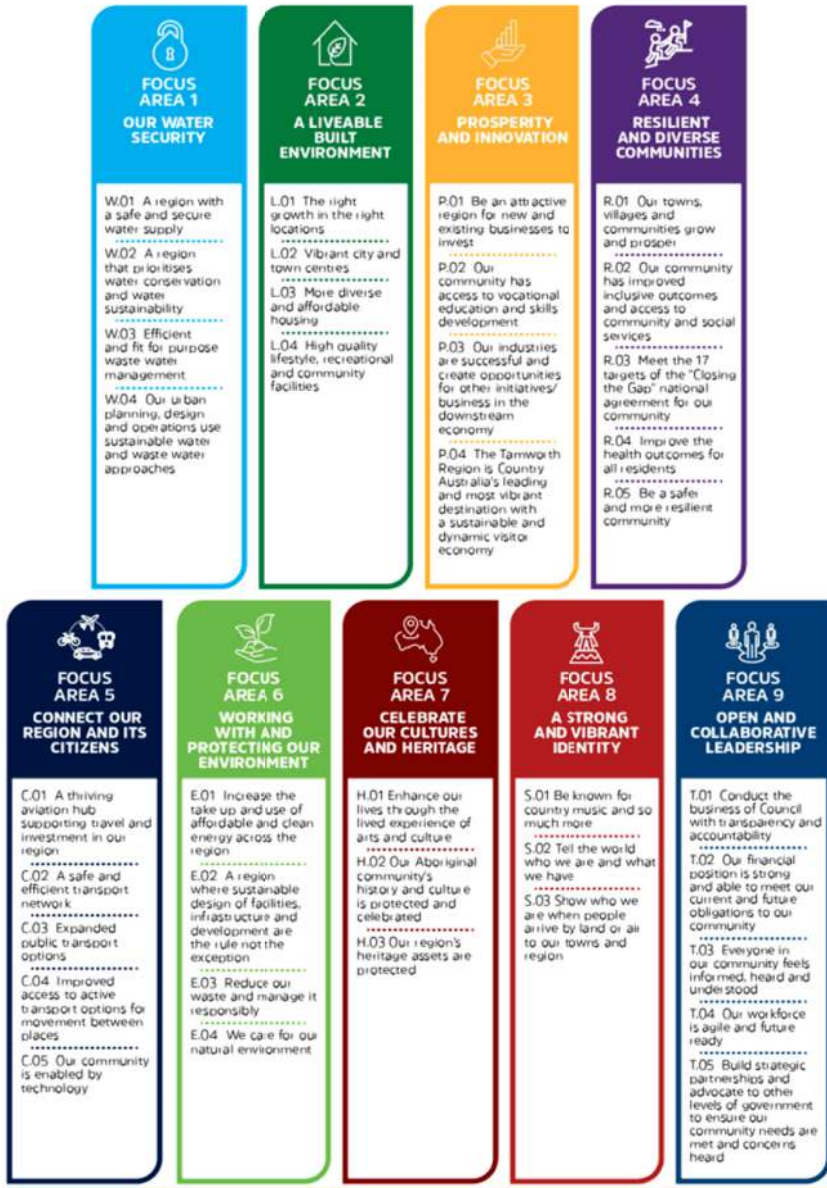


FOCUS AREA 8 – A STRONG AND VIBRANT IDENTITY



FOCUS AREA 9 – OPEN AND COLLABORATIVE LEADERSHIP





FOCUS AREA 1 OUR WATER SECURITY



Our Community Vision

A region where the water supply is both safe and secure, delivering durable water infrastructure, including raw water systems that ensure resilience and longevity, safeguarding the health and well-being of our communities. We place a high priority on water conservation and sustainability, efficient and fit-for-purpose wastewater management, ensuring our urban planning designs and operations are grounded in sustainable water and wastewater approaches.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider **Collaborator** **Advocate**

Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
W.01 A region with a safe and secure water supply			
W.0101	Establish appropriate water and drought contingency measures in collaboration with the State Government		Civic Leadership Economic Environmental Social
W.0102	Investigate and develop practical ways to secure our water supply		Civic Leadership Economic Environmental Social
W.02 A region that prioritises water conservation and water sustainability			
W.0201	Improve water sustainability across the region		Civic Leadership Economic Environmental Social
W.0202	Use demand management measures, such as water pricing, to encourage efficient water use		Civic Leadership Economic Environmental Social
W.03 Efficient and fit for purpose waste water management			
W.0301	Progress the establishment of sustainable effluent management practices for all wastewater treatment works		Civic Leadership Environmental Social
W.0302	Plan for the renewal and upgrade of our waste water infrastructure		Civic Leadership Environmental Social
W.04 Our urban planning, design and operations use sustainable water and waste water approaches			
W.0401	Ensure water sustainability is included in strategies, plans and policies		Civic Leadership Economic Environmental Social
W.0402	Implement sustainable water practices across TRC services and facilities		Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
All water users
Federal Government
State Government
Research sector
Water industry
IPART
Water sustainability industry
Waste water sector
Building industry
Community groups
Developers
Businesses

Measures of Success

(How will we know we have arrived?)

Improved water security
Community satisfaction with water security
Community satisfaction with water sustainability
Community satisfaction with water quality and supply
Increased participation in water conservation measures and programs
Improved waste water practices
Increased number of TRC services and facilities using sustainable approaches to waste water management
Increased water and waste water designs



Calab Water Treatment Plant

FOCUS AREA 2 A LIVEABLE BUILT ENVIRONMENT



Our Community Vision

Our communities continue to evolve into dynamic centres featuring high-quality lifestyle, recreational and community facilities that foster a strong sense of community, strengthen social connections and enrich the lives of our residents. We prioritise strategic and sustainable growth, enhancing and revitalising city and town centres, improving the greening of our urban areas and increasing opportunities for diverse and affordable housing. These efforts collectively aim to create a thriving and liveable built environment.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider **Collaborator** **Advocate**

Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
L.01 The right growth in the right locations			
L.0101	Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements		Civic Leadership Economic Environmental Social
L.0102	Ensure sustainability principles are embedded into our policies and planning tools for future developments		Civic Leadership Economic Environmental Social
L.02 Vibrant city and town centres			
L.0201	Enhance and revitalise city and town centres		Civic Leadership Economic Environmental Social
L.0202	Manage streetscapes to improve the visual appeal of the CBD		Civic Leadership Economic Environmental Social
L.0203	Encourage night time social connections		Civic Leadership Economic Environmental Social
L.0204	Improve the greening and cooling of the region		Civic Leadership Economic Environmental Social
L.03 More diverse and affordable housing			
L.0301	Deliver more opportunities for affordable housing		Civic Leadership Economic Environmental Social
L.0302	Encourage the development of diverse housing options		Civic Leadership Economic Environmental Social
L.0303	A more diverse and dense Longyard Local Centre		Civic Leadership Economic Environmental Social
L.04 High quality lifestyle, recreational and community facilities			
L.0401	Implement the respective strategic plans and masterplans for our open spaces and recreational facilities		Civic Leadership Economic Environmental Social
L.0402	Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities		Civic Leadership Economic Environmental Social
L.0403	Establish an aquatic centre as a regional sports and recreation attraction		Civic Leadership Economic Environmental Social

Our Partners (Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
CBD Businesses
Building industry
Development industry
Private investors
Business Chamber of Commerce
Social housing providers
Arts community
NCIS
Community groups
Schools community
Sporting groups

Measures of Success (How will we know we have arrived?)

Community satisfaction with growth decisions
Delivering outcomes of the Sustainability Strategy
Community satisfaction with city and town centres' liveability
Implementation of actions from the Tamworth Regional Housing Strategy
Community satisfaction with housing options and affordability
Increased investment opportunities
Community satisfaction with lifestyle, recreational, sporting and community facilities
Progression on a business case and funding for a performing arts centre
Development of the Tamworth Regional Aquatic Centre and the Northern Inland Centre of Sport and Health



FOCUS AREA 3 PROSPERITY AND INNOVATION



Our Community Vision

We strive to build a robust and dynamic economic landscape, fostering economic growth through strategic development and innovation to ensure our industries and businesses thrive. Aspiring to be the events capital of Country Australia by activating our assets and leveraging our renowned country music festival, we aim to expand our portfolio of signature, bespoke, and business events, elevating the community experience and boosting our visitor economy. Our vision extends to the realisation of comprehensive health and education precincts. Through advocacy and collaboration, we ensure our community has access to services that improve and protect their well-being into the future.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
P.01 Be an attractive region for new and existing businesses to invest			
P.0101	Ensure business friendly principles are embedded into our policies, planning and operations		Civic Leadership Economic Environmental Social
P.0102	Identify and support investment opportunities for business and industry		Civic Leadership Economic Environmental Social
P.0103	Increase opportunities for Aboriginal economic and business growth		Civic Leadership Economic Environmental Social
P.02 Our community has access to vocational education and skills			
P.0201	Partner with stakeholders to advocate for greater availability and access to tertiary education		Civic Leadership Economic Environmental Social
P.0202	Support the ongoing service provisions of TAFE and school-based vocational education		Civic Leadership Economic Environmental Social
P.03 Our industries are successful and create opportunities for other initiatives/business in the downstream economy			
P.0301	Ensure strategies, plans and policies appropriately enable growth in our food processing industry		Civic Leadership Economic Environmental Social
P.0302	Champion development of our health sector to attract a range of medical and allied services		Civic Leadership Economic Environmental Social
P.0303	Collaborate with stakeholders to support establishment of a high technology agribusiness cluster		Civic Leadership Economic Environmental Social
P.0304	Grow our aviation sector to support the economy		Civic Leadership Economic Environmental Social
P.04 The Tamworth Region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy			
P.0401	Leverage Tamworth's brand as the Australian Capital of Country Music to grow our regional offering of signature, bespoke and business events		Civic Leadership Economic Social
P.0402	Enrich the experience of visitors through arts, culture, Aboriginal culture, nature, heritage and food experiences		Civic Leadership Economic Environmental Social
P.0403	Activate our assets and precincts to maximise the potential for equine, agricultural, sport, education and visitor economy		Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Aviation sector
Food processing sector
Manufacturing sector
Health sector
Education sector
UNE
Destination NSW
Local businesses
Tourism Australia
Tourism industry

Measures of Success

(How will we know we have arrived?)

