

TAMWORTH REGIONAL COUNCIL

ANNEXURES for ORDINARY COUNCIL AGENDA

25 FEBRUARY 2020

TABLE OF CONTENTS

ITEM		SUBJECT	PAGE NO
8.1	Draft Sport E Services	event Subsidisation Policy in Infrastructure and	d
	Annexure 1	Annexure 1	2
8.2	Draft Tamwo and Services	rth CBD Parking Strategy 2020-2030 in Infrasti	ructure
	Annexure 1	Draft Tamworth CBD Parking Strategy 2020-20)304
9.2	-	ational Plan 2019/2020 Budget Variation Report 119, January 2020 in Governance, Strategy and	
	Annexure 1	Budget Variations December 2019 & January 2	202031
9.3	Council Inve	stments January 2020 in Governance, Strateg	y and
	Annexure 1	Investments Register as at 31/01/2020	35
9.4		uarterly Budget Review Statements to 31 Dece rnance, Strategy and Finance	mber
	Annexure 1	Quarterly Budget Review Statement Quarter El 31 December 2019	•
9.5	Operational I	egional Council 2019/20 Delivery Program and Plan Quarterly Progress Report 1 October 2019 119 in Governance, Strategy and Finance	
	Annexure 1	ANNEXURE 1 - Quarterly Progress Report 1 October to 31 December 2019	58
9.6	Smoke-Free and Finance	Environment Policy Review in Governance, S	trategy
	Annexure 1	ANNEXURE 1 - Smoke-Free Environment Police Review	
	Annexure 2	ANNEXURE 2 - Smoke-Free Environment Police Review	•
	Annexure 3	ANNEXURE 3 - Smoke-Free Environment Police	су

TAMWORTH REGIONAL COUNCIL GENERAL POLICY REGISTER

1. SPORTS AND RECREATION

1.1. SPORT EVENT SUBSIDISATION POLICY

OBJECTIVE: This Policy will benefit TRC and the local community by providing a framework:

- for TRC to apply a consistent and transparent approach to the subsidisation of sporting events conducted on TRC managed facilities;
- that accurately qualifies the level of subsidisation that is provided to sports user groups within TRC; and
- that allows sports user groups to estimate their subsidy prior to a submission to Council which will assist them in the organisation of an event.

POLICY:

The *Sport Event Subsidisation Policy*, provides sports user groups with the opportunity to apply for a subsidisation to the hire fees associated with their event.

Sports user groups are required to apply complete an application prior to the event (minimum of one (1) month) and provide supportive evidence of how their event will meet each of the parameters in Table 1.

Table 1.

Sport Eve	ent Subsidisat	tion F	Policy Paramete	ers			
Parameter			Score]	
	0		1		2	1	
Level of Event	Regional		State		National		
Participants	101 – 150		151 – 300		301+		
Bed nights	1		2		3+	1	
Event economic benefit	\$151 – 300		\$301 – \$450		\$451+		
TOTAL						TOTAL	

The level of subsidisation will then be determined by applying the total score obtained in Table 1. to Table 2. The level of subsidisation will be a percentage of the fees associated with the event to the maximum dollar value available within each score range.

Table 2.

	Sport	Event Subsidisation	Policy Scoring Rang	е
Score	0 – 2	3 – 4	4 – 6	7+
Subsidisation %	0%	20%	30%	40%
		(Maximum \$1,000)	(Maximum \$2,000)	(Maximum \$3,500)

Events that are scheduled to be held in the LGA for more than one (1) year are eligible for an additional subsidy as detailed in Table 3. This subsidisation will be in addition to the total subsidisation determined by table 2. and applied each year the event occurs in addition to the Sport Event Subsidisation.

Page 2

Table 3.

Sport Event Subsidisation Po	licy Co	mmitme	ent
Years	2	3	4+
Subsidisation %	20%	30%	40%

Method of Assessment

Sport Event Subsidisation Policy applications will be assessed by TRC Sports and Recreation technical staff and a recommendation provided to the Director of Regional Services for approval.

Applicants will be notified with in ten (10) business days of submitting their request.

The Director of Regional Services will provide the Executive Management Team with regular reports on applications and associated subsidies.

Conditions

Applications will be subject to the following conditions:

- a sport or associated body is only eligible for four (4) successful application per financial year;
- a sport or associated body is only eligible for a total of \$12,000 per financial year;
- applications must be submitted one month before the event;
- TRC reserves the right to decline an application at their discretion;
- applications are subject to TRC's budgetary constraints and no guarantee of subsidisation is provided; and
- the policy specifically excludes regular / seasonal sports.

Definitions

Regional: Regional sporting events encompass competition between individuals / teams

within one region or representing the local area.

State: State sporting events encompass competition between individuals / teams

representing different regions within a state.

National: National Sporting events encompass competition between individuals / teams

representing different states.

Participants: Registered number of participants playing in the event.

Bed nights: Number of nights 75% or more of participants stay in local lodging.

Economic benefit: The economic benefit of the event, in \$100,000's, will be calculated using the

industry standard 'Event Impact Calculator' that forms part of the .idProfile

software.

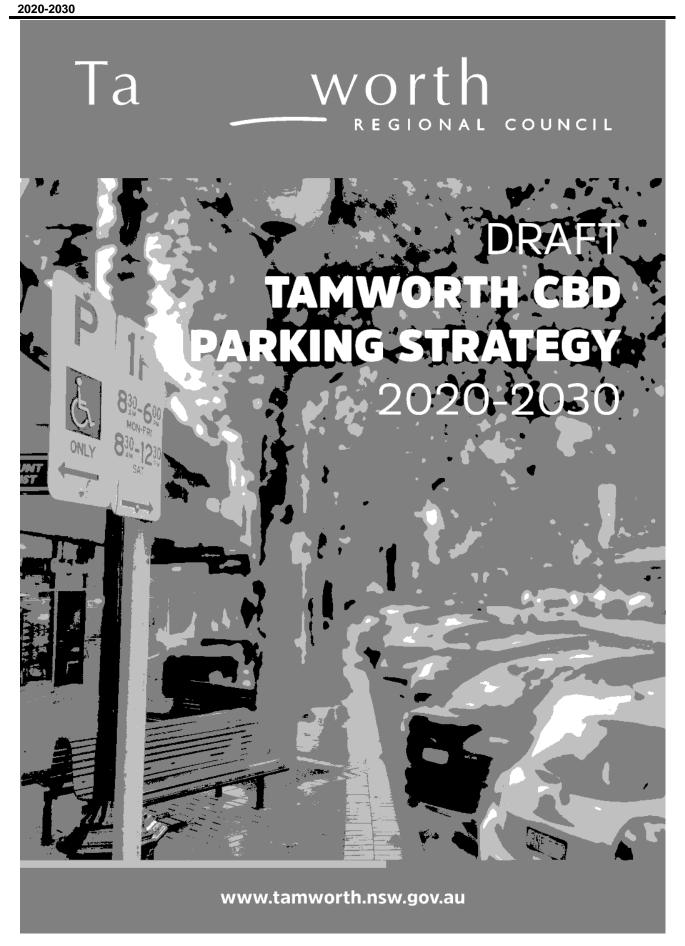
Event commitment: Event commitment is the consecutive years the event organiser guarantees the

event to be held in the LGA.

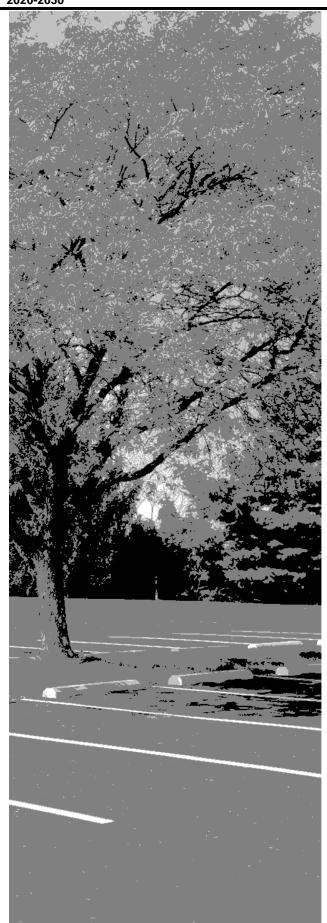
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Reviewed by Sports and Recreation 31January 2020

^{*} History: Adopted Ordinary Council 27 February 2018







CONTENTS

Talliworth CDD Parking at a Glance	•
Executive Summary	,
Our Strategic Planning Framework	
Setting the Scene	. !
Current Approach and Implications	1
Community Consultation2	2:
Our Action Plan)



Tamworth Regional Council

Tamworth CBD Parking Strategy 2020 - 2030, prepared by the Regional Services Directorate of Tamworth Regional Council

This document is a controlled document and therefore subject to review and amendment from time to time.

DRAFT **Tamworth CBD Parking Strategy 2020-30** Page 3

TAMWORTH CBD PARKING AT A GLANCE



Omins



3,600



10am - 4pm with an occupancy of 61%



\$1.20

\$3.00







366







EXECUTIVE SUMMARY

Every car Journey starts and ends at a parking facility of some kind, and we rarely give parking a second thought, unless we're unable to find a space when and where we would like it! To most of us it is little more than some lines painted on the road surface. However, the availability of convenient, safe, and appropriately priced parking adds to the economic vibrancy and liveability of our city.

Good parking management requires a balance between the needs of users and the cost of infrastructure to the community. Excellent parking management is also flexible enough to integrate new technology, development opportunities and evolving community expectations into future plans, as needed, to support our community's needs.

At its worst, poorly managed parking can exacerbate traffic congestion, lower economic activity, decrease housing affordability, add to air and noise pollution, and even discourage new residents from choosing a particular city to settle.

Satisfying parking ideals at any cost is not sustainable. Each car space costs the community in several ways: valuable commercial land needs to be purchased, and car parking infrastructure constructed and maintained to an acceptable standard. Even privately owned parking potentially costs the community through an increase in cost of the goods and services we purchase.

Council continually strives to improve the liveability of the Tamworth region in a financially sustainable way. The management of the Tamworth CBD parking network utilises measures such as time restrictions, pricing, and parking enforcement to make the most of the infrastructure we already have. We plan new parking facilities to support the growth of the city, and encourage alternative transport options such as walking, cycling and public transport to provide the best possible transport outcomes for our community.

As the population of our region grows, and we strive towards a population of 100,000 over the next 20 years, the CBD will continue to develop as our economic, cultural and tourism epicentre. With this intensifying focus, the demand for both short stay and long stay parking will increase. Previous studies have shown the city will need to continue to expand the long term parking network by approximately 40 car spaces each year to meet future demand. Simultaneously, Council will need to continually monitor and adjust short term parking management, ensuring the needs of all stakeholders are met.

Tamworth CBD has three distinct parking zones: a premium Peel Street parking precinct, an inner short stay zone, and an outer long stay zone. Each area has a unique set of challenges for parking management, and the three zones are managed to maximise the quality of service to meet the needs of the community.

The Tamworth CBD Parking Strategy provides a long term strategic plan for the management of parking in the region's commercial heart. It guides decisions on parking and recommends areas of investment to improve the liveability of the city.

The Strategy builds upon Council's Vision of "a region of opportunity and prosperity", as detailed in the Annual Operating Plan 2019-20. Council's AOP documents the objective to provide a "safe and efficient transport network", and specifically commits to a program for car parking to provide "adequate off street car parks".

It includes the following strategic objectives:

- to make the best use of our parking resources;
- to understand and recognise the real cost of parking and provide choice to the users of the CBD:

- to provide appropriate parking infrastructure in response to the needs of a growing community;
 and
- to utilise parking options to support the commercial investment within the CBD.

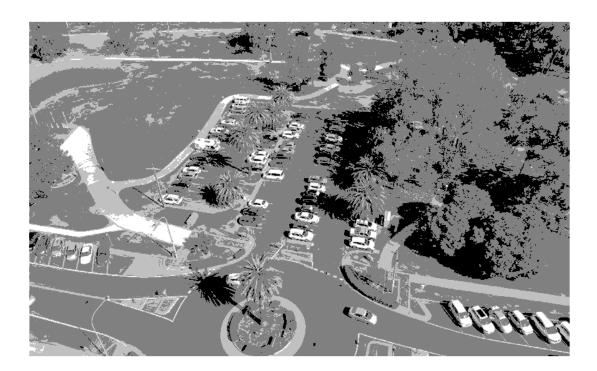
The best practice parking management principals within this Strategy are essential to solve our city's parking challenges. The clear direction and strategic objectives will ensure the actions of the Strategy are focussed in the right areas and, most importantly, are achievable and effective.

The cornerstone of the Strategy is a toolbox of actions that will be implemented over a period of 10 years to improve the efficiency and availability of parking across the CBD.

All recommendations in this Strategy are organised into short term, medium and long term actions, and have been developed in consultation with the community. Financial sustainability, future development opportunities, and operational considerations have also been considered.

The key recommendations of the Strategy are;

- the purchase of key sites and the construction of new car parks to provide the necessary growth in off-street long term parking spaces to meet demand;
- increase the utilisation of existing long stay carparks by improving security, lighting, amenity and knowledge of available car parking;
- the formal recognition of the three distinct parking management zones (premium, inner and outer zones) to facilitate responsive, timely adjustments to parking operations;
- investigate the use of alternative technologies for parking payment and enforcement; and,
- seek opportunities for partnerships to provide better parking outcomes for the community.



Page 6 DRAFT Tamworth CBD Parking Strategy 2020-30

OUR STRATEGIC PLANNING FRAMEWORK

The Tamworth CBD Parking Strategy is a level 2 document within the Regional Services Strategic Framework hierarchy, and relates to other plans and strategies as shown in the diagram overleaf.

The Strategy supports our Community Vision, and aligns with the key themes identified in the Community Strategic Plan.

TRC COMMUNITY STRATEGIC PLAN: VISION AND THEMES

OUR VISION

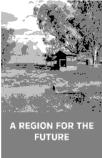
CEY THEMES

A REGION OF OPPORTUNITY AND PROSPERITY, A PLACE TO CALL HOME









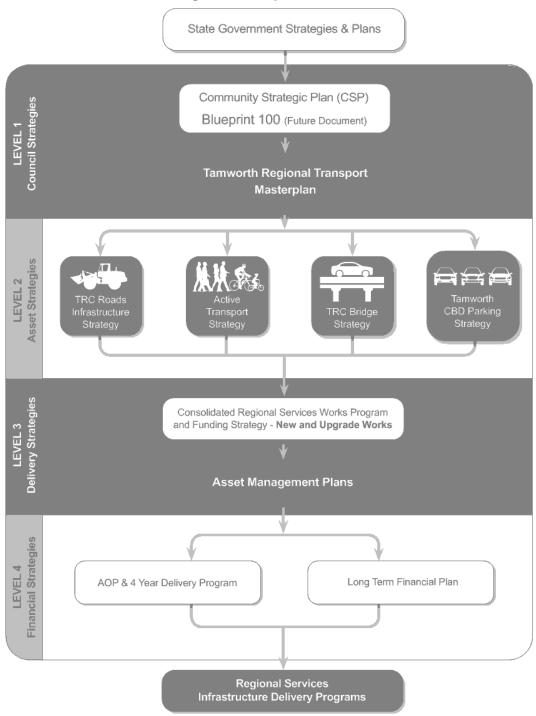


The Strategy is based on the knowledge, aspirations and values expressed by the collective Tamworth regional community, including residents, Council, businesses, other levels of government, other organisations, and technical experts.

Building upon Council's Vision of "a region of opportunity and prosperity", Council's Annual Operating Plan details the objective to provide a "safe and efficient transport network", the Annual Operating Plan program for the provision of "adequate off street" supports this objective.

Council will take a lead role in the implementation of actions from this Strategy, however partnerships within the community and other levels of government will be essential to achieving our goals as a community.

Regional Services Strategic Framework for delivery of Transport Infrastructure



Page 8 DRAFT Tamworth CBD Parking Strategy 2020-30

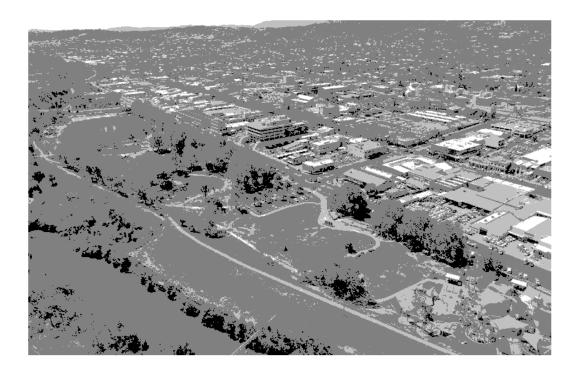
SETTING THE SCENE

Nestled along the picturesque Peel River, the Tamworth CBD is bordered by attractive tree lined residential areas, public green space, against the backdrop of the Wentworth Mounds, part of the Moonbi Range. The CBD is ringed by, but not interrupted by, major road and rail infrastructure. These natural barriers and landscape encourage a concentration of urban development, enhancing the cultural and economic liveliness of the city.

This unique environment provides both challenges and opportunities for development, with parking an essential component of any future growth of the precinct. Well planned parking will enhance the functionality of the city. Conversely, poorly planned parking could have a negative effect by exasperating congestion, increasing development costs, encroaching on valuable urban space, detracting from the civic atmosphere, and inhibiting the liveability of the community.

The Tamworth CBD services a population of 47,500 within Tamworth itself, and a further 15,500 within the Council district. Tamworth city is anticipated to undergo significant population growth along the northern and southern growth corridors, as well as significant industrial and commercial growth through the western corridor and the CBD. An average annual growth rate of 2.4% is anticipated for the whole Council area. In consideration of the anticipated growth and assessment of our current needs, this strategy will provide the recommended actions to support both CBD growth and users needs.

With an area of approximately 1 square kilometre, the Tamworth CBD is defined as the area bordered by the Peel River to the west, the railway line to the east, Macquarie Street to the north and Murray Street to the south. For the purposes of this Strategy, the CBD is inclusive of several off street car parking areas outside the CBD boundary that primarily serve visitors to the CBD.



DEVELOPING THE STRATEGY

Council's complete review of the CBD Parking Strategy has been triggered by a number of events and changes within the context of strategic planning for parking:

- the completion of all actions from the previous CBD Parking Strategy (2011);
- ii. the requirement for an updated long term plan for the investment of parking revenue:
- iii. the parallel development of "Blueprint 100", a Local Strategic Planning Statement for the long term growth of the Tamworth region. The Draft Blueprint 100 will go on public exhibition in February 2020 with community feedback to be sought through a range of engagement activities:
- iv. changes in best practice for the management of parking, particularly with respect to evolving technology; and,
- changing expectations of stakeholders regarding security, pricing, technology, and demand.

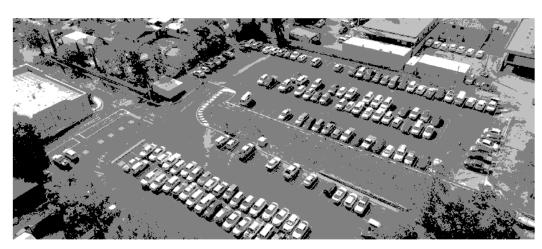
This Strategy review is part of a wider review of all infrastructure strategies within the Regional Services Directorate, and Informs the Infrastructure Works Program, Annual Operating plan, Asset Management Plans and Long Term Financial Plan. (Refer Figure 2).

In addition, this Strategy supports the framework for infrastructure development in the Tamworth Integrated Transport Masterplan (in development, due for completion in 2020).

RECENT ACHIEVEMENTS

Following Council's adoption of the 2011 Strategy recommendations, an additional 302 long stay car spaces have been created within the CBD area. In addition to these long stay expansions, a number of additional changes were made to the parking in the CBD.

The table opposite summarises the outcomes achieved over the period 2011-2019.



Community Centre Car Park Expansion

Page 10 DRAFT Tamworth CBD Parking Strategy 2020-30

Project	Description of Works	Year
New Griffin Avenue Car Park	New 114 space car park	2012
Increase Short Stay Parking Fees	1 hour parking meter charge up \$0.30 from \$0.70/hour to \$1.00/hour	2014
Increase Long Stay Parking Fees	All-day parking meter charge up \$0.50 from \$2.00/day to \$2.50/day	2014
NRMA Car Park Upgrade Works	Sealing and upgrade works (total of 90 parks)	2015
Regional Playground Car Park Construction	New 31 space car park	2015
Solander Drive Carpark Expansion	35 space expansion (total of 142 parks)	2015
Peel Street, Kable Avenue, Town Hall Carpark, Regional Playground Carpark	Installation of 366 parking sensors	2016
Community Centre Carpark Expansion	111 space expansion (total of 249 parks)	2017
Community Centre Off-Street Parking Restriction Changes	Convert 35 parking spaces to 3 hour time restricted to assist with parking during events.	2017
Upgrade of Parking Meters - Various Locations	Replacement of old parking meters with new "Paywave" compatible parking meters	2017
Kable Avenue On-street Parking Restriction Changes	All-day parking changed to 3 hour time restricted (except for 34 spaces between White Street and Roderick Street)	2017
Manilla Road Cycleway Construction and Installation of bicycle racks and water refill stations in the CBD	Completion of the 4.2km long and 2.6m wide Manilla Road Cycleway from the CBD to Oxley Public School. This project in addition to the installation of bicycle racks and water refill stations in the CBD supported the recommendation to promote the use of cycling to the CBD as an alternative to car travel.	2017
Provide long-vehicle parking	Designated long-vehicle car parks have been provided at the Tamworth Information Centre to cater for users with caravans etc.	2017
Provision of Additional Disabled Car Spaces Across CBD Zone	2010 report stated only 5 on-street disabled parks provided in Tamworth CBD; there are now 28 on-street and 26 off-street disabled parks provided (total of 54 disabled car spaces)	Various
Expansion of No. 1 Oval carpark	The removal of the No. 1 Oval toilet block and installation of an underground water storage tank enabled the addition of 25 long stay car parks at this location.	2019
Commissioning of "Easy Park" app	The mobile app gives consumers the choice of a remote, ticketless, cashless system for paying fees, as well as the convenience of managing your stay from your phone.	2019
Gipps Street Carpark Upgrade	Upgrades to the Gipps Street Carpark were undertaken to provide increased security, safety, and amenity for consumers.	2019
	TRC will run promotional activities late in 2019 aimed at increasing use of the carpark.	
	Works included enhanced CCTV coverage and quality, significant additions to lighting, tree trimming/removal to improve visibility, signage, pedestrian ramps, wheel stops, median infill, line marking, pavement repair and resealing, and landscaping (future).	

PARKING DEMAND

Council has undertaken a number of studies in recent years to better understand how consumers use parking options in the CBD area.

The studies recorded the period of time each car space was occupied, as well as vacant. From this data we have been able to collect information about

- Average length of stay.
- Overstaying in time restricted parking areas, and
- Vacancy rates for each parking area

The studies revealed the peak demand for parking is between 10am and 4pm each day, and at any one time about 40% of our car parking spaces are not being used Consequently, there is, on average, adequate numbers of car spaces to satisfy overall demand. However, some pockets of parking are in higher demand than others, showing very high utilisation rates, whilst other car spaces are rarely used.

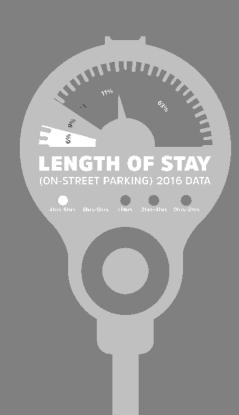
Of the 15 off-street car parking areas, our least used are

- Solander Drive Carpark,
- Ginns Street Carpark
- Community Centre Carpark, and
- Hands of Fame Carpark.

Between these facilities there are up to 400 vacant all-day car spaces every day!

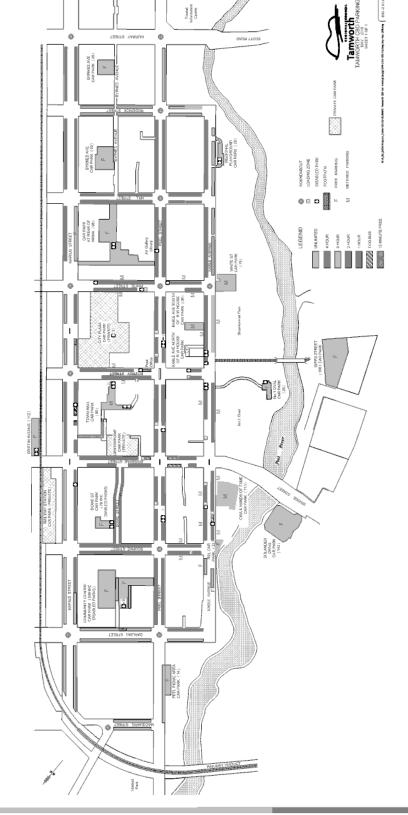
Most car visitors to the CBD stay for less than 2 hours in the one car space, as shown in the chart below.

However, many people overstay the time restriction for the car space they occupy, creating zones of high competition for spaces. Our studies show a quarter of a users of on-street parking are overstaying the allocated time restrictions, with almost half of those doing so by more than 2 hours.



Page 12 DRAFT Tamworth CBD Parking Strategy 2020-30

OUR PARKING NETWORK



The following map shows the network in detail, with the locations of carparks, meters, time restricted zones and free on street parking zones.

options for visitors to the CBD, from all day free off street parking, to metered, time restricted options,

to short stay free options.

The Tamworth CBD supports a range of parking

This network is continually monitored and amended, with the objective of providing the best possible

combination of parking options to the community.

DRAFT Tamworth CBD Parking Strategy 2020-30 Page 13

BEST PRACTICE IN PARKING

Traditionally, the approach to parking has been to provide as few constraints as possible on the supply of free parking in the CBD with car parking as close to the users' destination as possible.

This approach assumes:

- the ongoing availability of cheap land;
- unlimited capital investment to purchase land and construct infrastructure;
- a lack of viable alternatives to driving such as walking, cycling and public transport;
- parking supply should accommodate all demand for car access directly on site; and
- the community is willing to subsidise free parking at any cost.

This approach has had some negative consequences as demand has increased with growth. The use of prime commercial land for car parking has become more expensive and scarce, and the availability of free or very cheap parking close to destination has discouraged users from utilising existing CBD fringe parking facilities, or to seek alternative forms of transportation.

In addition, the continued expectation of parking "at the door" exacerbates CBD traffic congestion. Free Peel Street parking guarantees maximum utilisation in the centre of town, creating congestion as people cruise looking for vacancies, and discouraging alternatives such as park and walk from fringe parking, or alternative modes of transport.

Best practice parking models in cities across the world utilise several tools to improve parking experience. The tools of most relevant to the Tamworth landscape are;

- the price of parking to encourage turnover, thereby reducing congestion and improving productivity within the city;
- minimum parking requirements for development - to push parking to the city fringes, to encourage alternative modes of transport, and to conserve valuable commercial space:
- parking payment technology for fast efficient turnover; and
- reinvestment of revenue into urban amenity, creating a vibrant commercial centre.

THE TRUE COST OF PARKING

The physical simplicity of a car space belies the true cost of that space to the community.

On-street parking generally consumes around 25% of the available land within a roadway in the CBD, valued at around \$11,000 per space for both the land value and construction costs. Ongoing maintenance, operational activities, and renewal costs add to the annual financial commitment by approximately \$5,000 for every 100 car spaces provided.

Off-street parking is similar, with a higher cost per parking space as land must be provided to allow manoeuvring access to car spaces.

Parking takes up valuable space within the commercial heart of a city that may otherwise be used for public open space, shared pathways, out door dining, tree planting, and in some cases, development opportunities.

The cost of providing public car parking is carried by the community via rates, taxes and parking fees, and the cost of private car parking is passed onto the consumer via the price of goods and services.

If a parking facility is consistently underutilised, the cost to the community is carried, without any apparent benefit. Tamworth CBD has on average at least 1,500 vacant car spaces at any one time. This equates to a \$17 million capital investment, and a \$75,000 per annum ongoing commitment, that is not providing the optimum value for money to the community.

CURRENT APPROACH AND IMPLICATIONS

Parking is an essential element in the transportation network for a city. Its planning management can have a significant impact on the economic viability and amenity of the urban landscape.

Parking within our CBD can be broadly separated into two areas:

- · on-street parking; and
- off-street parking (both public and private).

On-street parking is limited by the available length of streetscape - increasing efficiency of this resource will maximise its value to our community.

Off-street parking could be privately or publicly owned and managed, and may be an on grade (ground level), open air, undercover, multistorey, or basement style facility. These carparks are generally more expensive to construct, and occupy valuable commercial or public space.

On-Street Parking

On-street parking within the Tamworth CBD zone consists of:

- unrestricted parking, where there is no time limit or fees:
- free time restricted parking, ranging from 15min to 4 hours, where enforcement is used to encourage compliance:
- paid time restricted parking, from 15 minutes to all day parking, where enforcement is used to encourage compliance; and
- reserved parking, such as disabled, taxi, long vehicle, loading zones and bus parking.

Free, time restricted on-street parking is the most common type in Tamworth, and is used by shoppers and visitors to the commercial district. All day parking, used most commonly by workers in the city, is located on the fringe of the CBD zone. This approach makes economic sense as short term parking encourages economic vibrancy, and fringe all day parking with a short walk to work is not likely to discourage people from working in the CBD.

The current fees for parking are \$1.20 per hour, or \$3.00 for all day parking. Council manages a total of 47 parking meters, servicing approximately 760 car spaces (20% of the Council parking network). Revenue from this "user pays" approach the maintenance and operation of the parking network, and the supply of additional parking spaces to meet future demand. The location of parking meters is regularly reviewed to optimise parking efficiency.

Off-street parking

Public off-street parking in Tamworth CBD is a mix between private and public parking facilities. Shoppers, visitors and workers have access to a variety of parking types, including:

- unrestricted parking (free and without time restrictions);
- free time-restricted parking;
- paid parking; and
- reserved parking (disabled, taxis, loading zones, private parking for businesses and residents).

Privately managed off-street parking facilities are divided between publicly available eg (Centrepoint and Tamworth Square carpark) and privately used (such as those utilised by shop owners) and may or not be free and/or time restricted. Some privately owned parking facilities within the CBD zone are undercover or multistorey parking.

HIGH UTILISATION Low availability Traffic congestion DESTINATION OPTIMUM UTILISATION ZONE LOW PRICE + FURTHER AWAY HIGH PRICE + CLOSE TO DESTINATION HIGH PRICE + FURTHER AWAY HIGH PRICE + FURTHER AWAY HIGH PRICE + FURTHER AWAY

Parking Fees

When choosing a location to park, each person will weigh up convenience against cost. In most cases "convenience" represents "close to destination", but other considerations are time restrictions, safety considerations, the availability of shade, and vehicle security.

Where the option is available to a road user to choose a free, close to destination option, this will always be favoured. However the choice between free/further away, and paid parking/close to destination is a little more nuanced, and differs from person to person.

Council is able to adjust pricing and time restrictions to influence the decision making process of road users, thereby maximising the efficiency of the network.

Best practice in parking suggests an optimum range of utilisation. By altering price, and time restrictions, Council is able to address availability and congestion, whilst still offering a choice to parking options to satisfy all users.

Utilisation Rate during peak period	Reason	Solution
0-60%	Over priced and/or too far away from "attractor"	Reduce price
60-85%	Optimum price and location	Ideal pricing
>85%	Under priced	Increase price until utilisation reaches optimum range

Source: The High Cost of Free Parking, Donlad Shoup, 2011

PARKING TIME RESTRICTIONS

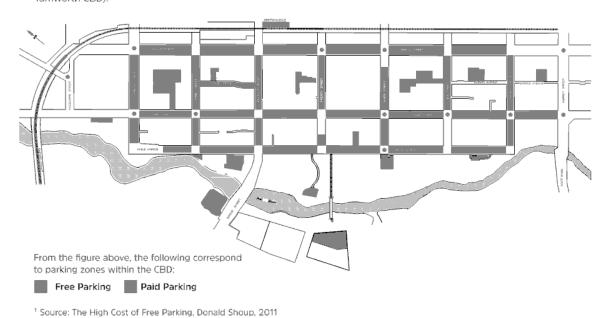
Time restricted parking options provide equitable access to parking for short and medium term users during business hours, by removing competition from all day commuters. The increased turnover depends on effective enforcement, and appropriate pricing.

By combining effective time restricted zones and appropriate pricing, a balance between use and availability can be achieved. The optimal range for occupancy is considered to be between 60-85%, where spaces are always available, but well utilised. This method of pricing parking results in reduced congestion and frustration, as consumers do not need to circulate to "wait" for a space in their preferred locations.

In the Tamworth CBD, there are 47 parking meters which service approximately 450 on-street car parking spaces and 310 off-street car spaces, for a total of 760 metered parks (or around 20% of the total number of public parking spaces in the Tamworth CBD).

On occasions, in response to changes in the parking network or in the needs of parking customers, Council may install additional parking meters, or remove existing parking meters. These operational adjustments require approval from Council through the Local Traffic Committee.

A review of parking restrictions within the Tamworth CBD during 2017 indicated considerable variability of usage across the CBD. Several areas of high-value parking spaces are significantly underutilised, whilst some high value sites are currently not time restricted, enabling all day commuters to occupy spaces ideal for shoppers and visitors.



Page 18 DRAFT Tamworth CBD Parking Strategy 2020-30

PARKING ENFORCEMENT

Parking enforcement is an essential component of parking management. It encourages equitable turnover of vehicles, increasing access, maintaining traffic flow, and increasing safety for road users, cyclists and pedestrians.

Council currently employs two full time parking rangers to ensure parking compliance across the Council area. The majority of time is spent enforcing parking compliance within the CBD.

Revenue raised from fines is invested into the operating and improvement of parking infrastructure.

As Tamworth grows, consideration will need to be given to expanding the enforcement team. Enforcement officers play a critical role in influencing customer behaviour, thereby ensuring a fair system for all users of parking and maximising the performance of the network.

Technology also plays an important role in efficient and equitable enforcement activities. Council currently utilises several innovations for improved service delivery to customers;

- ticketless parking via the "EasyPark" App;
- 2. cashless payment for metered parking;
- parking sensors for identification of overstaying vehicles, for a more streamlined and targeted enforcement activities, and for customer behaviour data collection; and
- live parking availability through mobile app (on street free parking in limited locations)

Further options for utilising parking enforcement technology currently under consideration includes:

- expansion of parking sensors across the entire CBD zone:
- a network of message boards with live vacancy information to direct users to available spaces more efficiently. This enhancement will reduce traffic congestion, improve the users' experience, and assist visitors to Tamworth to navigate easily to available parking;
- implementation of best practice enforcement technology. Possible options include vehicle mounted cameras for licence plate recognition, updated enforcement apps for the issuing of infringements which include licence plate recognition system modules on mobile phones; and
- meters that utilise licence plate data rather than issuing tickets along with sensors that communicate with the one enforcement app to simplify the enforcement process and allow rangers to avoid working on roadways.

A fully integrated system between enforcement and paid parking will supply the most streamlined and efficient service to users as well as simplify operational activities for Council.

PARKING IN OUR VILLAGES AND BEYOND THE CBD

The townships of Nundle, Kootingal, Manilla, and Barraba have significant commercial zones and community precincts utilised by locals and visitors. Car parking is generally on street, unrestricted and free, and is currently adequate to supply the required parking in all but peak periods and special events, supplemented by small informal off street parking areas

Council will continue to monitor parking during peak periods, and will continue to work with community stakeholders regarding parking in these townships, with special attention on population growth, customer feedback and disabled parking availability, and will respond to any changing parking needs as required through maintenance activities.

At this time there are no major parking projects planned for the townships and villages.

Beyond the Tamworth CBD Council managers an additional 20 car parks across urban areas, servicing recreational, sporting and community services.

MOBILITY PARKING

Ensuring people with disabilities or mobility challenges have full access to services, business and public places is a priority for Council.

Many local people and visitors to our region require accessible parking, and Council will continue to provide centrally located, appropriate spaces. The spaces allow permit holders to park as close to their destination as possible, providing an inclusive commercial hub.

Since 2011, Tamworth Regional Council has increased the number of disabled car spaces from 3 to 54, and will continue to add to this network as the CBD develops and in response to customer requests for additional parking spaces. Council has undertaken works in recent years to upgrade the disabled spaces to new accessibility standards by installing kerb ramps and increasing the width of spaces.

Permit holders are able to park longer than the restrictions of any designated disabled car parks or any standard car parking space.

MINIMUM PARKING REQUIREMENTS

Minimum parking requirements are regulations that require new developments to provide a minimum number of car parking spaces. The standards are identified within Council's Development Control Plan, and typically relate to the size and type of land use of the development.

Typically the requirement for parking for residential developments is connected to the number of bedrooms (particularly for dual-occupancy and multi-dwelling developments). For commercial and industrial developments, the minimum requirement is dependent on the proposed land use and the Gross Floor Area (GFA) or Gross Leased Floor Area (GLFA) of the proposed development. This requirement places the responsibility for the provision of parking onto the developer, with the cost borne by the developer, and is passed to investors and ultimately on to consumers through product and service pricing. The intent of the minimum requirement is to avoid pressure on the existing street and public parking areas, causing displacement of parkers as a result of the development.

There is growing evidence to suggest there are unintended consequences to this historical approach, that often outweigh the benefits.

These consequences are:

- Parking spaces occupy valuable commercial land, driving up the price of development, and potentially reducing the viability of investment in the commercial district. The increased cost of development is passed on to consumers through an increase in the cost of goods and services.
- Environmental sustainability is compromised through a dependency on cars. The convenient and abundant availability discourages the opportunities for the development of public transport and active transport infrastructure, and the lack of options feeds our car dependency.
- Excessive or poorly located car parking spaces detract from the quality of the urban streetscape, by fragmenting the street-facing businesses in the commercial area. This disrupts the atmosphere of a bustling and vibrant city centre.
- Minimum parking requirements encourage developers to invest in areas where cheaper land is available, creating competition within the city centre from business and industrial parks.

Tamworth Regional Council will consider these implications and possible improvements to the minimum parking requirements when the DCP is reviewed, and during the development of Blueprint

COMMUNITY CONSULTATION

Understanding the needs of users of CBD parking is an essential component to developing a long term strategy for parking.

In April 2018 Council conducted a period of public consultation to determine how, when and why users access the CBD zones. The survey also sought to collect data on the users' decision making process when choosing where to park

The survey had a total 'reach' of almost 64,000 persons. This is defined as the number of persons exposed to the survey either through radio advertisement, newspapers, social media and TV. In summary, the key findings are:

- The most important factors when selecting a car park are whether the park is free, and its proximity to the desired destination. This exceeds the importance of lighting, security and time to walk.
- Around 55% of respondents are only willing to walk
 1-2 blocks to reach their destination from a car park
- Around 45% of respondents stay longer than 2hrs when visiting the CBD on a weekday



In April 2018 Council conducted a period of public consultation





98% travel to the CBD







78% typically arrive in the CBD before 10am

Page 22 DRAFT Tamworth CBD Parking Strategy 2020-30

OUR ACTION PLAN

This Strategy builds upon the community's vision of "a region of opportunity and prosperity", and includes the following strategic objectives:

- To make the best use of our existing parking resources:
- To provide a variety of parking choices to the users of the CBD:
- To continue providing appropriate parking infrastructure in response to the needs of a growing community; and
- To utilise parking options to support economic activity and commercial investment within the CBD.

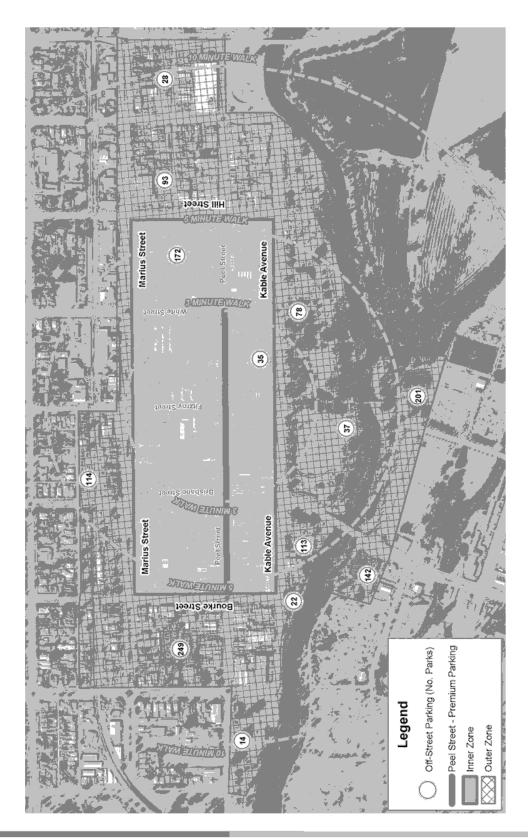
The cornerstone of the Strategy is a toolbox of actions and initiatives, to be implemented over the next 10 years. All recommendations in this Strategy are organised into short term, medium term and long term actions, and have been developed by:

 Consulting with our community to better understand the needs and concerns of all stakeholders:

- considering financial sustainability requirements;
- understanding and recognising the real cost of parking to the community;
- anticipating possible private development opportunities:
- · consulting with Council operational staff;
- undertaking technical studies of how parking is utilised in Tamworth; and
- · incorporating Community Strategic Plan objectives.

Underpinning this Action Plan are the three Parking Management Zones (Refer diagram below). Tamworth CBD has three distinct parking zones: the premium Peel Street parking precinct, the inner short stay zone, and the outer long stay zone. Each area has a unique set of challenges for parking management, and the three zones are managed to maximise the quality of service to meet the needs of the community. Every decision with regards to CBD parking will lean on this guiding structure, particularly for pricing, time restrictions and future investment.



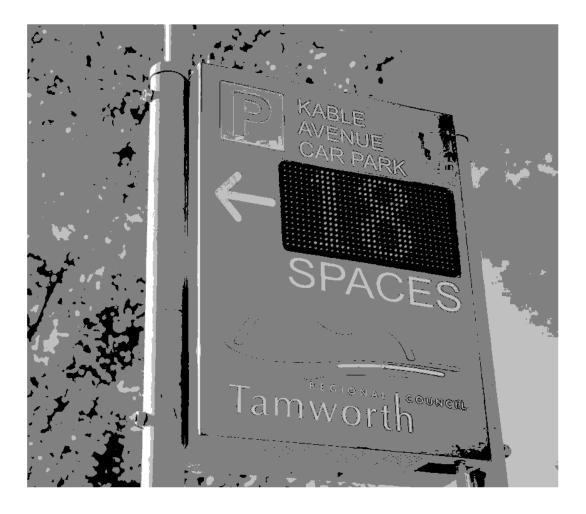


Page 24 DRAFT Tamworth CBD Parking Strategy 2020-30

The following table outlines all actions required over the next 10 years to achieve the strategic objectives related to parking:

ACTIONS	Delivery Timeframe	Cost Scale
A. Make the best use of our existing parking resources		
1. Increase use of existing off street car parks		
a) Promotion of off street parking areas with particular emphasis on underutilised areas	1-2 years	\$
b) Review and upgrade security, lighting, maintenance and amenity of underutilised parking areas	1-2 years	\$\$
c) Provide prominent, consistent parking directional signage to direct motorists to parking areas throughout the CBD zone	1-2 years	\$
d) Monitor vacancy rates for upgraded car parks to measure the effectiveness of security improvements and promotional activities, and to determine the future rate of new car park requirements	Ongoing	-
e) Formally recognise three distinct parking management zones (premium, inner and outer zones) to facilitate responsive, timely adjustments to parking operations	1-2 years	-
2. Increase the use of active transport alternatives for CBD access		
a) Provide a network of shared pathways, signage and end of journey facilities to encourage the use of active transport alternatives to access the CBD	1-2 years	\$\$
b) Encourage and support the use of active transport alternatives via promotional activities	Ongoing	\$
B. Provide a variety of parking choices to the users of the CBD		
1. Adjust the price of parking to optimise the supply of short stay parking availability within the	ne CBD	
a) Monitor the effects of pricing changes on occupancy rates and overstay rates	Ongoing	-
b) Make adjustments to parking pricing as required to optimise the supply of short stay parking availability in critical locations across the CBD	Ongoing	-
C. Continue providing appropriate parking infrastructure in response to the needs of a growing	ng community	
1. Plan, design and construct new and upgraded parking facilities within the CBD zone		
a) Design and construct expansion of White Street Carpark (approximately 50 additional car spaces)	1-2 years	\$\$
b) Develop the former Skate Park site to accommodate long vehicle parking for visitors to the northern end of Peel Street	1-2 years	\$\$
c) Continue to provide appropriate and compliant mobility parking in key locations across the CBD in response to the needs of the community	Ongoing	\$
2. Purchase of key sites and the construction of new carparks to provide the necessary growl parking spaces	th in off-street long t	term
a) Continued investigation of new sites for construction of additional off street carparks, including options for a multistorey car park	Ongoing	\$\$\$
b) Plan, design and construct a multistorey carpark within CBD	3-5 years	\$\$\$
c) Pursue partnerships with CBD stakeholders to supply additional parking capacity within the CBD	Ongoing	-

ACTIONS	Delivery Timeframe	Cost Scale
3. Ongoing Strategic Planning		
a) Review the Tamworth CBD Parking Strategy at least every 3-4 years to ensure the strategic direction and actions align with Council's Community Strategic Plan.	3-5 years	-
b) Monitor the impact of Blueprint 100 growth management strategy and adjust the rate of supply of new parking spaces to meet demand	Ongoing	1
D. Utilise parking options to support economic activity and commercial investment within the	≘ CBD	
Investigate the use of alternative technologies for parking payment and enforcement		
a) Expand parking sensors across the CBD to enhance enforcement activities	1-2 years	\$\$
b) Introduce a network of live parking vacancy message boards across the CBD	1-2 years	\$\$
c) Investigate and implement fully integrated best practice enforcement technology across the CBD	3-5 years	\$\$



Page 26 DRAFT Tamworth CBD Parking Strategy 2020-30



Budget Variations December 2019 & January 2020			Funding for Variation	riation			
Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions	Loans
Cultural Services							
After School Program	Income Increase	Op Inc R	(43.000)	0	(43.000)	0	0
East Year Round Care	Increased labour hire	Op Exp R	108,000	0	108,000	0	0
After School Program	Income Increase	Op Inc R	(65,000)	0	(65,000)	0	0
Pilot Training Facility							
Licence Fee	Update Budget	Op Inc NR	567,240	0	567,240	0	0
Technical Centre - Expenses	Update Budget	Op Exp R	(34,030)	(269,231)	235,201	0	0
Technical Centre - CAE	Update Budget	Op Inc R	(89,961)		(89,961)	0	0
Technical Centre - BAE	Update Budget	Op Inc R	(70,720)	0	(70,720)	0	0
Technical Centre - AIAC/Virgin	Update Budget	Op Inc R	(126,733)	0	(126,733)	0	0
Accomodation - Income	Update Budget	Op Inc R	632,060	0	632,060	0	0
Accomodation Contract - Expenses	Update Budget	Op Exp R	(1,055,555)	(230,769)	(824,786)	0	0
Residential Complex - CAE	Update Budget	Op Inc R	(835,780)		(835,780)	0	0
Residential Complex - BAE	Update Budget	Op Inc R	(404,782)	0	(404,782)	0	0
Residential Complex - AIAC/Virgin	Update Budget	Op Inc R	(349,740)	0	(349,740)	0	0
Residential Complex - Others	Update Budget	Op Inc R	(63,350)	0	(63,350)	0	0
Residential Complex - Functions	Update Budget	Op Inc R	(3,000)	0	(3,000)	0	0
Residential Complex - Expenses	Update Budget	Op Exp R	1,355,137	0	1,355,137	0	0
Other Operating Expenses	Update Budget	Op Exp R	(45,500)	0	(45,500)	0	0
Hangar Facility - BAE	Update Budget	Op Inc R	(179,975)	0	(179,975)	0	0
Hangar Facility - Expenses	Update Budget	Op Exp R	41,437	0	41,437	0	0
Residence Cottage - CAE	Update Budget	Op Inc R	(7,200)	0	(7,200)	0	0
Residence Cottage - Expenses	Update Budget	Op Exp R	6,100	0	6,100	0	0
People, Culture & Safety							
Organisational Development Program	New Program	Op Exp NR	240,000	0	240,000	0	0
Office of the General Manager							
Office Space - Queens Square, Sydney	Additional Expenditure	Op Exp NR	20,000	20,000	0	0	0
General Management	Additional Expenditure	Op Exp R	128,900	0	128,900	0	0
Integrated Flanning							
Calaia - Koads	Revise income	Cap Inc R	50,000	0	0	50,000	0
Hills Plain - Open Space and Recreation (Capital)	Revise income	Cap Inc R	(15,000)	0	0	(15,000)	0
Tam Urban Area (Residue) - Roads	Revise income	Cap Inc R	(125,000)	0	0	(125,000)	0
Tam Urban Area (Residue) - Open Space & Recreation (Cap)	Revise income	Cap Inc R	(15,000)	0	0	(15,000)	0
Hills Plains	Revise income	Cap Inc R	(75,000)	0	0	(75,000)	0
Water - Hills Plains	Revise income	Cap Inc R	(200,000)	0	0	(200,000)	0
Plant Fleet & Buildings			4				

Budget Variations December 2019 & January 2020	The second secon		Funding for Variation	riation	0.000		
Description	Reason	Budget Type	Budget Variation Revenue	Revenue	Reserves	Grants/Contributions	Loans
Tamworth-RWH Building-Lift Refurbishement	Defer 20/21	Cap Exp	(175,571)	0	(175,571)	0	0
Manilla-Office/Library-Replace Roof and Internal Ceiling	Defer 20/21	Cap Exp	(148,198)	0	(148,198)	0	0
Limbri Hall - Toilet Renewal	Defer 20/21	Cap Exp	(13,994)	0	(13,994)	0	0
Peel House - Operating Exp	New Lease	Op Exp R	364	364	0	0	0
Peel House - Inc	New Lease	Op Inc R	(7,284)	(7,284)	0		0
Parry Suite 1b	New Lease	Op Inc R	(13,203)	(13,203)	0		0
TRC-Plant Replacement (Large)	Defer 20/21	Cap Exp	(1,400,000)	0	(1,400,000)	0	0
Sports & Recreation Services							
Barraba Cemetery Inc.	Revise Income	Op Inc R	(10,000)	(10,000)	0	0	
2020 NSW Seniors Festival Grant - Inc	New Grant	Op Inc NR	(4,300)		0	(4,300)	0
2020 NSW Seniors Festival Grant - Exp	New Grant	Op Exp NR	4,300	0	0	4,300	0
Ground Floor Room Hire	Revise Income	Op Inc R	10,000	10,000	0	0	0
Manilla Pool - Pipework Renewal	Drainage Renewal	Cap Exp	43,766	0	43,766		
Infrastructure & Projects							
Warral Road	Allocate Control	Cap Exp	22,439	0	22,439		0
Rupari Drive	Allocate Control	Cap Exp	17,405		17,405		0
Somerset Place	Allocate Control	Cap Exp	8,430	0	8,430		0
Ford Street	Allocate Control	Cap Exp	1,733	0	1,733		
TRC-Sealed Road Reseals Program	Allocate Control	Cap Rec	(623,400)	0	(623,400)	0	0
TRC-Pavement Renewal Program-Southern	Allocate Control	Cap Rec	(581,214)	0	(581,214)	0	0
TRC-Pavement Renewal Program-Northern	Allocate Control	Cap Rec	(521,543)	0	(521,543)	0	0
Glencoe Street	Allocate Control	Cap Exp	14,019	0	14,019	5-3"	
Rowan Street	Allocate Control	Cap Exp	7,356	0	7,356		0
Johnston Street	Allocate Control	Cap Exp	8,450		8,450		
Duri Dungowan Road	Allocate Control	Cap Exp	73,567		73,567	. 703	
Watsons Creek Road Stabilisation Seg150	Allocate Control	Cap Exp	193,800	0	193,800		0
Edward Street	Allocate Control	Cap Exp	27,889		27,889		0
Arthur Street	Allocate Control	Cap Exp	4,523		4,523		
Barraba Street	Allocate Control	Cap Exp	2,976	0	2,976		0
Keepit Dam Road	Allocate Control	Cap Exp	22,611	0	22,611		0
Caermarthen Street	Allocate Control	Cap Exp	2,262	0	2,262		0
Mt Lindsay Road	Allocate Control	Cap Exp	23,931		23,931		
Chapman Street	Allocate Control	Cap Exp	3,956		3,956		
Railway Street	Allocate Control	Cap Exp	4,560		4,560		
Corella Road	Allocate Control	Cap Exp	32,209		32,209		
Namoi River Road	Allocate Control	Cap Exp	36,745		36,745		0
Trevallyn Road	Allocate Control	Cap Exp	42,020				
Longarm Road	Allocate Control	Cap Exp	21,670	0	21,670		0

Budget Variations December 2019 & January 2020			Funding for Variation	ation			
Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions	Loans
Burrell Street	Allocate Control	Cap Exp		0	18.092	0	0
Weigall Street	Allocate Control	Cap Exp	13,379	0	13,379	0	0
Somerton Road	Allocate Control	Cap Exp	39,761	0	39,761	0	0
Strathfeild Road	Allocate Control	Cap Exp	1,697	0	1.697	0	0
Trevallyn Road	Allocate Control	Cap Exp	263,643	0	263,643	0	0
Borah Road	Allocate Control	Cap Exp	257,900	0	257,900	0	0
Cherry Street	Allocate Control	Cap Exp	56,423	0	56,423	0	0
Stratford Street	Allocate Control	Cap Exp	52,991	0	52,991	0	0
Hill St, Manilla	Allocate Control	Cap Exp	15,524	0	15,524	0	0
Avon Place	Allocate Control	Cap Exp	1,980	0	1,980	0	
Charles Coxen Close	Allocate Control	Cap Exp	5,936	0	5,936	0	0
Condowie Rd	Allocate Control	Cap Exp	6,341	0	6,341	0	
Dunwingeri Rd	Allocate Control	Cap Exp	5,465	0	5,465	0	
Glengarvin Dr	Allocate Control	Cap Exp	27,428	0	27,428	0	
Urungera Dr	Allocate Control	Cap Exp	51,441	0	51,441	0	0
Wallamoul St	Allocate Control	Cap Exp	3,030	0	3,030	0	0
Woodhill Pl	Allocate Control	Cap Exp	2,025	0	2,025	0	0
Wyndham Cl	Allocate Control	Cap Exp	38,160	0	38,160	0	0
Yalambi Dr	Allocate Control	Cap Exp	8,034	0	8,034	0	0
Yuruga Pl	Allocate Control	Cap Exp	6,356	0	6,356	0	0
Retreat Road Stabilisation	Allocate Control	Cap Exp	170,000	0	170,000	0	0
Duri Wallamore Road Causeway PW00292	Allocate Control	Cap Exp	36,000	0	36,000	0	0
Pendene Road Causeway PW00483	Allocate Control	Cap Exp	36,000	0	36,000	0	0
Watsons Creek Tilmunda Road PW00482	Allocate Control	Cap Exp	36,000	0	36,000	0	0
Project Costing							
BlazeAid Bendemeer/Moonbi Camp - Exp	New Project	Op Exp NR	30,000	0	30,000	0	0
Tamworth Regional Footpath Construction - Exp	New Grant	Cap Exp	900,000	0	0	900,000	0
Tamworth Regional Footpath Construction - Grant Inc	New Grant	Cap Inc NR	(900,000)	0	0	(900,000)	0
Waste Management							
Bendemeer-Rural Landfill-Capping	Work Postponed	Cap Exp	(1,009,500)	0	(1,009,500)	0	0
Water & Wastewater							
Tamworth-Sewer-SPS3C - Upgrade Pump Station and Add Storage	Additional Costs	Cap Exp	30,000	0	30,000	0	0
Tamworth Water -120 ML Off Stream Storage - Inc	New Grant	Cap Inc NR	(1,450,000)	0	0	(1,450,000)	0
W&W - General Fund Activities							
Drought Management - Education/Community Resources	Purchase Additional Timers	Op Exp NR	38,341	0	38,341	0	0
	Grand Total	al	(4,730,731) (500,1)	23)	(2,400,608)	(1,830,000)	0