Business and community satisfaction
Delivery of actions from Tamworth Tomorrow Economic Development and Investment Strategy
Expansion of existing industries
Growth of GDP
Increased access and availability of tertiary education
Number of tertiary educated and skilled workers increases
Delivery of outcomes from the Visitor Economy Plan
Increase in the number of visitors and average nights stayed
Aviation utilisation rates and service availability
Improved access to medical and allied services
Expansion of regional events programs
Increased utilisation of assets and precincts



FOCUS AREA 4 RESILIENT AND DIVERSE COMMUNITIES



Our Community Vision

We work collaboratively to enhance the safety of our communities, spanning from natural disaster preparedness, and recovery, to the advocacy for reduction in crime. We actively involve our community in developing strategies to enhance local towns and villages and improve inclusive outcomes and access to social and community services. Additionally, we continue to advocate to state and federal governments to secure health services and improve health outcomes for residents, ensuring that our region continues to grow and prosper.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
R.01 Our towns, villages and communities grow and prosper			
R.0101	Foster local strategies for towns and villages, including Kootinjal, Manilla, Barraba and Nundle		Civic Leadership Economic Environmental Social
R.0102	Create inclusive opportunities for local communities to be actively involved in decision-making		Civic Leadership Economic Environmental Social
R.02 Our community has improved inclusive outcomes and access to community and social services			
R.0201	Implement framework to support social and community services in the Tamworth Region		Civic Leadership Economic Environmental Social
R.0202	Advocate and partner with stakeholders to improve inclusive outcomes for our communities including our youth, Aboriginal, aged, volunteer and disability communities		Civic Leadership Economic Environmental Social
R.03 Meet the 17 targets of the "Closing the Gap" national agreement for our community			
R.0301	Align services and programs to meet "Close the Gap" targets		Civic Leadership Economic Environmental Social
R.04 Improve the health outcomes for all residents			
R.0401	Advocate to state and federal governments to help secure access to health services		Civic Leadership Economic Environmental Social
R.05 Be a safer and more resilient community			
R.0501	Improve drought resilience of regional communities		Civic Leadership Economic Environmental Social
R.0502	Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters		Civic Leadership Economic Environmental Social
R.0503	Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, and youth crime		Civic Leadership Economic Environmental Social
R.0504	Use education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community		Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Business sector
Community organisations
Education sector
Health sector
Aboriginal service providers
Community services sector
Local health providers and professionals
NSW Health
Companion animal welfare industry
NSW Emergency Service agencies
NSW Police

Measures of Success

(How will we know we have arrived?)

Community and business satisfaction of our towns and villages
Community satisfaction with community engagement
Improved access to services
Improved outcomes for our community
Improved outcomes for our Aboriginal community
Reduction in service gaps
Meeting the targets of the "Closing the Gap" agreement
Improved health outcomes for the community
A more prepared and resilient community
Reduction of crime rates
Community satisfaction with crime rates
Reduction in non-compliant behaviour



FOCUS AREA 5 CONNECT OUR REGION AND ITS CITIZENS



Our Community Vision

We plan, provide and maintain safe and efficient transport infrastructure that meets the needs of our growing population, including partnerships with the NSW Government to ensure future-proofed connections to capital cities and networks within our region. We continue to expand our active transport options, connecting our communities and increasing participation in walking and cycling. Additionally, we collaborate and advocate for the enhancement and expansion of public transport options.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider **Collaborator** **Advocate**

Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
C.01 A thriving aviation hub supporting travel and investment in our region			
C.0101	Improve connections with capital cities, other regions and within the region		Civic Leadership Economic Environmental Social
C.02 A safe and efficient transport network			
C.0201	Plan transport infrastructure to meet the needs of our community into the future		Civic Leadership Economic Environmental Social
C.0202	Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking		Civic Leadership Economic Environmental Social
C.0203	Partner with NSW Government to deliver efficient future proofed highways across our region		Civic Leadership Economic Environmental Social
C.03 Expanded public transport options			
C.0301	Advocate for improved local bus services		Civic Leadership Economic Environmental Social
C.0302	Investigate and advocate for the expansion of rail services within and out of our region		Civic Leadership Economic Environmental Social
C.04 Improved access to active transport options for movement between places			
C.0401	Support initiatives to increase community participation in walking and cycling		Civic Leadership Economic Environmental Social
C.05 Our community is enabled by technology			
C.0501	Support the community through improved digital services that meet the community's needs		Civic Leadership Economic Environmental Social

Our Partners (Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Aviation sector
Tourism sector
Business sector
Construction industry
Developers
Freight and logistics sector
NSW Police
Transport for NSW
Transport providers
Local community groups
NSW Health
Communications providers
Communications sector
Information Technology sector

Measures of Success (How will we know we have arrived?)

Business investment
Community satisfaction with aviation services
Aviation utilisation rates and service availability
Community satisfaction with infrastructure service levels
Condition and life cycle costs of infrastructure
Infrastructure constructed
Improved public transport services and availability of options
Community satisfaction with active transport options
Improved health outcomes
Participation in active transport options
Community satisfaction with digital services
Cyber security outcomes
Improved digital efficiencies across Council



FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT



Our Community Vision

Our vision is to lead in sustainability and energy efficiency, increasing the adoption of affordable clean energy and enhancing regional sustainability through innovative design and strategic initiatives. Our commitment includes waste minimisation, reducing and managing waste responsibly. By nurturing and protecting our natural environment, habitats, wildlife, and biodiversity, we ensure a thriving ecosystem for future generations.

Sustainable Development Goals




Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider		Collaborator		Advocate	
-----------------	---	---------------------	---	-----------------	---

Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
E.01 Increase the take up and use of affordable and clean energy across the region			
E.0101	Promote energy efficiency and renewable energy	  	Civic Leadership Economic Environmental Social
E.02 A region where sustainable design of facilities, infrastructure and development are the rule not the exception			
E.0201	Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within Council's Sustainability Strategy	  	Civic Leadership Economic Environmental Social
E.0202	Manage stormwater run-off to protect our built and natural environments	  	Civic Leadership Economic Environmental Social
E.03 Reduce our waste and manage it responsibly			
E.0301	Increase resource recycling, waste minimisation and segregation and improve operation efficiencies	  	Civic Leadership Economic Environmental Social
E.04 We care for our natural environment			
E.0401	Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment	  	Civic Leadership Economic Environmental Social



Page 34 Community Strategic Plan 2025 - 2035

Our Partners (Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Building industry
Business sector
Development industry
Renewable energy sector
Waste industry
Transport providers
Developers

Measures of Success (How will we know we have arrived?)

Community satisfaction with renewable energy options
Increase in the % of renewable energy used across the region
Achieving outcomes of Council's Sustainability Strategy
Achieving targets of the State Government's Waste and Sustainability Strategy 2041
Achieving targets of the State Government's NSW Plastics Actions Plan
Community satisfaction with waste management and recycling systems
Enhanced waste services and options
Integration of biodiversity into our LEP
Community satisfaction with environmental outcomes



Image by 2024 Anthony G. P. Inc.

Community Strategic Plan 2025 - 2035 Page 35

FOCUS AREA 7 CELEBRATE OUR CULTURES AND HERITAGE



Our Community Vision

Our vision is to enhance our lives through lived experiences, celebrating and acknowledging our Aboriginal history and culture. We aim to engage and collaborate with culturally diverse communities, preserving and showcasing our region's heritage and cultural assets. We are committed to encouraging creativity through new community arts initiatives and the innovative use of public spaces, creating vibrant and inclusive environments for all.