Francial Institution Corollar	Date Invested 21/08/2019 22/01/2019 22/01/2019 22/01/2019 22/01/2019 23/09/2019 10/09/2019 10/09/2019 10/09/2019 10/09/2019 10/10/2019 10/10/2019 12/10/2019 12/10/2019 12/11/2019 12/11/2019 12/11/2019 12/11/2019 10/11/2019			Initerest Rate 1.87% 2.75% 1.87% 2.65% 1.65% 1.65% 1.72% 1.72% 1.57% 1.59% 1.5	Market Value at 31/12/2019 3/17/2019 4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 6,000,000 6,000,000 6,000,000 6,000,000	Anonyoo oo	% of Investor Amount Investor 2.03% 0.00%
Financial Institution Rating Classification Type Inv St George A-1+ Held to Maturity TD 21/6 ANZ Pac A-1+ Held to Maturity TD 22/7 ANZ Pac A-1+ Held to Maturity TD 22/7 Westpac A-1+ Held to Maturity TD 24/6 Westpac A-1+ Held to Maturity TD 24/7 Westpac A-1+ Held to Maturity TD 24/7 St George A-1+ Held to Maturity TD 24/7 St George A-1+ Held to Maturity TD 22/7 NAB A-1+	21/08/2019 21/08/2019 22/01/2019 22/01/2019 22/01/2019 03/09/2019 19/02/2019 17/09/2019 01/10/2019 06/11/2019 15/10/2019 15/10/2019 15/10/2019 15/10/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019 16/11/2019			Rate (1.87% (1.87% (1.87% (1.87% (1.87% (1.87% (1.85% (1.8	31/12/2019 4,000,000,00 4,000,000,00 4,000,000,	4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 6,000,000.00 6,000,000.00 7,000,000.00	Invested 100%
SI George A-1+ Held to Maturity TD 21/R Westpac A-1+ Held to Maturity TD 22/R ANZ A-1+ Held to Maturity TD 22/R Westpac A-1+ Held to Maturity TD 22/R Westpac A-1+ Held to Maturity TD 10/G Westpac A-1+ Held to Maturity TD 10/G St George A-1+ Held to Maturity TD 22/G ANZ A-1+ Held to Maturity TD 22/G St George A-1+ Held to Maturity TD 22/G NAB A-1+ Held to Maturity TD 00/G Westpac A-1+ Held to Ma	21/08/2019 22/01/2019 22/01/2019 03/09/2019 03/09/2019 19/02/2019 10/09/2019 01/10/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 06/11/2019 03/12/2019 03/12/2019			1.87% 1.66% 1.66% 1.66% 1.65% 1.74% 1.77% 1.77% 1.62% 1.58% 1.60% 1.58% 1.58% 1.58% 1.58% 1.61% 1.58%	4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00 6,000,00	4,000,000.00 4,000,000.00 4,000,000.00 6,000,000.00 7,000,000.00	0.00% 0.00%
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Westpace AA- Held to Maturity TD 220 NAB A-1+ Held to Maturity TD 220 CBA A-1+ Held to Maturity TD 030 CBA A-1+ Held to Maturity TD 030 NAB A-1+ Held to Maturity TD 100 St George A-1+ Held to Maturity TD 107 St George A-1+ Held to Maturity TD 107 NAB A-1+ Held to Maturity TD 107 NAB A-1+ Held to Maturity TD 207 Westpac A-1+ Held to Maturity TD 207 Westpac A-1+ Held to Maturity TD </td <td>22/01/2019 22/01/2019 03/09/2019 03/09/2019 19/02/2019 17/09/2019 01/10/2019 08/10/2019 08/10/2019 19/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019</td> <td>88/01/2020 4/02/2020 1/02/2020 88/02/2020 88/02/2020 9/03/2020 9/03/2020 9/03/2020 1/03/2020 1/03/2020 1/103/2020 1/104/2020 1/104/2020 88/04/2020 9/05/2020 9/05/2020 9/05/2020 9/05/2020</td> <td></td> <td>2.75% 1.65% 1.62% 1.72% 1.72% 1.73% 1.57% 1.57% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55%</td> <td>3,000,000,00 4,000,000,00 4,000,000,00 4,000,000</td> <td>4,000,000.00 4,000,000.00 4,000,000.00 6,000,000.00 5,000,000.00 6,000,000.00 6,000,000.00 7,000,000.00</td> <td>0.00% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.278% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48%</td>	22/01/2019 22/01/2019 03/09/2019 03/09/2019 19/02/2019 17/09/2019 01/10/2019 08/10/2019 08/10/2019 19/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019	88/01/2020 4/02/2020 1/02/2020 88/02/2020 88/02/2020 9/03/2020 9/03/2020 9/03/2020 1/03/2020 1/03/2020 1/103/2020 1/104/2020 1/104/2020 88/04/2020 9/05/2020 9/05/2020 9/05/2020 9/05/2020		2.75% 1.65% 1.62% 1.72% 1.72% 1.73% 1.57% 1.57% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55% 1.55%	3,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000.00 4,000,000.00 4,000,000.00 6,000,000.00 5,000,000.00 6,000,000.00 6,000,000.00 7,000,000.00	0.00% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.278% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48%
ANAL A-1+ Held to Maturity TD 27/7 CBA A-1+ Held to Maturity TD 03/6 Westpac A-1+ Held to Maturity TD 03/6 NAB A-1+ Held to Maturity TD 03/6 St George A-1+ Held to Maturity TD 17/7 St George A-1+ Held to Maturity TD 17/7 St George A-1+ Held to Maturity TD 17/7 St George A-1+ Held to Maturity TD 04/7 NAB A-1+ Held to Maturity TD 07/7 NAB A-1+ Held to Maturity TD 03/7 NAB A-1+ Held to Maturity TD 03/7 St George A-1+ Held to Maturity TD 03/7 St George A-1+ Held to Maturity TD 03/7 NAB A-1+ Held to Maturity TD 03/7 St George A-1+ Held to Maturity TD 03/7 Westpac A-1+ Held to Maturity	27/08/2019 03/09/2019 19/02/2019 19/02/2019 17/09/2019 17/09/2019 08/10/2019 15/10/2019 15/10/2019 12/11/2019 19/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019 08/11/2019	14/02/2020 8/02/2020 8/02/2020 5/02/2020 3/03/2020 7/03/2020 7/03/2020 7/04/2020 7/04/2020 8/04/2020 8/04/2020 8/05/2020 9/05/2020 9/05/2020 9/05/2020		1.66% 1.62% 2.68% 1.72% 1.72% 1.57%	4,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000,00 4,000,000.00 4,000,000.00 6,000,000.00 3,000,000.00 6,000,000.00 4,000,000.00 4,000,000.00 6,000,000.00 7,000,000.00 7,000,000.00 7,000,000.00 7,000,000.00 7,000,000.00 7,000,000.00 8,000,000.00 7,000,000.00 13,000,000.00 13,000,000.00 13,000,000.00 14,000,000.00 14,000,000.00 15,000,000.00 15,000,000.00 15,000,000.00 15,000,000.00 15,000,000.00	2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48% 3.48%
CBA A-1+ Held to Maturity TD 100 NAB A-1+ Held to Maturity TD 100 SI George A-1+ Held to Maturity TD 101 SI George A-1+ Held to Maturity TD 240 ANZ A-1+ Held to Maturity TD 240 NAB A-1+ Held to Maturity TD 127 SI George A-1+ Held to Maturity TD 127 NAB A-1+ Held to Maturity TD 107 NAB A-1+ Held to Maturity TD 107 Westpac A-1+ Held to Maturity TD 107 Westpac A-1+ Held to Maturity TD 106 Westpac A-1+ Held to Maturity <t< td=""><td>03/09/2019 19/02/2019 19/02/2019 17/09/2019 04/10/2019 08/10/2019 15/10/2019 06/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019</td><td>8.0022020 8.0022020 8.0022020 8.0022020 9.0032020 8.0032020 8.0032020 8.0032020 8.0032020 8.0042020</td><td></td><td>1.62% 2.68% 1.72% 1.72% 1.57% 1.67% 1.60% 1.60% 1.57% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%</td><td>4,000,000,00 4,000,000,00 4,000,000,00 4,000,000</td><td>4,000,000,00 4,000,000,00 4,000,000,00 5,000,000,00 6,000,000 6,000,000 6,000,00 6,0</td><td>2.78% 2.78% 2.78% 2.09% 2.09% 2.78%</td></t<>	03/09/2019 19/02/2019 19/02/2019 17/09/2019 04/10/2019 08/10/2019 15/10/2019 06/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019	8.0022020 8.0022020 8.0022020 8.0022020 9.0032020 8.0032020 8.0032020 8.0032020 8.0032020 8.0042020		1.62% 2.68% 1.72% 1.72% 1.57% 1.67% 1.60% 1.60% 1.57% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000,00 4,000,000,00 4,000,000,00 5,000,000,00 6,000,000 6,000,000 6,000,00 6,0	2.78% 2.78% 2.78% 2.09% 2.09% 2.78%
Westpace A-1+ Held to Maturity TD 100 NAB A-1+ Held to Maturity TD 101 St George A-1+ Held to Maturity TD 101 St George A-1+ Held to Maturity TD 24 ANZ A-1+ Held to Maturity TD 08/ Westpac A-1+ Held to Maturity TD 12/ NAB A-1+ Held to Maturity TD 24/ NAB A-1+ Held to Maturity TD 26/ ANB A-1+ Held to Maturity TD 26/ ANB A-1+ Held to Maturity TD 26/ ANB A-1+ Held to Maturity TD 26/ AND A-1+ Held to Maturity TD 26/ AND A-1+ Held to Maturity TD 26/ Westpac A-1+ Held to Maturity TD 26/ Westpac A-1+ Held to Maturity	03/09/2019 19/02/2019 10/09/2019 24/09/2019 01/10/2019 06/11/2019 15/10/2019 15/10/2019 16/11/2019 19/11/2019 19/11/2019 19/11/2019 19/11/2019 10/11/2019 10/11/2019 10/11/2019 10/11/2019 10/11/2019 10/11/2019	88/02/2020 89/03/2020 89/03/2020 89/03/2020 89/03/2020 89/03/2020 89/03/2020 89/04/2020 89/04/2020 89/05/		1.62% 2.68% 1.72% 1.72% 1.57% 1.60% 1.60% 1.58% 1.59%	4,000,000,00 4,000,000,00 5,000,000,00 5,000,000,00 5,000,000	4,000,000,00 4,000,000,00 5,000,000,00 3,000,000,00 5,000,000,00 4,000,000,00 4,000,000,00 4,000,000	2.78% 2.78% 3.48% 3.48% 3.48% 3.48% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.48% 3.48%
Name	19/02/2019 10/09/2019 17/09/2019 01/10/2019 08/10/2019 15/10/2019 22/10/2019 12/11/2019 19/11/2019 26/11/2019 03/12/2019 03/12/2019	5502/2020 3703/2020 7703/2020 7703/2020 7704/2020 7704/2020 7704/2020 7704/2020 7704/2020 7704/2020 7705/2020 7705/2020 7705/2020 7705/2020 7705/2020 7705/2020 7705/2020		2.68% 1.72% 1.57% 1.58% 1.58% 1.59% 1.57% 1.55% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000,00 4,000,000,00 5,000,000,00 3,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000,00 4,000,000,00 3,000,000,00 6,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 6,000,00 6,000,00 6,000,00 7,000,00 7,000,00 6,000,00 7,000,00 13,000,00 13,000,00 13,000,00 14,000,000,00 14,000,000,00 15,000,000,00 16,000,00 16,000,00 17,000,00 17,000,00 18,000,00 19,000,00 19,000,00 10,000 10,000 10,000 10,000 10,000 10,000	2.78% 3.48% 3.48% 2.09% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48%
Si George	17/09/2019 24/09/2019 24/09/2019 01/10/2019 08/10/2019 15/10/2019 12/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019	33/03/2020 0/03/2020 7/03/2020 4/03/2020 4/03/2020 1/10/4/2020 1/10/4/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020 5/05/2020		1.72% 1.74% 1.62% 1.62% 1.65% 1.58% 1.58% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000,00 5,000,000,00 6,000,000,00 6,000,000,00 7,000,000,00 7,000,000,00 7,000,000	4,000,000,00 5,000,000,00 4,000,000,00 6,000,000 6,000,000 6,000,00 6,000,00 6,000,00 7,000,0	2.78% 2.09% 2.78% 3.48% 3.48% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.48% 3.48%
St. George	17(09/2019 24/09/2019 01/10/2019 08/10/2019 15/10/2019 22/10/2019 16/11/2019 19/11/2019 16/11/2019 03/12/2019 03/12/2019 03/12/2019	0.003/2020 47.03/2020 17.03/2020 77.04/2020 47.04/2020 47.04/2020 57.05/2020 57.05/2020 57.05/2020 57.05/2020 57.05/2020 57.05/2020 57.05/2020 57.05/2020		1.74% 1.57% 1.62% 1.65% 1.60% 1.57% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	5,000,000,00 3,000,000,00 4,000,000,00 4,000,000,00 4,000,000	5,000,000,00 3,000,000.00 6,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 5,000,000.00 6,000,000.00 13,000,000.00	3.48% 2.09% 2.09% 3.48% 3.48% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 3.48%
CBA A-1+ Held to Maturity TD 24/7 St George A-1+ Held to Maturity TD 04/7 St George A-1+ Held to Maturity TD 06/7 NAB A-1+ Held to Maturity TD 02/7 NAB A-1+ Held to Maturity TD 02/7 NAB A-1+ Held to Maturity TD 03/7 Westpac A-1+ Held to Maturity TD 07/7 Westpac A-1- Held to Maturity Floating TD 03/7 Westpac A-1- Held to Maturity Floating TD 01/0 Westpac A-1- Held to Maturity TD 03/7 Westpac A-1- <t< td=""><td>24/09/2019 08/10/2019 08/10/2019 15/10/2019 12/11/2019 12/11/2019 19/11/2019 26/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019</td><td>7/03/2020 4/03/2020 7/04/2020 1/1/04/2020 1/1/04/2020 8/04/2020 6/05/2020 9/05/2020 8/05/2020 8/05/2020 8/05/2020 8/05/2020</td><td></td><td>1.57% 1.58% 1.58% 1.57% 1.57% 1.57% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%</td><td>3,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 6,000,00 6,000,00</td><td>3,000,000,00 4,000,000.00 5,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 13,000,000.00 13,000,000.00</td><td>2.09% 2.78% 3.48% 2.78% 2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 3.48%</td></t<>	24/09/2019 08/10/2019 08/10/2019 15/10/2019 12/11/2019 12/11/2019 19/11/2019 26/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019	7/03/2020 4/03/2020 7/04/2020 1/1/04/2020 1/1/04/2020 8/04/2020 6/05/2020 9/05/2020 8/05/2020 8/05/2020 8/05/2020 8/05/2020		1.57% 1.58% 1.58% 1.57% 1.57% 1.57% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	3,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 4,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 5,000,000,00 6,000,00 6,000,00	3,000,000,00 4,000,000.00 5,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 13,000,000.00 13,000,000.00	2.09% 2.78% 3.48% 2.78% 2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 3.48%
St. George	01/10/2019 08/10/2019 15/10/2019 06/11/2019 12/11/2019 18/11/2019 03/12/2019 03/12/2019 03/12/2019 03/12/2019	4403/2020 11/03/2020 17/04/2020 41/04/2020 11/04/2020 18/04/2020 21/05/2020 21/05/2020 21/05/2020 21/05/2020 21/05/2020 21/05/2020		1.62% 1.58% 1.67% 1.59% 1.59% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000,00 5,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000,00 5,000,000.00 4,000,000.00 6,000,000.00 7,000,000.00 2,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00	2.78% 3.48% 2.78% 2.78% 2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 3.48%
Six George A-1+ Held to Maturity TD 08/1 NAB Green A-1+ Held to Maturity TD 22/2 NAB A-1+ Held to Maturity TD 22/2 NAB A-1+ Held to Maturity TD 12/1 NAB A-1+ Held to Maturity TD 26/7 NAB A-1+ Held to Maturity TD 03/2 ANZ A-1+ Held to Maturity TD 03/2 ANZ A-1+ Held to Maturity TD 07/7 ANZ A-1+ Held to Maturity TD 07/7 NAB A-1+ Held to Maturity TD 07/7 Westpac A-1+ Held to Maturity TD 07/7 Westpac A-1- Held to Maturity TD 08/7 Westpac A-1- Held to Maturity TD 08/7 Westpac A-1- Held to Maturity TD 00/7 Westpac A-1- Held to Maturity TD 00/7 Westpac A-1- Held to Maturity TD 00/7 Westpac A-1- Held to Maturity <td>08/10/2019 15/10/2019 22/10/2019 06/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019</td> <td>11/03/2020 77/04/2020 4/04/2020 11/04/2020 8/05/2020 2/05/2020 9/05/2020 9/05/2020 9/05/2020</td> <td></td> <td>1.58% 1.57% 1.59% 1.58% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53%</td> <td>5,000,000,00 4,000,000,00 4,000,000,00 4,000,000</td> <td>5,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00</td> <td>3.48% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 9.04%</td>	08/10/2019 15/10/2019 22/10/2019 06/11/2019 19/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019	11/03/2020 77/04/2020 4/04/2020 11/04/2020 8/05/2020 2/05/2020 9/05/2020 9/05/2020 9/05/2020		1.58% 1.57% 1.59% 1.58% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53%	5,000,000,00 4,000,000,00 4,000,000,00 4,000,000	5,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00	3.48% 2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48% 9.04%
Westpace A-1+ Held to Maturity TD 15/7 NAB A-1+ Held to Maturity TD 06/7 NAB A-1+ Held to Maturity TD 06/7 NAB A-1+ Held to Maturity TD 22/7 NAB A-1+ Held to Maturity TD 28/7 ANZ A-1+ Held to Maturity TD 03/7 ANZ A-1+ Held to Maturity TD 07/0 NAB A-1+ Held to Maturity TD 07/0 Westpac A-1+ Held to Maturity TD 09/0 Westpac A-1- Held to Maturity TD 07/0 Westpac A-1- Held to Maturit	15/10/2019 22/10/2019 06/11/2019 12/11/2019 19/11/2019 03/12/2019 03/12/2019 03/12/2019	7/04/2020 4/04/2020 4/04/2020 8/04/2020 5/05/2020 9/05/2020 9/05/2020 2/06/2020 9/06/2020		1.47% 1.50% 1.59% 1.58% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000,00 4,000,000,00 4,000,000,00 4,000,000	4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00	2.78% 2.78% 2.78% 2.78% 2.78% 2.78% 3.48% 3.48% 3.48%
St George A-1+ Held to Maturity TD 227 NAB A-1+ Held to Maturity TD 127 NAB A-1+ Held to Maturity TD 197 NAB A-1+ Held to Maturity TD 267 ANZ A-1+ Held to Maturity TD 337 ANZ A-1+ Held to Maturity TD 037 ANZ A-1+ Held to Maturity TD 037 Westpac A-1 Held to Maturity TD 090 Westpac AA- Held to Maturity Floating RN 307 Westpac AA- Held to Maturity TD 090 Westpac AA- Held to Maturity TD 000 Westpac AA- Held to Maturity TD 000 Westpac AA- Held to Maturity TD 000 Westpac A-1+ Held to Maturity <	22710/2019 06/11/2019 12/11/2019 19/11/2019 03/12/2019 03/12/2019 10/12/2019 03/12/2019	4/04/2020 3/04/2020 8/04/2020 5/05/2020 9/05/2020 6/05/2020 2/06/2020		1.60% 1.57% 1.59% 1.58% 1.53% 1.53% 1.53% 1.53% 1.53% 1.53%	4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 5,000,000.00 5,000,000.00 6,000,000.00 3,000,000.00	4,000,000.00 4,000,000.00 4,000,000.00 4,000,000.00 2,000,000 5,000,000.00 5,000,000.00 6,000,000.00 13,000,000.00	2.78% 2.78% 2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 2.78%
NAB A-1+ Held to Maturity TD 106/1 NAB A-1+ Held to Maturity TD 12/1 NAB A-1+ Held to Maturity TD 36/1 ANZ A-1+ Held to Maturity TD 37/2 St George A-1+ Held to Maturity TD 07/2 ANZ A-1+ Held to Maturity TD 07/2 Westpac A-1+ Held to Maturity TD 07/2 Westpac AA- Held to Maturity TD 08/2 Westpac AA- Held to Maturity TD 08/2 Westpac AA- Held to Maturity TD 08/2 Westpac AA- Held to Maturity TD 00/2 NAB AA- Held to Maturity TD 00/2 Westpac AA- Held to Maturity TD 00/2 Westpac AA- Held to Maturity TD 00/2 Westpac AA- Held to Maturity<	06/1/2019 12/1/2019 12/1/2019 26/1/2019 03/12/2019 10/12/2019	1/04/2020 8/04/2020 5/05/2020 2/05/2020 9/05/2020 6/05/2020 2/06/2020		1.57% 1.59% 1.58% 1.53% 1.53% 1.53% 1.51% 1.51% 1.51% 1.51%	4,000,000.00 4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 5,000,000.00 5,000,000.00 3,000,000.00 3,000,000.00	4,000,000.00 4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00	2.78% 2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 2.78%
NAB A-1+ Held to Maturity TD 12/1 NAB A-1+ Held to Maturity TD 26/1 ANZ A-1+ Held to Maturity TD 03/1 St George A-1+ Held to Maturity TD 03/1 ANZ A-1+ Held to Maturity TD 07/0 NAB A-1+ Held to Maturity TD 07/0 Westpac A-A Held to Maturity TD 09/0 Westpac A-A Held to Maturity Floating RN 30/0 Westpac A-A Held to Maturity TD 09/0 Westpac A-A Held to Maturity TD 09/0 Westpac A-A Held to Maturity TD 09/0 Westpac A-A Held to Maturity TD 00/0 Westpac A-A Held to Maturity TD 00/0 Westpac A-A Held to Maturity TD 00/0 Westpac A-A Held t	12/11/2019 19/11/2019 26/11/2019 03/12/2019 03/12/2019 10/12/2019 00/12/2019	8/04/2020 5/05/2020 2/05/2020 9/05/2020 6/05/2020 2/06/2020		1.59% 1.45% 1.53% 1.53% 1.53% 1.61% 1.95%	4,000,000,00 4,000,000,00 2,000,000,00 5,000,000,00 5,000,000,00 13,000,000,00 5,000,000,00 3,000,000,00 3,000,000,00	4,000,000.00 4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00	2.78% 2.78% 2.78% 1.39% 3.48% 3.48% 2.78%
NAB A-1+ Held to Maturity TD 197 ANB A-1+ Held to Maturity TD 267 ANZ A-1+ Held to Maturity TD 037 ANZ A-1+ Held to Maturity TD 107 St George A-1+ Held to Maturity TD 107 NAB AA- Held to Maturity TD 090 Westpac AA- Held to Maturity Floating RN 307 Westpac AA- Held to Maturity TD 090 Westpac AA- Held to Maturity TD 090 Westpac AA- Held to Maturity TD 090 Westpac AA- Held to Maturity TD 070 Westpac AA- Held to Maturity	19/11/2019 26/11/2019 03/12/2019 03/12/2019 10/12/2019 07/01/2020	5/05/2020 2/05/2020 9/05/2020 6/05/2020 2/06/2020 9/06/2020		1.58% 1.45% 1.53% 1.53% 1.61% 1.95%	4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 5,000,000.00 3,000,000.00	4,000,000.00 4,000,000.00 2,000,000.00 5,000,000.00 5,000,000.00 4,000,000.00 13,000,000.00	2.78% 2.78% 1.39% 3.48% 2.78% 9.04%
NAB	26/11/2019 03/12/2019 03/12/2019 10/12/2019 07/01/2000	2/05/2020 9/05/2020 6/05/2020 2/06/2020 9/06/2020		1.53% 1.53% 1.53% 1.61% 1.95%	4,000,000.00 2,000,000.00 5,000,000.00 6,000,000.00 13,000,000.00 5,000,000.00 3,000,000.00	4,000,000,00 2,000,000,00 5,000,000,00 5,000,000,00 4,000,000,00 13,000,000,00	2.78% 1.39% 3.48% 3.48% 2.78% 9.04%
St George	03/12/2019 03/12/2019 10/12/2019 07/01/2020	9/05/2020 6/05/2020 2/06/2020 9/06/2020		1.53% 1.58% 1.53% 1.95% 1.78%	2,000,000.00 5,000,000.00 5,000,000.00 13,000,000.00 5,000,000.00 3,000,000.00	2,000,000.00 5,000,000.00 5,000,000.00 4,000,000.00 13,000,000.00	1.39% 3.48% 2.78% 9.04%
St George A-1+ Held to Maturity TD 037 ANZ A-1+ Held to Maturity TD 101 St George A-1+ Held to Maturity TD 090 Westpac AA- Held to Maturity Floating RN 300 Westpac AA- Held to Maturity Floating RN 180 Westpac AA- Held to Maturity TD 050 Westpac AA- Held to Maturity TD 050 Westpac AA- Held to Maturity TD 050 Westpac AA- Held to Maturity TD 070 Westpac A-1+ Held to Maturity D 070 Westpac A-1+ Held to Maturity D 070 Westpac A-1+	03/12/2019 10/12/2019 07/01/2020	6/05/2020 2/06/2020 9/06/2020		1.58% 1.53% 1.61% 1.95%	5,000,000.00 5,000,000.00 13,000,000.00 5,000,000.00 3,000,000.00	5,000,000.00 5,000,000.00 4,000,000.00 13,000,000.00	3.48% 3.48% 2.78% 9.04%
St George	07/01/2020	2/06/2020		1.53% 1.61% 1.95% 1.78%	5,000,000.00 13,000,000.00 5,000,000.00 3,000,000.00	5,000,000.00 4,000,000.00 13,000,000.00	3.48% 2.78% 9.04%
NAB A-1+ Held to Maturity TD 07/0 Westpac AA- Held to Maturity Floating RN 300 Westpac AA- Held to Maturity Floating RN 300 Westpac AA- Held to Maturity Floating RN 180 Westpac AA- Held to Maturity TD 080 Westpac AA- Held to Maturity TD 080 NAB AA- Held to Maturity TD 050 NAB AA- Held to Maturity TD 070 Westpac AA- Held to Maturity TD 070 Westpac AA- Held to Maturity TD 070 Westpac AA- Held to Maturity TO 070 Westpac A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call Nace 1. The rate of return A-1+ <	07/01/2020	9/06/2020		1.61% 1.95% 1.78%	13,000,000.00 5,000,000.00 3,000,000.00	4,000,000.00	9.04%
NABE AA- Held to Maturity TD 090/10 Westpac AA- Held to Maturity Floating RN 30/10 Westpac AA- Held to Maturity Floating TD 28/10 Westpac AA- Held to Maturity TD 05/10 Westpac AA- Held to Maturity TD 05/10 Westpac AA- Held to Maturity TD 05/10 Westpac AA- Held to Maturity TD 10/10 Westpac AA- Held to Maturity TD 10/10 Westpac AA- Held to Maturity TD 07/10 Westpac AA- Held to Maturity TD 07/10 Westpac AA- Held to Maturity TD 07/10 Westpac AA- Held to Maturity TO 07/10 Westpac A-1+ Held to Maturity On Call NOB-Professional Fund A-1+ Held to Maturity On Call Nober 1. The rate of return on TcorpiM Cash Funds fluctuates regularly, currently the TCorp Call BSW BRSW equal to the current RBA Cash Rate BSW	000010000			1.95%	13,000,000.00 5,000,000.00 3,000,000.00	13,000,000.00	9.04%
Westpac	03/07/2013			1.78%	5,000,000.00		
Westpac AA- Held to Maturity Floating TD 280 CBA AA- Held to Maturity Floating RN 180 Westpac AA- Held to Maturity TD 050 Westpac AA- Held to Maturity TD 080 Westpac AA- Held to Maturity TD 000 NAB AA- Held to Maturity TD 000 Westpac AA- Held to Maturity TD 000 Westpac AA- Held to Maturity TD 001 Westpac A-1+ Held to Maturity TD 070 Westpac A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call Nate 1. The rate of return on TcorpIM Cash Funds fluctuates regularly. currently the TCorn Comparative Rates Cheque Account equal to the current RBA Cash Rate BSSW 3 Month Bond Rate I. Sherrill Young. Tamworth Regional Council Financial Services Manager (Financial Services Manager (Financial Services Manager (Financial Polycouncil Polycouncil Services Manager (Financial Polycouncil Polycouncil Polycouncil Polycouncil Poly	30/09/2015	-			3,000,000.00	5,000,000.00	3.48%
CBA AA- Held to Maturity Floating RN 180 BOG BBB+ Held to Maturity TD 050 BOG BAB+ Held to Maturity TD 050 Westpac AA- Held to Maturity TD 100 Westpac AA- Held to Maturity TD 100 Westpac AA- Held to Maturity TD 070 NAB AA- Held to Maturity D 071 NAB-Professional Fund A-1+ Held to Maturity On Call Mote 1. The rate of return A-1+ Held to Maturity	28/09/2017	28/09/2020		1.77%		3,000,000.00	2.09%
Westpace AA Held to Maturity TD US/O Westpac AA Held to Maturity TD 05/C NAB AA Held to Maturity TD 05/C NAB AA Held to Maturity TD 07/C Nestpac AA-+ Held to Maturity TD 07/C Nestpac AA-+ Held to Maturity TD 07/C NAB-Professional Fund A-1+ Held to Maturity TD 07/C NAB-Professional Fund A-1+ Held to Maturity On Call NCall NAB-Professional Fund A-1+ Held to Maturity On Call NCall NAB-Professional Fund A-1+ Held to Maturity On Call NCall NAB-Professional Fund A-1+ Held to Maturity On Call NCall Note 1. The rate of return on TcorpIM Cash Funds fluctuates regularly, currently the TCort Cheque Account equal to the current RBA Cash Rate BSSW 3 Month Bond Rate equal to the current RBA Cash Rate If Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) If Financial Management (Financial Rate Rate) Arth Regional Council Investment Policy.	18/02/2016			2.00%	3,000,000.00	3,000,000.00	2.09%
Mestpac	05/06/2018			3.12%	3,000,000.00	3,000,000.00	2.09%
Westpac AA- Held to Maturity TD 10/05/0 Westpac AA- Held to Maturity TD 10/05/0 Westpac AA- Held to Maturity Floating TD 01/0 Westpac A- Held to Maturity TD 07/0 Westpac A-1+ Held to Maturity On Call A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Funds fluctuates regularly, currently the TCongent Account EBSW equal to the current RBA Cash Rate BBSW amonth Bond Rate (Financial Management) Regional Council Financial Services Manager (Financial Management) Regional Council Financial Services Manager (Financial Policy.	08/05/2018			3.15%	5,000,000.00	5,000,000.00	3.48%
NASE NASE NASE NASE NASE NASE NASE NASE	05/06/2018	_		3.12%	3,000,000.00	3,000,000.00	2.09%
Westpace NA-Heid to Maturity NABSPACE NA-Heid to Maturity TDD 07/19 Westpac A-1+ Heid to Maturity TD 07/19 NAB-Professional Fund A-1+ Heid to Maturity NAB-Professional Fund A-1+ Heid to Maturity On Call NAB-Professional Fund A	10/08/2017	10/08/2021		3.04%	4,000,000.00	4,000,000.00	2.78%
Westpac A-4- Held to Maturity On Call TCorp NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call Note 1. The rate of return on TcorpIM Cash Funds fluctuates regularly, currently the TCorp Comparative Rates Cheque Account BRSW 3 Month Bond Rate 1. Sherrill Young. Tamworth Regional Council Financial Services Manager (Financial Services Manager (Financial Council Investment Policy.	71/08/2010			1.96%	4,000,000.00	4,000,000.00	2.78%
Westpace A-1+ Frair to Maturity On Call NAB-Professional Fund A-1+ Fair Value On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund A-1+ Held to Maturity On Call NAB-Professional Fund Funds fluctuates regularly, currently the TCort Comparative Rates Cheque Account equal to the current RBA Cash Rate BBSW 3 Month Bond Rate 1. Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) Regulations 1999, that Council's investments have and Tamworth Regional Council Investment Policy.	07/05/2019	07/05/2024	1,827	1.95%	5,000,000.00	5,000,000.00	3.48%
NAB-Professional Fund A-1+ Held to Maturity On Call Note 1. The rate of return on TcorpIM Cash Funds fluctuates regularly, currently the TCorp Comparative Rates Cheque Account BBSW 3 Month Bond Rate I. Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) Regulations 1999, that Council's investments have and Tamworth Regional Council Investment Policy.	all		31	1.75%	10,021,408.38	10,036,303.21	6.98%
Note 1. The rate of return on TcorpliM Cash Funds fluctuates regularly, currently the TCorp. Comparative Rates Cheque Account BBSW 3 Month Bond Rate I. Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) Regularly Regularly Regularly Regularly Regularly Pouncil Investment Policy.	all		er to	Tote 1.	338,378.43	340,147.08	0.24%
Note 1. The rate of return on TcorpIM Cash Funds fluctuates regularly, currently the TCorp Comparative Rates Cheque Account BBSW 3 Month Bond Rate I. Sherrill Young. Tamworth Regional Council Financial Services Manager (F		TOTAL	0	1.05%	6 440 460 655 22	- 1	5.83%
Comparative Rates Cheque Account Cheque Account BBSW 3 Month Bond Rate 1, Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) Regulations 1999, that Council's investments have and Tamworth Regional Council Investment Policy.	ntly the TCorpIM Cash Fur	nd Financial Ye	ar to Date	Return is 0.	140,400,033.33	\$ 143,732,102.31	100.00%
Cheque Account BBSW 3 Month Bond Rate I. Sherrill Young. Tamworth Regional Council Financial Services Manager (Financial Management) Regulational Council Investment Policy.							
BBSW 3 Month Bond Rate I, Sherrill Young, Tamworth Regional Council Financial Services Manager (f Financial Management) Regulations 1999, that Council's investments have ford Tamworth Regional Council Investment Policy.	h Rate			0.75%			
3 Month Bond Rate I, Sherrill Young, Tamworth Regional Council Financial Services Manager (f Financial Management) Regulations 1999, that Council's investments have and Tamworth Regional Council Investment Policy.				83%			
I, Sherrill Young, Tamworth Regional Council Financial Services Manager (Financial Management) Regulations 1999, that Council's investments have and Tansworth Regional Council Investment Policy.			, ,	0.89%			
 Sherrill Young, Tamworth Regional Council Financial Services Manager (f Financial Management) Regulations 1999, that Council's investments have and Tamworth Regional Council Investment Policy. 							
	Manager (Responsible nents have been mad	e Accounting e in accordar	Officer) o	certify as r	equired under Section 16(ccordance with the Local G	(1)(b) of the LocalGovernr sovernment Act 1993, Reg	nent julations
Signed.							

	Investment	Rating	Amount invested as at 31/01/2020 (\$)	% of Total Investments	Maximum percentage per institution or credit rating classification	% Excess investment per institution	Value of investments with less than 12 months to maturity (\$)	Value of investments maturing in one to five years (\$)
ANZ		A-1+ Short	15,000,000.00	10.43%	20.00%	0.00%	15.000.000.00	
CBA		A-1+ Short	7,000,000,00	4.87%	20.00%	0.00%	7.000.000.00	
NAB		A-1+ Short	32,375,712.02	22.52%	20.00%	0.00%	32.375.712.02	
St George		A-1+ Short	23,000,000.00	16.00%	20.00%	0.00%	23,000,000.00	
TCorp		A-1+ Short	340,147.08	0.24%	20.00%	0.00%	340.147.08	
Westpac		A-1+ Short	14,036,303.21	%91.6	20.00%	0.00%	14.036.303.21	
	Sub Total A-1+ Short		\$ 91,752,162.31	63.83%			\$ 91,752,162.31	·
		A-2 Short	00.00	0.00%	2.00%	0.00%	0.00	
	Sub Total A-2 Short			0.00%				
CBA		AA- Long	3,000,000.00	2.09%	10.00%	0.00%	\$3,000,000.00	00.00
NAB		AA- Long	22,000,000.00	15.30%	10.00%	5.30%	\$0.00	22,000,000.00
Westpac		AA- Long	22,000,000.00	15.30%	10.00%	5.30%	\$0.00	22,000,000.00
	Sub Total AA- Long		\$ 47,000,000.00	32.70%			\$ 3,000,000.00	3,000,000.00 \$ 44,000,000.00
0								
ROC		BBB+ Long	5,000,000.00	3.48%	%00.0	3.48%		5,000,000.00
	Sub Total BBB+ Long		\$ 5,000,000.00	3.48%				\$ 5,000,000,00
Total of a	Total of all Investments		\$ 143,752,162.31	100.00%			\$ 94,752,162.31 \$ 49,000,000.00	\$ 49,000,000.00
							1000000	

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.

The amount invested at 31 January 2020 when compared to 31 December 2019 has decreased by \$4,716,493.02.



Quarterly Budget Review Statement

Quarter Ending

31 December 2019

Tamworth Regional Council

Income and Expenses - General Fund

	ORIGINAL	Approved (REVISED	Budget Adjustments	PROJECTED	
	Budget	September Review	December Review	Budget	Processed for Quarter	vear end result	ACTUAL YTD
	Budget	Review	Review	Buaget	Quarter	year end result	ACTUAL TID
Income							
Rates and Annual Charges	45,015,585	132,532		45,148,117	1,668	45,149,785	45,256,185
User Charges and Fees	23,592,838	2,982,449		26,575,287	539,851	27,115,138	11,531,741
Interest and Investment Revenue	2,021,290	0		2,021,290	(602,284)	1,419,006	465,196
Other Revenues	4,512,384	(240,303)		4,272,081	467,473	4,739,554	1,283,717
Grants and Contributions - Operating	19,028,489	659,088		19,687,577	2,057,245	21,744,822	7,190,073
Grants and Contributions - Capital	22,057,389	9,476,281		31,533,670	4,707,476	36,241,146	3,328,487
Net gain from disposal of assets	0	0		0	0	0	0
Total Income from continuing operations	116,227,975	13,010,047	0	129,238,022	7,171,429	136,409,451	69,055,399
Expenses							
Employee Costs	46,305,579	(136,142)		46,169,437	453,085	46,622,522	20,892,679
Borrowing Costs	2,398,586	(100).12)		2,398,586	(625,061)	1,773,525	886,677
Materials and Contracts	17,996,275	6.206,967		24,203,242	811,582	25.014.824	8,709,365
Depreciation	22,925,990	0		22,925,990	122,369	23.048.359	10,763,367
Other Expenses	6,563,779	21,934		6,585,713	481,438	7,067,151	3,411,620
-							
Total Expenses from continuing operations	96,190,209	6,092,759	0	102,282,968	1,243,413	103,526,381	44,663,709
Net Operating result from continuing							
operations	20,037,766	6,917,288	0	26,955,054	5,928,016	32,883,070	24,391,690
:							
Net Operating result before capital items	(2,019,623)	(2,558,993)	0	(4,578,616)	1,220,540	(3,358,076)	21,063,203

NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Income Statement - General Fund

Income

Rates and Annual Charges

\$1,668 Income Increase

The increase was due to supplementary adjustments for Waste Management (\$6k), offset by supplementary adjustments for general rates (\$4k).

User Charges and Fees

\$539,851 Income Increase

The major reasons for the increase were additional and new income from; mixed waste organic material from outside Council (\$556k), entertainment venues (\$13k), cemetery (\$10k), RMS ordered works (\$5k), sports & recreation private works (\$5k) and youth services (\$3k). These amounts were offset by income reductions for; airport (\$30k), after school care (\$12k) and financial services (\$11k).

Interest on Investments

\$602,284 Income Decrease

The reasons for the decrease were; interest income foregone due to general fund cash being temporarily used for the purchase of the pilot training facility until Council receives approval for external loan and grant funding (\$400k) and a reduction in overall expected interest revenue due to lower interest rates and lower investment pool (\$202k).

Other Revenues

\$467,473 Income Increase

The major reasons for the increase were; revised Pilot Training Facility income (\$429k), Evocities dissolution income (\$26k) and increased airport income (\$24k). These amounts were offset by reduced income due to vacant property spaces (\$13k).

Grants and Contributions Operating

\$2,057,245 Income Increase

The major reasons for the increase were new and additional grants and contributions for; Roads to Recovery program (\$1,857k), after school care (\$120k), Blaze Aid works Bendemeer (\$40k), gallery/museum (\$39k) and seniors' festival (\$4k). These amounts were offset by the return of a minor unexpended grant balance (\$3k).

Grants and Contributions Capital

\$4,707,476 Income Increase

The reasons for the increase were new and additional grants and contributions for; Pilot Training Facility (\$10,000k), Regional Footpath construction (\$900k), Country Road Upgrade (\$553k), Developer Contributions (\$105k), Section 355 committee community projects (\$74k) and 40km/h High Pedestrian Zones (\$25k). These amounts were offset by reduced grant funding to match works carried over to 2020/2021 (\$6,905k), adjustment to grant funding to match current year expenditure on Manilla Low Level Bridge (\$42k) and return of a minor unexpended grant balance (\$2k).

Income Statement - General Fund (continued)

Expenses

Employee Costs

\$453,085 Expense Increase

The major reasons for the increase were; additional positions from various restructures predominantly offset by materials reductions and reserve funding, additional salaries budget for customer services not included in original budget and increased workers' compensation premium costs.

Borrowing Costs

\$625,061 Expense Decrease

The major reasons for the decrease were; establish contra interest income budget for General Fund on a temporary loan to Pilot Training Facility (\$400k), removal of budget on an external loan to Pilot Training Facility not to be drawn until late in this financial year (\$367k), correction to budget for General Fund on internal loan from Water and Wastewater funds in accordance with original resolution (\$240k), reduced budget on Public Ameneties loan (\$18k) and correction to budget from Drainage Levy Reserve on an internal loan from General Fund in accordance with original resolution (\$14k).

These amounts were offset by; establish interest expense budget for Pilot Training Facility for temporary loan from General Fund (\$400k) and correction to interest income budget to General Fund on an internal loan to Drainage Levy Reserve in accordance with original resolution (\$14k).

Materials and Contracts

\$811,582 Expense Increase

The major reasons for the increase were; expenses associated with new and additional operating grant funded projects and revised budgets for the Pilot Training Facility.

Depreciation

\$122,369 Expense Increase

The reason for the increase was revised budget based on current year opening asset values.

Other Expenses

\$481,438 Expense Increase

The major reasons for the increase were; revised budgets for the Pilot Training Facility (\$426k), extension of water rebates scheme (\$50k), entertainment venues expenses (\$10k) and electricity expenses for UNE incubator (\$7k). These amounts are offset by revised insurance premium budget from insurer (\$11k).

Income and Expenses - Water Fund

	ORIGINAL	Approved (REVISED	Budget Adjustments	PROJECTED	
	Budget	September Review	December Review	Budget	Processed for Quarter	year end result	ACTUAL YTD
Income							
Rates and Annual Charges	6,989,268	86,002		7,075,270	(1,013)	7,074,257	7,072,975
User Charges and Fees	11,287,119	0		11,287,119	169,479	11,456,598	4,516,757
Interest and Investment Revenue	1,504,000	0		1,504,000	(279,061)	1,224,939	684,635
Other Revenues	174,508	0		174,508	1,056	175,564	155,654
Grants and Contributions - Operating	205,267	1,435		206,702	0	206,702	197,832
Grants and Contributions - Capital	1,428,048	0		1,428,048	1,650,000	3,078,048	1,815,044
Net gain from disposal of assets	0	0		0	0	0	0
Total Income from continuing operations	21,588,210	87,437	0	21,675,647	1,540,461	23,216,108	14,442,897
Expenses							
Employee Costs	2,777,321	13,949		2,791,270	0	2,791,270	1,460,031
Borrowing Costs	548,765	0		548,765	0	548,765	274,369
Materials and Contracts	8,721,867	662,077		9,383,944	342,202	9,726,146	4,718,978
Depreciation	5,016,361	0		5,016,361	234,360	5,250,721	2,641,224
Other Expenses	2,329,949	0		2,329,949	(32,790)	2,297,159	854,833
Total Expenses from continuing operations	19,394,263	676,026	0	20,070,289	543,772	20,614,061	9,949,434
Net Operating result from continuing							
operations	2,193,947	(588,589)	0	1,605,358	996,689	2,602,047	4,493,463
Net Operating result before capital items	765,899	(588,589)	0	177,310	(653,311)	(476,001)	2,678,419

NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Income Statement - Water Fund

Income

Rates and Annual Charges

\$1,013 Income Decrease

The decrease was due to supplementary annual charges adjustments.

User Fees & Charges

\$169,479 Income Increase

The increase was due to higher than expected income from water charges for Bulk Towers and Bulk Standpipes.

Interest & Investments

\$279,061 Income Decrease

The reasons for the decrease were; a reduction in overall expected interest revenue due to lower interest rates (\$159k) and a correction to the interest budget on an internal loan to General Fund in accordance with the original resolution approving the borrowing (\$120k).

Other Revenues

\$1,056 Income Increase

The increase is due additional income for the Barraba Reservoir - Site Lease

Grants and Contributions - Capital

\$1,650,000 Income Increase

The major reasons for the increase were; a new grant for Tamworth Water – 120ML Off Stream Storage (\$1,450k) and increased income from developer contributions (\$200k).

Expenses

Materials and Contracts

\$342,202 Expense Increase

The major reasons for the increase were; additional funding for concept studies and reports (\$150k), drought management works (\$106k), water rebates for residential properties (\$50k) and water rebates for business properties (\$50k).

These amounts were offset by increased internal income from groundwater charges (\$14k).

Depreciation

\$234,360 Expense Increase

The reason for the increase was revised depreciation budget based on current year opening asset values.

Other Expenses

\$32,790 Expense Decrease

The decrease is due to revised insurance premium budget from insurer.

Income and Expenses - Sewer Fund

	ORIGINAL	Approved (hanges.	REVISED	Budget Adjustments	PROJECTED	
	Budget	September Review	December Review	Budget	Processed for Quarter	vear end result	ACTUAL YTD
	Duaget	Keview	Neview	Duoget	GOOTOT	year end result	ACTUAL TID
Income							
Rates and Annual Charges	18,788,834	149,909		18,938,743	(35,242)	18,903,501	18,901,530
User Charges and Fees	2,623,459	118,518		2,741,977	448,881	3,190,858	2,199,064
Interest and Investment Revenue	1,602,000	0		1,602,000	(292,092)	1,309,908	741,000
Other Revenues	69,938	0		69,938	Ó	69,938	30,409
Grants and Contributions - Operating	198,000	17,471		215,471	176,064	391,535	356,593
Grants and Contributions - Capital	613,001	0		613,001	80,439	693,440	304,864
Net gain from disposal of assets	0	0		0	0	0	0
Total Income from continuing operations	23,895,232	285,898	0	24,181,130	378,050	24,559,180	22,533,460
Expenses							
Employee Costs	2,187,934	0		2,187,934	0	2,187,934	905,351
Borrowing Costs	2,262,505	0		2,262,505	0	2,262,505	1,130,485
Materials and Contracts	5,821,340	136,729		5,958,069	0	5,958,069	2,696,266
Depreciation	5,772,247	0		5,772,247	158,192	5,930,439	2,981,479
Other Expenses	1,094,146	0		1,094,146	(30,284)	1,063,862	480,917
Total Expenses from continuing operations	17,138,172	136,729	0	17,274,901	127,908	17,402,809	8,194,498
	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			12.,000	,,	
Net Operating result from continuing operations	6,757,060	149,169	0	6,906,229	250,142	7,156,371	14,338,962
operations =	6,757,060	149,109	U	0,900,229	250,142	7,130,371	14,330,902
Net Operating result before capital items	6,144,059	149,169	0	6,293,228	169,703	6.462.931	14.034.098

NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Income Statement - Sewer Fund

Income

Rates and Annual Charges

\$35,242 Income Decrease

The decrease was due to supplementary annual charges adjustments.

User Charges and Fees

\$448,881 Income Increase

The increase was due to additional income from; trade waste charges (\$388k) and non-residential wastewater usage charges (\$61k).

Interest & Investments

\$292,092 Income Decrease

The reasons for the decrease were; a reduction in overall expected interest revenue due to lower interest rates (\$172k) and a correction to the interest budget on an internal loan to General Fund in accordance with the original resolution approving the borrowing (\$120k).

Grants and Contributions Operating

\$176,064 Income Increase

The increase was due to greater than expected low pressure sewer unit income.

Grants and Contributions Capital

\$80,439 Income Increase

The increase was due to greater than expected developer contributions (\$75k) and capital contributions to Forest Road Low Pressure main (\$5k).

Expenses

Depreciation

\$158,192 Expense Increase

The reason for the increase was revised budget based on current year opening asset values.

Other Expenses

\$30,284 Expense Decrease

The decrease is due to revised insurance premium budget from insurer.

Income and Expenses - Consolidated

	ORIGINAL	Approved (hanges	REVISED	Budget Adjustments	PROJECTED	
	- Budget	September Review	December Review	Budget	Processed for Quarter	year end result	ACTUAL YTD
Income							
Rates and Annual Charges	70.793,687	(877,653)		69,916,034	(34,587)	69.881.447	71,230,691
User Charges and Fees	37,503,416	1,350,917		38,854,333	1,158,211	40,012,544	18,247,561
Interest and Investment Revenue	5,127,290	(560,000)		4,567,290	(1,173,437)	3,393,853	1,890,831
Other Revenues	4,756,830	(240,303)		4,516,527	468,529	4,985,056	1,469,779
Grants and Contributions - Operating	19,431,756	(298,783)		19,132,973	2,233,309	21,366,282	7,744,499
Grants and Contributions - Capital	24,098,438	9,476,281		33,574,719	6,437,915	40,012,634	5,448,395
Net gain from disposal of assets	0	0		0	0	0	0
Total Income from continuing operations	161,711,417	8,850,459	0	170,561,876	9,089,940	179,651,816	106,031,756
Expenses							
Employee Costs	51.270.834	(122,193)		51.148.641	453.085	51.601.726	23.258.061
Borrowing Costs	5.209.856	(560,000)		4.649.856	(625.061)	4.024.795	2.291.531
Materials and Contracts	32,688,710	3,014,197		35,702,907	1,153,784	36,856,691	16,189,892
Depreciation	33,714,598	0		33,714,598	514,921	34,229,519	16,386,070
Other Expenses	9,838,646	40,587		9,879,233	418,364	10,297,597	4,682,087
Total Expenses from continuing operations	132,722,644	2,372,591	0	135,095,235	1,915,093	137,010,328	62,807,642
	//-	_,512,001		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1,010,000	,010,000	,001,012
Net Operating result from continuing							
operations	28,988,773	6,477,868	0	35,466,641	7,174,847	42,641,488	43,224,114
Net Operating result before capital items	4,890,335	(2,998,413)	0	1,891,922	736,932	2,628,854	37,775,719

NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Income and Expenses - Themes

	ORIGINAL	Approved (REVISED	Budget Adjustments	PROJECTED	
	D	September	December	Donton	Processed for		ACTUAL VID
	Budget	Review	Review	Budget	Quarter	year end result	ACTUAL YTD
Income							
A Region of Progressive Leadership	3.084.477	(238,092)		2.846.385	59.195	2.905.580	1.219.270
An Accessible Region	25.750.306	10,634,862		36,385,168	(3,621,174)	32.763.994	9,454,481
A Spirit of Community	15,750,905	2,045,875		17,796,780	181.807	17,978,587	5,095,588
A Region of the Future	57,322,744	(1,381,671)		55,941,073	2,366,168	58,307,241	47,527,779
A Prosperous Region	4,852,968	500,314		5,353,282	10,445,951	15,799,233	574,977
General Purpose Income	50,417,094	1,822,094		52,239,188	(342,007)	51,897,181	42,159,661
Total Income	157,178,494	13,383,382	0	170,561,876	9,089,940	179,651,816	106,031,756
Expenses							
A Region of Progressive Leadership	9,239,885	1.236.174		10.476.059	298.083	10,774,142	5.428.389
An Accessible Region	30,315,960	3,900,006		34,215,966	(340,829)	33,875,137	16,076,748
A Spirit of Community	31,434,951	1,132,799		32,567,750	47,765	32,615,515	15,688,173
A Region of the Future	49,442,904	323,767		49,766,671	1,533,778	51,300,449	22,899,293
A Prosperous Region	7,756,021	312,768		8,068,789	376,296	8,445,085	2,715,039
Total Expenses	128,189,721	6,905,514	0	135,095,235	1,915,093	137,010,328	62,807,642
Net Operating result from continuing operations	28,988,773	6,477,868	0	35,466,641	7,174,847	42.641.488	43,224,114

NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Capital Budget - Consolidated

	ORIGINAL	Approved C September	December December	REVISED	Budget Adjustments	PROJECTED	
	Budget	Review	Review	Budget	Processed for Quarter	year end result	ACTUAL YTD
Capital Funding							
Unrestricted Revenue - All Funds	12,347,350	(152,441)		12,194,909	(148,289)	12,046,620	2,762,344
Internal Reserves	31,071,695	12,983,069		44,054,764	(10,061,817)	33,992,947	15,607,808
Developer Contributions	9,139,161	(247,317)		8,891,844	(2,023,808)	6,868,036	2,734,623
Loans	492,125	21,494		513,619	Ó	513,619	468,595
Grants & Contributions	24,344,277	12,548,758		36,893,035	(2,651,987)	34,241,048	12,549,888
Total Capital Funding	77,394,608	25,153,563	0	102,548,171	(14,885,901)	87,662,270	34,123,258
Capital Expenditure							
Business and Community							
Airport Assets	671,422	2,124,603		2,796,025	0	2,796,025	216,860
Other Assets	784,232	185,620		969,852	0	969,852	335,071
Corporate & Governance							
Other Assets	890,000	(220,009)		669,991	318,543	988,534	459,502
Planning & Compliance							
Other Assets	50,000	871,135		921,135	74,436	995,571	397,309
Regional Services							
Roads & Drainage Assets	23,205,804	11,665,897		34,871,701	(5,043,811)	29,827,890	8,779,928
Recreational Assets	10,908,839	4,207,619		15,116,458	43,450	15,159,908	5,682,788
Buildings Fleet & Equipment	6,235,125	1,211,666		7,446,791	(1,738,441)	5,708,350	2,947,173
Other Assets	0	1,471,430		1,471,430	0	1,471,430	1,026,112
Water Enterprises					(00.000)		
Laboratory and Sustainabilty	206,000	454,028		660,028	(20,000)	640,028	201,858
Waste Assets	4,411,929	1,336,297		5,748,226	(1,139,642)	4,608,584	1,132,932
Water Assets	27,040,853	669,003		27,709,856	2,672,797	30,382,653	8,229,267
Sewer Assets	6,372,908	1,141,023		7,513,931	3,110,000	10,623,931	1,349,601
Other Non-Operating	0.057.400			0.057.400	(220.450)	0.040.040	2.450.000
Loan Principal Repayments Loan Principal Raised	6,657,496 (10,590,000)	0		6,657,496 (10,590,000)	(338,150)	6,319,346 (20,590,000)	3,159,626
Other	550,000	35,251		585,251	(2,825,083)	(2,239,832)	205,232
Total Capital Expenditure	77,394,608	25,153,563	0	102,548,171	(14,885,901)	87,662,270	34,123,258

NOTES:
ORIGINAL Budget */- approved budget changes in previous quarters = REVISED Budget
REVISED Budget */- recommended changes this quarter = PROJECTED year end result

Capital Budget - Consolidated

Capital Expenditure

Corporate and Governance

Other Assets

\$318,543 Expense Increase

The reasons for the increase were; land acquisition costs (\$240k) and purchase of Council Chambers Audio Visual Equipment (\$78k).

Planning and Compliance

Other Assets

\$74,436 Expense Increase

The reasons for the increase were; new grant funded projects for; Woolomin - Community Playground (\$59k) and additional funding from s355 committee contributions for Barraba Showground— Pavillion (\$10k) and Woolomin Playground (\$5k).

Regional Services

Roads and Drainage Assets

\$5,043,811 Expense Decrease

The major reasons for the decrease were; projects deferred to 2020/2021 (\$7,585k), Council budget on works replaced with Roads to Recovery funding increased allocation (\$482k), budget no longer required for Moore Creek-Browns Lane Intersection Treatment (\$300k) and capital budget for Regional Roads transferred to operating for design works (\$10k). These amounts were offset by increases for; additional Roads to Recovery program allocation (\$1,857k), Federal Drought Communities Program-Footpath Construction grant works (\$900k), Country Road Upgrade (Rural Fire Service) (\$553k) and 40 km/h High Pedestrian Activity Zone - Tamworth CBD grant works (\$25k).

Recreational Assets

\$43,450 Expense Increase

The reason increase was additional funding required to complete Manilla Swimming Pool – Pipework renewal.

Buildings, Fleet and Equipment

\$1,738,441 Expense Decrease

The major reason for the decrease was projects deferred to 2020/2021.

Water Enterprises

Laboratory and Sustainability Assets

\$20,000 Expense Decrease

The reason for the decrease was waste sustainability capital budget transferred to fund operating Let's Talk Rubbish campaign.

Waste Assets

\$1,139,642 Expense Decrease

The reasons for the decrease were; projects deferred to later years (\$1,003k) and budget no longer required for Somerton Landfill Capping (\$165k). These amounts were offset by additional funding required to complete various capital jobs (\$28k).

Water Assets

\$2,672,797 Expense Increase

The major reasons for the increase were; land purchases (\$2,495k), Manilla drought works (\$115k), groundwater connection-Marius Street fields (\$30k), temporary weir – Peel River at Paradise Wells (\$20k), additional budget to complete various capital works (\$9k) and installation of CCTV equipment at Bulk Water Filling Stations (\$4k).

Sewer Assets

\$3,110,000 Expense Increase

The reasons for the increase were; land purchases (\$3,270k), additional funding for Tamworth – Grease Trap Waste Trial (\$130k), Effluent Reuse Pump Station – Pipework (\$50k) and additional

funding for upgrade Tamworth Sewer Pump Station including additional Storage (\$30k). These amounts were offset by budgets not required for works not proceeding this financial year (\$370k).

Other Non-Operating

Loan Principal Repayments

\$338,150 Expense Decrease

The reasons for the net expense decrease were; income increase for payment of General Fund internal loan to the Pilot Training Facility on receipt of external loan late in the financial year (\$20,000k), income for increased principal on General Fund loan to Drainage Levy Reserve (\$5k), and budget removed for Pilot Training Facility principal on external loan which will not be drawn to late in the current financial year (\$345k).

These amounts were offset by expense increase for internal loan payment from Pilot Training Facility to General Fund (\$20,000k), expense increase for revised principal payment on Public Ameneties external loan (\$7k) and expense increase for increased principal on Drainage Levy Reserve loan from General Fund (\$5k).

Loan Principal Raised

\$10,000,000 Income Increase

The reason for the income increase was the addition of an external loan for Pilot Training Facility purchase to be drawn late in this financial year to replace the existing internal loan.

Other

\$2,825,083 Income Increase

The reasons for the increase were net income from land sales (\$2,799k) and share redemption from the former Tamworth Co-operative dissolution (\$26k).

Cash & Investments - Consolidated

	ORIGINAL _	Approved C September	December	REVISED	Budget Adjustments	PROJECTED	
	Budget	Review	Review	Budget	Processed for Quarter	year end result	ACTUAL YTD
Unrestricted	(152,180)	145,601		(6,579)	176,933	170,354	(952,381
Externally Restricted							
General Fund							
Reserves	3,374,468	174,346		3,548,814	(1,632,790)	1,916,024	(1,800,063
Developer Contributions	(1,206,827)	996,020		(210,807)	(304,265)	(515,072)	(299,266
Loans	0	513,619		513,619	0	513,619	298,80
Grants & Contributions Water Fund	708,416	3,467,100		4,175,516	6,096	4,181,612	6,561,25
Unrestricted Cash - Water	(291,623)	(74,337)		(365,960)	30,409	(335,551)	301,86
Reserves	4,713,745	3,592,804		8,306,549	2,978,692	11,285,241	971,35
Developer Contributions	5,133,482	(1,768,750)		3,364,732	(1,567,353)	1,797,379	994,92
Loans	492,125	(492,125)		0	0	0	169,79
Grants & Contributions	0	0		0	0	0	515,00
Sewer Fund							
Unrestricted Cash - Sewer	(234,724)	(285,898)		(520,622)	(188,780)	(709,402)	1,361,39
Reserves	(4,107,092)	758,626		(3,348,466)	3,310,072	(38,394)	(7,352,486
Developer Contributions	769,999	525,626		1,295,625	(408,051)	887,574	(439,955
Loans	0	0		0	Ó	0	
Grants & Contributions	0	0		0	0	0	
Total Externally Restricted	9,351,969	7,407,031	0	16,759,000	2,224,030	18,983,030	1,282,60
Internally Restricted							
All	4,641,078	11,124,287		15,765,365	(24,976,632)	(9,211,267)	7,313,54
Total Internally Restricted	4,641,078	11,124,287	0	15,765,365	(24,976,632)	(9,211,267)	7,313,54
Total Restricted	13,993,047	18,531,318	0	32,524,365	(22,752,602)	9,771,763	8,596,14
Total Cash and Investments	13,840,867	18,676,919	0	32,517,786	(22,575,669)	9,942,117	7,643,76
Available Cash	(152,180)	145,601	0	(6,579)	176,933	170,354	(952,38
NOTES:							

Available Cash
NOTES:
ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget
REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

Cash and Investments - Consolidated

Unrestricted Funds

\$176,933 Funds Decrease

The major reasons for the decrease were; unrestricted cash component of reduction in overall expected interest revenue due to lower interest rates and lower investment pool (\$194k), additional customer services wages not included in original budget (\$50k), contribution to rental of office space in Sydney Central Business District (\$20k), interior works at Tamworth Visitor information Centre related to the new lease arrangements (\$20k), interest income correction on internal loan to Drainage Levy Reserve (\$14k), reduced lease income due to vacant property spaces (\$13k) and supplementary rates adjustments (\$4k).

These amounts were offset by increases for; reduced general fund unrestricted cash component of revised insurance premium expense (\$100k), share redemption from former Tamworth Co-op dissolution (\$26k) and revised loan repayments on public ameneties loan (\$11k).

Externally Restricted Funds

\$2,244,030 Funds Decrease

The major reasons for the decrease in Unrestricted Cash – Water (\$30k) were; unrestricted cash component of reduction in overall expected interest revenue due to lower interest rates (\$76k), interest adjustment on internal loan to General Fund (\$120k) and extension of residential water rebate scheme (\$50k).

These amounts were offset by; increased water usage charge income (\$169k), decreased insurance premium costs (\$33k) and increased groundwater charge income (\$14k).

The reasons for the increase in Unrestricted Cash – Sewer (\$189k) were; trade waste income (\$388k), increased annual charges income (\$61k) and decreased insurance premium costs (\$30k). These amounts were offset by an unrestricted cash decrease due to; unrestricted cash component of reduction in overall expected interest revenue due to lower interest rates (\$135k), interest adjustment on internal loan to General Fund (\$120k) and decreased income due to supplementary rates adjustment (\$35k).

The balance, being a decrease to Externally Restricted Funds (\$2,382k) was predominately due to new and additional capital works offset by capital projects deferred and increased income from developer contributions.

Internally Restricted Funds

\$24,976,632 Funds Increase

The major reasons for the increase were; replacement of budget for internal loan for Pilot Training Facility with a budget for an external loan and capital works deferred to 2020/2021. These items were offset by new and additional capital works.

Investments - Statement by Responsible Accounting Officer

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

Cash - Statement by Responsible Accounting Officer

'A bank reconciliation is undertaken on a daily basis. Cash funds were reconciled with the Bank Statement on 31 December 2019"

Cash and Investments - Reconciliation

Actual YTD total Cash & Investments	(\$7,643,767)
Plus: Opening balances	\$156,336,991
Balance as at 31-12-2019	<u>\$148,693,224</u>
Investment Register balance 31-12-2019	\$148,468,646
Bank Reconciliation as at 31-12-2019	\$ 224,578
Reconciliation Total	\$148,693,224

Key Performance Indicators

Based on Projected Budget Results	G	eneral	Wate	er	Sew	er
Operating Result Ratio Operating result before Capital Income Operating Revenue before Capital	(3,358,076) 100,168,305	-3%	(476,001) 20,138,060	-2%	6,462,931 23,865,740	27%
Debt Service Cover Ratio Operating result before capital (excl interest & depreciation) Debt service costs	21,195,899 4,516,355	4.69	5,323,485 1,355,949	3.93	14,655,875 4,847,087	3.02
Own Source Operating Revenue Operating revenue (excl grants/cont) Total operating revenue Based on YTD Actuals	78,423,483 136,409,451	57%	19,931,358 23,216,108	86%	23,474,205 24,559,180	96%
Rates & Annual Charges Outstanding % Rates & annual charges outstanding Rates & annual charges collectible	22,324,306 46,669,469	48%	3,499,396 7,504,472	47%	9,911,777 20,086,773	49%

Contracts Listing

Contractor	Contract Detail and Purpose	Value \$	Date Awarded	Budgete d (Y/N)
Regional EnviroScience Pty Ltd	Tamworth Regional Council Asbestos Management Register 2019	\$239,125	4/10/2019	Y
Leed Engineering & Construction Pty Ltd	Manilla Water Supply Upgrade	\$19,798,90 0	16/12/2019	Y
JRC Stainless	Manufacture and Supply of Street Furniture for Fitzroy Street	\$346,610	23/10/2019	Y
Tuff Group Holdings Pty Ltd	Northern Inland Centre of Sporting Excellence (NICSE) Stage 2 - Detailed Design Documentation and Construct of Tamworth Regional Hockey Complex Fields	\$3,507,345	14/10/2019	Y
Rice Construction Group	Northern Inland Centre of Sporting Excellence (NICSE) Stage 2 - Construct of Tamworth Regional Hockey Complex Buildings	\$1,609,443	17/12/2019	Y
Highland Fling Event Services Pty Ltd	2020 Tamworth Country Music Festival - Tamworth Regional Entertainment and Conference Centre (TRECC) - Supply Installation and Operation of Audio Visual Production	\$347,031	22/10/2019	Y
Large Industries Pty Ltd t/a JLE Electrical	Northern Inland Centre of Sporting Excellence (NICSE) - Stage 2 - Design and Construct of Power Supply Upgrade	\$215,502	11/12/2019	Y
Vermeer Sales & Service NSW	Supply and Delivery of 1 x Trailer Mounted Vacuum System/Excavation unit	\$92,344	28/11/2019	Y
Corey's Catering Pty. Ltd	Catering Services to the Australian Equine and Livestock Events Centre (AELEC) Tamworth Regional Entertainment and Conference Centre (TRECC) and Tamworth Sports Dome (1 January 2020 – 31 December 2022)	Schedule of Rates	26/11/2019	Y

Contractor	Contract Detail and Purpose	Value \$	Date Awarded	Budgete d (Y/N)
Eurest – Compass Group Pty Ltd	Tamworth Regional Airport - Flying College Operations - Supply of catering, hospitality, cleaning and maintenance services (1 January 2020 – 30 June 2020)	Schedule of Rates	10/12/2019	Y
*Panel Tender	Marketing Communications and Public Relations Services (1 September 2019 – 31 August 2021)	Schedule of Rates	8/10/2019	Y
*Panel Tender	Provision of Cleaning Services for Council Facilities (1 November 2019 – 1 November 2021)	Schedule of Rates	8/10/2019	Y
Fulton Hogan Industries Pty Ltd	Supply and delivery of bulk cationic bitumen CRS (1 January 2020 – 31 December 2021)	Schedule of Rates	17/12/2019	Y

Notes

- 1. Minimum reporting level is those contracts over \$50,000.
- 2. Contracts listed are those entered into during the quarter (excluding contractors that are on Council's preferred supplier list).
- 3. Contracts for employment are not included.
- 4. Panel Tender is a tender awarded to a panel of successful tenderers for regular tasks that occur throughout the year based on a schedule of rates for services

Explanation - Contracts Listed - Statement by Responsible Accounting Officer

'There were no contracts entered into in the December 2019 Quarter that were outside the scope of the approved budget.'

Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted (Y/N)
Consultancies	\$145,975	Υ
Legal Fees	\$49,655	Y

Definition of Consultant

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Consultancies - Statement by Responsible Accounting Officer

'There were no consultancies awarded in the December 2019 Quarter that were outside the scope of the approved budget.'

Explanation - Legal Expenses - Statement by Responsible Accounting Officer

'There were no Legal Expenses incurred in the December 2019 Quarter that were outside the scope of the approved budget.

Statement by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

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

It is my opinion that the Quarterly Budget Review Statement for Tamworth Regional Council for the quarter ended 31-12-2019 indicates that the budget adjustments identified for approval in this quarter are satisfactory, in regard to the variance of the projected estimates to the original budget.

Signed:

date: 17/02/2020

Sherrill Young

Responsible Accounting Officer, Tamworth Regional Council



DELIVERY PROGRAM AND OPERATIONAL PLAN

QUARTERLY PROGRESS REPORT

OCTOBER TO DECEMBER 2019



LOVE WHERE YOU LIVE!

Your voice is the key to our region's future.

ABOUT THIS REPORT

The quarterly report 1 October to 31 December 2019 has been prepared in accordance with the requirements of Section 404(5) of the Local Government Act 1993: "The general manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months".

THE DELIVERY PROGRAM

The Delivery Program sits between the Community Strategic Plan (CSP) and Annual Operational Plan (AOP) and outlines what Council will focus on during the elected Councillors' four-year term of office. It provides more detail than the CSP but less detail than the AOP and is the single point of reference for all activities.

ANNUAL OPERATIONAL PLAN

The Annual Operational Plan is a sub-component of the Delivery Program. Simply, it provides greater detail on the activities, projects and services planned for the current financial year. Financial information included in the Operational Plan includes a detailed annual budget, Council's Revenue Policy (rates, fees and charges) and estimates of income and expenditure.

ACKNOWLEDGEMENT TO COUNTRY

Tamworth Regional Council acknowledges the Kamilaroi People, the traditional owners and custodians of the lands in our region and we pay respect to the Elders both past and present.

FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about the Delivery Program or Annual Operational Plan progress report to Council via (02) 6767 5555, or 1300 733 625 within the Tamworth Region during office hours, or email mailto:trc@tamworth.nsw.gov.au

Contents

_on	tents	3
A Sp	pirit of Community	7
	Program: C1101 Quality Parks, Gardens, Reserves, Showgrounds and Open Spaces	7
	Program: C1102 Public Amenities	9
	Program: C1201 Active Sporting Facilities and Grounds	10
	Program: C1202 Active Aquatic Facilities	12
	Program: C1301 Northern Inland Centre of Excellence	14
	Program: C1302 Australian Equine and Livestock Events Centre (AELEC)	15
	Program: C1401 Volunteers Program	17
	Program: C1402 Youth Services	18
	Program: C1403 Community Care and Development	19
	Program: C1404 Year Round Care	21
	Program: C2101 Donations Program	22
	Program: C2103 Cultural Services.	23
	Program: C2104 Aboriginal Liaison	24
	Program: C2105 Heritage Programs	27
	Program: C2106 Streetscapes	28
	Program: C2107 Public Affairs	29
	Program: C2108 Cemetery Services	29
	Program: C2201 Entertainment Venues	31
	Program: C2202 Library Services	33
	Program: C2203 Art Gallery and Powerstation Museum	34
	Program: C3101 Community Safety and Crime Prevention	40
	Program: C3102 Companion Animals	43
	Program: C3103 Environment and Health Services	44
	Program: C3201 Floodplain management	44



Program: C3202 Emergency Services
A Prosperous Region
Program: P1101 Tamworth Regional Economic Development
Program: P1102 Landuse and Infrastructure planning will support future development at appropriate sites48
Program: P2101 Promote the region as a destination for relocation49
Program: P2102 Promotion of the region as a tourist destination50
Program: P3101 A Region for Education and Training52
Program: P4101 Intermodal facility in Tamworth
Program: P4102 Tamworth will pursue a place as a freight entry and exit port for NSW53
An Accessible Region
Program: A1101 Sealed Roads54
Program: A1102 Unsealed Roads57
Program: A1103 Cycleways and Footpaths58
Program: A1104 Bridges60
Program: A1105 Car Parking61
Program: A2101 Expand Airport Services and the Aviation Industry62
Program: A2201 Public and Community Transport Services
Program: A2301 Traffic Management64
Program: A3101 Facilitate access to state of the art technology and communications for all residents and businesses living in the region
A Region for the Future
Program: F1101 Maintain, upgrade and renew stormwater infrastructure65
Program: F1102 Asset Management66
Program: F1103 Strategic Planning
Program: F1104 Plant and Fleet
Program: F2101 Biosecurity
Program: F2201 Environmental Laboratory Services
Program: F2202 Sustainability74

DPAOP Progress Update Report 1 October to 31 December 2019



Program: F2203 waste management and resource recovery	80
Program: F2204 Plan, construct, maintain and mange the Wastewater Infrastructure Network in the region	
Program: F2205 Plan, construct, maintain and manage the Water Infrastructure Network in the region	
Program: P1103 Pilot Training Facility	87
A Region of Progressive Leadership	88
Program: L1101 Regulatory Development and Approval Services	88
Program: L1102 TRC Customer Service Centre	89
Program: L1201 Community Advocacy	90
Program: L1301 Informed communities	91
Program: L1302 Empowered communities	93
Program: L2101 Legal services and Property Management	94
Program: L2102 Governance	95
Program: L2103 Financial Services	96
Program: L2104 Risk and Compliance	97
Program: L2105 Business Systems and Solutions	98
Program: L2106 People and Culture	99
Program: L2201 Leadership1	00



General Manager's Report

Keychange 2017-2027 is the major strategic document developed to guide the delivery of services and facilities over the next decade, and outlines the goals of Council.

The Delivery Program and Annual Operational Plan provide greater detail on the activities, projects and services planned to support these goals.

It gives me great pleasure to present Councils progress report against the Delivery Program and Annual Operational Plan for the December quarter 2019/2020.

Major highlights include:

A Spirit of Community

Northern Inland Centre of Sporting Excellence (NICSE): NICSE Stage 2; works on the hockey fields upgrade continue with completion of the fields and club buildings anticipated for the first half of 2020.

RU Volunteering: Council's RU Volunteering centre and website continues to attract new organisations (5 new companies in this quarter) and 44 new volunteers. The growth of young volunteers is particularly pleasing with 44% of enquiries coming from people under 35 years of age.

Tamworth Cultural Precinct: Public Exhibition of this exciting project was undertaken during the quarter. Community response was enthusiastic and encouraging. Council endorsed the concept design and business case at the 17 December Ordinary Meeting of Council.

Aquatic Centre: A leisure planner has been engaged to facilitate the preparation of a scope of works which will assist in engaging a design consultant. Council's efforts to obtain State/Federal funding contributions continue.

A Prosperous Region

Tamworth Regional Astronomy & Science Centre: The project is progressing well with design work 90% complete.

Fiesta La Peel: The October event saw the largest ever representation of food, culture and crafts with 54 countries represented at this annual multi-cultural celebration. The event was hugely popular, attracting approximately 20,000 people who enjoyed the fabulous food and atmosphere.

An Accessible Region

Road Infrastructure: Reconstruction works on Bligh Street have commenced. Design works are nearing completion for the Garden Street roundabout. Copes Creek and Teatree Creek Bridges have received funding allocations; work is due to commence in early 2020. The Forest Road cycleway is 75% complete and the Bowlers Lane design works are substantially complete; construction due early 2020.



Tamworth Regional Airport: Works relating to terminal infrastructure upgrades to accommodate increased aviation screening requirements have been completed. The Airport Master Plan tender process will commence in early 2020.

A Region for the Future

Asset Management: A range of works on community buildings were completed, including the annual renewal program and the popular Facilities Improvement Program.

Water/Sewer/Waste: Works continue on significant capital works programs in each of these areas. Water main replacements have occurred across the region including Attunga, Manilla, Moonbi and Tamworth. The DA for the Organic Waste Recycling Facility has been submitted. The application is expected to be reviewed by the JRPP (Joint Regional Planning Panel) in February 2020. Council staff are assisting WaterNSW in relation to drought measures announced by the NSW Government in June 2019. In December a temporary pump station commenced operation on the Peel River.

Blueprint 100: The Blueprint 100 Strategy will cater for an expected Regional population of 100, 000K over the next 20 years. The Strategy will provide a combined land use and corporate planning blueprint and inform the review of the Tamworth Regional LEP 2010. Blueprint; Parts 1 and 2 have been completed and were endorsed by Council at the December 17 Ordinary Meeting. Public exhibition and engagement will commence throughout the Region during February/March 2020.

A Region of Progressive Leadership

Regulatory Development and Approval Services: Estimated value of development applications submitted (not including subdivisions) was \$25.79M for the December quarter. There were 125 DA's lodged during this time, 135 applications were determined, with an average processing time of 39 days.



A Spirit of Community

Program: C1101 Quality Parks, Gardens, Reserves, Showgrounds and Open Spaces

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual		Quarterly	results			
Action	Our promise	now we will measure	Target	1	2	3	4		
C1101.01	Undertake regular inspections of Council's parks infrastructure to identify defects and prioritise, schedule and complete maintenance activities to address high risk defects identified in Council's parks inspections within the available budget	Number of inspections undertaken	1,080	128	102				
		Number of high priority service defects identified	#	0	0				
		Number of high risk defects identified	#	0	0				
		Number of high priority service defects addressed	#	0	0				
		Number of high risk defects addressed	#	0	0				
Quarterly Progress Update	Council has also engaged	ind inspections have totalled 102 d a contractor to undertake deta o ensure industry compliance. T uarter.	iled annual	l inspectio			ost		
C1101.02	Provide Public Space that satisfies the communities need	Community Satisfaction - Annual Survey	1	Annual Target					
Quarterly Progress Update	watering has been givenSports fields utilising bor	 Community opens space continues to suffer from the effects of the severe drought. The focus for watering has been given to main streets and city entrances primarily. Sports fields utilising bore water continue to provide the community with adequate public recreation spaces (for now). Very few other areas within the community are serviceable. 							



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1101.CW.001	Water efficiency projects	\$50,000	78%	On Track
	All current projects completed. No new projects created;			
	The remaining funds are to be spent in the second half of the financial year.			
C1101.CW.002	Parks and Recreation Asset Renewal	\$180,463	15%	On Track
	Current year capital works program for Sports & Recreation is on track with annual program expected to be fully completed by 30 June 2020.			
	Second quarter projects include:			
	Riverside 1 new cricket nets;			
	Chaffey Park cricket net upgrade.			
C1101.CW.003	Tamworth Skate Park Upgrade	\$38,114	19%	On Track
	All Skate Park upgrade works are fully complete;			
	Finalisation of Viaduct Youth Hub master plan currently being undertaken.			
C1101.CW.004	Open Spaces Capital	\$148,056	67%	On Track
	Annual schedule of renewal / upgrade works for all parks, sports fields and pools has been developed; projects are well under way and are expected to be completed by June 2020.			

Plans and Strategies

Action	Description	Progress	Status
C1101.PLAN.001	Recreation and Open Space Plan	Contractor engaged to deliver this plan for Council. Community consultation has been completed and Council is now awaiting draft plan to be presented.	On Track



Program: C1102 Public Amenities

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Annual	Quarterly results				
	Car promise			1	2	3	4		
C1102.01	Delivery of Public Amenities Program	Of the 91 Public Ameneties,70% to be in average condition or above	70%	76%	100%				
Quarterly Progress Update	All proposed projects have been completed. Barraba cemetery facilities were opened/operational in December 2019.								

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1102.CW.001	Public Amenities Renewal Program All projects funded within this round of public amenity renewal have been constructed and are operational.	\$109,050	86%	Completed



Program: C1201 Active Sporting Facilities and Grounds

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual Target	Quarterly results		4	
C1201.01	Provide quality sporting fields and facilities that satisfies the communities need	Community satisfaction with Sporting Fields - Survey	1	Annual Target			•
		Community satisfaction with Sports Dome - Survey	2	0	0		
		Coordinate operational meetings with sporting groups	6		Annual T	arget	
Quarterly Progress Update	 Sports fields continue to be maintained to high standard despite the drought conditions. The bores that are used to irrigate the fields are continuing to retain their water levels and no sports have been severely impacted to date. Communication with sports user groups is strong with monthly operational meetings proving a successful mechanism for sports user groups to provide regular feedback to Council. 						
C1201.02	Increase participation and utilisation at Sports Dome	Utilisation of the Sports Dome (booked hours)	#	615 Hrs	1,063 Hrs		
Quarterly Progress Update	Attracted Netball NSW S Hosted Aboriginal 'Boun Introduced an all abilitie Introduced a "Flourish" of	ay activities; leball' casual afternoon to 3 per tate Masters; ce Back' program; s cricket program;		er.			



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1201.CW.001	Recreation upgrade program	\$696,507	60%	On Track
	Recreation upgrade works across the Division are expected to be fully completed by 30 June 2020.			
	Projects include:			
	BMX track lighting;			
	Fraser Park playground; and			
	New path at Botanic Garden.			
C1201.CW.002	Treloar Park Tennis Redevelopment	\$223,775	2%	On Track
	Preliminary court arrangements have been prepared by TRC. The plans have been agreed with primary stakeholders; West Leagues Club and Tennis NSW and will be submitted with the development application;			
	Preliminary building design has been prepared by West Leagues Club for the development application;			
	Environmental consultant engaged by Council to prepare a statement of environmental effects to support the development application; and			
	Planning is underway for a community information session for February followed by formal DA lodgement.			



Program: C1202 Active Aquatic Facilities

Owner: Peter Resch / Regional Services

Services

Action	Our promise How we will measure	Annual	Quarterly results				
Action	oui promise	now we will measure	Target	1	2	3	4
C1202.01	Provide quality aquatic facilities that meet the communities need and increase participation and utilisation at aquatic facilities	Community satisfaction with Aquatic Facilities - surveys completed	2	1	4		
		Visitation at aquatic facilities in TRC Region	#	395	0		
Quarterly Progress Update	 Community Surveys conducted at Barraba, Nundle, Manilla and Kootingal pools to gauge interest in morning swim sessions. Morning sessions trialled at each pool with varying levels of success; Barraba morning sessions have proven very successful with weekday average being 31 for December 2019 and 56 daily average for January 2020; and Similar trials planned at other sites in third quarter. 						
C1202.02	Advocate for the development of a new Aquatics Centre	TRC will advocate for this facility with updates to be provided on a quarterly basis	1	0	1		
Quarterly Progress Update	To assist with more detailed design for the proposed new aquatic facility, a leisure planner has been engaged to assist with the development of a detailed scope of works for a designer to produce 50% designs. Scoping works will be complete in third quarter and a design consultant is expected to be engaged in the fourth quarter.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1202.CW.001	Swimming Pool Asset Renewal	\$131,996	64%	On Track
	Second quarter works included:			
	Manilla Pool leak detection and repairs;			
	South & West Pool Office relocation;			
	South & West Pool and Kootingal Pool bore water tank establishment;			
	South & West Pool furniture replacement; and			
	Investigations into Tamworth Olympic Pool circulation pump.			



Plans and Strategies

Action	Description	Progress	Status
C1202.PLAN.001	Tamworth Regional Council Aquatic Management Plan	Pools opened on 14 October for Summer Season; Tamworth Olympic Pool remained closed due to water restrictions but both Tamworth South & West and Kootingal pools opened using only bore water; Manilla Pool was also closed due to substantial water leaks requiring investigation and repairs and opened mid December; and All operational management of pools has been in accordance with Aquatic Management Plan.	On Track



Program: C1301 Northern Inland Centre of Excellence

Owner: Peter Resch / Regional Services

Services

Action	Our promise How we will measure	How we will measure	Annual	Quarterly results			
		Target	1	2	3	4	
C1301.01	Northern Inland Centre of Sporting Excellence - Delivery to program schedule and an informed community	Provision of regular updates to community on progress against program	4	0	0		
Quarterly Progress Update	 All key components of the project have been delivered within budget and all facilities are now operational. Minor finishing works associated with landscaping, fencing and signage are currently underway with full project completion expected in third quarter. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1301.CW.001	Northern Inland Centre of Sporting Excellence	\$2,339,773	85%	On Track
	All facilities are operational and handed over to the Sports and Recreation Division and AELEC to manage;			
	Final project tasks include PA systems, fencing and facility signage; and			
	Contract close out, final reporting, Work As Executed and defect rectification ongoing.			
C1301.CW.002	NICSE - Stage 2	\$9,482,668	31%	On Track
	AELEC arena upgrades commissioned and operational. Some finishing works to be coordinated in Q3 2019/20 around AELEC events;			
	 Hockey field contract awarded in October 2019. After a slow start to construction the project is back on track targeting completion in late March 2020; 			
	Hockey buildings contract awarded in November 2019, building construction progressing well, targeting completion May 2020; and			
	Hockey power supply upgrade design to be submitted to Essential Energy for approval in late January 2020, targeting completion late March 2020.			



Program: C1302 Australian Equine and Livestock Events Centre (AELEC)

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual Target	1	Quarterly results 2 3 4	
C1302.01	To provide a state of the art internationally recognised facility for local, state, national and international events	Number of Local Events - Annual Target	15		Annual Target	
		Number of State events - Annual Target	4		Annual Target	
		Number of National events - Annual Target	15		Annual Target	
		Number of International events - Annual Target	1		Annual Target	
Quarterly	Number of Local Events	- A total of 6 Local events were h	neld achiev	ing budge	t expectations;	
Progress Update	Number of State Events - Just 1 state level event being the Country Show Horse Championships was held in the past quarter, achieving expectations;					
	Number of National Ever expectations; and	nts - 2 National level events were	e held for t	he past qu	uarter achieving budget	
	I .	Events - This quarters target for dway titles being held attracting				



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1302.CW.001	AELEC Capital Works	\$321,842	5%	Requires
	Planning - initial work and meetings have begun however, further focus on this task is required to ensure timely goal achievement;	however, further focus on this task is required to		Action
	Replace electrical appliances - action has begun over the past quarter, replacing a major appliance item taking account of 31% of the overall budget with another to be replaced in the coming month once quotations are finalised;			
	Sound system - works to replace central control components have begun with 15% of the overall budget now expended and plans to progressively replace items in between event requirements over coming months in place;			
	Campdraft arena perimeter fencing - just 4% of the budget has currently been expended. Further planning and consideration of options is currently being undertaken to discern if this budget amount can be reduced;			
	Roads and pathway renewal - no action taken at this stage; and			
	Cattle yard panels - 63% of this budget has now been expended with planning underway for the balance of replacement panels to be supplied on an ongoing basis over the coming five months.			