Sustainable Development Goals



Our Guiding Principles

Social Justice

Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)

Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
H.01 Enhance our lives through the lived experience of arts and culture			
H.0101	Foster sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region	   	Civic Leadership Economic Environmental Social
H.0102	Encourage new community arts initiatives and use of public spaces	   	Civic Leadership Economic Environmental Social
H.02 Our Aboriginal community's history and culture is protected and celebrated			
H.0201	Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures	   	Civic Leadership Economic Environmental Social
H.03 Our region's heritage assets are protected			
H.0301	Support the development of museum, gallery and library heritage collections	   	Civic Leadership Economic Environmental Social
H.0302	Ensure development controls and zoning protect the heritage significance of items and conservation areas	   	Civic Leadership Economic

Our Partners

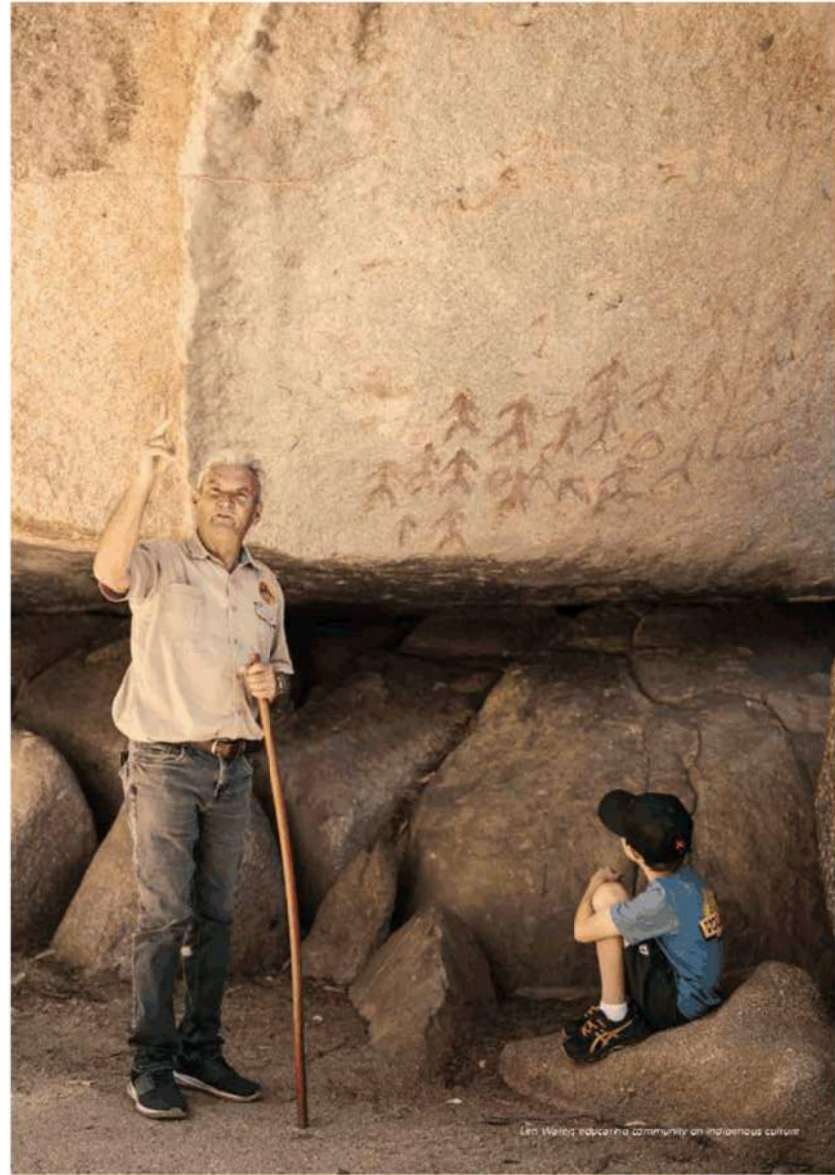
(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Arts community
Aboriginal and Torres Strait Islander communities
Cultural and heritage groups

Measures of Success

(How will we know we have arrived?)

Community satisfaction with the arts and culture of the region
Aboriginal communities' satisfaction with cultural respect
Community satisfaction with heritage protection initiatives
Implementation of actions from the Tamworth Regional Museums and Archive Strategy
Implementation of actions from the Tamworth Region Creative Communities Plan



Len Waters, educating a community on indigenous culture

FOCUS AREA 9

OPEN AND COLLABORATIVE LEADERSHIP



Our Community Vision

We lead with transparency and accountability, actively consulting and including the community in decision-making processes, ensuring that everyone feels informed, heard, and understood. Our planning and reporting will be straightforward, reflecting the wants, needs, and aspirations of our community. By maintaining long-term financial sustainability and managing asset lifecycles effectively, we ensure the availability of resources needed to support our initiatives, thereby delivering efficient, sustainable, and high-quality services. Through collaboration and strategic partnerships, we aim to achieve the best outcomes for all, nurturing an environment of trust, innovation, and shared success.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider **Collaborator** **Advocate**

Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
T.01 Conduct the business of Council with transparency and accountability			
T.0101	Ensure Council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws		Civic Leadership
T.0102	Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations		Civic Leadership
T.02 Our financial position is strong and able to meet our current and future obligations to our community			
T.0201	Ensure long term financial sustainability through short-, medium- and long-term financial planning		Civic Leadership Economic
T.0202	Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management		Civic Leadership Economic
T.03 Everyone in our community feels informed, heard and understood			
T.0301	Build trust and transparency through clear communications and increased community engagement		Civic Leadership Economic Social
T.0302	Provide customer services that are proactive, available, helpful and accessible		Civic Leadership
T.04 Our workforce is agile and future ready			
T.0401	Attract and retain a high performing and engaged workforce		Civic Leadership
T.0402	Plan for our future workforce		Civic Leadership
T.05 Build strategic partnerships and advocate to other levels of government to ensure our community needs are met			
T.0501	Develop and manage relationships with all levels of government and stakeholders		Civic Leadership Economic Environmental Social

Our Partners

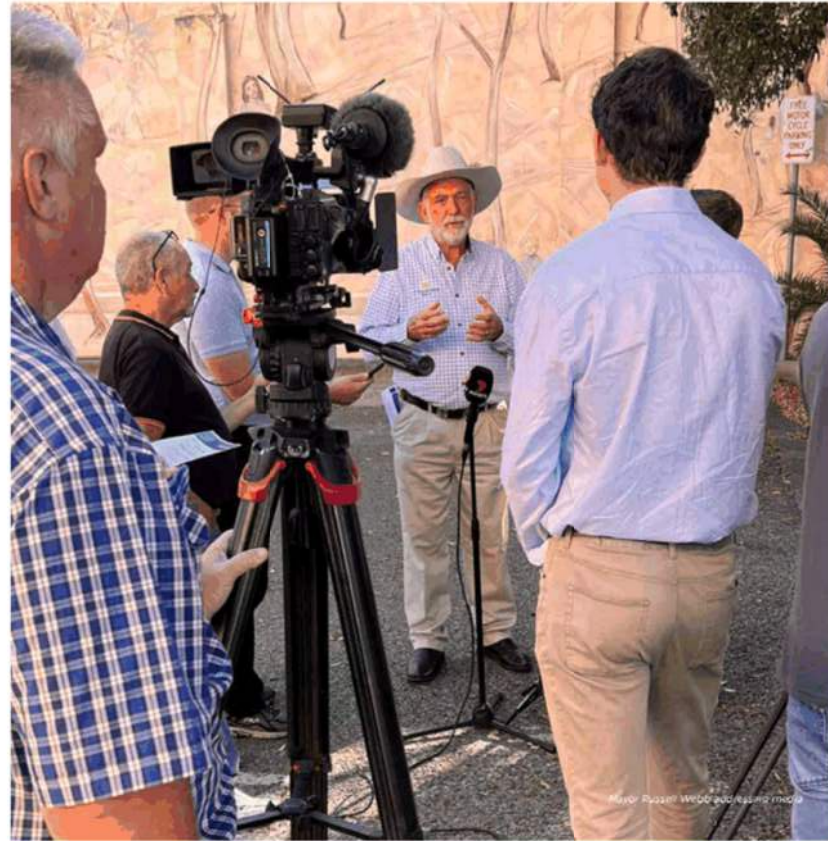
(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
NSW statutory authorities
Health providers
Industry associations
Neighbouring councils

Measures of Success

(How will we know we have arrived?)

Community satisfaction with Council's transparency and accountability
Integrated Planning and Reporting complies with State Government legislation
Increased community engagement participation
Community satisfaction with customer service levels
Community satisfaction with Council's communication and engagement
Meeting outcomes of the Workforce Management Plan
We have productive relationships within the local government network