Events

Action and Event C1302.EVENTS.001	Start	End
Rooftop Express - Night of the Horse	04/10/2019	05/10/2019
Tamworth International Horse Driving Trials	08/10/2019	13/10/2019
NNWSJC World Cup Qualifier	10/10/2019	13/10/2019
Country Show Horse Championships	08/11/2019	10/11/2019
Northern NSW RPG Welsh Pony & Cob Society Show	16/11/2019	17/11/2019
PBR Iron Cowboy	23/11/2019	23/11/2019
East Coast Sidecar Round Up Grand Final	30/11/2019	30/11/2019

DPAOP Progress Update Report 1 October to 31 December 2019



Program: C1401 Volunteers Program

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual		Quarterly	results			
Action	Our promise	now we will measure	Target	1	2	3	4		
C1401.01	Develop and implement a Regional Volunteer Strategy	Increase participation amongst the under 30s - % Annual Increase	#	29%	6%				
		Encouraging volunteering among all community members- % Annual Increase	#	60%	15%				
		Number of initiatives recognising and rewarding volunteers	#	0	3				
Quarterly	The Regional Volunteer S	Strategy has been created and is	currently l	being revie	ewed by se	enior staf	ff;		
Progress Update		ntre and website were launched tered with the service. There are					n the		
	The website has seen a substantial increase in younger people enquiring about volunteer work with 45% of all enquires being from people aged under 35 years of age in the last quarter. 44 people registered on the website in the last quarter;								
	The Volunteer Coordinator is working closely with Regional Unlimited to promote the website and the RU Volunteering Centre to the wider community. Work is currently being completed on promotional videos and flyers around volunteering with a particular focus on benefits to youth, new residents and the multicultural community;								
	The Festival Community Ambassador program has proved very successful with 38 volunteers signed up to assist. The Ambassadors spent the last quarter training with the Volunteer Coordinator so they were equipped with sufficient information to confidently assist all visitors. The Ambassadors range from 16 years of age to 75 years of age and they have all shown a great interest in helping the community and assisting Council with information services;								
	 A Christmas themed trivia night was held for Tamworth Regional Council volunteers at Duri Hall in November to thank them for their volunteer work throughout the year. The night was attended by over 30 volunteers from a range of Council services including hall and reserve committees from around the region, museums, historical societies and the festival community ambassadors. Clr Betts, Clr Inglis and Clr Impey were all in attendance; and 								
	organisations were recog Tamworth region. For th	ny was held on International Vognised and together they have pefirst time, the ceremony was hill opportunity to highlight RU Vo	rovided ov eld in the	er 259,000 old Crown) hours of Lands Bui	service to Iding. Th	o the is		
C1401.02	To increase volunteer participation in the Tamworth Region	Number of volunteer enquiries	#	127	44				
Quarterly Progress Update		grow thanks to the efforts of the eers were recruited as Communi							



Program: C1402 Youth Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action		now we will measure	Target	1	2	3	4
C1402.01	To deliver programs that all Youth can access in the Tamworth Region	Attendance numbers for The Youthie Drop-in service	#	1,944	1,873		
		Number of programs with educational or social outcomes delivered at the Tamworth Regional Youth Centre	#	39	19		
		Number of youth outreach programs delivered throughout the Tamworth Region	#	2	1		
Quarterly Progress Update	2019 school holiday prog After school programs at for young people; and Youth Skate Fest was he Skateboarding. The even	ic and sport based activities wergram; the Youth Centre offered a ranged dat the Viaduct Youth Recreation at aimed to empower young peo with friends and the broader co	ge of life sk on Hub in C ple with th	ill and cre	ative art o	pportuni ated by T	ties

Plans and Strategies

Action	Description	Progress	Status
C1402.STRATEGY.0 01	Tamworth Regional Youth Strategy	The Strategy is currently under review.	On Track



Program: C1403 Community Care and Development

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	Our promise How we will measure	Annual		Quarterly	results		
Action	Our promise	11000 We will illeasure	Target	1	2	3	4	
C1403.02	Provision and management of Community Centres for the Tamworth Regional Community	Tamworth Community Centre number of booking received	600	166 126				
Quarterly Progress Update	pleased with this additio			,				
	GoCo gave notice to vaca other casual spaces with	Amy Crocker has filled the position of Functions and Events Officer - Community Centre; GoCo gave notice to vacate the external office space it had been leasing. An audit of that space other casual spaces within the main building will take place. A marketing campaign will be devel to increase use of these casual spaces; and						
	, , ,	s been relocated from the Galle working pianos which will assist	,			w gives t	he	

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C1403.CW.001	Disability Action Plan - Capital Works A number of disability parking spaces have been approved in Tamworth and Kootingal. Locations include Dowe St, Peel Street and Denman Avenue.	\$72,604	0%	On Track

Plans and Strategies

Action	Description	Progress	Status
C1403.PLAN.001	Disability Inclusion Action Plan 2017-2021	The 2019 Tamworth Region Access Awards were held 6 December.	On Track
		A Disability Action Working Group Meeting took place on 10 December 2019.	
C1403.PLAN.002	Tamworth Regional Council Social Plan 2006	No update provided.	On Track

Events

Action and Event C1403.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		

DPAOP Progress Update Report 1 October to 31 December 2019



DPAOP Progress Update Report 1 October to 31 December 2019



Program: C1404 Year Round Care

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	our promise	Trow we will measure	Target	1	2	3	4
C1404.01	Provide quality and affordable year round care in Tamworth	Weekly before school care enrolment - East Tamworth (Average)	180	19	23		
		Weekly after school care enrolments - East Tamworth (Average)	400	63	69		
		Weekly after school care enrolments - South Tamworth (Average)	120	43	48		
		Weekly Vacation care enrolments - East Tamworth (Average)	240	50	50		
		Weekly Vacation care enrolments - South Tamworth (Average)	240	53	54		
		Weekly before school care enrolment - South Tamworth (Average)	120	25	23		
Quarterly Progress Update	the service in 2020; • Year Round Care - South received a rating of 'mee • Year Round Care - East h	tended Kindergarten Orientation underwent Assessment and Rateting'; and have temporarily relocated to the	ing under t	the Nation	al Quality	Standard	ds and



Program: C2101 Donations Program

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action		now we will measure	Target	1	2	3	4
C2101.01	To deliver the Annual Donations program to the TRC region	Number of community groups assisted	#	0	22		
		Total value of donations	\$	\$0	\$48,930		
		Donations to Tamworth Regional Schools, Preschools and Daycare centres	\$	\$0	\$4,260		
		Total value donated to recurring community groups	\$	\$0	\$66,650		
Quarterly Progress Update	The 2019/2020 Annual E September 2019. 25 appropriate to the control of the	Oonations Program submissi plications were received tot		_	ween 5 Augi	ust and 10)
	Council at its Ordinary N \$48,929.58 to 22 applications	•	19, resolved	to appro	ve donation	s to the va	alue of
	The Policy provides for r	ecurrent funding of \$66,650	to 9 individ	dual orga	nisations;		
	The Policy also allows fo government area to pure 71 schools; and	r an annual donation of \$60 chase academic prizes or lib					0 to
	All successful applicants,	, recurrent recipients and so	hools have	received	their fundin	g.	



Program: C2103 Cultural Services

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	Quarterly results			
Action	Our promise	now we will measure	Target	1 2 3 4			
C2103.01	Undertake cultural development and cultural planning to support cultural diversity	Implement Cultural Plan Actions for Year	100%	Annual Target			
		Evaluation of events conducted	2	Annual Target			
Quarterly	Goal 1: Connect and Foster	a "creative region" ecosystem:					
Progress Update	Artstate Festival held in	Tamworth;					
	EOI called for TRAAC and	EOI called for TRAAC and TRICAC;					
	Learning programs have been offered via the Innovation Studio, Library, Gallery and Youth seand						
		ded: Exploded Textiles, Wonders ce (ANW) and; Postcards from th	_	,,			
	Goal 2: Deepen engagemen	t with the Tamworth Region's ic	dentity and	heritage:			
	The Buddy Knox Experience is held each Wednesday afternoon during school term at The Youthie. Mentoring Music sessions include Gamilaraay language songs;						
	Digital storytelling and A	rt workshops were provided for	the multic	ultural community; and			
	Gomeroi Astrophysicist,	Karlee Noon, presentation at Ta	ımworth Lik	orary.			
	Goal 3: Develop audiences,	events and programs to reflect	a bold and	innovative local arts culture:			
	Fiesta La Peel (57 stalls a	nd 31 performances); and					
	Artstate 2019 hosted in	Tamworth - formal program plu	ıs pop up aı	nd ephemeral art.			
	Goal 4 Celebrate our diverse	e community:					
	Jessica White author talk	(signing at this event);					
	TRICAC developed;						
	Welcome to Country(Ac stage 1 opening); and	cess Awards, Fiesta La Peel, Dol	ly Parton In	nagination Library event, NICSE			
	_	ntry (Gallery x40, Manilla Christ recreation plan sessions.).	mas Carols	, all library events, all community			
	Goal 5: Provide sustainable and engaging infrastructure, spaces and places:						
	Bicentennial Park Maste	rplan in community consultation	n stage; and	i			
	Funding application sub-	mitted for expansion of library s	pace.				



Plans and Strategies

Action	Description	Progress	Status
C2103.PLAN.001	Tamworth Region Cultural Plan 2018-2023	The Tamworth Region Cultural Plan 2018-2023 was adopted by Council on May 22, 2018. The next Cultural Plan is due in June 2023. Cultural Plan implementation is on track. Fifteen actions were progressed this quarter.	On Track

Program: C2104 Aboriginal Liaison

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	Quarterly results				
71511511	July promise		Target	1	2	3	4	
C2104.01	Progress actions against the Tamworth Regional Council's "Innovate" Reconciliation Action Plan to ensure Council's operations are just, equitable and productive	Support the establishment of an Aboriginal and Torres Strait Islander Cultural Centre	100%	25%	0%			



Action	Our promise How we will measure Annual Quarterly results Target 1 2 3 4							
Quarterly	The following RAP actions were completed in this Quarter:							
Progress Update	 Reconciliation Action Plan Working Group (RAP WG) met in October 2020. Ongoing communication with RAP WG staff between meetings; 							
	Internal business units report RAP Actions quarterly;							
	RAP WG members attended the Aboriginal Community Consultative Committee to Tamworth Regional Council (TRC) October and December 2020 meetings;							
	RAP implementation and RAP WG processes improvement consultation;							
	Two new Aboriginal female staff members joined the RAP WG;							
	A morning tea networking meeting for TRC Councillors and Tamworth Aboriginal Community Consultative Committee (TACCC) - organised and delivered - 11 December 2019;							
	Dolly Parton Imagination Library Promotional Event included Welcome to Country and Aboriginal Preschool dancers (70 adults / 110 children);							
	Collaboration with Artstate Tamworth - Aboriginal content events supported;							
	Children Aboriginal Story Time - Tamworth Library;							
	Elder invited to all Citizenship Ceremonies to conduct Welcome to Country;							
	Acknowledgement to Country conducted at each Ordinary and Extraordinary Council Meeting;							
	Fiesta La Peel – October 2019;							
	Access Awards – December 2019;							
	Exhibitions (3) - Tamworth Regional Gallery;							
	Installed signage in Bicentennial Park with Augmented Reality of "Welcome to Country" in language;							
	Dolly Parton Imagination Library - Tamworth Library;							
	Opening of the Northern Inland Centre of Sporting Excellence (NICSE) - Stage 1 Project – October 2019. Acknowledgement of Country;							
	Tamworth Regional Gallery - community and school groups visits (40);							
	Manilla Christmas Carols - December 2019;							
	All Community Engagement sessions, Sports and Recreation plan review - December 2019;							
	All Library Children Services' toddler time, story time and school / preschool visits (50);							
	Local Bush Tucker stall - Fiesta La Peel;							
	Manager Infrastructure and Works meeting with TACCC regarding Gamilaraay translations - 12 February 2020;							
	Ongoing formal and informal interactions in Gamilaraay at the Youth Centre with young people;							
	Buddy Knox Experience program supported;							
	Aboriginal collection at Kootingal Library created;							
	A political process Pre-Candidate Information Session scheduled for July 2020; and							
	The TACCC consulted in October 2020 regarding Aboriginal cultural heritage assets.							



Plans and Strategies

Action	Description	Progress	Status
C2104.PLAN.001	Tamworth Regional Council Reconciliation Action Plan	During the period October-December 2019, the following actions were taken to advance Tamworth Regional Council Innovate Reconciliation Action Plan 2018-2020:	On Track
		Reconciliation Action Plan Working Group (RAP WG) met in October 2020.	
		 RAP WG members attended the Aboriginal Community Consultative Committee to Tamworth Regional Council (TRC) October and December 2020 meetings; 	
		One new Aboriginal female staff members joined the RAP WG;	
		 A morning tea networking meeting for TRC Councillors and Tamworth Aboriginal Community Consultative Committee (TACCC) - organised and delivered - 11 December 2019; 	
		 Dolly Parton Imagination Library Promotional Event included Welcome to Country and Aboriginal Preschool dancers (70 adults / 110 children); 	
		 Collaboration with Artstate Tamworth - Aboriginal content events support – October - November 2019; 	
		Children Aboriginal Story Time - Tamworth Library;	
		Elder invited to all Citizenship Ceremonies to conduct Welcome to Country; and	
		Acknowledgement to Country conducted at each Ordinary and Extraordinary Council Meeting.	

Action and Event C2104.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		



Program: C2105 Heritage Programs

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	Our promise	now we will measure	Target	1	2	3	4
C2105.01	Deliver the Heritage Advisory Service for the region	Number of current heritage listed items added to LEP	#	0	0		
		Heritage working group meetings attended	4	0	2		
		Council heritage fund for year allocated - Amount allocated	100%	0%	78%		
		Implementation of annual Conservation Management Plan Actions	100%	Annual Target			
Quarterly Progress Update	_	or, Clare James visited Tamworth re she provided advice on herita enquiries;			,		19 and
	Seven applications were	successful during the period;					
		met on 25 September 2019 and December 2019 meeting; and	13 Decem	ber 2019 with Council's Heritage			
		25 September 2019 and 13 Dece Heritage Week and bi-annual H				discusse	d in

Plans and Strategies

Action	Description	Progress	Status
C2105.PLAN.001	King George Avenue Management Plan	King George V Avenue management plan and Council's actions are discussed with the King George V Avenue Working Group. This group did not meet in the second quarter, however, a meeting is scheduled for the third quarter.	On Track

	Action and Event C2105.EVENTS.001	Progress	Start	End
- 1	here were no major events or eporting period.	rganised for the 1 October to 31 December 2019		



Program: C2106 Streetscapes

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
Action	Our promise	now we will measure	Target	1	2	3	4	
C2106.01	Manage councils streetscape to improve the visual appeal of our CBD and neighbourhoods	Investigate and report to Council on the establishment of a comprehensive Tree Management Plan	100%	20%	50%			
		Number of requests for maintenance of residential. rural and open spaces received	#	333	292			
Quarterly Progress Update	 The Urban Street Tree Management Plan continued to progress with the Street Tree Advisory Group reviewing the street tree species list. The street tree species list has now been amended however further work is required to finalise this document. Watering of high profile areas including main street gardens and city entrances is continuing via water cart, however, other streetscapes across the region are severely affected by the drought. 							

Plans and Strategies

Action	Description	Progress	Status
C2106.PLAN.001	Develop a Regional Tree Management Plan	The Street Tree Advisory Group at the October 2019 meeting reviewed the Street Tree Species list. This list was then amended and reviewed at the December 2019 meeting where further amendments where suggested;	On Track
		 The group were also asked to review the following two documents ready for the February 2020 meeting. These documents are: 	
		1. the Street Tree Species List Document; and	
		2. the Minimum Standards for Landscaping.	
		Further works at the Advanced Tree Nursery are being carried out in line with the Capital Works Funding.	



Program: C2107 Public Affairs

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise How we	How we will measure	Annual	Quarterly results				
	our promise		Target	1	2	3	4	
C2107.01	Citizenship ceremonies conducted	Number of ceremonies planned per quarter	4	2	1			
		Number of new citizens per quarter	#	46	61			
Quarterly Progress Update	Citizenship Ceremony conducted on 28 November 2019 with 61 new citizens naturalised.							

Program: C2108 Cemetery Services

Owner: Chris Weber / Corporate and Governance

Action	Our promise	How we will measure	Annual	Quarterly results			
Action	Our promise	now we will measure	Target	1	2	3	4
C2108.01	Deliver burial services at Tamworth, Barraba and Moonbi Lawn Cemeteries, Tamworth Columbarium – including May Garden and ten operational cemeteries in the region	Guidelines / regulations met each quarter - 100%	100%	0%	100%		
Quarterly Progress Update	 Burial and reservation detai Burials = 29 Ash internments = 9 Reservations = 9 	lls for the final quarter include:					



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2108.CW.001	Cemetery Capital Works	\$1,431,167	67%	On Track
	Works on cemetery construction continued in second quarter;			
	Road works and drainage on Showground Road saw extended delays due to failing sub grade - requiring multiple fixes;			
	Chapel roof completed;			
	Toilet completed;			
	The majority of turf and landscaped works completed; and			
	Estimated completion date is mid February 2020.			



Program: C2201 Entertainment Venues

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual		Quarterly	results		
Action	Our promise	now we will measure	Target	1	2	3	4	
C2201.01	To present local, regional, state, national and international productions through out the year.	Deliver the annual program of events for Council's Entertainment Venues	100%	25%	25%			
		Develop a Performing Arts Strategic Plan	100%		Annual 1	arget		
Quarterly Progress Update	season includes 28 even Australia, Bell Shakespea return to the city after a • Work continued on the p funding applications wer		touring pro Orchestra w d the 2022 nd	oductions ho will be	ductions including Opera			
C2201.02	To establish a cultural precinct in Tamworth CBD	TRC will advocate for this facility with updates to be provided on a quarterly basis	4	25	1			
Quarterly Progress Update	 The Business Case and Concept Designs for the city's new proposed Performing Arts Centre and Precinct went on public exhibition for a period of 28 days. The documents then returned to Council December and were unanimously adopted. A large turn out from the Performing Arts Community attended the meeting in support of the project; At that meeting Council also approved additional funding to go towards completing the Functional and Technical Design Brief which is the next step in getting the project 'shovel ready'; and While the Project was on public exhibition, during the Artstate Conference, a briefing of the Project was given to the State Arts Minster - the Hon Don Harwin, the Secretary for the Arts - the Hon Ben Franklin and the Member for Tamworth and Minister for Better Regulation and Innovation - the Hor Kevin Anderson. 						ty nal ject en	

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2201.CW.001	Entertainment Venues - Capitol Theatre Renewal Program	\$10,612	79%	On Track
	There are some small outstanding items in the Renewal Program which are being addressed post the Tamworth Country Music Festival.			
C2201.CW.002	Tamworth Town Hall renewal program No further work to be completed.	\$42,448	23%	Completed



Action	Description / Progress	Current Budget	Percentage spent	Status
C2201.CW.003	TRECC renewal program No further action on this work during the December quarter due to Christmas and Festival.	\$49,161	0%	On Track

Action and Event C2201.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	ganised for the 1 October to 31 December 2019		



Program: C2202 Library Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	Our promise	How we will measure	Target	1	2	3	4
C2202.01	Deliver library services and collections to the Tamworth Region, including the management of the Central North Regional Libraries (CNRL).	Number of visitors to the libraries in the Tamworth Region per quarter	160,000	38,984	34,309		
		Number new members in the Tamworth Region per quarter	1,200	514	453		
		Number of people attending library programs in the Tamworth Region (Adults and Children)	24,000	4,746	4,377		
		New Items added to CRNL	16,000	8,609	5,798		
		Loans managed in CNRL Region	320,000	81,528	61,604		
		Number of Loans in the Tamworth Region (electronic and physical)	200,000	54,589	49,089		
Quarterly Progress Update	closure period; • Electronic loans are doin	ns are always lower in the Dece g well and there are good num ted by ongoing drought; and	·			Christma	15

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2202.CW.001	Tamworth Library upgrades Expenditure on track. Defibrillator purchased for City Library/ Gallery building.	\$34,407	15%	On Track
C2202.CW.002	Central Northern Regional Library renewals and upgrades Resource expenditure is on track. Expenditure reflects a spike in the publishing industry that occurs prior to Christmas	\$379,568	69%	On Track

DPAOP Progress Update Report 1 October to 31 December 2019



Events

Action and Event C2202.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		

Program: C2203 Art Gallery and Powerstation Museum

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	(Quarterly	results	sults		
Action	our promise	Tiow we will illeasure	Target	1	2	3	4		
C2203.01	To deliver a diverse range of Art Gallery events and programs that are accessible and relevant to the community	Gallery attendance	22,000	16,205	14,430				
		Number of Gallery events and public programs	400	104	102				
		Art Gallery Exhibitions	20	7	8				
		Exhibitions by local and regional artists	12	4	6				
		Delivery of outreach art programmes	#	4	11				
		Number of new artwork acquisitions to the Tamworth Regional Gallery collection	#	67	70				
		Documentation of Council owned Gallery collections including cataloguing and digitisation recorded	#	5	3				



Action	Our promise	How we will measure	Annual	(Quarterly	results	
Action	our promise	now we will measure	Target	1	2	3	4
Quarterly Progress Undate	GALLERY ATTENDANCE						
Progress Update	exhibition spaces. This figur and external training sessio	r to 31 December 2019 there we e was complemented by worksh ns of 2356 generating an attend rs) at Ray Walsh House to the ex	ops in the ance of 83	gallery stu 53 for the	dio, exhib gallery. Th	ition ope ere were	_
	EXHIBITIONS						
	Gallery 1:						
	Exploded Textiles;						
	28 September to 1 Dece	mber 2019;					
	Wonders of the night sky December 2019;	y through our eyes: Tamworth R	egional Ast	tronomy C	ub - 7 Dec	ember to	31
	OUT OF THIS WORLD: His	ugh Oliveiro - 7 December to 31	December	2019;			
	Art-Word-Place: Arts No	rth West - 31 October to 8 Dece	mber 2019	9; and			
	Postcards from the Nort	hwest: Fran Wachtel - 14 Decem	ber to 31 [December	2019.		
	Ray Walsh House Communi	ty Space Exhibitions:					
	Bumbira Art and Culture	Program - 9 October to 7 Nove	mber 2019);			
	Walaayba (Home progra	m) - 9 November to 29 Novemb	er 201 9; ar	nd			
	Challenge Community Se	ervices Art Prize - 3 December 20	018 to 4 Jar	nuary 2020).		
	EDUCATION AND PUBLIC PR	ROGRAM TOTALS:					
	102 Education and Public	c Programs Events in this period	;				
	2356 participated in edu	cation programs in this period.					
	ACQUISITIONS						
	• 2019.06 – 2019.73;						
	Judy Cassab; and						
	Cultural Gift donations for	rom John Seed and Peter Kampf	ner.				
C2203.03	To deliver a diverse range of Museum events and programs that are accessible and relevant to the community	Implementation of Tamworth Regional Museum Engagement Strategy	100%		Annual T	arget	
		Overall Museum attendance	#	3,489	2,195		
		Documentation of Council owned museum collections including cataloguing and digitisation recorded	#	0	2		
		Education and public programs held	#	11	13		
		Participants and volunteers in programs	#	3,160	593		



			Ammund		2 aut aul		mwor
Action	Our promise	How we will measure	Annual Target	1	Quarterly 2	results 3	4
Quarterly	MUSEUM STATS						
Progress Update	Australian Country Music H	Iall of Fame					
	_	L December 2019 there were 14: ic Hall of Fame. The volunteers o e:					
	October - 757						
	November - 323						
	December - 331						
	Total = 1411						
	Tamworth PowerStation M	luseum					
	Tamworth PowerStation Mu attendances as special even the Museum.	L December 2019 there were 194 useum. Total attendance includi its was 784 people. The voluntee	ng, school g	groups, so	cial group:	s, Artstat	e
	October - 254						
	November - 398						
	December -132						
	Total = 784	Ch45 2405					
	TOTAL attendance PSM & A						
	TOTAL volunteer hours PSM	1 & ACMF = 3095					
	EDUCATION						
	Total number of public prog	rams = 13 at these public programs = 593					
	Total museum attenuance a	Triese public programs – 353					
C2203.04	To deliver a diverse range of public artworks across the Tamworth region	Implementation of the Tamworth Regional Council Public Art engagement strategy	100%	70%	25%		
		Number of new public artwork acquisitions to the Tamworth Region	#	0	4		
		Documentation of Council owned public art including cataloguing and digitisation recorded	#	1	4		
Quarterly	PROJECTION PUBLIC ART - A	ARTSTATE TAMWORTH					
Progress Update	Venues: 4 Locations;						
	Building Facade, 1 Fitzro Reko Rennie;	y Street, corner Kable Ave – Emr	na Stilts pr	ojection, V	arious art	works by	artist
	Tamworth Regional Galle	ery, 466 Peel St – Miranda Hecke ional Gallery's and the Art Galler	_				_
	Ray Walsh House, 435 – Archive; and	437 Peel St – Julian Mann, proje	ctions fron	n the Tamv	worth Film	& Sound	d
	Bicentennial Park – Dann	Bicentennial Park – Danny Stanley projection of Gomeroi dancers (Thursday only).					

DPAOP Progress Update Report 1 October to 31 December 2019



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
C2203.CW.001	Art Gallery Capital	\$45,013	46%	On Track
	TRANSMIT - Project Finalised;			
	A series of outdoor projections were delivered as part of the Artstate Tamworth program;			
	All the equipment required for this project has now been secured and the projectors have had an external box built for weather proofing and security; and			
	The Transmit grant has now been completed expended and the acquittal was sent to Create NSW in December 2019.			
C2203.CW.002	Museums Capital	\$14,197	84%	On Track
	POWERSTATION MUSEUM - EXHIBITION CASES & SIGNAGE			
	New exhibition cabinets were built and displays were ready for the 9th November City of Light anniversary celebrations;			
	Essential Energy has provided \$10,000 sponsorship to construct new display cabinets; and			
	The final combined budget is \$5,000 TRC and \$10,000 Essential Energy totalling \$15,000 for the display cases required at the museum and new signage.			



Plans and Strategies

Action	Description	Progress	Status
C2203.PLAN.001	Tamworth Powerhouse Museum Strategic Plan	Tamworth Regional Museums Engagement Strategy 2019- 2024.	On Track
		Tamworth Regional Museums have been successful through Create NSW for \$50,000 funding towards our museums for the Navigating Home project.	
		The project aims to:	
		Tell one unique story in each museum's collection that explores local identity and place, as part of the wider story our region's history;	
		Transcend the viewer from passive observation to active participation by providing engagement with exhibitions and artist workshops;	
		Engage specialists in the field to generate quality exhibition design, website and social media components;	
		Provide opportunities to investigate each museum's collection and the associated collection stories;	
		Capture new audiences, who would not typically seek out exhibitions or collections, especially young people and provide exposure to, and engagement with, meaningful exhibitions and programs; and	
		Provide access to and engagement with each museum collection to educate and create greater community understanding.	
		Each museum involved in the project will focus on one aspect of their collection that assists to communicate the unique identity of the region.	
		The museums/collections identified include:	
		Tamworth Powerstation Museum;	
		Australian Country Music Collections;	
		Rocks, Gems, Minerals and Fossil Collections;	
		Moonbi Museum Agricultural Collection; and	
		Tamworth Regional Film and Sound Archive.	
		Highlights from around the LGA relating to our regional museums for this quarter included:	
		National Guitar Museum new exhibits and the Wax Museum renovations, upgrades and cleaning;	
		Museum database eHive transfer for all Council museum collections in progress;	
		•The Australian Country Music Hall of Fame 2020-2024 Strategic Plan has been finalised;	
		Regional Arts Fund (RAF) grant successful to support the exhibits at the new Tamworth Regional Astronomy and Science Centre; and	
		Museums Volunteer Training Day – best quality guided tours – Thursday, 31 October.	



Action	Description	Progress	Status
C2203.STRATEGY.0 01	Public Art Engagement Strategy 2016-2021	PROJECTION PUBLIC ART - PUBLIC ART ENGAGEMENT STRATEGY	On Track
		During the last quarter Tamworth hosted Artstate:	
		Venues: 4 x Projection Animations;	
		Building Facade, 1 Fitzroy Street, corner of Kable Ave – Emma Stilts projection, various artworks by artist Reko Rennie;	
		 Tamworth Regional Gallery – Miranda Heckenberg and Andrea Bruno projection, images from the Tamworth Regional Gallery's and the Art Gallery of New South Wales textiles collections, Miranda Heckenberg, projections from the Tamworth Film & Sound Archive; and 	
		Bicentennial Park – Danny Stanley projection of Gomeroi dancers (Thursday, 31 October only).	

Action and Event C2203.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	There were no major events organised for the 1 October to 31 December 2019 reporting period.		



Program: C3101 Community Safety and Crime Prevention

Owner: Sam Lobsey / Planning and Compliance

Action	Our promise	How we will measure	Annual		Quarterly	results	
Accion	Car promise	mow we will measure	Target	1	2	3	4
C3101.01	Respond and take action on community raised requests regarding the safety of the community	Implementation of Graffiti Management Plan Actions	100%	100%	75%		
		Percentage of requests responded to within 3 business days. (Animals, Overgrown Blocks, Illegal Activities)	80%	100%	100%		
		Number of CCTV requests received from Police	#	20	24		
Quarterly Progress Update	 The 2017 - 2022 Crime Prevention Plan was adopted by Council on 10 October 2017. The Graffiti Management Plan was adopted on 27 June 2017. All targets and KPI's are being met for both Plans. Community safety concerns are being addressed as outlined in the Plans. In conjunction with the Police and other community stakeholders, proactive initiatives are also being implemented to address crime. 						
C3101.02	Enforce parking regulations in accordance with the Australian Road rules	Number of school zones patrolled per period	#	108	81		
Quarterly Progress Update	 The parking rangers conducted daily patrols of the CBD area for the enforcement of the Australian Road Rules, concentrating on the high traffic and pedestrian areas. Officers will adjust patrols to accommodate complaints of parking issues in the CBD, such as the Bus, Taxi and Disable parking zones. The officers also conducted patrols of the region's school zones during the school term every Tuesday and Thursday morning or afternoon, this being two schools per patrol. The rangers also conducted ad-hoc patrols of the schools during this period. In total, 81 school patrols were conducted during this period, with 10 infringements being issued. Patrols of areas that have been considered contentious were also implemented by the parking officers, areas such as In St, Out St and Bridge St around Baiada and the airport car parks. 						
	Officers issued 285 infrin	ngements for parking offences fo	r the perio	d 1/10/19	to 31/12,	/19.	
C3101.03	Respond to regulatory requests regarding abandoned vehicles	Number of abandoned vehicles reported per quarter	#	27	47		
Quarterly Progress Update		31/12/19, the Ranger unit receiv % were completed within 14 day		regarding	abandon	ed vehicl	es in a



DPAOP Progress Update Report 1 October to 31 December 2019

Page **41**



Plans and Strategies

Action	Description	Progress	Status
C3101.PLAN.001	Graffiti Management Plan 2017-2022	The 2017 - 2022 Graffiti Management Plan was adopted by Council on 27 June 2017. All targets and KPI's are being met;	On Track
		 Diversion projects and enforcement strategies are continually being implemented to target unlawful acts of graffiti; and 	
		 The 2019 Graffiti Removal Day was held on 27 October. The Tamworth BMX Club grounds were identified as a suitable location to conduct activities. 	
C3101.PLAN.002	Tamworth Regional Council Crime Prevention Management	The 2017 - 2022 Crime Prevention Plan was adopted by Council on 10 October 2017. All targets and KPI's are being met.	On Track
Plan	Plan	Notification was received on 22 October 2018 from the New South Wales Department of Justice advising that the Tamworth Regional Council Crime Prevention Plan was successfully adopted as a Safer Community Compact. The Plan will remain a Safer Community Compact for a period of three years.	

Action and Event C3101.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		



Program: C3102 Companion Animals

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	Our promise How we will measure	Annual	Quarterly results				
Action	our promise	THOW WE WINTHEADATE	Target	1	2	3	4	
C3102.01	Maintain the TRC Animal Pound	80% of all dogs taken to pound are returned or rehomed	80%	57%	61%			
		50% of all cats taken to the pound are returned or rehomed	50%	15%	40%			
Quarterly Progress Update	Animal Control activities for the period of 1/10/19 - 31/12/19: • 421 animals were either seized, brought to the pound (BTP) or surrendered; • Cats (seized 0, BTP 126, Surrendered by owner 5) Dogs (seized 53, BTP 225, surrendered 20); • 228 animals (54.16%) were either returned to the owner, sold or released to an organisation; cats 51 (40.48%), dogs 177 (61.46%).							

Plans and Strategies

Action	Description	Progress	Status
C3102.PLAN.001	Strategic Companion Animal Management Plan (SCAMP) 2012-2015	The Management Plan is being reviewed to reflect changes in Companion Animal Management in the Council area. Of note in the new plan are the updated details regarding the leash free areas. Furthermore, the focus on the Dog Gala Day, Free Microchipping Day and any other responsible companion animal ownership programs are actively discussed in the SCAMP meetings.	On Track

Action and Event C3102.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	ganised for the 1 October to 31 December 2019		



Program: C3103 Environment and Health Services

Owner: Sam Lobsey / Planning and Compliance

Services

Action	Our promise	How we will measure	Annual	Quarterly results					
			Target	1	2	3	4		
C3103.01	To ensure local food premises through inspections are meeting their legal food safety requirements	All food premises located in the Tamworth Region requiring an inspection will be inspected at least annually	100	Annual Target					
Quarterly Progress Update	27 Inspections were conduc	ted on food premises for the re	porting per	iod of Dec	ember.				

Program: C3201 Floodplain management

Owner: Peter Resch / Regional Services

Action	Our promise	How we will measure	Annual	Quarterly results				
Action	our promise	Tiow we will integrate	Target	1	2	3	4	
C3201.01	Management of flood liable land	Provision of management plans identifying urban floodplain risks:	1	Annual Target				
		Tamworth Floodplain Risk Management Strategy & Plan, based on 2019 Tamworth Citywide Flood Investigation (2017/2018 Manilla FPRMS&P due for completion in Qtr1, Barraba FPRMS&P due) for completion in Qtr 3.						
Quarterly Progress Update	The Tender for the Tamworth City Wide Floodplain Risk Management Study and Plan was run. Three (3) submissions were received. In discussion and review with OEH, Sydney based firm, Hydrospatial have been selected as the preferred contractor. The Contractor has been formally engaged at the end of January and should commence their work in early February;							
	Stormwater managemer been progressed yet. We	The East and North Flood Study is well underway and should be completed near the end of March 2020; and Stormwater management Plan review/Updates for Tamworth, Kootingal, Manilla, Barraba have not been progressed yet. We are looking to roll these all into one project and go out to a consultant prior to the end of the financial year.						



Program: C3202 Emergency Services

Owner: Peter Resch / Regional Services

Action	Our promise	How we will measure	Annual Target	Quarterly results				
Action	our promise	THOW WE WINTHEADURE		1	2	3	4	
C3202.01	Coordinate Council response and assist combat agencies during emergencies and disasters	Meet statutory requirements of Local Emergency Management Officer (LEMO) requirements	100%	100%	100%			
Quarterly Progress Update	 Severe fire conditions experienced across the summer, with Section 44 and State of Emergency Declarations across November and December. Council provided significant support, particularly with water carting operations, and traffic management during the Moonbi fire (which closed the New England Highway for several days); 							
	Local Emergency Management Committee continues to meet regularly and function well; and							
	Planning for the Tamworth Country Music Festival (CMF) was undertaken, with pre-event emergency coordination meetings held. A security consultant was engaged to review CMF arrangements for hostile incident mitigation.							



A Prosperous Region

Program: P1101 Tamworth Regional Economic Development

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	Quarterly results				
P1101.01	To implement actions and report on Council's Regional Economic Development Strategy "Tamworth Tomorrow"	Complete annual review of Regional Economic Development Strategy - Tamworth Tomorrow (2017/2018 Measure Implementation of Tamworth Tomorrow 2017/18 Actions)	100%	1 2 3 4 Annual Target			4	
Quarterly Progress Update		cly reviewed. Sted after Blueprint 100 released rrow prior to the current report		•				
P1101.02	To build relationships with local businesses and facilitate opportunities for growth	Business satisfaction with services offered by Council – industry survey	1	Annual Target				
		Monthly newsletter to industry outlining opportunities and economic activity of the region	12	0	3			
Quarterly Progress Update	 Relationship development is a key priority; Festival Friendly Business Program launched for January; Retail vacancy survey updated quarterly; Monthly newsletter circulated; and Additional 7 email opportunities/ information circulated in this quarter. 							



Plans and Strategies

Action	Description	Progress	Status
P1101.STRATEGY.0 01	Tamworth Regional Council Economic Development Strategy - Tamworth Tomorrow	The Tamworth Regional Economic Development Strategy – Tamworth Tomorrow' continues to be used as the guiding document for the direction of economic development activity for the city. Economic development staff continue to update and implement actions and plans for future opportunities, now aligning these to the Blueprint 100 priorities; There has been considerable work undertaken on projects including business engagement, university presence, airport / pilot projects/ Blueprint 100 and Glen Artney Enterprise area, plus a quarterly updated retail vacancy audit; and Review of Tamworth Tomorrow will continue to be undertaken over the next 12 months, pending outcome of Blueprint 100, to ensure we are ready to launch a new document on expiry of this strategy in 2021.	On Track



Program: P1102 Landuse and Infrastructure planning will support future development at appropriate sites

Owner: Sam Lobsey / Planning and Compliance

Action	Our promise	How we will measure	Annual Target	Quarterly results					
Action	our promise	Tiow we will illeasure		1	2	3	4		
P1102.01	Maintain and update strategic land use plans	Number of planning proposals prepared and submitted to the Department of Planning & Environment	#	0	3				
		Number of amendments to the Development Control Plan are prepared	#	0	2				
Quarterly Progress Update	A number of planning proposals and master plans were processed through various stages from October to December 2019;								
	A revised planning proposal for 55 Dampier Street - 21 Wallamore Road was submitted and received a conditional Gateway Determination to proceed to exhibition;								
	Oaklands planning proposal was reported to Council and approved for making under Delegation;						;		
	The planning proposal to rezone various lots at Greg Norman Drive and Manilla and prohibit parks in the RE2 zone received a Gateway Determination to proceed to public exhibition;						t caravan		
	Significant progress has been made on this process of the Glen Artney structure plan master-planning for Arcadia and Stratheden. Water Sensitive Urban Design DCP is being formulated; and								
	Planning Proposal relating to Banalasta paused at this time pending further information.								



Program: P2101 Promote the region as a destination for relocation

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual Target		Quarterly results			
	our promise			1	2	3	4	
P2101.02	Advocate, as part of membership of Regional Cities NSW, for growth, regional infrastructure and investment		4	0	0			
Quarterly Progress Update	Regional Cities has received a presentation about Evocities and is developing a program for regional population growth and investment. This remains a work in progress.							

Action and Event P2101.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		



Program: P2102 Promotion of the region as a tourist destination

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual	(Quarterly	results		
Action	Our promise	now we will measure	Target	1	2	3	4	
P2102.01	To promote the region as a destination to visit	Visitation numbers to the Visitor Information Centre	100,00 0	15,984	0			
		Implementation of Destination Tamworth Marketing actions for 2019/20	100%	25%	0%			
		Visitor satisfaction with Tourist Information Centres in our region.	2	1	0			
		Surveys completed throughout the year and online surveys conducted around events						
		Community satisfaction with Council run / supported local events. 2 surveys completed	2	1	0			
	Update and maintain the Regional Events Calendar Annual T					arget		
Quarterly Progress Update		ing reviewed; / being updated; chandise selling well; ived; n launched; and						
P2102.02	To deliver a successful TCMF and identify opportunities to grow the TCMF brand all year round, locally, nationally and internationally	Implementation of the Tamworth Country Music Festival strategy actions for 2019/20	100%	25%	0%			
		Regular updates to Tamworth TV	24	3	0			
		Establish a committee to assist with the planning of the 50th Festival – 2022	100%	6 Annual Target				

DPAOP Progress Update Report 1 October to 31 December 2019



Action	Our promise	How we will measure	Annual		Quarterly	results	
riction	our promise	THO WE WIN THE GOAL C	Target	1	2	3	4
		Engage local stakeholders in the music industry through Country Connect	100%		Annual Target		
Quarterly Progress Update	enthusiasts and young adve	eliver a Tamworth Country Musi enturers, increasing visitation to audiences of grey nomads and c	Tamworth	for the Fe			

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
P2102.CW.001	Tamworth Regional Astronomy and Science Centre	\$1,922,576	3%	On Track
	The Amenities building has been installed and commissioned as of 24/01/2020;			
	The ASP3 electrical design has been submitted to Essential Energy for final approval; and			
	The Astronomy Centre design is at 90%.			

Events

Action and Event P2102.EVENTS.001	Progress	Start	End
Northern Inland Centre of Sporting Excellence Open Day	Events assisting Parks and Rec with the opening of the NICSE Open day	12/10/2019	12/10/2019
Fiesta La Peel	The 2019 Fiesta La Peel event saw 35 countries represented by food, 24 countries represented by entertainment, 14 countries represented by craft/retail, with a total of 54 countries on show at the event. Stall holders travelled from Tamworth, Gunnedah, Armidale, Coffs Harbour and Port Macquarie. Approximately 20,000 people attended the successful event.	19/10/2019	19/10/2019
Tamworth Regional Sports Awards	Sports Awards held at West Leagues Terrace area. TRC partnered with Intersport and 92.9 to host a sold out event. Council received 84 nominations from the sporting community.	30/10/2019	30/10/2019
Lighting of the Christmas Tree	The annual Christmas tree event was held in Fitzroy Plaza. TRC partnered with Tamworth Business Chamber for a Shop Local promotion car giveaway on the night. The event included market stalls, kids activities, live music and a visit from Santa. A competition to guess how many baubles on the tree was also run to engage the community.	05/12/2019	05/12/2019



Action and Event P2102.EVENTS.002	Progress	Start	End
TCMF: Star Maker	Applications have closed with 100 entries received. Top 10 to go through interview process.	07/01/2019	30/06/2020
TCMF: Festival Official Guide	Advertising closes Nov 1. Finished product arrived in Tamworth Dec 13 2019. Over 1000 presales.	01/07/2019	26/01/2020

Program: P3101 A Region for Education and Training

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual	(Quarterly results		
rection	our promise	THO WE WIN MEASURE	Target	1	2	3	4
P3101.01	Council will support and advocate for a university campus in the region and the delivery of face to face tertiary courses	TRC will advocate for this service, updates to be provided on a quarterly basis	4	1	1		
Quarterly Progress Update		ng with the Australian Governme will continue to push for a full u		_			
	A decision about federal	government funding is still pend	ding; and				
	,	ngland is formalising its business be presented to Council in the fi		,	,	ers Tamw	orth

Program: P4101 Intermodal facility in Tamworth

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	(Quarterly	results	
Action	our promise	TIOW WE WIN INCUSURE	Target	1	2	3	4
P4101.01	To establish an intermodal facility in Tamworth	TRC will actively pursue for this facility in Tamworth, updates to be provided on a quarterly basis	4	0	1		
Quarterly Progress Update	The NSW Government, v the detailed design;	with Transport for NSW, John Ho	lland Rail a	nd Qube a	re workin	g to final	ise
	 There remains a high level of cooperation between all parties, meetings have been held regularly between all parties and the project is progressing well; and 						
	A Project Control Group	has been established with Graen	me McKenz	zie the pro	ject mana	ger.	



Program: P4102 Tamworth will pursue a place as a freight entry and exit port for NSW

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	Quarterly results				
7 (011011	o an promise		Target	1	2	3	4	
P4102.01	To facilitate the Airport Master Plan to enable direct landing and departure of international movements.	TRC will advocate for this service, updates to be provided on a quarterly basis.	4	0	1			
Quarterly Progress Update	Tenders will be called in	The activity will be included in the new Tamworth Regional Airport Master Plan. Tenders will be called in the first quarter of the 2020 calendar year for the generation of a new Airport Master Plan which will include an international freight component.						



An Accessible Region

Program: A1101 Sealed Roads

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual						
71011011	ou. promise	THE TIME THE	Target	1	2	3	4		
A1101.01	Sealed Roads: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities	Number of inspections undertaken	400	172	182				
		Number of high risk defects identified	#	0	0				
		Number of high risk defects addressed	#	0	0				
Quarterly Progress Update	182 inspections carried o No high risk defects iden	out; 85 defects raised, 242 defec	ts were cor	mpleted.					

Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.001	Pavement Renewal program - Northern Stabilisation works on Trevallyn Road and Borah Road have been identified and budget adjustments now completed. This will expend all budget allocations with works anticipated to commence in March 2020.	\$572,065	4%	On Track



Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.002	Pavement Renewal Program - Southern	\$3,197,438	31%	On Track
	Stabilisation works have been completed on 2 sections of Daruka Road;			
	Pavement stabilisation works on Watsons Creek Road are scheduled to commence 4 Feb 2020 with water resources now available at site;			
	Deep lift asphalt works have been completed at the intersection at Burgmans Lane and Werris Creek Road, travel lanes in Marius Street from Darling St to Maquarie St and the section of Jewry St from Manilla Road to Marius St;			
	 Further Asset Renewal projects have been identified and estimates are being prepared to enable budget adjustments with works programmed to be completed before June 2020; and 			
	 Multiple crews from the construction area are now being allocated works to enable completion of these projects. 			
A1101.CW.003	Sealed Roads Reseal Program	\$2,508,548	11%	On Track
	 Resealing is now programmed for 70,000m² of Tamworth Streets, 74,000m² of rural roads in the Tamworth area and 72,400m² in Barraba/Manilla; 			
	These works have been programmed by Council's contractor to commence from Feb 17, 2020 and be completed before April 2020; and			
	Allocation of remaining funds is being investigated for inclusion in Asset Renewal works.			
A1101.CW.004	Regional Road - Reseal Program	\$1,866,693	55%	On Track
	Gravel renewal works have been included in this budget on Rangari Road and Bundarra Road;			
	Stabilisation works have been identified on Jewry Street from Lockheed St to the overpass on Britten Road and the anticipated Budget for these projects will expend all available funds.			
A1101.CW.005	Road Infrastructure program upgrades	\$883,429	28%	On Track
	 Causeway approach and intersection approach sealing works progressing well, with numerous sites already completed. These works are expected to be undertaken progressively throughout the remainder of the year; 			
	Davidsons Lane curve realignment has had the new road location identified, and negotiations are currently underway with the adjacent property owners to enable the required land acquisitions to proceed.			



Action	Description / Progress	Current Budget	Percentage spent	Status
A1101.CW.006	Classified Roads - repair projects	\$866,076	66%	On Track
	Connors Creek Bridge reconstruction is now complete;			
	Reconstruction works on Jewry St between Ebsworth and Lockheed St are scheduled for the first half of 2020.			
A1101.CW.007	Local Roads Construction	\$13,038,162	13%	On Track
	Bligh Street reconstruction works have commenced, with water mains relocation nearing completion, and road pavement rehabilitation expected to commence in early 2020;			
	Design works are nearing completion for both the Garden Street Roundabout, and the Country Road Roundabout, with construction works expected during the first half of 2020;			
	Pavement reconstruction has commenced on Garoo Road, with further works anticipated (across various sections of that road) throughout the year; and			
	Design work is substantially complete for the Bowlers Lane upgrade, with construction expected to commence early in 2020.			



Program: A1102 Unsealed Roads

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual	(Quarterly	results	
Action	our promise	THOW WE WIN INCOSURE	Target	1	2	3	4
A1102.01	Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	500	395	115		
		Number of high risk defects identified	#	0	0		
		Number of high risk defects addressed	#	0	0		
Quarterly Progress Update	Unsealed Roads, 115 inspective were identified.	tions carried out, 38 defects rais	sed, 38 def	ects compl	eted, 0 hi	gh risk de	efects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1102.CW.001	Gravel renewal program - Northern Gravel renewal works were completed on Borah Road, Rangari Road and Bundarra Road.	\$823,413	34%	On Track
A1102.CW.002	Gravel renewal program - Southern Gravel renewal works were completed on Hanging Rock Lookout Road.	\$1,373,596	37%	On Track



Program: A1103 Cycleways and Footpaths

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
Action	our promise	THOW WE WIN THEUSUIC	Target	1	2	3	4	
A1103.01	Cycleways and Footpaths: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	100	18	355			
		Number of high risk defects identified	#	0	0			
		Number of high risk defects addressed	#	0	0			
Quarterly Progress Update		355 Segments, 36 Streets inspected, 8 defects raised, 1 defect was completed; No high risk defects identified.						

Action	Description / Progress	Current Budget	Percentage spent	Status
A1103.CW.001	Pedestrian improvement works	\$2,469,767	33%	On Track
	The first stage of the Goonoo Goonoo shared path construction is now complete. The second stage of these works was delayed awaiting final design of the proposed upgrade of Goonoo Goonoo Rd by the RMS. This has now been resolved, and construction of the remainder of this cycleway is anticipated during the first half of 2020; Forest Road cycleway had commenced construction, and is approximately 75% complete. The final stage of these works is dependant on access to the adjacent Crown land, which is currently being negotiated; and The major cycleway expansion funded by Cycling Towns has now commenced construction, with the first sections being built in west Tamworth, in			
	the vicinity of Peel High School. Work is progressing well.			



Action	Description / Progress	Current Budget	Percentage spent	Status
A1103.CW.002	Footpath construction Additional footpath funding was allocated late in 2019 following Federal Government announcement of a major drought related grant. TRC staff members are currently preparing an Expression of Interest and quotation packages to enable these works to be undertaken during the first half of 2020.	\$80,000	0%	On Track

Plans and Strategies

Action	Description	Progress	Status
A1103.PLAN.001	Tamworth Regional Bike Plan 2014	Tamworth Regional Bike plan has been incorporated into the draft Active Transport Strategy, to be presented to Council late in 19/20;	On Track
		The draft Strategy has been aligned with Council's Blueprint 100 vision and priorities to ensure a consistent strategic approach is achieved for active transport infrastructure.	
A1103.PLAN.002	Tamworth Regional Pedestrian Access and Mobility Plan	Tamworth Regional Pedestrian Access and Mobility Plan has been incorporated into the draft Active Transport Strategy, to be presented to Council by April 2020;	On Track
		The draft Strategy has been aligned with draft Blueprint 100 vision and priorities to ensure a consistent strategic approach is achieved for active transport infrastructure.	



Program: A1104 Bridges

Owner: Peter Resch / Regional Services

Services

Action	Our promise How we will m	How we will measure	Annual	Quarterly results				
7.00.0	our promise	11011 110 11111 1110 00 0110	Target	1	2	3	4	
A1104.01	Bridges: Undertake regular inspections to identify defects and prioritise, schedule, and complete maintenance activities to address high risk defects identified within the available budget	Number of inspections undertaken	20	11	6			
		Number of high risk defects identified	#	0	0			
		Number of high risk defects addressed	#	0	0			
Quarterly Progress Update	6 inspections completed. 6	defects raised, 6 defects comple	ted, no hig	h risk defe	cts identif	fied.		

Action	Description / Progress	Current Budget	Percentage spent	Status
A1104.CW.001	Bridge Renewal Program	\$546,160	43%	On Track
	Connors Creek Bridge replacement now complete;			
	Planning work has commenced for the next round of bridge replacements, to ensure that Council is well placed to benefit from future grant opportunities;			
	Grant applications have been submitted for Benama Bridge and Fishers Bridge under the Fixing Country Roads Program, and for Retreat Bridge under Fixing Local Roads Program. Notification of the outcome of these applications is expected early 2020; and			
	Funding allocated to the replacement of Copes Creek and Teatree Creek Bridges. Construction expected to commence early 2020.			
A1104.CW.002	Major Bridge Construction Works Jewry Street Bridge duplication is complete.	\$508,845	101%	Completed



Action	Description / Progress	Current Budget	Percentage spent	Status
A1104.CW.003	Manilla Low Level Bridge Design and project development proceeding well. First draft of REF (Review of Environmental Factors) should be available by end of January. Most significant issue is likely to be noise. The plan is then to meet with affected property owners to work through issues and look at options; and The tender for design and construction of the bridge expected to go to market in late February, subject to managing issues out of REF. Otherwise, the project is developing very well.	\$5,657,951	15%	On Track

Program: A1105 Car Parking

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	How we will measure	Annual		Quarterly	results	
Action	our promise	now we will incusure	Target	1	2	3	4	
A1105.01	Provide adequate off street car parks in Tamworth CBD	Increase utilisation of long stay car parks (% utilised)	#	61%	61%			
Implementation of the Car parking Strategy Year One actions 100% Annual Target								
Quarterly Progress Update	pavement repairs, sealin disabled parking and acc completed. Landscaping more favourable; • Further expansion of particle to be presented to 0	The upgrade of the Gipps Street Car Park is now complete, with additional lighting, kerb renewal, pavement repairs, sealing works, improved security camera quality and coverage, the addition of disabled parking and access, line marking, tree removal, traffic calming, signage and median infill completed. Landscaping works around the car park have been deferred until climatic conditions are						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A1105.CW.001	Car park capital works Gipps St car park construction is substantially complete including lighting and CCTV upgrades. Landscape planting has been postponed due to the drought and the final seal and line-marking is due in third quarter 2019/20; Peel St long vehicle car park is due for construction in Q4 2019/20.	\$406,024	34%	On Track

DPAOP Progress Update Report 1 October to 31 December 2019



Plans and Strategies

Action	Description	Progress	Status
A1105.STRATEGY.0 01	Car Parking Strategy.	Public exhibition of the draft Strategy commenced in December 2019, and concluded early February 2020;	On Track
		Feedback from the consultation period will be incorporated into the final version and presented to Council late February for adoption.	

Program: A2101 Expand Airport Services and the Aviation Industry

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	How we will measure	Annual		Quarterly	results	
			Target	1	2	3	4	
A2101.01	To deliver a regional airport with a reputation for safety, comfort and reliability	Operate Airport in accordance with Civil Aviation Safety Authority (CASA) rules and regulations and Office of Transport Security Act and Regulations	100%	25%	25%			
Quarterly Progress Update	The new Instrument Lan	 Tamworth Regional Airport continues to comply with all regulatory requirements; The new Instrument Landing System is functioning as required; and The terminal continues to meet the needs and expectations of users. 						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
A2101.CW.001	Airport - Capital works	\$1,964,472	3%	On Track
	The new security equipment is to be procured by tender. The tender will be issued in the first week of February.			
A2101.CW.002	Airport Terminal Extension	\$99,111	12%	On Track
	The works have been completed. The Defects Liability Period has concluded with no outstanding matters. All matters have been attended to;			
	The release of the balance of the security deposit has been completed.			
A2101.CW.003	Instrument Landing System (ILS) upgrade	\$706,322	21%	Completed
	Works completed with the new ILS fully functional.			
A2101.CW.004	Airport - Main Apron Extension	\$26,120	0%	Completed
	Works completed.			

DPAOP Progress Update Report 1 October to 31 December 2019



Plans and Strategies

Action	Description	Progress	Status
A2101.PLAN.001	Tamworth Regional Airport Master Plan	Tenders for the generation of a new Tamworth Regional Airport Master Plan will be called in the first quarter of the 2020 calendar year; The current Master Plan has been subject to a peer review. A workshop has been held with Councillors for their input as a first stage of the new Master Plan's development.	On Track

Program: A2201 Public and Community Transport Services

Owner: John Sommerlad / Business and Community

Services

Action	Our promise	How we will measure	Annual	Quarterly results			
	113 113 113 113 113 113 113 113 113 113	Target	1	2	3	4	
A2201.01	Advocate for improved and expanded public and community transport within the Region	TRC will advocate for this service; updates to be provided on a quarterly basis	4	1	1		
Quarterly Progress Update		worth/Brisbane/Tamworth pass on to daily services provided by F	-		rch. Three	services	per
A2201.02	Advocating for an extension of the Newcastle to Scone rail service to Tamworth	TRC will advocate for this service, updates to be provided on a quarterly basis	4	0	0		
Quarterly Progress Update	Work in this area will need	to be considered as part of a mu	ıch broader	public tra	nsport re	view.	

Action	Description / Progress	Current Budget	Percentage spent	Status
A2201.CW.001	Country Passenger Transport Infrastructure Grants Scheme (CPTIGS)	\$133,096	96%	Completed
	CPTIGS program complete, with various bus shelters and bus stops installed across the region.			



Program: A2301 Traffic Management

Owner: Peter Resch / Regional Services

Services

Action	Our promise	Our promise How we will measure	Annual	Quarterly results				
7.00.011	our promise		Target	1	2	3	4	
A2301.01	Facilitate the meeting of the Local Traffic Committee meetings to discuss and recommend solutions for identified road safety and traffic planning issues	Recommendations completed within 6 weeks of Council endorsement	100%	100%	95%			
Quarterly Progress Update	The Local Traffic committee meeting will be Wednesday	continues to function effectivel 5 February 2020.	y. Meeting	s are held	each mon	th. The n	ext	

Program: A3101 Facilitate access to state of the art technology and communications for all residents and businesses living in the region

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual	Quarterly results				
			Target	1	2	3	4	
A3101.01	To advocate for the implementation of the NBN across the entire region and for technology to support business and lifestyle in our community	TRC will advocate for this service; updates to be provided on a quarterly basis	4	1	1			
Quarterly Progress Update	The NBN has been installed	across the region.						



A Region for the Future

Program: F1101 Maintain, upgrade and renew stormwater infrastructure

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual	Quarterly results			
Action	our promise	now we will measure	Target	1	2	3	4
F1101.01	Maintain, upgrade and renew stormwater infrastructure	Number of inspections undertaken on assets > 50 years age	80	78	4		
		Number of high risk defects identified on assets > 50 year age	#	1	0		
		Number of high risk defects addressed on assets > 50 years age	#	1	0		
Quarterly Progress Update	4 inspections undertaken, 0 need to be assessed.	high risk hazard found. A numb	er of unco	vered pipe	inlets we	re found	and

Action	Description / Progress	Current Budget	Percentage spent	Status
F1101.CW.001	Drainage renewal program Causeways completed but waiting on final seals; Kia Ora Lane, Duri Winton Road, Pendene Lane started.	\$403,366	41%	On Track
F1101.CW.002	Drainage Strategic Capital North and East Drainage Study draft report expected in early 2020.	\$80,000	60%	On Track



Program: F1102 Asset Management

Owner: Bruce Logan / Water and Waste & Peter Resch / Regional Services

Action	Our promise	How we will measure	Annual	(Quarterly	results	
Action	our promise	THOW WE WINTHEUSUIC	Target	1	2	3	4
F1102.01	Coordinate and assist the actions of Asset Owners to ensure continued improvement of asset management across the organisation	Facilitate the completion of scheduled actions from the Asset Management Strategy in accordance with an agreed program	100%	100%	75%		
		Asset Management Reference Group (AMRG) Meetings	12	3	6		
Quarterly Progress Update	Progress reports on Wor Progress reports on Asb Progress report on 2019 Progress report on Strate	Progress reports on Asbestos Register and Fire Safety;					



Action	Description / Progress	Current Budget	Percentage spent	Status
F1102.CW.001	Regional Buildings Asset Renewal Program	\$1,394,591	27%	On Track
	The following projects were completed:			
	Manilla-small & large Town Hall, renewal of courtyard roof;			
	Tamworth 218 Peel Street - painting & structure renewal;			
	Tamworth Mechanics Institute - aircon renewal;			
	Loomberah Hall - floor reseal;			
	Dungowan Hall - roof renewal;			
	The following projects are currently in progress:			
	Dungowan Hall - renewal of air conditioner;			
	Tamworth 6 Denne Street - external painting;			
	Barraba Showground – painting;			
	Barraba Showground - renewal of fittings and fixtures; and			
	Tamworth Ray Walsh House - CCTV renewal.			
	Quotation process completed:			
	Tamworth Ray Walsh House - reseal balcony level 5;			
	Tamworth Community Centre - replace air conditioner;			
	Tamworth ACMF - renewal of internal & external lights;			
	Tamworth Community Centre - renew roof safety access system; and			
	Tamworth TRYC - irrigation renewal.			
F1102.CW.002	Regional Halls & Facility Improvements Program	\$85,973	50%	On Track
	A total of eleven Facility Improvement Fund applications were approved for Section 355 Committee.			
F1102.CW.003	Barraba community buildings	\$5,766	1%	Completed
	Operations commenced from 'one stop shop' in April 2019.			



Plans and Strategies

Action	Description	Progress	Status
F1102.STRATEGY.0 01	Asset Management Strategy 2017-2027.	In the Asset Management strategy document for 2017- 2027 there are 11 strategies which the Asset Management Reference Group will be working on to improve Asset Management. Underpinning the strategies is the improvement plan which has 11 practice areas.	On Track
		An Improvement program has been developed for 2020 which has the following focus areas:	
		Information and systems:	
		Continued implementation of Work Order systems;	
		Continual improvement of asset register attribute data; and	
		Implementation of pavement management system.	
		Asset Life cycle Management:	
		 Implementation of a strategic asset management system; 	
		Implementation of Asset Management plans.	
		Accountability and Direction:	
		Review of asset management policy;	
		Continual focus on buildings asset management.	



Program: F1103 Strategic Planning

Owner: Sam Lobsey / Planning and Compliance

Action	Our promise	How we will measure	Annual		Quarterly results		
Action	our promise	now we will measure	Target	1	2	3	4
F1103.01	To support potential industrial, residential and commercial land expansion particularly in the region	Preparation of the Blueprint 100 (Blueprint)	100%	25%	50%		
Quarterly Progress Update	Statement) to draft stage A report was presented documents for exhibition Work on the Arcadia, Hill charrette series developed.	 The Blueprint process was intensified with the formulation of Parts 1 & 2 (Local Strategic Planning Statement) to draft stage for consideration of Council at its Ordinary Meeting of 17 December 2019; A report was presented to the 17 December 2019 Meeting where Council resolved to adopt the documents for exhibition in early 2020; Work on the Arcadia, Hills Plain and Stratheden major land releases is continuing through the rolling charrette series developing master plans to lift the standard of urban design; The Glen Artney structure planning has evolved as infrastructure and marketing strategies continue to be developed; and 					
F1103.02	To ensure effective use of development contributions	Value of section 7.11 and section 7.11A development contributions received	\$ \$	\$76,948	\$626,151		
Quarterly Progress Update	contributions were recei received; and The receipt of \$.7.11 and from some big developm	per to December 2019 a total of ved and \$1,381,854 in S.64 water is 5.7.12 income is now on track chents coming to fruition. Similarly with income projections.	er and wa	ste-water l	head-works ed significar	were	



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
F1103.CW.001	Fitzroy Street - Redevelopment	\$778,097	45%	On Track
	Works are ongoing:			
	Tree vaults installed included 4 advanced trees;			
	Paving repaired;			
	Street furniture manufactured;			
	5 of 9 living umbrellas Installed;			
	Remaining 4 umbrellas and tree bench seats to be installed after TCMF (Note Misting and Irrigations Systems not installed until relaxation in water restrictions); and			
	Tactile markers to be installed post TCMF.			

Plans and Strategies

Action	Description	Progress	Status
F1103.PLAN.001	Tamworth Regional Development Control Plan 2010	Work has commenced on the preparation of a draft Development Control Plan in relation to Water Sensitive Urban Design;	On Track
		 This DCP will compliment a suite of initiatives that are aimed at promoting greywater reuse and water efficiency; and 	
		 Consultation has been undertaken with the development industry and plumbing sector in relation to potential community education initiatives and incentives that can be established. 	
F1103.PLAN.002	Tamworth Regional Local Environmental Plan 2010.	A report in relation to Blueprint (which includes the Local Strategic Planning Statement) was adopted at the Council meeting on 17th December 2019;	On Track
		 It is anticipated that Blueprint and the Local Strategic Planning Statement will be available for wider community consultation in March 2020. 	



Program: F1104 Plant and Fleet

Owner: Peter Resch / Regional Services

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
71011011	Cui promise	THO WATER THE THE THE COURT OF	Target	1	2	3	4	
F1104.01	Effectively manage Council's Stores Operation and its Plant and Fleet	The average of all large plant utilisation is at least 90% of benchmark	90%	96%	92%			
		The result of random stocktakes has an error rate of less than 5%	5%	-3%	3%			
		Replace Plant and Fleet items in line with endorsed program	100%	100%	100%			
		By replacing with more efficient vehicles ADR81/01 is reduced	1%	-1%	1%			
Quarterly Progress Update	the end of the second qu	ilding services and stores operat uarter of this financial year. icators are within target levels.	ions are on	target an	d within b	udget up	until	

Action	Description / Progress	Current Budget	Percentage spent	Status
F1104.CW.001	TRC Region plant replacement (large) The large plant replacement program is on track and within budget at the conclusion of the second quarter.	\$4,505,125	41%	On Track
F1104.CW.002	TRC Region plant replacement (small) The small plant replacement program is on target and within budget for the second quarter.	\$169,793	40%	On Track
F1104.CW.003	TRC Region Sedans/Light commercial replacements The light vehicle replacement program is on track and within budget up until the end of the second quarter.	\$1,147,803	35%	On Track



Action	Description / Progress	Current Budget	Percentage spent	Status
F1104.CW.004	TRC Region depots/workshops renewal and upgrades	\$160,692	59%	On Track
	The depot upgrades and renewal project is on target and within budget up until the end of the second quarter.			

Program: F2101 Biosecurity

Owner: Sam Lobsey / Planning and Compliance

F2101.01 To ens plannin proces impact and ou	our promise ture that our ng and operational sses consider the ts to biosecurity ur natural nment	Number of KMs roadside sprayed Number of 'area' reserves sprayed	#	1 1,280	2 2,970 9,875	3	4
plannii proces impact and ou	ng and operational sses consider the ts to biosecurity ur natural	sprayed Number of 'area' reserves sprayed			Í		
		sprayed	#	340	9,875		
		Number of Inspections – High Risk	45	49	83		
		Compliance with the Biosecurity Act	100%	100%	100%		
Progress Update A to We pro Roa train not The We Reg Sen 202	d Oxley Vale areas. The potal of 83 properties where the State of 85 properties where the State of 85 properties where the State of 85 properties are constantly as ported around the state only the rural roads the were 2 Alligator Where the State of 85 properties attended gional Weeds Officers attended state of 85 protted where the State of 85 protted weeds Officer Market Weeds Officer Market State of 85 protted weeds Officer Market W	al Stein also attended a meeting	ectares; tion and In the due to the nt was four with only 1 ponal Weeds to develop	frastructur ne amount nd in Mari plant bei c Committe	of stock for of stock for us St, prov ng found; ee meeting ument for	eed being that	eate a g it is as the



Program: F2201 Environmental Laboratory Services

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
Action	Our promise	now we will measure	Target	1	2	3	4	
F2201.01	Effective and efficient Laboratory operations that comply with NATA and grow the laboratory business	Maintain NATA (National Association of Testing Authorities) Accreditation	100%	100%	100%			
		Issue reports to clients within specified reporting period of 7 working days	100%	100%	88.6%			
Quarterly Progress Update	conditions from audit we	 Notification of Continuation of ere satisfactorily addressed; 31 Dec 2019, 88.6% of reports e of 6.5 working days. 				,		
F2201.02	Grow the laboratory as a business	Revenue as shown as shown by the difference between income and expenditure across all services should increase by 5% per annum	5%	Annual Target				
Quarterly Progress Update	Measurable as an annual KF	PI only.						

Action	Description / Progress	Current Budget	Percentage spent	Status
F2201.CW.001	Environmental Laboratory upgrades	\$164,795	92%	On Track
	Laboratory update to micro lab and lunch room complete;			
	Laboratory Incubator installed and in use;			
	Autoclave installed and in use;			
	Ion Chromatograph - installed and working; and			
	Method development for Anions and Cations analysis in progress.			



Program: F2202 Sustainability

Owner: Bruce Logan / Water and Waste

Action	Our promise	How we will measure	Annual	Qu	arterly resu	ılts	
			Target	1	2	3	4
F2202.01	To implement community programs to improve environmental sustainability.	Facility tours, school, visits, early childhood visits and community events.	12	16	9		
		Number of promotional campaigns run.	6	A	nnual Targe	et	
Quarterly Progress	For this reporting period the seducation activities:	Sustainability Unit conducted or pa	articipated i	n the follow	ving engage	ment a	and
Update	Sustainability Events:						
	'Tune into Recycling' laund	ch event;					
	Teys 'Healthy Wealthy and	l Wise' stall – water restrictions.					
	Schools and early childhood v	risits:					
	St Josephs Primary – waste	e and recycling;					
	Landfill tour – Currabubula	a School;					
	Water Treatment Plant to	ur – Farrer High School;					
	Tamworth Public School –	recycling education; and					
	Billabong Kids Central – wa	aste and water education.					
	Promotional Campaigns:						
	communications avenues, accommodation provider of	el 5 water restrictions campaign co including TV, radio, social media, c collateral, community engagement ed takeaway coffee cups for busine	cinema adve t pop up sta	ertising, roa	dside VMS l		ŝ,
	including TV, Radio, garba launch of the new interact everyone the opportunity	ign continues across multiple marl ge truck signage. National Recyclir ive virtual tour of the Challenge Re to see how our recycling is handle hows short videos of the workers a king in the facility.	ng week was ecycling Faci d and sorted	s held in Oc ility. The vi d as well as	tober and sa rtual tour gi tracks recyc	aw the ives cling	2
F2202.02	To improve environmental sustainability	Increase % material diverted from landfill by 2%	2%	Annual Target			
		Recycling contamination from kerbside collection <15%	15%	15.97%	12%		
		Number of water saving rebates granted and projected water savings	#	19	203		



Action	Our promise	How we will measure	Annual Target	Quarte 1	erly results	3	4
Quarterly Progress Update	applications received and paid Total rebates paid – 203; Cost to Council - \$27,039.9 Breakdown of rebates claimed Breakdown of rebates claimed Residential plumbed Rain water tank 2-5 Rain water tank 2-5 Rain water tank about Swimming Pool Cove In November 2019 Council water users. To the end of however there have been products were reviewed at will be reported in the nex Council staff continue to in engagement plan (CEP), coroadside VMS boards, cine restrictions ensuring that the restrictions change; There have been a steady and Kootingal. The inspectannouncement of Level 3 in the consumption in Tamworth has failed to meet the average servicing and more waster conditionencourage servicing contaminated. Waste recycling contaminated. October - 13.27%a reducted.	d: 28; rs audit – 5; kilolitre – 8; ove 5 kilolitre – 14; id – 21; and rer – 127. I resolved to extend the water reb: December 2019, no business or co a significant number of enquiries. Ind added to the eligible products of t quarter; Implement the drought response – ontinuing with TV and radio advertena advertising and other static significant static significant communications and mare accommunications and mare reported to the static significant products of the stat	ates scheme ommercial r In Decembe for rebates I water restri- ising, comm gnage at var Ila and Barr- keting activ received ea ba have inc higher than ot months. ncentives or ditioners; quarter, av	er of water savi	and commerce of process of other of these related to Leve of prior to the other of the other other of the other other of the other other of the other othe	bate d les, l 3 he onb	es d
F2202.03	Monitor and report on Council's environmental performance	Energy consumption for all TRC assets (kWh)	#	4,222M	4,399M		
		Energy produced from on-site solar PV and dollars saved (kWh/\$) Energy efficiency savings in kWh and dollars saved	#	32,850 161,700	54,750 161,700		
		(kWh/\$) Installed solar capacity across Council assets (kWh)	#	80	120		



Action	Our promise	How we will measure	Annual	Quart	erly resul	ts	
Action	our promise	How we will measure	Target	1	2	3	4
		Reduce treated water consumption for TRC assets by 2% per annum	#	0%	0%		
		Water efficiency savings in kL and dollars saved (kL/\$)	#	0	0		
		Carbon emissions from energy (T)	#	3,799	3,549		
Quarterly	Energy consumption acros	ss all TRC assets - 4,399,073 kWh;					
Progress Update	Energy produced from on-	site solar PV kWh (approx.) - 54,7	50 kWh;				
	Energy efficiency savings in	n kWh (approx.) - 161,700 kWh;					
	Installed solar capacity acr	oss Council assets - 120 kW;					
	Carbon emissions from en	ergy - 3,549 T C02; and					
		s increased by 40 kWh with the bel on line. Savings from solar PV ene					cil
F2202.04	To participate in local, regional and state initiatives to improve councils awareness of sustainability in the region	Participation in projects or initiatives undertaken by NIRW; Sustainability Advantage Council Cluster meetings and other regional activities	100%	100%	100%		
Quarterly Progress Update	Behaviour change workshi Northern Inland Regional V Net Zero emissions and cli Sustainability Division of tl	mate change workshop hosted in A he NSW Department of Planning, I	ıland Regior Armidale by	nal Waste; the Climate Cl	hange and	d	
	Sustainable North West m	eetings.					