Mayor Russel Webb addressing media

ALIGNMENT WITH STATE AND REGIONAL PLANS

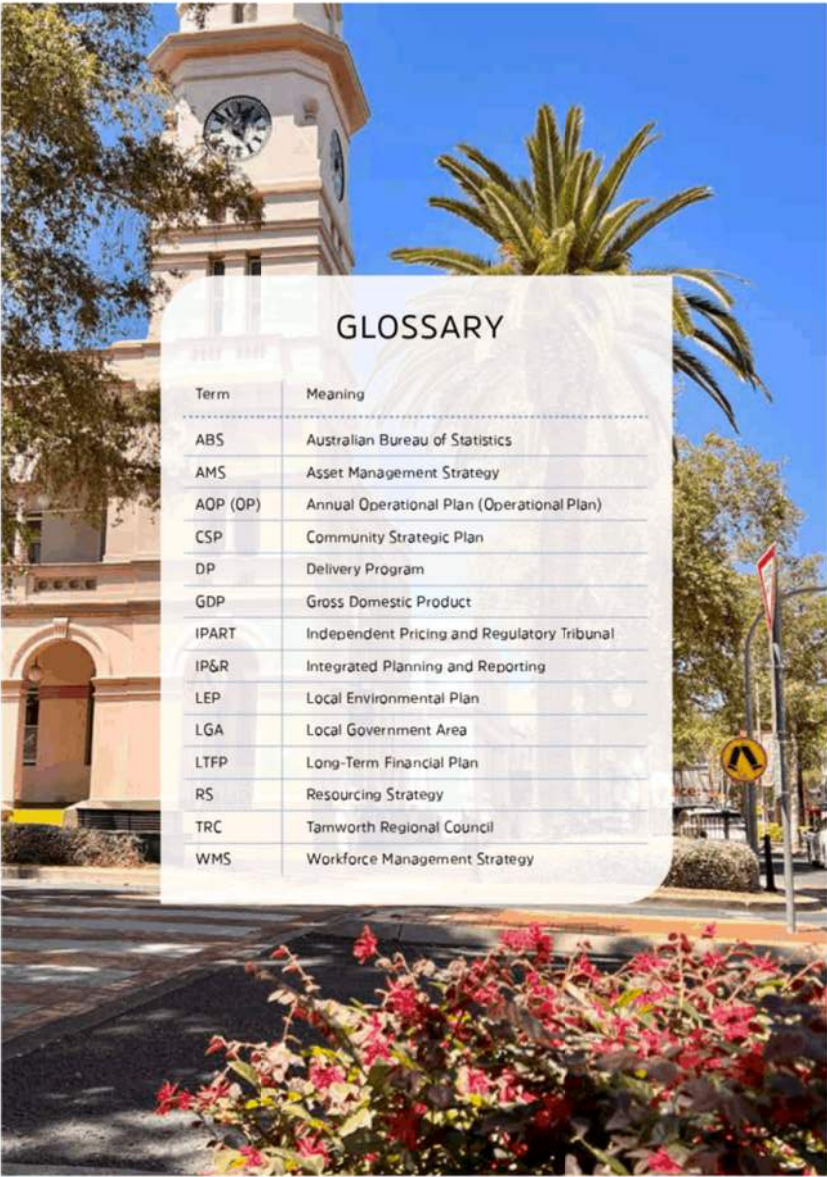
Council's strategic planning doesn't happen in isolation. In addition to our Community Engagement Strategy, the Community Strategic Plan is informed by various state and regional plans, strategies and policies to ensure alignment with broader contexts.

Focus Area	Future Transport Strategy 2061	Housing 2041 - NSW Housing Strategy	New England North West Regional Plan 2041	NSW 2021 State Plan	NSW Disability Inclusion Action Plan 2020-2025	NSW Net Zero Plan 2020-2030	Lower North West Regional Economic Development Strategy - 2023	NSW Smart Places Strategy 2022-2027	NSW State Infrastructure Strategy 2022-2042	Child Safe Action Plan
OUR WATER SECURITY			✓	✓			✓		✓	
A LIVEABLE BUILT ENVIRONMENT	✓	✓	✓	✓	✓			✓	✓	✓
PROSPERITY AND INNOVATION	✓	✓	✓	✓	✓	✓	✓	✓	✓	
RESILIENT AND DIVERSE COMMUNITIES	✓	✓	✓	✓	✓			✓	✓	✓
CONNECT OUR REGION AND ITS CITIZENS	✓	✓	✓	✓		✓		✓	✓	
WORKING WITH AND PROTECTING OUR ENVIRONMENT	✓		✓	✓		✓		✓	✓	
CELEBRATE OUR CULTURES AND HERITAGE			✓	✓						
A STRONG AND VIBRANT IDENTITY			✓	✓	✓					
OPEN AND COLLABORATIVE LEADERSHIP		✓		✓	✓			✓	✓	✓

Links for further information:

Future Transport Strategy 2061	Future Transport Strategy: Our vision for transport in NSW
Housing 2041 - NSW Housing Strategy	Housing 2041 - NSW Housing Strategy
New England North West Regional Plan 2041	New England North West Regional Plan 2041
NSW 2021 State Plan	NSW2021_VERSION.pdf
NSW Disability Action Plan 2020-2025	Disability Inclusion Action Plan

NSW Net Zero Plan 2020-2030	Net Zero Plan Stage 1: 2020-2030
Lower North West Regional Economic Development Strategy - 2023	Lower North West Regional Economic Development Strategy - 2023 Update
NSW Smart Places Strategy 2022-2027	Smart Places Strategy NSW Government
NSW State Infrastructure Strategy 2022-2042	State Infrastructure Strategy NSW Treasury
Child Safe Action Plan	General information Child Safe Action Plans Office of the Children's Guardian



GLOSSARY

Term	Meaning
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
AOP (OP)	Annual Operational Plan (Operational Plan)
CSP	Community Strategic Plan
DP	Delivery Program
GDP	Gross Domestic Product
IPART	Independent Pricing and Regulatory Tribunal
IP&R	Integrated Planning and Reporting
LEP	Local Environmental Plan
LGA	Local Government Area
LTFP	Long-Term Financial Plan
RS	Resourcing Strategy
TRC	Tamworth Regional Council
WMS	Workforce Management Strategy



ENGAGE WITH US

You can be actively involved in decision making for your region through the MyTRC Online Community, Council's online engagement platform <https://haveyoursay.tamworth.nsw.gov.au/>

CONTACTING US

Phone (02) 6767 5555 or 1300 733 625

Email trc@tamworth.nsw.gov.au

Postal Address PO Box 555, Tamworth NSW 2340

Visit us

- Tamworth Regional Council, 474 Peel Street, Tamworth NSW 2340
- Barraba Branch Office, 108 Queen Street, Barraba NSW 2340
- Manilla Branch Office, 210 Manilla Street, Manilla NSW 2346
- Nundle Branch Office, 58 Jenkins Street, Nundle NSW 2340




Tamworth
REGIONAL COUNCIL



Tivoli Park, Tamworth Country Music Festival 2025

DRAFT


REGIONAL COUNCIL
Tamworth

tamworth.nsw.gov.au

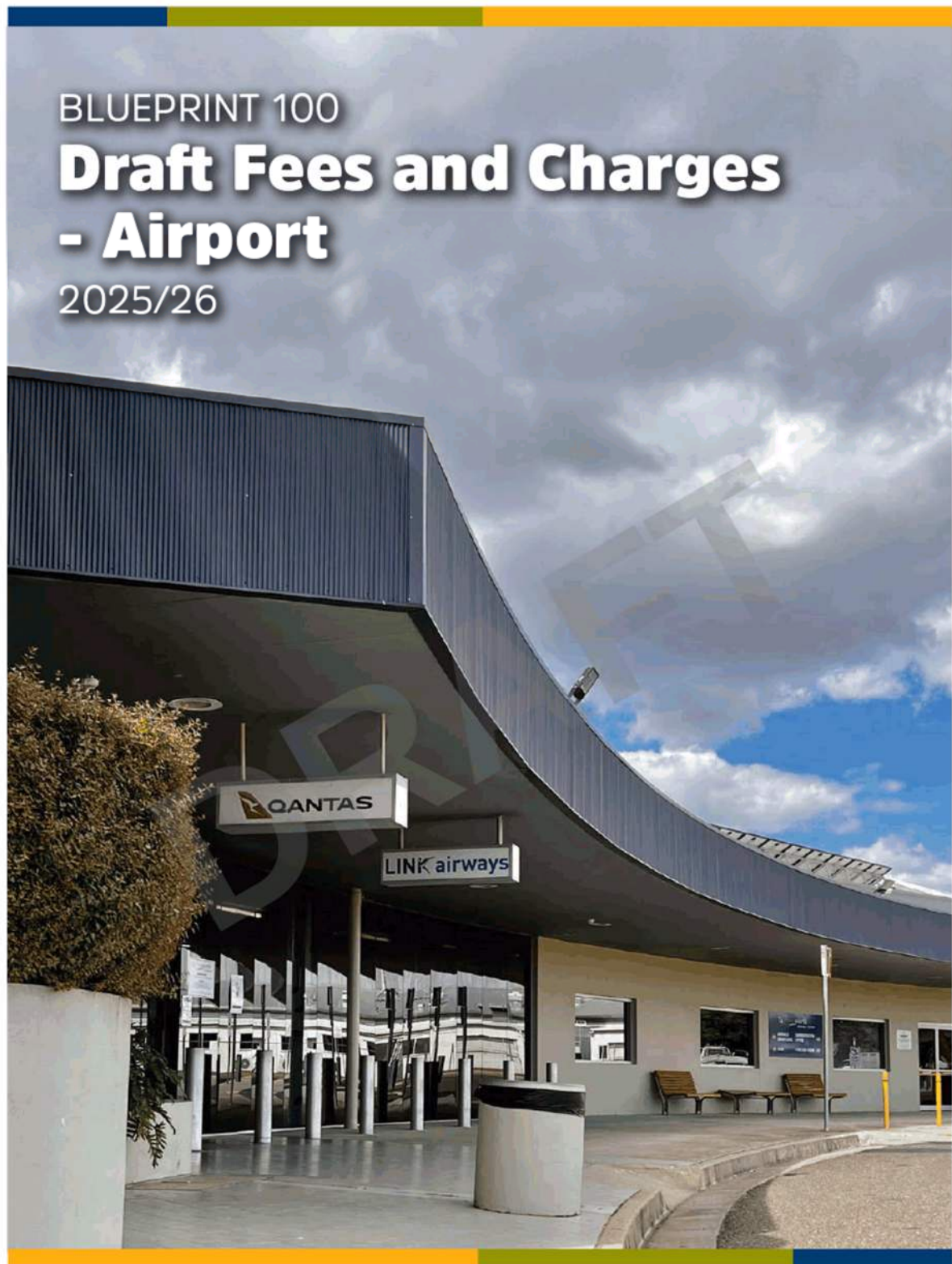


Table Of Contents

Tamworth Regional Council.....	3
Airport	3
Aeronautical Fees	3
Tamworth Regional Airport.....	3
Barraba Landing Strip.....	3
Aircraft Parking Fees	3
Airport Carpark.....	4
General Fees and Charges.....	4
Short Term Airport Carpark.....	4
Long Term Airport Carpark	4
Airport Buildings and Land	5
Leasing and Terminal Space.....	5
Private Works	5
Pilot Training Facility - International Flight Training Tamworth (IFTT).....	5
General Airport Fees.....	5
Other Airport Fees.....	6

DRAFT

Name	Pricing Policy	CSO	GST	Year 24/25 Last YR Fee (incl. GST)	Year 25/26 Fee (incl. GST)	% Increase
------	----------------	-----	-----	--	----------------------------------	---------------

Tamworth Regional Council

Airport

Aeronautical Fees

Tamworth Regional Airport

A fee will be levied on aircraft that exceed the allowed stay limits in high demand aircraft parking areas.