Action	Description / Progress	Current Budget	Percentage spent	Status
F2202.CW.001	Sustainability Waste - Projects and Initiatives	\$0	0%	On Track
	Educational Opportunity Stats:			
	• Tours - 1 = 25 people;			
	School visits - 4 = 551 students;			
	Community Group visits - 2 = 60 people;			
	Business assistance – 2;			
	National Water Week - October - Attended Barraba Office for community engagement. 1 person came in to speak about water;			
	NIRW - Attended Annual General Meeting in Armidale in November; and			
	National Recycling Week - 11 - 17 November 2019 Completed and launched the Challenge Recycling Virtual Tour resource to be used to as an ongoing educational resource.			
	TCMF:			
	TCMF2020 Media Launch Day - 3 December a Media event day was held with Troy Cassar-Daley at St Mary's Preschool and was well attended by the media and parents of the children. All media outlets were attended to promote the Tune in to Recycling messages for TCMF;			
	TCMF Float - booked vehicle and arranged with the builders about installation and dates. Arranged Tamworth Art Collective to create artworks that represented the Tamworth Colour and connection to Country and Women of Country.			
	OTHER:			
	Christmas Recycling Campaign was scaled down due to the availability of Social Media post spaces and cross promotion of some NIRW posts and other influential Social media posts from ABC National Sustainability Podcasts and 1 Million Women;			
	Water Rebates - took over driving this initiative from the Water Sustainability Officer in the development of the T&C's for the rebates and the application form and the internal processes.			



Action	Description / Progress	Current Budget	Percentage spent	Status
F2202.CW.002	Water Sustainability	\$50,000	32%	On Track
	In November 2019 Council resolved to extend the Water Rebates scheme to business and commercial water users. Up until the end of December 2019, no business or commercial rebates have been processed however there have been a significant number of enquiries. In December 2019 a range of other products were reviewed and added to the eligible products for rebates list. The uptake of these rebates will be reported in the next quarter;			
	Council staff members continue to implement the drought response. Water restrictions Communications and Engagement Plan (CEP), continuing with TV and radio advertising, community engagement activities, roadside VMS boards, cinema advertising and other static signage at various locations in Level 5 restrictions areas. An amended CEP was developed for Manilla and Barraba as they moved to Level 3 restrictions ensuring that targeted communications and marketing activities commenced prior to the restrictions change;			
	There have been a steady number of tank inspections being received each week for Tamworth Moonbi and Kootingal. The inspection bookings in Manilla and Barraba have increased considerably since the announcement of Level 3 restrictions;			
	Consumption in Tamworth, Moonbi and Kootingal has been higher than previous reporting periods and has failed to meet the average daily target for most of the hot months. This is attributed to the increase of evaporative air conditioner use. Council are looking into incentives or education activities to encourage servicing and maintenance of evaporative air conditioners; and			
	Community engagement pop-up stalls are occurring regularly in prominent and high pedestrian activity areas, particularly where they can run in conjunction with other community events. These have been well attended and feedback and response is generally positive.			
F2202.CW.003	Energy Sustainability	\$904,328	12%	On Track
	Solar PV in progress at: Sports Dome, Community Centre, Westdale, TRECC, Barraba WTP, Barraba Pool and Dungowan Dam;			
	Detailed design and approvals completed for Library, old VIC and Lockheed St Depot.			



Plans and Strategies

Action	Description	Progress	Status
F2202.PLAN.001	Tamworth Regional Council Demand Management Plan	Council staff members continue to implement the Demand Management Plan.	On Track
F2202.PLAN.002	Tamworth Regional Council Drought Management Plan	The Drought Management Plan is being implemented; All water supplies within the Tamworth Regional Council area are currently on varying levels of restrictions; and When the current drought breaks the Drought Management Plan will be reviewed and updated. As the period of reduced water supply continues, any issues or items from the Drought Management Plan that require review or revision are being documented to help guide the review process.	On Track
F2202.STRATEGY.0 01	Tamworth Regional Council Sustainability Strategy	Actions resulting from the Sustainability Strategy continue to be implemented. From July 2020 a review of the Strategy and action plan will commence and a new strategy developed for June 2021.	On Track

Events

Action and Event F2202.EVENTS.001	Progress	Start	End
Events held during 1 October t previously reported in the above	o 31 December 2019 reporting period have been referenced Actions.		



Program: F2203 Waste management and resource recovery

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	our promise	The we will illeasure	Target	1	2	3	4
F2203.01	Management of Waste Collection Services	Ensure all conditions and measures of waste collection contract are achieved	100%	100%	100%		
Quarterly Progress Update	 Council's waste collection services continued to meet established targets during the past quarter with all conditions and measures of Council's waste collection contract being achieved. A new waste collection contract to commence in July 2021 is currently being tendered. 						
F2203.02	Waste Management Facility Operation	Compliance with Environmental Protection Licence	100%	100%	100%		
Quarterly Progress Update	NSW EPA Landfill Guidel completed this quarter a Council continued to ach	erate landfill sites in accordance ines. Alternative daily waste covered associated EPA licence amen nieve existing recycling, reproces 4 4% to 54% total diversion of waste associated.	er trial at t idment occ sing, re-us	he Forest I curred to a	Road Land Ilow ongoi	fill was ing use;	

Action	Description / Progress	Current Budget	Percentage spent	Status
F2203.CW.001	Waste Management - Capital Works Forest Road Landfill	\$1,549,962	24%	On Track
	Program proceeding on time & budget.			
	Projects completed this quarter include:			
	Alternative Daily Cover - Approval has been provided from the NSW EPA for long term use of Alternative Daily Cover at the Forest Road Landfill. Relevant equipment has been procured;			
	Extension of perimeter walls at Forest Road Landfill.			
	Works in progress include:			
	Internal Access Road Design - Design of road to facilitate future landfill operations in progress;			
	Landfill Gas Beneficial Reuse - A 20 year contract has been executed for the provision of power for this scheme. Design work on the system has begun with construction to commence in 2020.			



Action	Description / Progress	Current Budget	Percentage spent	Status
F2203.CW.002	Waste Management - Capital Works Rural Landfills	\$2,256,017	14%	On Track
	Program proceeding on time and budget.			
	Projects completed this quarter include:			
	Duri Small Vehicle Transfer Station and Landfill Capping Project - construction of the Small Vehicle Transfer Station was completed this quarter with landfill capping works to commence February 2020;			
	Somerton Small Vehicle Transfer Station and Landfill Capping Project - construction of the Small Vehicle Transfer Station was completed this quarter with landfill capping works to commence February 2020.			
F2203.CW.003	Organics Waste Recycling Centre	\$946,895	31%	On Track
	Development Application and associated Environmental Impact Statement lodged for the proposed facility;			
	The Development Application is expected to be assessed by the Joint Regional Planning Panel in February 2020.			



Program: F2204 Plan, construct, maintain and mange the Wastewater Infrastructure Network in the region

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
			Target	1	2	3	4	
F2204.01	Plan, construct, maintain and mange the Sewer Infrastructure Network in the region	EPA Annual return Wastewater compliance	100%	100%	100%			
Quarterly Progress Update		continued to operate in accordar licence number 1600 occurred t		A licence conditions. luent discharge to the Peel River.			iver.	

Action	Description / Progress	Current Budget	Percentage spent	Status
F2204.CW.001	Wastewater Treatment Upgrades - DESIGN Barraba Wastewater Options report received Jan 2020, 3 possible options to be reviewed with recommendation to be prepared.	\$50,000	0%	On Track
F2204.CW.002	Wastewater Mains Rehabilitation/Reconstruction - DESIGN Sewer mains rehabilitation awarded to Interflow T143/2019, in-situ relining of approximately 15km to be undertaken in coming months, anticipate March / April 2020 completion.	\$355,000	0%	On Track
F2204.CW.003	Wastewater Pump Station Upgrades - DESIGN Brief prepared and quotations requested for design of SPS 3C - Harrier Parade. Hunter H2O engaged to design pump station upgrade including additional loading from undeveloped land adjacent to existing development and bound by Burgess Lane; Inception meeting January 2020 arranged with Hunter H2O, strategy, projects and operations staff.	\$335,660	0%	On Track



Action	Description / Progress	Current Budget	Percentage spent	Status
F2204.CW.004	Wastewater Pump Station Upgrades - CONSTRUCTION	\$1,933,917	4%	On Track
	Projects on Schedule and Program within Budget. Progress at end December 2019 includes:			
	Telemetry and control system upgrades at Plain St STP in progress;			
	Additional Storage and screening for Kootingal SPS1 - Design in progress;			
	Pump & Electrical upgrades at Swan St SPS - Planning & Design in Progress; and			
	SPS2C (Campbell Rd, Calala) Pump & Electrical upgrades - Planning & Design in Progress.			
F2204.CW.005	Wastewater Mains Rehabilitation/Reconstruction – CONSTRUCTION	\$3,398,994	30%	On Track
	Program proceeding to time and budget;			
	A sewer relining contract is currently in progress to rehabilitate approximately 10 kilometres of sewer pipe. This project is proceeding on time and budget and is in the order of 90 percent complete. The project is expected to be completed February/March 2020.			
F2204.CW.006	Wastewater Treatment Upgrades – CONSTRUCTION	\$746,127	20%	On Track
	Program proceeding to time and budget;			
	 Westdale Wastewater Plant - Grease Trap Waste Acceptance Trial - Construction completed with ongoing acceptance of trial. Full time operation to commence from February 2020 with the closure of liquid waste cells at the Forest Road Landfill; 			
	Sludge removal from lagoon B at the Westdale Wastewater Treatment Plant was completed this quarter.			



Program: F2205 Plan, construct, maintain and manage the Water Infrastructure Network in the region

Owner: Bruce Logan / Water and Waste

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	oui promise	now we will measure	Target	1	2	3	4
F2205.01	Plan, construct, maintain and mange the Water Infrastructure Network in the region	Repair small diameter water main less than 200mm within 5 continuous hours	100%	100%	100%		
		No more than 10 properties experience 3 or more unplanned water interruptions that each lasts more than 1 hour	100%	100%	100%		
		Ensure water supply quality compliance with Australian Drinking Water Guidelines	100%	100%	100%		
Quarterly Progress Update	Council's water supply sy achieved in the past qua	ystems all performed to establish rter;	hed standa	rds. The fo	ollowing st	andards	were
	No reported repairs of si hours to repair;	mall diameter water mains of les	ss than 200	mm took l	longer tha	n 5 conti	nuous
	No more than 10 properties experienced 3 or more unplanned water interruptions in the past 12 months; and						2
	All water supplies compl Guidelines.	ied with standards established v	vithin the A	Australian I	Drinking W	/ater	

Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.001	Water Reservoir/Pump Station Upgrade -DESIGN Awaiting design brief from consultants for proposed 10ML Bournes Lane Reservoir and 24ML One Tree Hill Reservoir.	\$430,000	0%	On Track



Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.002	Water Mains Rehabilitation/Reconstruction - DESIGN	\$254,719	26%	On Track
	 All survey work completed, designs at various stages; 			
	Bligh St (DN150 and DN375) - North Tamworth Bowling Club to Marius St - IFC plans;			
	Johnston Street (DN200) - Smith to Dean St - final plans to be reviewed;			
	Burilla St (220m DN100) - completed IFC plans;			
	Wongala St (552m DN100) - completed IFC plans;			
	Flinders St (870m DN100) - completed IFC plans;			
	Piper St (1265m DN150) - comments provided 95% plans; and			
	Patrick St (182m DN150) - comments provided 95% plans.			
F2205.CW.003	Water Treatment Upgrades - DESIGN			On Track
	No work scheduled for December Quarter			
F2205.CW.004	Dungowan Dam & Pipeline Upgrades - DESIGN			On Track
	No work scheduled for December Quarter			
F2205.CW.005	Water Mains Rehabilitation/Reconstruction - CONSTRUCTION	\$3,036,334	36%	On Track
	Water main replacement program within allocated schedule & budget.			
	Works In Progress at end of December:			
	Raw Water Main in Manilla - 2,400m of DN200 water main between Manilla River Pump Station and Namoi Weir. Operational with some minor items to complete; and			
	 Commenced works on main replacements in Carole, Johns, Peter & Grant St's Kootingal before relocating to Manilla to undertake urgent drought project above. 			
	Works Completed during Reporting Period:			
	Bligh St, Tamworth - Replacement of 110m of DN375, 430m of DN150 & 60m of DN100 mains for Road upgrade works.			
F2205.CW.006	Water Reservoir/Pump Station Upgrade - CONSTRUCTION	\$2,513,154	34%	On Track
	Program within Budget and on Schedule with exceptions at 31 December outlined below:			
	One Tree Hill 9ML Reservoir - Contractor behind Schedule and being closely monitored.			



Action	Description / Progress	Current Budget	Percentage spent	Status
F2205.CW.007	Dungowan Dam & Pipeline Upgrades - CONSTRUCTION	\$100,000	48%	On Track
	Council staff members have commenced assisting WaterNSW in relation to drought measures announced by the NSW Government in June 2019. In December 2019 the temporary pump station on the Peel River at Dungowan commenced operation.			
F2205.CW.008	Water Treatment Upgrades - CONSTRUCTION	\$1,273,990	40%	On Track
	Program proceeding to time and budget.			
	Works in progress, or completed, include:			
	Dungowan Microwave Communications Link Network - The design for a microwave link to improve communication to Dungowan Dam has been completed. A contractor has been engaged to complete the installation including all approval and land matters. A Development application has been submitted and approved;			
	 Filter refurbishment of the Calala Water Treatment Plant continues with a further filter being refurbished. 			
F2205.CW.009	Raw Water Supply Upgrade - DESIGN			On Track
	No work scheduled for the December quarter			
F2205.CW.010	Raw Water Supply Upgrade - CONSTRUCTION	\$5,226,869	69%	On Track
	Program proceeding to time and budget with the following works in progress:			
	Calala Water Treatment Plant - 120 megalitre raw water storage - The storage was filled in December 2019 with final construction works planned to be completed by February 2020.			
F2205.CW.011	Greenspace Groundwater Irrigation	\$394,954	2%	On Track
	Program Proceeding to time and budget.			
	Construction commenced on the Marius Street bore project which is planned to be equipped for drought emergency works and later transitioned to a green space irrigation bore. The project is expected to be completed in January 2020.			
F2205.CW.012	Manilla Water Treatment Plant	\$14,465,208	1%	On Track
	Contract for construction of the Manilla water supply upgrade awarded to Leed Engineering and Construction in December 2019. Site establishment expected to commence in February 2020.			
F2205.CW.013	Drought Works Program			On Track
	Drought works in water supplies continue to be implemented;			
	Temporary weirs and pumping arrangements have been established for Manilla and Tamworth water supplies.			

DPAOP Progress Update Report 1 October to 31 December 2019

Page **86**



Program: P1103 Pilot Training Facility

Owner: John Sommerlad / Business and Community

Action	Our promise	How we will measure	Annual		Quarterly	results		
7.61.511	our promise		Target	1	2	3	4	
P1103.01	To provide a sustainable and nationally recognised Pilot Training Facility	Quarterly progress updates	4	1	1			
Quarterly Progress Update		gin's pilot training school in Tamworth has been approved by the foreign investment watchdog with ts expected to be on the ground training in the near future.						



A Region of Progressive Leadership

Program: L1101 Regulatory Development and Approval Services

Owner: Sam Lobsey / Planning and Compliance

Action	Our promise	How we will measure	Annual	Q	uarterly resul	ts		
Action	Our promise	now we will measure	Target	1	2	3	4	
L1101.01	Assess and determine planning and development applications to foster a growing community	Development applications (incl. modifications) determined	#	148	125			
		Estimated value of development (not including subdivisions) (m)	\$	\$42,557	\$25,794			
		Median processing time (days)	40	32 Days	39 Days			
	Development Applications # 155 135 (incl. modifications) lodged							
Progress Update	The average processing which has increased the 29.9 days; and 135 DAs and Modification	iverage value of \$206,305 per a time for all DAs was 39 days. 2 average this quarter. Average in Applications were received of the Online Development Hub an	DAs deterr Processing during Octo	nined were of time for total	al residential D. ember 2019, w	A's wa		
L1101.02	Promote and Encourage Fast Track Development Applications	Fast Track Development Applications lodged	#	4	4			
		Fast Track Development Applications determined	#	4	4			
		Median Processing Time (days)	10	11	12			
		Estimated value of fast track developments	\$	\$378,892	\$1,188.638			
Quarterly Progress Update	terly ress Track up of Fast Track remained the same as last quarter with 4 Fast Track Applications Lodged during October and December 2019;							



Action	Our promise	How we will measure	Annual	q	uarterly resul	ts	
, riction	our promise	Tion the tim mediate	Target	1	2	3	4
L1101.03	Enhance the user experience and promote the TRC Online Development Hub	Percentage of Planning and Building related applications lodged via the online Development Hub	50%	30%	43%		
		Percentage of Planning and Building related applications lodged over the counter	50%	70%	57%		
Quarterly Progress Update	Approximately 43% of Pl development hub;	l user category has been create lanning and Building related ap lanning and Building related ap were created.	plications	were submitt	ed via the onli	ne	ŕ

Program: L1102 TRC Customer Service Centre

Owner: Chris Weber / Corporate and Governance

Action	Our promise	How we will measure	Annual		Quarterly	results					
Action	our promise	How we will measure	Target	1	2	3	4				
L1102.01	Provide quality customer services from the Customer Service Centre	Average speed of answer less than 1 minute	1	1	1						
		Abandonment Rate 5% 8% 7.8%									
Quarterly Progress Update	 time to answer call was Abandonment Rate = 7.8 was 8.4%; The 2019/20 2nd Quarte would like to see achieve The service level for the 	 Average time to answer call = 77 seconds. This is a decrease from the 1st Quarter where the average time to answer call was 80 seconds; Abandonment Rate = 7.8%. This is a decrease from the 1st Quarter where the abandonment rates 									
	resolution.	Longer service times are required to answer more complex enquiries for first point of contact resolution.									



Program: L1201 Community Advocacy

Owner: Paul Bennett / Office of the General Manager

Action	Our promise	How we will measure	Annual	(Quarterly	results		
Action	Our promise	Tiow we will incusure	Target	1	2	3	4	
L1201.01	Successfully manage and maintain strong relationships with all levels of government.	TRC is able to access Government Ministers and senior officials on request. Quarterly updates on access provided.	4	1	1			
Quarterly Progress Update	discuss current and emergin	neld with state and federal agencies and members to maintain relationships and nerging issues. Continued participation in the joint organisations and Regional orking groups also provides opportunities to advocate on behalf of all Tamworth						
L1201.02	To promote positive growth in regional GDP	Outcomes from programs and activities are reflected by an increase in externally measured GDP and reported annually.	#		Annual T	arget		
Quarterly Progress Update	Tamworth Tomorrow ec The recent funding anno							



Program: L1301 Informed communities

Owner: Chris Weber / Corporate and Governance

Action	Our promise	How we will measure	Annual		Quarterly	results				
	· ·		Target	1	2	3	4			
L1301.01	To develop and implement a communication plan that allows council to inform the region on Councils progress	Development of a communications plan	100%		Annual 1	Target				
Quarterly Progress Update		developed for every project that C to be established during 2020		n, with a	n overarch	ing				
L1301.02	Increase digital communication engagement	Increase social and digital engagement by 30% annually	30%		Annual Target					
Quarterly Progress Update		r we are sitting at 10,511 likes o er which is a considerable increa					14			
		nd a reach of 3,835,943 compare nme annual period have increase			ar 2,734,5	73 (40%				
	The main content pieces ov community engagement pro	er the past quarter continue to b ojects including:	be water m	essaging	as well as	a numbei	of			
	Bicentennial Park	master plan;								
	Performing Arts P	recinct; and								
	The Sport and Rec	reation Strategic Plan.								
		nunity has had a 6.6% increase i great growth in digital engagem			crease in c	ontributo	ors			
	such as dam levels, wate	app was implemented and includer restrictions, a link to the online cess council information.								
L1301.03	Deliver a dedicated online community engagement portal	Development of a web based portal for community feedback	100%		Annual 1	Γarget				
Quarterly Progress Update	This project has been comp Online Community will be to	leted with the launch of the My racked in L1302.02.	TRC online	communi	ty, progres	ss for the				
L1301.04	Deliver a regular community newsletter	Newsletters delivered to the community	#	0	0					
Quarterly Progress Update	This project is on hold and v	vill be reviewed during 2020.								
L1301.05	Deliver a new Tamworth Regional Council website	Development and implementation of new Tamworth Regional Council website	100%		Annual 1	Target				



Action	Our promise	How we will measure	Annual	(Quarterly results				
			Target	1	2	3	4		
Quarterly Progress Update		community respond to the webs		k has been very positive. We look e confident it is much easier to					
L1301.06	Carry out a brand audit for Tamworth Regional Council and it's many sub brands	Complete the Audit of Tamworth Regional Council brand and sub brands	100%		Annual 1	Target .			
Quarterly Progress Update	rolling out toolbox talks acre	e TRC branding policy was adopted in December 2019. Now that this has been finalised we will be ling out toolbox talks across Council to ensure that everyone is aware of the new policy. The brand dit will now be scheduled for the 2020 year.							



Program: L1302 Empowered communities

Owner: Sam Lobsey / Planning and Compliance

Action	Our promise	How we will measure	Annual Target	1	Quarterly (results	4	
L1302.01	To support Section 355 Committees and encourage the development of Services and facilities in our communities	Review S355 Committees Operational Manual and documents.	100%		Annual T	arget		
		Develop online resources to streamline processes and two-way conversations	100%		Annual Ta	arget		
		To monitor and review \$355 Committee sustainability and longevity	100%		Annual Ta	arget		
Quarterly Progress Update	The Nundle Go For Gold the 2020 Festival; Commenced discussions ground users to further of the commence of t	Committees with governance an Festival Committee was success with the Moonbi Hall and Recre develop ground management an untry Communities funding sub-	ful in secur eation Rese nd user prac	ring fundir rve Groun ctices; and	ng towards nd S355 Cor	mmittee	and	
L1302.02	To encourage community participation in making decisions that affect our community	Number of engagement activities	#	25	15			
Quarterly Progress Update	 past quarter, (a 6.6% and The Sport & Rec strateging 173 contribution masterplan with 59; The town water supplies 7,967 visits, followed by with 1,494, performing a 	 The town water supplies section on the portal continues to be the most visited of all pages receiving 7,967 visits, followed by the Country Road Roundabout page with 3,867, Bicentennial Park Masterplan with 1,494, performing arts precinct 1,007 and the Sport and Recreation Plan with 862 page visits; and During the last quarter we had 43 projects listed on the online community. 10 open, 15 active and 18 						
L1302.03	Develop Place Activation Plans for Manilla, Barraba and Nundle	Plans developed and published with community input	100%		Annual Ta	arget		
Quarterly Progress Update		eceiving \$100,000 under the 10 T being scheduled for March 2020						



Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L1302.CW.002	S355 Committee Capital Works An order has been placed for the purchase of Woolomin playground equipment items, with site works expected to commence in February 2020.	\$121,065	1%	On Track

Program: L2101 Legal services and Property Management

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual Target	1	Quarterly	results	1
L2101.01	Administer leasing and licensing of Council owned or Council controlled property	Properties will be publicly advertised by Council by way of an EOI process	100%		Annual Target		
Quarterly Progress Update	All properties that became a	available in the period were advi	ertised by I	OI and re	sults were	reported	d to

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L2101.CW.001	Caravan Parks Capital Advised by Lauren McPherson this Action was completed in the first quarter.	\$6,150	100%	Completed



Program: L2102 Governance

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	Our profitise	now we will lifeasure	Target	1	2	3	4
L2102.01	Facilitate a legislatively compliant open access information - Government Information	Formal applications responded to within 20 working days	100%	100%	100%		
		Informal applications responded to within 25 working days	100%	100%	100%		
Quarterly Progress Update	1	uests in the quarter. Request formation with an average of 10	_		n informat	tion is stil	1
L2102.02	Facilitate Council and Standing Committee meeting processes	Percentage of agendas available on Council's website 4 calendar days prior to the meeting	100%	100%	100%		
		Percentage of minutes posted to Council's website within 5 working days	100%	100%	100%		
		Review and update as required Council's Code of Conduct and Meeting Practice	100%		Annual T	arget	
		Review and update as required Council's Policy Register	100%		Annual T	arget	
Quarterly Progress Update	Meeting Practice or Cod	,			ew of the	Code of	
	General Policy Register a	and Operational Policy Register (under revie	W.			
L2102.03	To provide support to the external audit and risk committee	Support and facilitate the quarterly review of audit and risk agreed actions	100%	100%	100%		
Quarterly Progress Update	· '	nt Committee held on 3 Decemb to the next meeting scheduled f				ting are l	eing

Events

Action and Event L2102.EVENTS.001	Progress		End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		



Program: L2103 Financial Services

Owner: Chris Weber / Corporate and Governance

Action	Our promise How w	How we will measure	Annual	Quarterly results				
Action	our profitise	now we will measure	Target	1	2	3	4	
L2103.01	Guide and control council's financial position and performance	Long Term Financial Plan review completed	100%	25%	0%			
		Complete the Annual Financial Statements	100%	0%	100%			
		Unqualified audit report received	100%	0%	100%			
		Budget variation reports (number of reports per quarter)	12	3	1			
		Financial performance reports submitted to Council (number of reports per quarter)	4	1	0			
	Budget variation reports work is progressing well	hancing procedures to avoid simely have been submitted for preser on the quarterly budget review have commenced work on the 20	ntation to f for the sec	irst Counc ond quarte	il meeting		and	
L2103.02	To manage councils income and expenditure inline with Treasury guidelines	Rates and annual charges are levied in accordance with statutory limits and requirements target	100%	100%	0%			
		Arrears outstanding ratio	10%		Annual T	arget		
		Number of invoices processed by TRC Accounts Payable	#	8,575	7,977			
		Number of Water invoices issued	#	20,173	19,924			
Quarterly Progress Update	 Quarterly instalment notices are being sent within required time frames; Day to day processes are on track with regards to issuing of invoices and creditor payments. 							



Program: L2104 Risk and Compliance

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual	Quarterly results				
Action	our promise	Tiow we will incusure	Target	1	2	3	4	
L2104.01	Implement Council's Governance and Risk Management Framework and Action Plan	Facilitate review of Councils organisational risk register	#	25%	25%			
		Review and implement insurance renewal	#		Annual ⁻	Target		
		Critical issues reviewed by Executive Management Team and Audit and Risk Committees quarterly reports	4	0	0			
Quarterly Progress Update		ed by EMT and will now be incor erprise Risk Register will be revi			Managen	nent Plan	and	
L2104.02	Implementation of Council's Corporate Business Continuity Plan including coordination of the IT Disaster Recovery Plan and Divisional Sub Plans"	Annual test and review of plans	100%	Annual Target				
Quarterly Progress Update		MT and will be rolled out to Directory on the sub plans in 2020.	ectors and N	Managers .	at the nex	kt Leaders	ship	
L2104.03	Maintain Integrated Management System (IMS)	Achieve parity between near misses and incidents	#	25%	0%			
		Undertake 10 workplace inspections per month	120	100	30			
		Ensure internal and external audits are conducted on a yearly basis	100%	0%	25%			
		Undertake random drug & alcohol testing across all Council sites	100	Annual Target				
		Ensure all Officers met their obligations under Council's Due Diligence Framework	#		Annual ⁻	Target		
Quarterly Progress Update	IMS is correct and up-to-	vs will be conducted bi-annually	nts;					
 Additional reviews undertaken with IMS accreditation process including the required ef from 4801 to ISO45001. 				ttort to n	avve			



Action	Our promise How we will measure		Our promise	Annual		Quarterly	results	
riction	our promise	THOU WE WIN HIELDATE	Target	1	2	3	4	
L2104.04	Facilitate the annual accreditation process to maintain RMS contracts	Annual review and accreditation maintained	100%	25%	75%			
Quarterly Progress Update								

Program: L2105 Business Systems and Solutions

Owner: Chris Weber / Business and Community

Services

Action	Action Our promise How we will measure		Annual	(Quarterly	results	
Action	Targe	Target	1	2	3	4	
L2105.01	To develop, maintain, improve and support Council's corporate systems	Number of outsourcing activities handled	#	100	0		
Quarterly Progress Update	No unscheduled downtime recorded and systems provided as per operational requirements.						
L2105.02	To provide IT Services and Support as a third party provider to NSW LG Councils	Number of customers outsourced to	#	3	3		
Quarterly Progress Update	Services, projects and ad hoc continuing as agreed.						

Projects

Action	Description / Progress	Current Budget	Percentage spent	Status
L2105.CW.001	IT Renewals and Upgrades	\$240,167	16%	On Track
	Surface Pros rolled out to allocated staff;			
	TRCs transfer from ISDN Stage 1 to SIP completed;			
	ISDN Stage 2 to SIP design completed and implemented;			
	TRC DR Centre at new site completed; and			
	Additional CCTV works undertaken.			
L2105.CW.002	CCTV Infrastructure Expansion Project	\$469,466	31%	On Track
	Progress report and invoice has been submitted;			
	Finalising documentation for stage 3 procurement.			



Program: L2106 People and Culture

Owner: Chris Weber / Corporate and Governance

Services

Action	Our promise	How we will measure	Annual		Quarterly	results	
Action	Our promise	How we will measure	Target	1	2	3	4
L2106.01	Review and implement the Workforce Plan	Percentage of actions completed per quarter	#	100%	50%		
Quarterly Progress Update	Ongoing program to meet C 2020/21 IP&R CSP review.	Ongoing program to meet Council's needs. Will require complete review in 2020 leading into the 020/21 IP&R CSP review.					
L2106.02	To ensure all employees have read and understood the most recent Code of Conduct policies and Customer Service Charter	Employees to have read and accepted Code of Conduct and Information Policy	100%	100%	100%		
		Each council employee to complete Council's Respectful Behaviours in the Workplace training	100%	25%	100%		
Quarterly Progress Update	Training in the new Model (Code of Conduct has now been o	completed.				
L2106.03	Ensure council's injury management is best practice	Reduce lost time injuries by 10%	10%	Annual Target			
	,	Reduce lost time days by 10%	10%		Annual 1	arget	
Quarterly Progress Update		result will be provided in 4th queesses are constantly being revie practices.		iscussed w	ith associ	ated heal	th
L2106.04	To ensure the council recruitment time frames are met in line with industry standard	Timeframe from advertisement to letter of offer to be less than six (6) weeks	90% 0 0				
Quarterly Progress Update	 Current recruitment time frame sitting at approximately 7 weeks; New reference checking process implemented; and Review of recruitment to be undertaken in early 2020. 						

Events

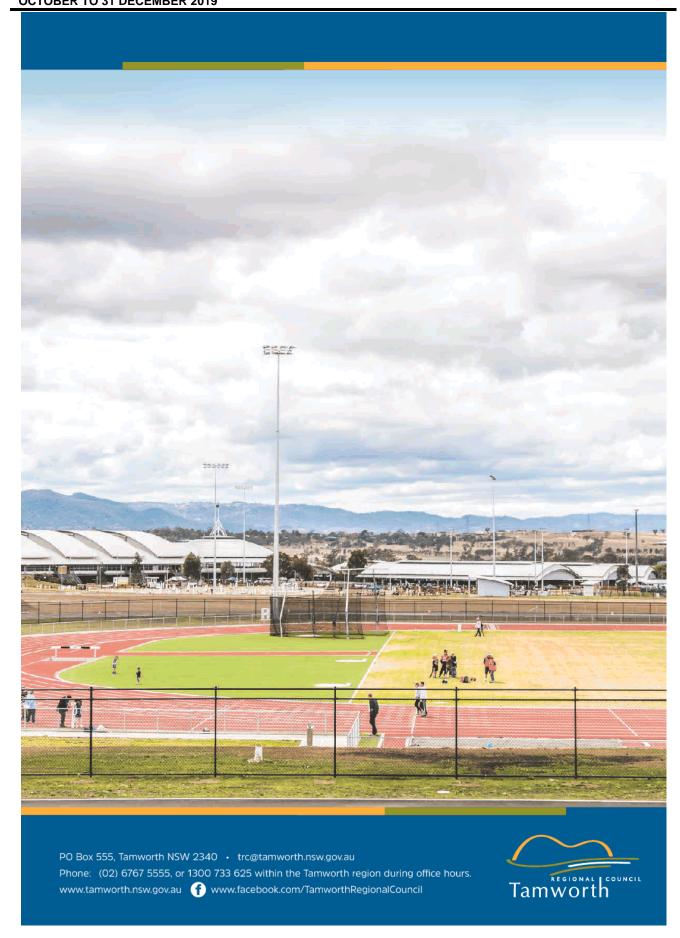
Action and Event L2106.EVENTS.001	Progress	Start	End
There were no major events or reporting period.	rganised for the 1 October to 31 December 2019		



Program: L2201 Leadership

Owner: Paul Bennett / Office of the General Manager

Action	Our promise	Our promise How we will measure			Quarterly	results	
riction	our promise	Tion we will measure	Target	1	2	3	4
L2201.01	To be a leader in best practice and be recognised as a council that leads	100% Delivery of our Integrated Planning and Reporting Framework	100%	100%	100%		
Quarterly Progress Update	 Council's statutory Integrated Planning and Reporting (IPR) requirements are being met; The Integrated Planner (IPR) has completed a number of tasks including Quarterly performance Reporting, reports to Council and improvements to Council processes. 						