Aeromedical Services (charitable not for profit)	F	N	Y	No charge with prior application/approval		
Landing charge - Non RPT aircraft using Avtur fuels per 1,000 kg MTOW pro rata	F	N	Y	\$14.70	\$15.25	3.74%
Landing charge - Non RPT aircraft using Avgas fuels per 1,000 kg MTOW pro rata	F	N	Y	\$10.90	\$11.30	3.67%
RPT/Airport operating fee per arrival and departing passengers (per person)	F	N	Y	\$20.70	\$21.50	3.86%
Instrument Landing System (ILS) – approaches (per approach)	F	N	Y	\$37.25	\$38.65	3.76%
Training Flights - Aircraft undertaking circuit training within the Tamworth Control Zone to be charged 25% of the Non RPT Landing Fee for each circuit (including missed approach or go-around)	F	N	Y	\$5.40	\$5.60	3.70%
Australian Defence Force Aircraft – As per agreement negotiated by the AAA.	F	N	Y	As per agreement negotiated with AAA.		
Airport Security Screening Charge – per departing passenger	F	N	Y	\$17.10	\$17.75	3.80%

Barraba Landing Strip

Barraba Air Strip Annual Aircraft Basing Fee	F	N	Y	\$226.00	\$235.00	3.98%
--	---	---	---	----------	----------	-------

Aircraft Parking Fees

GA Hangar apron parking annual concessional fee per rego	F	N	Y	\$1,500.00	\$1,500.00	0.00%
General aviation apron parking fee (between hangars 6-7) per night per aircraft	F	N	Y	\$7.00	\$7.00	0.00%
General aviation apron parking fee (between hangars 7-8) per night per aircraft	F	N	Y	\$7.00	\$7.00	0.00%
General aviation apron parking fee (between private hangars and aviskills) per night per aircraft	F	N	Y	\$7.00	\$7.00	0.00%
General aviation grass annual concessional parking fee	F	N	Y	\$920.00	\$920.00	0.00%
General aviation grass parking daytime hours	F	N	Y	No charge.		
General aviation grass parking overnight per aircraft	F	N	Y	\$4.95	\$4.95	0.00%
General aviation parking international flight training Tamworth - per night per aircraft	F	N	Y	\$10.00	\$10.40	4.00%
Not available for shorter periods						
General aviation parking international flight training Tamworth annual fee - per aircraft	F	N	Y	\$2,800.00	\$2,906.40	3.80%
General aviation/charter aircraft parking (PaPa bays and bays 10-14) annual fee per aircraft rego	F	N	Y	\$3,200.00	\$3,200.00	0.00%
General aviation/charter aircraft parking (PaPa bays and bays 10-14) daylight hours	F	N	Y	No charge.		

continued on next page ...

Page 3 of 6

Name	Pricing Policy	CSO	GST	Year 24/25 Last YR Fee (incl. GST)	Year 25/26 Fee (incl. GST)	% Increase
------	----------------	-----	-----	--	----------------------------------	---------------

Aircraft Parking Fees [continued]

Registration changeover fee (each)	F	N	Y	\$35.00	\$35.00	0.00%
General Aviation Aircraft Parking (PaPa Bays and Bays 10-14) Fee per night	F	N	Y	\$15.00	\$15.00	0.00%
RPT Apron Aircraft parking fee on RPT bays and exceeding 4 hours stay (excludes scheduled overnight RPT services) - 10,000kg MTOW and above (per day or part thereof)	F	N	Y	\$431.51	\$447.91	3.80%
RPT Apron Aircraft parking fee on RPT bays and exceeding 4 hours stay (excludes scheduled overnight RPT services) - Up to 10,000kg MTOW (per day or part thereof)	F	N	Y	\$185.65	\$192.70	3.80%

Airport Carpark

General Fees and Charges

Lost, faded or damaged ticket fee	F	N	Y	\$70.00	\$70.00	0.00%
Administration fee – car park	F	N	Y	\$12.00	\$12.00	0.00%

Short Term Airport Carpark

Short term airport carpark – 0 to 2 hours	F	N	Y	\$0.00	\$0.00	0.00%
Short term airport carpark – 2 or more hours (hourly rate)	F	N	Y	\$2.00	\$2.00	0.00%
Short term airport carpark – maximum daily rate (24 hours)	F	N	Y	\$12.00	\$12.00	0.00%
Short term airport carpark – weekly rate (7 days)	F	N	Y	\$72.00	\$80.00	11.11%
Short term airport carpark – 1 week or more (weekly pro rata rate)	F	N	Y	\$72.00	\$80.00	11.11%
Short term airport carpark – monthly pass (28 days) multiple entry	F	N	Y	\$160.00	\$160.00	0.00%
Short term airport carpark – annual pass (52 weeks) multiple entry	F	N	Y	\$1,920.00	\$1,920.00	0.00%

Long Term Airport Carpark

Long term airport carpark – 0 to 2 hours	F	N	Y	\$0.00	\$0.00	0.00%
Long term airport carpark – 2 or more hours (hourly rate)	F	N	Y	\$2.00	\$2.00	0.00%
Long term airport carpark – maximum daily rate (24 hours)	F	N	Y	\$10.00	\$10.00	0.00%
Long term airport carpark – weekly rate (7 days)	F	N	Y	\$40.00	\$50.00	25.00%
Long term airport carpark – 1 week or more (weekly pro rata rate)	F	N	Y	\$40.00	\$50.00	25.00%
Long term airport carpark – monthly pass (28 days) multiple entry	F	N	Y	\$155.00	\$155.00	0.00%
Long term airport carpark – annual pass (52 weeks) multiple entry	F	N	Y	\$1,860.00	\$1,860.00	0.00%

Name	Pricing Policy	CSO	GST	Year 24/25 Last YR Fee (incl. GST)	Year 25/26 Fee (incl. GST)	% Increase
------	----------------	-----	-----	--	----------------------------------	---------------

Airport Buildings and Land

Leasing and Terminal Space

Function room ½ day (up to 4 hours) includes cleaning and car parking	F	N	Y	\$188.00	\$188.00	0.00%
Car parking, catering and equipment hire by individual agreement						
Function room full day (4 or more hours) includes cleaning and car parking	F	N	Y	\$335.00	\$335.00	0.00%
Car parking, catering and equipment hire by individual agreement						
Terminal airline counter annual fee per counter	F	N	Y	\$850.00	\$850.00	0.00%
Leased areas (undeveloped site) – per square metre/ per year	F	N	Y	\$7.34	\$7.34	0.00%
Building leases – based on 10% – 30% of valuation of building and taking into account conditions and amenities – per square metre/per year	F	N	Y	\$172.00	\$179.00	4.07%
Terminal space – based on comparable office rent on fringe areas of Tamworth's CBD plus a proportion of terminal cleaning and maintenance costs – per square metre plus per square metre outgoings	F	N	Y	\$356.00	\$370.00	3.93%
Electricity charge	F	N	Y	to be applied on a proportional basis		
Digital and static advertising within the passenger terminal and precinct grounds	F	N	Y	Price on application		

Private Works

Maintenance works for airport tenants will be costed as follows:- wages	F	N	Y	Costs + 108% on costs plus GST		
Maintenance works for airport tenants will be costed as follows:-plant and materials	F	N	Y	Costs + 10% plus GST		

Pilot Training Facility - International Flight Training Tamworth (IFTT)

International Flight Training Tamworth (IFTT)	F	N	Y	The pilot training facility - International Flight Training Tamworth (IFTT) is managed and operated as a commercial activity of the council. Fees and charges related to the services and hire of the facility are not published for reason that knowledge of the schedule of the fees and charges would confer a commercial advantage on a competitor of the council. Fees and charges applicable will be provided to individual hirers on application to the council.		
Hangar bays International Flight Training Tamworth	F	N	Y	By negotiation		
IFTT call out fee (0000 - 0600 hours) at tenants fault	F	N	Y	\$350.00	\$350.00	0.00%
IFTT call out fee (0600-2100 hours) at tenants fault	F	N	Y	\$110.00	\$110.00	0.00%
IFTT call out fee (2100 - 0000 hours) at tenants fault	F	N	Y	\$220.00	\$220.00	0.00%
IFTT call out fee at tenants fault (fire alarm)	F	N	Y	\$2,500.00	\$2,500.00	0.00%
Replacement IFFT key	F	N	Y	\$80.00	\$80.00	0.00%
Replacement IFFT swipe card or fob	F	N	Y	\$35.00	\$35.00	0.00%

General Airport Fees

Airport call out fee (airport reporting and safety officer) per hour	F	N	Y	\$110.00	\$110.00	0.00%
--	---	---	---	----------	----------	-------

continued on next page ...

Page 5 of 6

Name	Pricing Policy	CSO	GST	Year 24/25 Last YR Fee (incl. GST)	Year 25/26 Fee (incl. GST)	% Increase
------	----------------	-----	-----	--	----------------------------------	---------------

General Airport Fees [continued]

Airport call out fee (airport technical officer) per hour	F	N	Y	\$195.00	\$195.00	0.00%
Airport call out fee (aviation precinct coordinator) per hour	F	N	Y	\$220.00	\$220.00	0.00%
Airport call out fee (aviation precinct manager) per hour	F	N	Y	\$330.00	\$330.00	0.00%
Replacement aviation precinct key	F	N	Y	\$80.00	\$80.00	0.00%
Replacement aviation precinct swipe card or fob	F	N	Y	\$35.00	\$35.00	0.00%

Other Airport Fees

Airside licence replacement	F	N	Y	\$30.00	\$30.00	0.00%
Airside vehicle permit (valid for 12 months) per vehicle	F	N	Y	\$55.00	\$55.00	0.00%
Initial airside drivers licence	F	N	Y	\$45.00	\$45.00	0.00%
OLS penetration report (per report)	F	N	Y	\$300.00	\$300.00	0.00%
Special events zone application (per application)	F	N	Y	\$350.00	\$350.00	0.00%
Airport invoicing (landing fees, car parking etc) by mail (per invoice)	F	N	Y	\$5.00	\$5.00	0.00%

No charge for emailed invoice



PO Box 555
Tamworth NSW 2340

P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Tamworth Region Inclusive Culture Advisory Committee (TRICAC) Terms of Reference

Purpose

The broad purpose and aim of the Tamworth Region Inclusive Culture Advisory Committee (TRICAC) is to foster inclusive attitudes and activities that celebrate cultural diversity in the region by providing strategic advice to the Council in relation to diversity and cultural matters, as well as making recommendations regarding priority areas for development and or support. TRICAC recognises and encourages diversity across the Tamworth Region.

Objectives/Roles/Expectations

- (i) Advice on and monitoring of the implementation of actions in the Tamworth Region Creative Communities Plan which relate to cultural diversity.
- (ii) Provision of expert advice and ideas to Council on ways to support inclusive local cultural development and community building.
- (iii) Advice on and assistance to Council in enhancing community participation and consultation in the development and evaluation of Council's cultural events and community arts.
- (iv) Advice and leadership in the development of the strategic initiatives that involve cultural diversity in current and future cultural planning documents of Tamworth Regional Council.
- (v) Promotion and engagement across the broader region, and on a state, national and international level.

Committee members are encouraged to act as 'Inclusive Culture' champions within the region, particularly in the event of Tamworth Regional Council facilitated 'Cultural Forums' which aim to provide opportunity for consultation and engagement with representatives of the arts and cultural communities and other community groups.

Terms of Membership

Membership

The Tamworth Region Inclusive Culture Advisory Committee shall comprise the following membership:

- Tamworth Regional Council:
 - A maximum of three (3) Councillors;
 - Director Liveable Communities;
 - Manager Learning Communities; and
 - Team Leader Inclusive Community
- up to eight (8) community members; and
- Arts North West representative.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Appointment

Representation by members of the Tamworth community is encouraged. In particular, representation is encouraged from arts and cultural practitioners from within hard-to-reach communities.

Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Committee members will be appointed for a term of four (4) years consistent with the Council electoral cycle.

Selection Criteria

Ideally community representatives will have:

- demonstrated links to the community through membership of cultural groups;
- demonstrated understanding of diversity issues, programs or/ and initiatives;
- demonstrated capacity to provide strategic advice to Council on matters relating to diversity, multicultural issues and challenges facing minority groups within the community;
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct. A record of the declared conflict of interest in the minutes of the committee is sufficient.

Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Committee.

Confidentiality

Confidentiality is to be maintained by all members of the Committee. Discussions occurring within the Committee shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

Media

The Chairperson, (Committee Chair), Director Liveable Communities and Manager Community Safety and Wellbeing are authorised to represent and speak on behalf of the Committee in any media discussions.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Meetings

Chairperson

The Tamworth Region Inclusive Culture Advisory Committee will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the elected Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

Meetings of the Tamworth Region Inclusive Culture Advisory Committee will be held quarterly unless more frequent meetings are required to address specific issues of interest or concern.

Cultural forums with the wider arts and cultural community may replace scheduled Committee meetings on occasion. Joint meetings with the Tamworth Region Arts Advisory Committee (TRAAC) may occur from time to time.

Quorum

In order to form a quorum for a meeting to proceed, at least half of the Committee members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.

Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

The Committee will have no delegated authority from the Council to make decisions. Recommendations of the Committee will be reported to a subsequent Council meeting for determination under the Management Accountability of the Director Liveable Communities.

Co-Opting

The Committee has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Committee, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Committee.

Review



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

The Terms of Reference for the Tamworth Region Inclusive Culture Advisory Committee will be reviewed prior to the recruitment of new members at the commencement of each Council term.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Tamworth Regional Community Safety Working Group (CSWG)

Terms of Reference

Purpose

The purpose of the Tamworth Regional Community Safety Working Group is to:

- (i) provide advice to the Council on key strategic priorities and issues in relation to community safety;
- (ii) share information that increases understanding of the issues and drivers across the Tamworth Region that influence community safety and perceptions of community safety, including crime, vandalism and anti-social behaviour;
- (iii) share knowledge and experience of successful programs and initiatives that may positively influence community safety and the perception of community safety;
- (iv) assist in the assessment and review of community safety plans;
- (v) promote shared community ownership of community safety issues;
- (vi) Investigate programs and partnerships that will positively influence community safety across the region, and reduce the social and financial cost of crime, vandalism and anti-social behaviour; and
- (vii) provide advice on community engagement in relation to community safety strategies.

Terms of Membership

Membership

The Tamworth Regional Community Safety Working Group shall comprise the following membership:

- A maximum of four (4) Councillors (representatives appointed at the commencement of each Council term);
- the State Member for Tamworth;
- Council officers including the Director Liveable Communities, Manager Community Safety and Wellbeing, Community Safety and CCTV Specialist and Team Leader – Inclusive Community;
- A maximum of one representative from the following organisations:
 - Oxley Local Area Command Crime Prevention Team;
 - Attorney General's Department either from Youth Justice or Community Corrections;
 - Tamworth and District Liquor Accord;
 - Tamworth Business Chamber;

SF2300 – Terms of Reference – Tamworth Regional Crime Prevention Working Group
Adopted – per resolution of Ordinary Council Meeting 12 February 2013
Revised – per resolution of Ordinary Council Meeting 14 July 2015
Revised – per resolution of Ordinary Council Meeting 27 September 2016
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 13 February 2018
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 26 November 2019
Revised – Terms of Reference (November 2021) -



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

- Tamworth taxi industry or associated with the security of the secure taxi rank;
- Domestic Violence services sector;
- Aboriginal criminal justice services sector;
- Department of Education;
- Local Aboriginal Lands Council;
- Justice Advocacy Services; and
- Homes North.
- Community Representatives
 - A maximum of four (4) representatives from the Tamworth regional community including one, where possible, with a legal/judicial background.

Appointment

Representation by members of the Tamworth community is encouraged. Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Working Group members will be appointed for a term of four (4) years consistent with the Council electoral cycle.

Selection Criteria

Ideally community representatives will have:

- demonstrated links to the community through membership of community groups;
- demonstrated understanding of community safety issues, programs and/or initiatives;
- demonstrated capacity to provide strategic advice to Council on matters relating to community safety;
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct. A record of the declared conflict of interest in the minutes of the Working Group is sufficient.

Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Working Group.

Confidentiality

Confidentiality is to be maintained by all members of the Working Group. Discussions occurring within the Group shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

SF2300 – Terms of Reference – Tamworth Regional Crime Prevention Working Group
Adopted – per resolution of Ordinary Council Meeting 12 February 2013
Revised – per resolution of Ordinary Council Meeting 14 July 2015
Revised – per resolution of Ordinary Council Meeting 27 September 2016
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 13 February 2018
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 26 November 2019
Revised – Terms of Reference (November 2021) -



PO Box 555
Tamworth NSW 2340

P 02 6767 5555 E trc@tamworth.nsw.gov.au

www.tamworth.nsw.gov.au

ABN: 52 631 074 450

Media

The Chairperson, (Working Group Chair), Director Liveable Communities and Manager Community Safety and Wellbeing are authorised to represent and speak on behalf of the Working Group in any media discussions.

Meetings

Chairperson

The Tamworth Regional Community Safety Working Group will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the elected Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

Meetings of the Tamworth Regional Community Safety Working Group will be held quarterly unless more frequent meetings are required to address specific issues of interest or concern.

Quorum

In order to form a quorum for a meeting to proceed, at least half of the working group members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.

Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

The Working Group will have no delegated authority from the Council to make decisions. Recommendations of the Working Group will be reported to a subsequent Council meeting for determination under the Management Accountability of the Director Liveable Communities.

Co-Opting

The Working Group has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Working Group, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Working Group.

SF2300 – Terms of Reference – Tamworth Regional Crime Prevention Working Group

Adopted – per resolution of Ordinary Council Meeting 12 February 2013

Revised – per resolution of Ordinary Council Meeting 14 July 2015

Revised – per resolution of Ordinary Council Meeting 27 September 2016

Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 13 February 2018

Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 26 November 2019

Revised – Terms of Reference (November 2021) -



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Review

The Terms of Reference for the Tamworth Regional Community Safety Working Group will be reviewed prior to the recruitment of new members at the commencement of each Council term.