SMOKE-FREE ENVIRONMENT POLICY

2020

Tamworth Regional Council Smoke-Free Environment Policy

1. OBJECTIVES

The objectives of Tamworth Regional Council in banning smoking in various Council areas are to:

- Improve the health and well being of community members;
- Improve public amenity and maintenance of Council property;
- Raise community awareness of the issues associated with smoking;
- Provide community leadership in taking measures to protect the health and social well being of the community;
- Minimise cigarette related litter on Council owned public outdoor areas.
- Support State legislation, being the Smoke-free Environment Act 2000

2. PRINCIPLES

This policy recognises that Council has:

- An obligation to promote public health outcomes where Council provides assets and services intended to be of benefit to children and other members of the community;
- A commitment to improve the natural environment and the amenity of the local area by reducing the amount of cigarette related litter found in public outdoor areas;
- An understanding that the damaging effects of passive smoking while well documented in regard to indoor areas, is also beginning to emerge in regard to outdoor areas; and
- An understanding that the indirect effects of people smoking in an outdoor area can result in:
 - Children playing with and swallowing discarded cigarette butts;
 - Cigarette-derived particles accumulating on clothing and skin; and
 - > Sensory irritations such as eye watering, coughing, difficulty in breathing, asthma, or other respiratory problems.

3. LEGISLATION

Under the NSW Local Government Act 1993 Council has the power to:

- Erect suitably worded and strategically placed notices in "public places" (such
 places including but not limited to public reserves, public swimming pools,
 public parks, public roads) within the local government area of Tamworth
 prohibiting smoking (see, relevantly, s.632 (1) and (2)(e) of the Act);
- Serve, by means of an authorised person, a penalty notice (Penalty: \$110.00) upon any person who fails to comply with the terms of any such notice (see,

Page | 2

Tamworth Regional Council Smoke-Free Environment Policy

relevantly, s.679 of the Act and cll.5-7 of, and Schedule 1 to, the General Regulation);

- Demand, by means of an authorised person, the name and address of any person reasonably suspected of failing to comply with the terms of any such notice (see, relevantly, s.680 of the Act);
- Remove, by means of an authorised person, from community land any person who fails to comply with the terms of any such notice (see, relevantly, s.681 of the Act); and
- Otherwise prohibit smoking in any place within the local government area of Tamworth, in respect of which Council is the owner or occupier, as a condition of entry to that place.

4. AUTHORISED PERSONS

The following titles are "authorised persons" for the purposes of enforcement action concerning this policy:

- · Tamworth Regional Council Rangers
- Tamworth Regional Council Environmental Health Officers
- Tamworth Regional Council Compliance Officers
- · Tamworth Regional Council Parking Officers
- NSW Police Officers

5. SMOKE-FREE AREAS

This policy prohibits smoking, including the use of electronic cigarettes, in the following outdoor public areas:

- All outdoor public areas currently covered by the Smoke-free Environment Act 2000.
- Tamworth CBD
 - o Peel Street (between Darling Street and Hill Street); and
 - o Fitzroy Street (between Kable Avenue and Marius Street).
- Manilla CBD
 - Manilla Street (between Court Street and Market Street)
- Barraba CBD
 - o Queen Street (between Alice Street and Savoy Street)

Tamworth Regional Council Smoke-Free Environment Policy

- All areas of properties where Council is owner, reserve trust manager or has care, control and management where such properties are:
 - Playing fields;
 - Sporting grounds and recreational facilities;
 - Bushland;
 - Parks, playgrounds and recreational reserves.
- Public footpaths outside of schools, childcare centres and hospitals;
- Within 4 metres of a pedestrian access point to a Council owned and/or operated buildings (excluding those which are privately leased);
- Within alfresco dining areas on public land where Council has conditioned such approvals to occupy the land.

Suitably worded signs will be installed in prominent places in the areas listed above, where practicable. Signage will include the internationally recognised no smoking symbol to indicate that these areas are smoke-free.

6. LEASES, LICENCES AND OTHER COUNCIL AGREEMENTS

Council buildings and outdoor dining areas that are leased, licensed or hired by Council will have smoke-free clauses inserted into their agreements for use.

7. ENFORCEMENT

Enforcement of this policy will be supported by signage, positive persuasion and self-policing amongst the community. Enforcement may involve issuing penalty infringement notices where required, as an additional measure to achieve compliance. Suitable signage will be installed in all applicable areas, where practicable. In implementing Council's Smoke-Free Environment Policy a program of community education and awareness will be undertaken.

8. VARIATION AND REVIEW

Council reserves the right to vary or revoke this policy at its discretion.



Smoke-Free Environment Policy Update

c/o: Rachel Mann - Environmental Health Officer

Summary

In 2015 extensive community consultation was undertaken to gauge the public's thoughts on introducing a smoke-free environment policy in our region. Strong support was shown for the policy and in 2016 Council introduced its Smoke-Free Environment Policy with the objective of improving the health and well being of our community members and the public amenity of our city and surrounds.

This policy complimented the NSW Smoke-Free Environment Act 2000 and covered areas not included in the State legislation. These areas included:

- Tamworth CBD
- Manilla CBD
- Barraba CBD
- Council owned playing fields, sporting grounds, recreational facilities, bushland, parks, playgrounds and recreational reserves
- · Public footpaths outside of schools, childcare centres and hospitals

In 2019 the Regulatory Services division of Tamworth Regional Council are to propose changes to this policy. If these changes are to be accepted by Council then a marketing campaign will be required to educate the public on these changes.

The following outlines a prospective marketing plan for an updated Smoke-Free Environment Policy.

Objective

With any policy, success is achieved through not only implementation but also education. The objective of this marketing campaign is to educate the identified target audiences on the new policy and how it impacts them.

Target Audience

As the policy impacts a large area of our region the following target audiences have been identified:

- Tamworth region residents, aged 18+
- Tamworth city residents, aged 18+
- Manilla residents, aged 18+
- Barraba residents, aged 18+
- Visitors to the Tamworth region, aged 18+



Marketing Plan

Digital

Social Media

Facebook and Instagram are both great social media platforms for communicating a general message with a wide audience. Advertising on both these platforms allows you to target specific messages to specific segments of the wider audience.

A combination of general and targeted messaging will be developed to speak to both the general population of the Tamworth region as well as residents based in Barraba and Manilla, and those visiting the region.

Both static posts and videos will be used to educate our audience on the policy and what it means to them. Videos will be created in-house and aim to make the policy messaging more engaging and interactive.

These static and video posts will be made throughout the year, with each post highlighting a topic relevant to that time of year, e.g. when the winter sports season begins a video featuring all our great sports grounds will remind people that smoking on these grounds is not allow.

There will also be specific posts during the times that there is an influx of visitors the region such as Tamworth Country Music Festival.

Webpage

The current webpage regarding the Smoke-Free Environment Policy will be updated to reflect the changes made to the policy.

All marketing collateral will encourage people to visit this page to gain further information on the policy and to help them understand how it may impact them.

Print

Newspaper

The Tamworth region is home to a variety of print publications including the Northern Daily Leader, Manilla Express and Barraba Gazette which combined have a circulation of approximately 7,000 copies.

It would be highly recommended that an ad is placed in each of these publications following the introduction of any changes to the policy. Local newspapers are a great way to speak to a wide audience who are actively engaged within the community. They also help create conversation and spread messages amongst communities.



Visual Marketing

Bin Signage

There are a number of rubbish bins that are owned and maintained by Council spread throughout all smoke-free zones. Signage will be designed and installed on the bins sides and tops. This form of signage will be a constant reminder for people that these areas are smoke-free.

Footpath Stickers

Footpath stickers are a great way to remind people when they are on the go or potentially sometimes in the act of the smoke-free zones that are present in our region.

They can be placed in a variety of places including schools, playgrounds, sporting fields and throughout CBD areas. They can also be place in smoking hot-spots such as to the side of venue doors.

Seat Plaques

Spread across Council owned facilities are wooden seats for the public to use. These seats are the perfect place to position community marketing messaging such as that related to the smoke-free environmental policy.

A simple plaque with the same branding and imagery used across the campaign could be placed on these seats in smoke-free zones such as parks and playgrounds across the region.

Media Assistance

It is recommended that the Tamworth Regional Council communications and engagement team are consulted on the best way to inform the media and public of the initial changes once approved.



Budget

		Notes	Cost
Social Media			
Design			\$ 200.00
Facebook and Instagram Spend			\$ 2,000.00
1	Total		\$ 2,200.00
Newspaper			
Design			\$ 120.00
Northern Daily Leader			\$ 525.00
Manilla Express			\$ 120.00
Barraba Gazette			\$ 175.00
1	Total		\$ 940.00
Bin Signage			
Design			\$ 80.00
Printing & Install		Per bin	\$ 40.00
1	Total		
Footpath Stickers			
Design			\$ 80.00
Printing & Install		Per sticker	\$ 20.00
1	Total		
Seat Plaques			
Design			\$ 80.00
Printing & Install		Per plaque	\$ 45.00
1	Total		
		Total Cost	\$ 3,485.00*

^{*}Please note the bin signage, footpath stickers and seat plaques are per bin/sticker/plaque therefore the total cost only covers the printing and install of one bin/sticker/plaque. This total should be adjusted to cover the number of bins available for use in the smoke-free zones, the number of street stickers deemed appropriate throughout the smoke-free zones and the number of seats available in these zones.





Review and Evaluation of the Smoke-Free CBD Policy Intervention

September 2017







Appendix B

- Survey and Cover Letter

Page 17

Evalutation of Smoke-Free CBD Environmental Policy 1

Policy Evaluation Contents Policy Details Page 2 - Policy Background - Policy Objectives - Policy Implementation **Policy Evaluation** Page 4 - Purpose and Procedure **Areas for Review** Page 5 - Logistics - Practice **Survey Evaluation** Page 6 Method Page 6 - Participants - Materials Procedure Page 7 Results Discussion Page 8 **Overall Concerns of Results & Community Feedback** Page 11 Appendix A Page 12 - Tables and figures

Appendix C

Page 20

- Raw Data Exports

Document Title	Smoke-Free Environment Policy 2015
Tamworth Regional Council implemented a Smoke Environmental Policy January 2016 including a ban cigarettes as well as electronic cigarettes. In effect ir Manilla and Barraba CBD's and Council include	
Date of Pass Date of Effect	November 2015 January 2016
Involved Organisations	Tamworth Regional Council, Cancer Council NSW, Heart Foundation NSW
Legislation	The Smoke-free Environmental Act 2000 & The NSW Local Government Act 1993
Evaluation Conducted By:	Olivia Monk Masters of Social Work University of New England

Policy Background

The policy was developed using the results of the 'Let's Clean the Air' community engagement project that was undertaken in May and June 2015 to assess the community's opinion and responses to public smoking in populated outdoor areas across the Tamworth Region. Let' Clean the Air consultation project was conducted with the support of The Tamworth Health Committee, Heart Foundation, Cancer Council NSW and Hunter New England Health. Tamworth Regional Council endorsed the draft policy in August 2015 and allowed the community to provide feedback through public exhibition. There were twenty-two written submissions given to council in regards to implementing the smoke-free environment policy with 17 in full support, 3 holding concerns/adjustments and 3 entirely opposed to the policy. Responses and adjustments were made accordingly to the public submissions resulting in changes such as including the NSW police force in the entitled officers for issuing formal warnings and penalties for non-compliance to the new policy intervention.

Policy Objectives

The objectives of the Tamworth Regional Council in banning smoking, both tobacco and electronic cigarette smoking, in the Tamworth, Manilla and Barraba CBD's and various Council outlined areas are:

- To minimise cigarette related litter in public outdoor areas owned by the Council
- To take measures to protect the health and social wellbeing of the community through providing community leadership.
- To raise awareness across the community regarding the issues related to smoking
- To improve public maintenance and amenities of Council properties
- To improve the overall health and wellbeing of community members

Policy Implementation

The implementation of the policy consisted of supporting signage throughout the Tamworth, Manilla and Barraba CBD's as well as the effected Council areas identifying the no-smoke zones. The policy introduction was also reliant on self-policing amongst the community, positive persuasion and media awareness at the beginning of the policy introduction in 2016. The Tamworth Regional Council Rangers, Environmental Health Officers, Parking Officers and New South Wales Police Officers also have the authority to issue penalty infringement notices and warnings where required for any non-compliance in allocated Smoke-Free Council areas.

Policy Evaluation Purpose

The purpose of the policy evaluation is to examine 18 months down the line if the implementation of the Smoke-Free CBD Environmental Policy has had a positive effect in reaching its target purpose and objectives. The Smoke-Free Policy also requires an evaluation to occur during the 2017 year.

The procedure for the evaluation process is as follows:

Procedure for Evaluation

	Stage 10 week project	Action/Activity
1	Initial desk review 1-3 weeks	Examination of the existing policy, legislation and the practical implementation of the policy within the CBD's.
2	Survey distribution & Consultation 3-5 weeks	Surveys conducted on available members of the impacted businesses in the CBD's. Consultation to occur with the related organisations (Tamworth Regional Council, Heart Foundation, and Cancer Council) relevant line staff, community members/ representatives and managers (where applicable).
3	Data analysis & interpretation 5-8 weeks	Collect the data from the relevant surveys and interview feedbacks obtained. Create a data spitout spreadsheet. Interpret relevant data results in accordance to the effectiveness of the implemented policy.
4	Evaluation development & presentation 8-10 weeks	Produce a final policy evaluation report on the effectiveness of the Smoke-Free CBD Environmental Policy 18 months postimplementation as outlined as a requirement in the policy procedure.

Review areas for the policy

Logistics of the policy

Council to determine.

Is the policy consistent with the core values and principles of the Tamworth Regional Council?	Yes
Have any practices been adopted that are no longer consistent with the policy statement?	No
Does the policy contradict other policies in affect?	No
Have any deviation of the policy been made since implementing the policy?	No
Does the policy comply with current legislation/regulation?	Yes
Are there any contradictions within the policy statement?	No
Is the language within the policy current?	Yes
Are there any ambiguities in the policy statement	No

Response given by; Ross Briggs Manager Regulatory Services Directorate - Planning & Compliance Tamworth Regional Council

Practice of the policy

Questions for investigation:

- Are the targeted members in Tamworth, Manilla and Barraba aware of the smoke-free policy?
- Are the targeted members aware the policy includes electronic/e-cigarettes?
- Are the targeted members in support of the local smoke-free policy?
- Do the targeted members feel the scope of the policy (where it applies) should be modified by increasing the boundaries?
- What is the targeted members opinion regarding smoking levels since the policy implementation? Has the policy been effective at reducing smoking levels?
- Do the targeted members have an idea if there is a particular demographic/group that is non-compliant with the policy?
- How are the targeted members likely to respond to non-compliance of the policy?
- Are the targeted members willing to display supportive signage of the policy in their businesses?
- Are there are concerns/comments that the targeted members have regarding the policy introduction and effectiveness?

Summary:

 In the eyes of the business members effected directly by the smoke-free policy, is the Environmental Smoke-Free Policy effective at reducing cigarette smoking in the affected CBD's?

^{* (}Targeted members= business members effected directly by the smoke-free policy)

Survey Evaluation

Method

Participants

Those chosen for the survey were the available local business owners, managers and workers that are directly impacted by the Smoke-Free Environmental Policy in the Tamworth, Manilla and Barraba central business districts. Overall there were 165 surveys completed consisting of 117 from Tamworth (70.19%), 26 from Manilla (15.76%) and 22 from Barraba (13.33%). *Appendix C*. See Appendix A for a complete figure breakdown of the type of businesses as per category.

All businesses in the CBD's were given the opportunity to participate in the survey. Those of non-engagement were either closed, not interested or were unable to complete the survey as per organisational guidelines. These businesses are estimated to account for less than 10% of the businesses in the Tamworth, Manilla and Barraba CBD's overall.

*Fitzroy Street Tamworth was excluded from the Surveyance as per council request due to construction.

Materials

The survey consisted of 12 questions over all. Two demographic questions were allocated to determine the participants per location and type of business within the CBD. Two awareness questions were used to assess participant's awareness of the Smoke-Free Environmental policy in their CBD as well as the inclusions of the electronic/e-cigarettes in the policy. Three questions were allocated to assess support of the local policy; one overall support of the policy question as well as two questions to determine willingness to display supportive resources (stickers and coasters). One question was allocated to the assess opinions regarding extending the current policy's boundaries. One question was used to assess participant's opinions on demographics of non-compliance to the policy with a following question allocated to assess participant's personal reaction to non-compliance. The main focus question was a rating scale designed for participants to reflect on smoking levels in the CBD's since the policy implementation to assess if smoking levels had reduced in the past 18 months. Participants were given an opportunity to make any suggestions or comments regarding the policy through an open ended question at the completion of the survey.

Procedure

In May 2017 Cancer Council NSW and Heart Foundation NSW constructed a draft survey to distribute to businesses in the CBD's of Tamworth, Manilla and Barraba to assess the effectiveness of the Smoke-Free Environmental Policy. Approval from council was given in May for the survey to be finalised with the support of the business chamber during a revisit meeting of council and local health organisations. The draft survey was reviewed by Tamworth Regional Council, Heart Foundation NSW, Cancer Council NSW and the health committee for appropriateness and finalisation of questions. The final draft of the survey was approved by all parties for print in July 2017.

Over a two week period in August, volunteers and members of the Tamworth Cancer Council NSW and Heart Foundation NSW conducted face-to-face paper and electronic surveys of the businesses under the Smoke-Free Environmental Policy in Tamworth, Manilla and Barraba. The total 165 completed surveys were put into survey monkey and exported for analysis.

Results

To assess opinions regarding smoking levels in the covered Tamworth, Manilla and Barraba CBD's, participants were asked to indicate on a rating scale their interpretation of smoking levels in their towns CBD's. A comparative consideration was asked to be given regarding smoking levels from previous to the policy implementation (January 2016) to the current present time at the completion of the survey.

Table and Figure 1 below display the participant's opinions regarding smoking levels in the Smoke-Free Policy areas as per location since the policy was implemented. Manilla and Barraba indicated smoking levels have remained the same since the policy implementation in January 2016 with Tamworth being the only town of the three to indicate that smoking levels had decreased since implementing the policy. Overall, 61% of all participants believe there is less smoking in their CBD's since the policy was introduced.

Table 1 Opinions regarding smoking levels in the Smoke-Free Policy area since the policy implementation (January 2016- current) as per location

Location	More Smoking	Less Smoking	About the Same
Tamworth (n= 117)	1.17 % (n=2)	72.65% (n= 85)	25.64% (n= 30)
Manilla (n=26)	3.85% (n=1)	26.92% (n=7)	69.23% (n= 18)
Barraba (n=19)	5.26% (<i>n</i> =1)	36.84% (n=7)	57.89% (n= 11)
Total (N=162)	2.47% (N=4)	61.11% (<i>N</i> =99)	36.42% (N= 59)

Note. 3 missing responses from Barraba identified "unsure" for their responses.

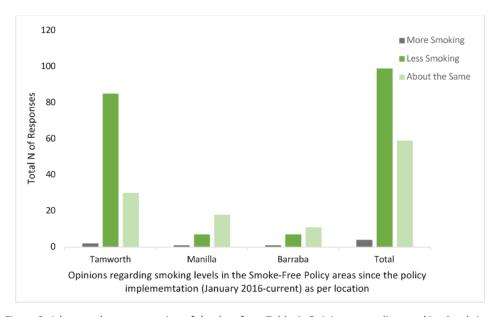


Figure 3: A bar graph representation of the data from Table 4. Opinions regarding smoking levels in the Smoke-Free Policy area since the policy implementation (January 2016- current) as per location

Discussion

The purpose of the policy evaluation was to examine 18 months down the line if the implementation of the Smoke-Free CBD Environmental Policy had a positive effect in reaching its target purpose and objectives in reducing smoking levels in the regional and rural towns covered by the policy.

Alongside this assessment, 9 other questions were posed within the survey to assess the practice of the policy.

An evaluation on the awareness of the Smoke-Free Environmental Policy indicated that overall all three towns held high awareness of the smoke-free zones in place in their local CBD's with an overall 91% of participants indicating they were aware of the policy in place. An evaluation on the participants awareness that the policy included electronic/e-cigarettes however indicated that overall a large 70% of the total participants surveyed were unaware of this inclusion in the policy. Appendix A. Assessing the participant's support of the local Smoke-Free Environmental Policy exampled a large community based support for the smoke-free zones with 93% of the participants indicating they are in support of the policy and believe it is a good thing. Participant responses and feedback also indicated policy support "It's a great family friendly policy", "It's great having the CBD smoke free". Appendix A & C.

Support of the policy was also examined by assessing participant's willingness to display supportive signage of the smoke-free policy. Examples of resources in the form of stickers and coasters were displayed to participants to assist in determining their willingness to display the resources. Over 100 of the participants indicated they would be willing to display the stickers as well as the majority of hospitality businesses indicating their willingness to display coasters. *Appendix A*.

When assessing the participant's opinions regarding extending the current policy's boundaries the results indicated an almost 50/50 split in response. Overall, 52% of participants indicated they do not believe the policy boundaries need to be increased with 48% of the total participants indicating that the boundaries of the policy do require extending. When comparing the town's responses regarding extending the policy, Tamworth and Barraba held higher support of increasing the boundaries with over 50% of these towns participants responding 'yes' to extending the boundaries of the policy. Manilla indicated contrasting support of extending the policies boundaries with a large 77% of Manilla participants indicating they do not believe the boundaries require any extension. A participant response "if you increase the boundaries you will end up in residential areas" holds some indication of the reason for these results. Appendix A & C.

An assessment of participants opinions regarding any particular demographic that are noticed to be non-compliant to the local policy in the towns CBD's resulted in the most common given response

being "mixture/across the board". "Low socioeconomic" was the second largest demographic group identified for non-compliance. 206 total responses were given to the opened ended question assessing non-compliance with some responses being applicable to multiple categories. The categories were computed by commonality of responses. *Appendix A*. When evaluating how participants are likely to respond to non-compliance two categorical responses were found to be most common. "Take no action because you are not comfortable approaching the person" was the most common allocated response followed by "Politely inform the person it is a smoke free zone". If allocating an "Other" response participants were asked to please state how they were likely to respond. "Depends on the person" was the most common "Other (please state)" response recorded. A large portion of the comments/feedback responses also held comments regarding approaching a person smoking in the CBD. These comments indicating that a response would be dependent on the person or the retaliation they may get for intervening "Would depend on the person smoking and the reaction I think I would get". Appendix A & C.

As outlined in the results, smoking levels are only indicated as having reduced since the implementation of the policy in the Tamworth CBD. Manilla and Barraba indicated their smoking levels in their CBD's have remained the same since the policy implementation. With a 73% of Tamworth participants indicating they believe there is less smoking in the CBD, this represents that the policy is effective at reducing overall smoking levels however, the small responses of smoking level reduction in Manilla and Barraba indicate there is outstanding work to be done for these rural towns under the policy. *Appendix A*. Common feedback from Manilla and Barraba were the lack of attendance from rangers to police non-compliance "Smoking in Manilla is not policed." Participants also made suggestions of how to increase compliance of the policy "Send the rangers out randomly for a blitz to enforce it". "It is the same people smoking in the CBD's because they haven't been told otherwise". Appendix C.

Relying on community based policing holds concern as all three towns indicated when it comes to non-compliance their reaction is most commonly to "take no action because you are not comfortable approaching the person". A large percentage of participants indicated they would "politely inform the person it is a smoke-free zone" however this was largely dependent on the person that was smoking therefore this could reduce this approach to non-compliance in practice. Appendix A.

Another common suggestion/comment that was identified by the community was regarding the signage distributed throughout the towns CBD's. Many comments indicated that the signage is not effective as smokers do not see the signs/signs are not in appropriate positions for

acknowledgement or notice therefore people are unaware they are smoking in a smoke-free zone. Increasing signage was identified by many of the participants as a positive step towards increasing compliance. The signage currently on display was commended as assistive in self-policing non-compliance of the policy "Having the sign on the bin out the front of the shop helps. We can refer to it if we tell people not to smoke". Increasing awareness of the policy in other forms such as social media was identified by a participant as a possible avenue for increasing compliance of the policy for those who are simply unaware their town is smoke-free. Appendix C. As seating in the CBD's were identified as problematic areas, participants suggested signage for seating may be beneficial in increasing awareness of the smoke-free area.

Peel Street (between white and Hill Street & between Brisbane and Burke Street) was identified as holding problematic areas that are often thought of as excluded from the smoke-free zone. It is suggested that many are under the assumption the smoke-free zone is only applicable on Peel Street between Brisbane and White Street. Fitzroy Street was also commented on as being mistaken for a street that is not covered by the policy with CBD occupants being identified as leaving Peel Street and entering Fitzroy Street to smoke. See the table at the completion of this report for the concerns/feedback of the community by commonality of response as well as the overall interpreted areas for discussion as per survey results.

Overall Concerns of Survey Results & Community	Response to concerns
Feedback	(Tamworth Regional Council to
	complete/discuss)
Only Tamworth is perceived as having reduced	
smoking levels	
Over 70% are unaware of the inclusion of electronic e-	
cigarettes	
Extending the Boundaries in Tamworth and Manilla	
(Barraba was identified as not-applicable due to	
residential areas in the extension areas)	
- Cable avenue identified in particular for	
Tamworth	
Policing of non-compliance	
- Manilla and Barraba identified as problematic	
areas	
- Overall policing was identified as 'lacking' or	
'needs increasing'	
- Distributing fines	
Ashtray/butt out section on bins were identified as	
problematic and can promote smoking in the CBD	
Create a smoking designated area in the CBD/	
Increase awareness of where smokers can smoke in	
the CBD	
Create a 'dob in a smoker app'. Alike the RMS dob in a	
litterer'.	
Hold an enforcement blitz to increase compliance and	
awareness. This was identified as being needed in the	
remote Barraba and Manilla towns especially.	
A large amount of businesses would have to refer to	
management when it comes to supportive signage	
and resources.	
Lack of willingness to approach a person/ self-policing	
of the policy.	
Problematic areas identified	
- Fitzroy street /construction zone	
- JT Fossey	
- Peel street (outside Brisbane-White street)	
- Outside the Hospital	
- Pool's and Sporting grounds	
Signage overall	
- Circular bins a concern	
- Seating identified as problematic areas that	
require signage	
Pollution on side streets/ alleyways and behind	
businesses	

Page 178

Appendix A

Tables and Figures

Table 1

Opinions regarding smoking levels in the Smoke-Free Policy area since the policy implementation (January 2016- current) as per location

Location	More Smoking	Less Smoking	About the Same
Tamworth (n= 117)	1.17 % (n=2)	72.65% (n= 85)	25.64% (n= 30)
Manilla (n=26)	3.85% (n=1)	26.92% (n=7)	69.23% (n= 18)
Barraba (n=19)	5.26% (n=1)	36.84% (n=7)	57.89% (n= 11)
Total (N=162)	2.47% (N=4)	61.11% (<i>N</i> =99)	36.42% (N= 59)

Note. 3 missing responses from Barraba identified "unsure" for their responses.

Table 2
Awareness of the Smoke-Free Environmental Policy as per location

Location	Yes	No
Tamworth (n= 117)	29.16 % (n=109)	6.84% (n= 8)
Manilla (n=26)	84.625 (n=22)	15.38% (n=4)
Barraba (n=22)	86.36% (n=19)	13.64% (n=3)
Total (n=165)	90.91% (n=150)	9.09% (n=15)

Table 3

Awareness of the inclusion of E-Cigarettes in the Smoke-Free Environmental Policy as per location

Location	Yes	No
Tamworth (n= 117)	31.62 % (n=37)	68.38% (n= 80)
Manilla (n=26)	19.23% (n=5)	80.77% (n=21)
Barraba (<i>n</i> =22)	27.27% (n=6)	72.73% (n=16)
Total (<i>N</i> =165)	90.91% (<i>N</i> =150)	9.09% (<i>N</i> =15)

Table 4
Opinions regarding extending the existing policy boundaries as per location

Yes	No
50.88 % (n=58)	49.12% (n= 56)
23.08% (<i>n</i> =6)	76.92% (<i>n</i> =20)
63.64% (<i>n</i> =14)	36.36% (n=8)
48.15% (<i>N</i> =78)	51.85% (N=84)
	50.88 % (<i>n</i> =58) 23.08% (<i>n</i> =6) 63.64% (<i>n</i> =14)

Note. Total number of participants N=162, 3 skipped responses in Tamworth

Figure Captions

- Figure 1. Type of Business as per Category
- Figure 2. A bar graph representation of the data from Table 1. Opinions regarding smoking levels in the Smoke-Free Policy area since the policy implementation (January 2016- current) as per location
- Figure 3. Total number of participants in support of the local Smoke-Free Environmental Policy
- Figure 4. Willingness to display supportive signage of the Smoke-Free Environmental Policy as per type of supportive resource
- Figure 5. Indications of demographic/target group of non-compliance of the Smoke-Free Environmental Policy (all locations) as per participant response.
- Figure 6. Participant's likelihood of reaction to a person smoking directly near their business as per categorical response

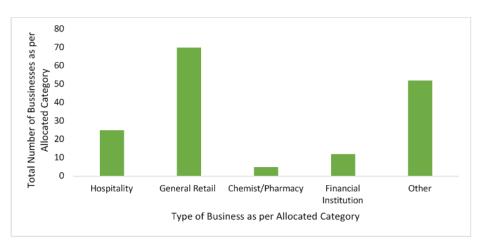


Figure 1: Type of Business as per Category

Note. Other (specify) 31.71% (n)= 52; Hair/Beauty (n=12), Real Estate (n= 8), Community/NGO (n= 8), Health/Medical (n= 6), Legal/Financial (n= 4), Travel Agent (n= 3), Education (n= 2), Governmental (n=2), Post Office (n=2), Car (n=2), Builder (n=1), Media (n=1), Supermarket (n=1). Total N= 52



Figure 3: A bar graph representation of the data from Table 4. Opinions regarding smoking levels in the Smoke-Free Policy area since the policy implementation (January 2016- current) as per location

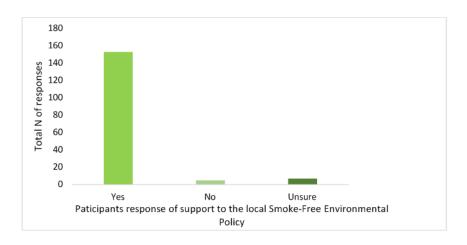


Figure 3: Total number of participants in support of the local Smoke-Free Environmental Policy

Note. (N=165), Yes (n=153), No (n=5), Unsure (n=7).

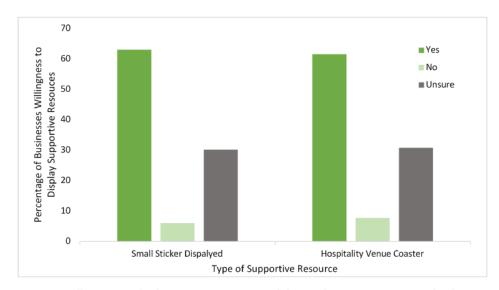


Figure 4: Willingness to display supportive signage of the Smoke-Free Environmental Policy as per type of supportive resource

Note. Small Sticker Displayed (N= 165), Hospitality Venue Coaster (N=26) *one general retail business indicated their willingness to display a coaster despite being for hospitality venues.

Note. Unsure responses were taken if general staff had to get management/head office approval for signage/coasters.

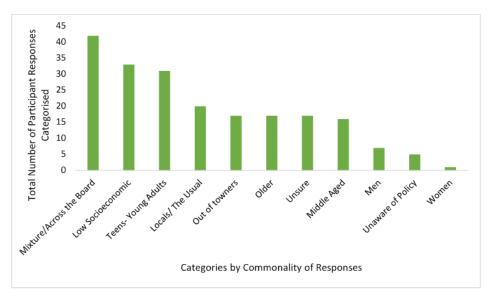


Figure 5. Indications of demographic/target group of non-compliance of the Smoke-Free Environmental Policy (all locations) as per participant response.

Note. This was an opened ended question for participants to indicate their responses with no prompts or allocated response categories. The above categories are computed by commonality of response. See appendix for Total Data Export for all individual responses.

Note. Total responses N= 206; some individual responses constituted as multiple categories



Figure 6. Participant's likelihood of reaction to a person smoking directly near their business as per categorical response

Note. Total participants N=165. Most common 'Other (please state)' response was "Depends on the person" (n=10). See appendix Total Data Export for all states 'Other' responses.

Appendix B

Distributed Survey & Cover Letter

Tamworth Regional Council Smoke Free CBD Environment Policy

Survey of Local Businesses in Tamworth, Manilla and Barraba

(An initiative of the Local Heart Foundation, Cancer Council NSW and Tamworth Local Health Committee)

PLEASE NOTE: This is an **anonymous survey** and results will be collated into a report that will be shared with interested parties.

Background of the Policy

In 2015 an extensive community consultation project known as "Let's Clear the Air" was conducted by Tamworth Regional Council with support from the Tamworth Local Health Committee, Heart Foundation NSW, Cancer Council NSW and Hunter New England Health. This resulted in a draft Smoke-Free Environment Policy being developed. Council made consideration to this draft in August 2015 creating a final draft for public exhibition from August 27th – September 23rd. The Smoke-Free Environment Policy passed Council in November 2015 and went into effect January 2016.

Objectives of the Policy

By banning smoking in various council areas, the TRC policy objectives are to:

- Improve the health and wellbeing of community members;
- Improve public amenity and maintenance of Council property;
- Raise community awareness of the issues associated with smoking;
- Provide community leadership in taking measures to protect the health and social wellbeing of the community;
- Minimise cigarette related litter on Council owned public outdoor areas.

Relevant Legislation of the Policy

- > The NSW Local Government Act 1993
- > The Smoke-Free Environmental Act 2000

Purpose of the Survey & Evaluation

The use of a survey is to gain an understanding of the affected businesses opinions regarding the implemented policy. The purpose of the policy evaluation is to examine 18 months down the line if the implementation of the Smoke-Free Environment Policy has had a positive effect in reaching its target purpose and objectives. The survey will also gather feedback from stakeholders about some resources (e.g. smoke free zone stickers, coasters etc.) proposed to increase community compliance with the policy.

This survey has the approval of the Tamworth Regional Council and the support of the Business Chamber.

Approval given 10th May 2017.

Surveyance & Evaluation to occur July - October 2017.





1.

2.

3.

4.

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7.

Evalutation of Smoke-Free CBD Environmental Policy 18

TRC Smoke Free Environment Policy

Survey of Local Businesses in Tamworth, Manilla and Barraba

(An initiative of the local Heart Foundation, Cancer Council and Tamworth Local Health Committee
Tamworth / Manilla / Barraba (please circle)
Type of business (please tick)
 Hospitality e.g. alfresco café, pub General retail e.g. clothing, gift shop etc. Chemist / Pharmacy Financial institution e.g. bank/building society Other (please describe) Are you aware that the CBD of (Tamworth/Manilla/Barraba) is a 'smoke free zone' under a TRC policy?
YES NO
Are you aware that the policy includes electronic or e-cigarettes? (as well as the regular cigarettes)
YES NO
Are you in support of the local smoke free policy? (I.e. do you think it is a good thing?)
YES NO UNSURE
Would you like to see the boundaries of the Smoke-Free zone area increased? (see map)
YES NO
Tamworth Regional Council launched the smoke free zone in this CBD in January 2016
Thinking back to <u>before the policy came in</u> do you think that now, in 2017 (in the main street) we have:
MORE SMOKING LESS SMOKING ABOUT THE SAME?
Do you have a sense of WHO is usually flouting the rules? E.g. youth, people from out of town, people begging etc. If someone was smoking <u>directly near your business</u> , how would you be likely to react? (please circle) a. Politely inform the person that it is a smoke free zone b. Alert Tamworth Regional Council about the problem c. Take no action <u>because you are not bothered</u> by the smoking d. Take no action because you are not comfortable approaching the person

e. Other _____(please state)

We are considering ways to support the local policy to ensure better compliance by all smokers and

Appendix C

Raw Data Exports

Total Data Export



Tamworth Data Export



Manilla Data Export



Barraba Data Export