SF2300 – Terms of Reference – Tamworth Regional Crime Prevention Working Group
Adopted – per resolution of Ordinary Council Meeting 12 February 2013
Revised – per resolution of Ordinary Council Meeting 14 July 2015
Revised – per resolution of Ordinary Council Meeting 27 September 2016
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 13 February 2018
Revised – Terms of Reference – Adopted per resolution of Ordinary Council Meeting – 26 November 2019
Revised – Terms of Reference (November 2021) -



Tamworth Regional Council Heritage Working Group (HWG)

Terms of Reference

Purpose

The purpose of the Tamworth Regional Council Heritage Working Group (HWG) is to play a key advocacy role in relation to highlighting the value of the Tamworth Region's heritage assets as well as promoting Council's heritage programs and initiatives within the community.

The broad aim of the Tamworth Regional Council Heritage Working Group is to provide advice, support and direction to Council on key heritage conservation issues and programs. The intended outcome from the input of the Working Group is to improve approaches toward the conservation of heritage items within the region and provide better recognition of community actions towards heritage conservation.

Objectives

The working group's primary objectives are to:

- (i) provide advice to the Council on emerging heritage conservation and management issues;
- (ii) identify key strategic priorities or issues in relation to heritage conservation;
- (iii) assist in the assessment and review of applications for heritage conservation funding;
- (iv) promote and advocate for shared community ownership and partnerships for heritage conservation and historical research across the regional area;
- (v) oversee the biennial heritage awards to acknowledge heritage conservation initiatives;
- (vi) oversee the provision of grant funding from the annual Heritage Assistance Fund; and
- (vii) support and promote state and national heritage events locally, such as Heritage Week.

Terms of Membership

Membership

The Tamworth Regional Council Heritage Working Group shall comprise the following memberships

- a maximum of three Councillors;
- Director Liveable Communities;
- Manager - Development;
- Heritage Planner;
- Council's consultant Heritage Advisor;
- one (1) member of the Tamworth Historical Society;
- one (1) member of the Tamworth Aboriginal Land Council;
- up to three (3) community members; and

- one (1) community member representing the interests of King George V Avenue.

Appointment

Representation by members of the Tamworth regional community is encouraged. Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Working Group members will be appointed for a term of four (4) years consistent with the Council electoral cycle.

Selection Criteria

Ideally the community representatives will have:

- demonstrated links to the community through membership of community groups;
- demonstrated understanding and commitment to heritage conservation; and
- demonstrated capacity to provide strategic advice to Council on heritage matters.
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct A record of the declared conflict of interest in the minutes of the Working Group is sufficient.

Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Working Group.

Confidentiality

Confidentiality is to be maintained by all members of the Working Group. Discussions occurring within the Group shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

Media

The Chairperson, (Working Group Chair), Director Liveable Communities and Manager Development are authorised to represent and speak on behalf of the Group in any media discussions.

Meetings

Chairperson

The Tamworth Regional Council Heritage Working Group will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

The Tamworth Regional Council Heritage Working Group will meet quarterly unless more frequent meetings are required to address specific issues of interest or concern.

Quorum

In order to form a quorum for a meeting to proceed, at least half of the working group members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.



Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

The Working Group has no delegated authority from the Council to make decisions binding the Council and will submit reports to the Council under the Management Accountability of the Director Liveable Communities.

Co-Opting

The Working Group has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Working Group, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Working Group.

Review

The Terms of Reference for the Tamworth Regional Council Heritage Working Group will be reviewed prior to the recruitment of working group members following the commencement of each Council term.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Disability Access Working Group (DAWG) Terms of Reference

Purpose

The purpose of the Disability Access Working Group is to guide, monitor and evaluate the development and implementation of the Disability Inclusion Action Plan. The working group will also provide strategic advice to the Council on access issues to ensure a future Tamworth Region will offer an enhanced quality of life and prosperity for people with disability in alignment with Council's Blueprint 100 vision.

Objectives / Roles / Expectations

The objectives and role of the Disability Access Working Group is to:

- support the development, review and implementation of the Disability Inclusion Action Plan to promote and encourage access improvements;
- widely consult with the regional community regarding access issues;
- reflect the views and concerns of the community in the development of access improvements;
- monitor compliance with all legislation that affects people with a disability within the Tamworth Region including but not limited to the Australian Standards for Access and Mobility, Disability (Access to Premises) Standards 2010 and the *Disability Discrimination Act 1992*; and
- liaise with all Directorates of Tamworth Regional Council to ensure people with disability have access to facilities and services that enable them to fully participate in the community.

Terms of Membership

Membership

The Disability Access Working Group shall comprise the following membership:

- Tamworth Regional Council – a minimum of two (2) Councillors and an alternate Councillor member;
- Up to eleven community members from a diverse range of disability backgrounds including disability sector workers, disability transport workers and people with lived experience of disability;
- Director Liveable Communities;
- Manager Community Safety and Wellbeing and/or Team Leader Inclusive Community;
- Senior Building Surveyor; and
- Other Council staff may be consulted in an advisory capacity to the Working Group where they hold access related responsibilities such as traffic management, parks and gardens, event management and tourism.



PO Box 555
Tamworth NSW 2340

P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au

ABN: 52 631 074 450

Appointment

Representation by members of the Tamworth community is encouraged. Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Working Group members will be appointed for a term of four (4) years consistent with the Council electoral cycle.

Selection Criteria

Ideally community representatives will have:

- A background or experience with disability backgrounds including experience within the disability sector such as workers, disability transport workers and people with lived experience of disability;
- demonstrated links to the disability community;
- demonstrated understanding of disability issues, programs and/or initiatives;
- demonstrated capacity to provide strategic advice to Council on matters relating to disability;
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct. A record of the declared conflict of interest in the minutes of the Working Group is sufficient. Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Working Group.

Confidentiality

Confidentiality is to be maintained by all members of the Working Group. Discussions occurring within the Group shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

Media

The Chairperson, (Working Group Chair), Director Liveable Communities and Manager Community Safety and Wellbeing are authorised to represent and speak on behalf of the Working Group in any media discussions.

Meetings

Chairperson

The Disability Access Working Group will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the elected Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

Meetings of the Disability Access Working Group will be held quarterly unless more frequent meetings are required to address specific issues of interest or concern.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Quorum

In order to form a quorum for a meeting to proceed, at least half of the working group members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.

Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

The Working Group will have no delegated authority from the Council to make decisions. Recommendations of the Working Group will be reported to a subsequent Council meeting for determination under the Management Accountability of the Director Liveable Communities.

Co-Opting

Operations of the Working Group has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Working Group, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Working Group.

Review

The Terms of Reference for the Disability Access Working Group will be reviewed prior to the recruitment of new members at the commencement of each Council term.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Tamworth City Centre Working Group (TCCWG) Terms of Reference

Purpose

To contribute to transforming BluePrint 100 into reality with particular reference to actions relevant to the Tamworth CBD.

To support Council with ideas, advice and opinion on how best to develop and sustain a City Centre that is *'THE place to be'* for retail and commercial business, visitors, and locals.

Objectives

Vision for the City Centre:

Tamworth's City Centre is THE place to be!

Attractive, vibrant, welcoming, safe, engaging and fun – with seamless links through to Bicentennial Park and the Peel River – everyone considers the City Centre to be the heart and soul of the region both by day and by night. There is always an enthralling 'buzz' and when you are present in the City Centre you feel particularly proud of the place you call home.

Progressive in its past and optimistic about its future, the City Centre blends traditional shop-front retailing with quality office, arts and culture, accommodation, leisure, recreation, tourist, eating and entertainment opportunities that have diverse appeal. Our public art is planned, at times provocative, but always admired. Undoubtedly the City Centre gives us a keen sense of our identity as a region and a strong and immediate sense of belonging.

Thriving business in the City Centre means that investors are queuing up and the streetscape continues to flourish with complementary development.

Fresh and clean at all times, the City Centre breathes vitality and inspiration. Residents of all ages and from all backgrounds are compelled to return again and again. Tourists go to great lengths to get here because the Tamworth City Centre's extraordinary look and feel is known far and wide.

Valuable to local residents, "Tamworthians" love this space and will fiercely protect the City Centre from any action that will compromise its place as the region's primary hub for commerce, community and culture.

Revitalisation Priorities

To successfully realise the vision, Tamworth needs to:

(1) Protect the City Centre from Compromise

Be vigilant to maintain a watching brief and actively protect the City Centre from any activity or action that will compromise achieving the City Centre vision.

(2) Optimise Growth through Smart Development Planning

Ensure that planning provisions (LEP, DCP, Masterplans) support the vision for the City Centre and maximise the opportunity for appropriate growth and investment. Ensure there is provision for a wide range of opportunity for residential and hotel accommodation.

Encourage the viability of a vibrant night life in the CBD by supporting city centre living and shop-top housing.

(3) Keep the City Centre Fresh, Clean and Tidy

Ensure empty buildings are well maintained with clean, undamaged and presentable facades.

Ensure an attractive City Centre by keeping it clean, neat, and tidy. Infrastructure should be in good working order and trees and other plantings should be well managed. Encourage and support property owners and retailers to keep their premises in good order, most especially external walls, facades, posts etc. There should be zero tolerance of graffiti and where necessary, non-compliance with relevant regulations should be enforced.

(4) Brand, Promote and Market the City Centre

Scope and develop a City Centre place brand, develop an integrated marketing and communications strategy to market the City Centre, apply the place brand and associated strategies to all consumer touch points. Market the investment potential of the City Centre for retail, office, food, entertainment and accommodation purposes and grow opportunities for street performance and community events. Promote the CBD via social media or newsletter.

(5) Ensure the City Centre is Accessible

Encourage cycling, pedestrian movement and public transport with the objective of reducing the reliance on vehicular traffic.

People of all ages and all abilities need to be able to move about freely and safely in the City Centre. Minimise congestion in the City Centre, ensure the free flow of necessary traffic and cyclists, provide adequate car parking (quantity, location and type) and install bicycle stands/terminus. Advocate for adequate provision of public transport in and out of the city, day and night.

(6) Ensure the City Centre is Safe from Crime and Violence

Ensure vandalism and property damage is minimised, ensure the public can move about safely day and night, with zero tolerance for drunkenness and antisocial behaviour.

(7) Expand the City Centre Beautification Program and Public Art Program

Progress the beautification and activation of Kable Avenue and by supporting redevelopment projects in Kable Avenue that provide an active street frontage and linkages to Peel Street and the Bicentennial Park Boulevard and consider further beautification extensions such as upper Fitzroy Street or east Peel Street to Hill Street. Commission and install appropriate public art.

Each of the above themes will be explored as agenda items on a rotational basis in future TCCWG meetings and progress against each theme will be reported to meetings of the TCCWG.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Terms of Membership

Membership

The Tamworth City Centre Working Group shall comprise the following membership:

Tamworth Regional Council

- The Mayor and a maximum of five (5) Councillors;
- Director Liveable Communities and Manager Future Communities

Business Members

3 x Tamworth Business Chamber Members:

- 1 x Retail Member (from Hospitality Sector),
- 1 x Commercial Member, and
- 1 x Junior Chamber Member

1 x Association of Real Estate Agents

1 x Tamworth Region Arts Advisory Committee delegate

1 x Planning Consultant

1 x Architect

2 x Commercial Property Owners

1 x Urban Designer

1 x Landscape Architect

1 x Surveyor

Community Members

4 x Community Members

Appointment

Representation by members of the Tamworth community is encouraged. Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Working Group members will be appointed for a term of four (4) years consistent with the Council electoral cycle.

Selection Criteria

Ideally community representatives will have:

- A background or experience in business, retail, commercial or property management or development or
- Specific expertise relevant to the development, management and or enhancement of a CBD or
- Technical expertise and experience including town planning, architecture, urban design, landscape design, engineering or marketing.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

- Demonstrated understanding of retailing, commercial development and/ or financial sustainability as it applies to retail and business precincts;
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct. A record of the declared conflict of interest in the minutes of the Working Group is sufficient. Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Committee.

Confidentiality

Confidentiality is to be maintained by all members of the Working Group. Discussions occurring within the Group shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

Media

The Chairperson, (Working Group Chair), Director Liveable Communities and Manager Future Communities are authorised to represent and speak on behalf of the Working Group in any media discussions.

Meetings

Chairperson

The Tamworth City Centre Working Group will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the elected Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

Meetings of the Tamworth City Centre Working Group will be held quarterly unless more frequent meetings are required to address specific issues of interest or concern.

Quorum

In order to form a quorum for a meeting to proceed, at least half of the working group members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.

Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

The Working Group will have no delegated authority from the Council to make decisions. Recommendations of the Working Group will be reported to a subsequent Council meeting for determination under the Management Accountability of the Director Liveable Communities.



PO Box 555
Tamworth NSW 2340
P 02 6767 5555 E trc@tamworth.nsw.gov.au
www.tamworth.nsw.gov.au
ABN: 52 631 074 450

Co-opting

The Working Group has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Working Group, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Working Group.

Review

The Terms of Reference for the Tamworth City Centre Working Group will be reviewed prior to the recruitment of new members at the commencement of each Council term.



Tamworth Region Arts Advisory Committee (TRAAC) Terms of Reference

Purpose

The broad purpose and aim of the Tamworth Region Arts Advisory Committee (TRAAC) is to provide strategic advice to the Council in relation to 'Arts' matters within the region and make recommendations regarding priority areas for development and or support. TRAAC recognises and encourages diversity across the Tamworth Regional Council area. Objectives/Roles/Expectations

The Committee will provide:

- (i) Advice on and monitoring of the implementation of arts actions in the Tamworth Region Creative Communities Plan;
- (ii) Provision of expert advice and ideas to Council on ways to support local professional arts practice as an important component of the region's economy, liveability, sustainability and growth;
- (iii) Advice on and assistance to Council in enhancing community participation and consultation in the development and evaluation of Council's arts events, public art and place making projects;
- (iv) Advice and leadership in the development of strategic initiatives involving specific performing and visual arts projects identified in current and future cultural planning documents of Tamworth Regional Council;
- (v) Advice and participation in the development of significant cultural precincts in the Tamworth Region; and
- (vi) Promotion and engagement across the broader region and on a state, national and international level.

Committee members are encouraged to act as arts champions within the region, particularly in the event of Tamworth Regional Council facilitated forums which aim to provide opportunity for consultation and engagement with representatives of the arts and other community groups. Committee members, as arts champions, should encourage arts and cultural groups to come together to share knowledge and information about issues such as events management, promotion and publicity, audience development and access to the arts.



Terms of Membership

Membership

The Tamworth Region Arts Advisory Committee shall comprise the following membership:

- Tamworth Regional Council:
 - A maximum of three (3) Councillors;
 - Executive Manager - Creative Communities and Experiences;
 - Director Art Gallery and Museums; and
 - Other Council staff (with an operational responsibility to arts and cultural activity) as required;
- up to ten community members; and
- Arts North West representative.

Appointment

Representation by members of the Tamworth community is encouraged. In particular, representation is encouraged from arts practitioners from within hard-to-reach communities.

Membership by community representatives will be coordinated by inviting 'Expressions of Interest' from the community following the commencement of each Council term.

Term of Appointment

Committee members will be appointed for a term of four (4) years consistent with the Council electoral cycle.


Selection Criteria

Ideally community representatives will have:

- demonstrated links to the arts community through membership / participation in arts related projects and initiatives;
- demonstrated understanding of issues, programs or/ and initiatives relevant to the arts;
- demonstrated capacity to provide advice and ideas on ways to support local professional arts practice as an important component of the region's economy, liveability, and sustainability;
- a commitment to enhancing community participation and consultation in the development and evaluation of Council's arts events, public art and place making projects;
- demonstrated ability to work as part of a team; and
- demonstrated understanding of meeting process.

Conflicts of Interest

Conflicts of Interest must be declared and managed in accordance with the Code of Conduct. A record of the declared conflict of interest in the minutes of the committee is sufficient.



Pecuniary or significant non-pecuniary conflicts of interests must be managed by the member by excluding themselves from the meeting during the discussion of the relevant agenda item. Such exclusion will be recorded in the minutes of the Committee.

Confidentiality

Confidentiality is to be maintained by all members of the Committee. Discussions occurring within the Committee shall be treated as confidential until the Minutes are reported to Council (where a Council resolution is required) or where agreed, for release to the media.

Media

The Chairperson, (Committee Chair), Executive Manager - Creative Communities and Experiences and Director Art Gallery and Museums are authorised to represent and speak on behalf of the Committee in any media discussions.

Meetings

Chairperson

The Tamworth Region Arts Advisory Committee will be chaired by an elected Councillor of Tamworth Regional Council to be determined by the elected Councillor members prior to the first meeting following the commencement of each Council term.

Meeting Frequency

Meetings of the Tamworth Region Arts Advisory Committee will be held quarterly unless more frequent meetings are required to address specific issues of interest or concern.

Cultural forums with the wider arts and cultural community may replace scheduled Committee meetings on occasion. Joint meetings with The Tamworth Region Inclusive Culture Advisory Committee (TRICAC) may occur from time to time.

Quorum

In order to form a quorum for a meeting to proceed, at least half of the Committee members plus one, (i.e., a majority of the members), must be present. Of this number at least one Councillor is required to be present.

Meeting Attendance

Attendance at meetings is expected from all Members. During a period of twelve months, an unexcused absence of more than three (3) occasions may be deemed a reason for dismissal unless reasonable explanation is provided.

Delegation

All Public Artworks must be signed off by the Committee with a minimum of three (3) community members taking part in the decision making.

The Committee has delegated authority to approve up to \$20,000 for Public Artwork, with these decisions to be always clearly included in the minutes that are reported to Council for adoption.

The Committee has no delegated authority in relation to decisions involving expenditure in excess of \$20,000. Recommendations of the Committee will be reported to a subsequent Council meeting for determination under the Management Accountability of the Executive Manager - Creative Communities and Experiences.



Co-Opting

The Committee has the authority, where necessary, to seek the expert advice of individuals and groups when particular community skill, experience or input will improve the outcomes delivered by the group.

Administrative Matters

Business Support

Council shall provide administrative support to the Committee, plus professional advice/input where required.

Meeting Notice

Written notice will be distributed to the members of the scheduled meetings via email (with as much notice as practically possible to be given).

Venue

Council will provide suitable facilities for the conduct of meetings of the Committee.

Review

The Terms of Reference for the Tamworth Region Arts Advisory Committee will be reviewed prior to the recruitment of new members at the commencement of each Council term.