



# Tamworth Regional Council 2017-21 **End of Term Report**



# Table of Contents

<b>INTRODUCTION .....</b>	<b>2</b>
<b>STRATEGIC PLANNING FRAMEWORK.....</b>	<b>3</b>
<b>OUR SERVICES.....</b>	<b>8</b>
<b>OUR ELECTED MEMBERS.....</b>	<b>10</b>
<b>NAMOI UNLIMITED (JOINT ORGANISATION).....</b>	<b>11</b>
<b>SISTER CITIES .....</b>	<b>12</b>
<b>AWARDS AND RECOGNITION.....</b>	<b>13</b>
<b>COMMUNITY SATISFACTION SURVEY (2018) .....</b>	<b>14</b>
<b>COMMUNITY ENGAGEMENT.....</b>	<b>15</b>
<b>OUR PLANS AND STRATEGIES .....</b>	<b>16</b>
<b>KEY CHALLENGES .....</b>	<b>17</b>
DROUGHT .....	17
CORONVIRUS PANDEMIC .....	17
PLANNING TO BE A REGIONAL CITY .....	18
OUR BLUEPRINT FOR THE FUTURE .....	19
<b>A SPIRIT OF COMMUNITY.....</b>	<b>21</b>
<b>A PROSPEROUS REGION .....</b>	<b>24</b>
<b>AN ACCESSIBLE REGION .....</b>	<b>26</b>
<b>A REGION FOR THE FUTURE.....</b>	<b>29</b>
<b>A REGION OF PROGRESSIVE LEADERSHIP.....</b>	<b>32</b>

## INTRODUCTION

Tamworth Regional Council in collaboration with the community, developed our 10 year Community Strategic Plan (CSP) following the September 2016 Council election.

Council's, in line with the NSW Office of Local Government *1993 Act (s428(2)(Act))*, are required to undertake a review process every 4 years to assess how effective the CSP is in achieving its objectives in line with the local government election cycle.

Due to the coronavirus pandemic the local government elections were postponed until 4 December 2021 therefore, a further 12 months was applied to the existing Delivery Program.

This report finalises the 2016 elected council term and should be read in conjunction with the Integrated Planning & Reporting suite of documents and reports; Annual Operational Plans, Annual reports and progress reports which are available on council's website.

The End of Term report provides an update to the Tamworth community on how council delivered its four-year 2017-2021 Delivery Plan and how we are tracking towards achieving the communities vision outlined in the CSP. It reflects on council's achievements, outcomes and what challenges were faced during this period. It provides a snapshot of the works that have been undertaken, how we have planned for the growth of our region now and for the future.

## ACKNOWLEDGEMENT TO COUNTRY

Tamworth Regional Council acknowledges the Kamilaroi People, the traditional owners and custodians of the lands in our Region. We would like to pay respect to the Elders both past and present, and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.

# STRATEGIC PLANNING FRAMEWORK

## OUR STRATEGIC PLANNING PHILOSOPHY

Our corporate planning philosophy is underpinned by the fundamental premise that we will do what we say we will do. Our approach to planning is one that draws on delivering consistent, reliable service and offering best value to our community.

Keychange 2017-2027 is a 10 year community plan outlining the community's aspirations and desires to shape our Region's future. The success of Keychange requires partnerships between Council and the community as well as State and Federal Governments, to deliver on the vision and objectives.

As a Local Government Authority, Council recognises that we operate in a diverse and evolving environment. With our strategic planning philosophy as our guide, Keychange 2017-2027 has been developed to allow for the flexibility required to keep up with the demands of change, while centring our organisational efforts on delivering on the priority areas as expressed by our community in this Plan, within the bounds of our available resources.

To help achieve the vision and objectives outlined in Keychange 2017-2027, Council measure its delivery with the four-year Delivery Program and Budget.

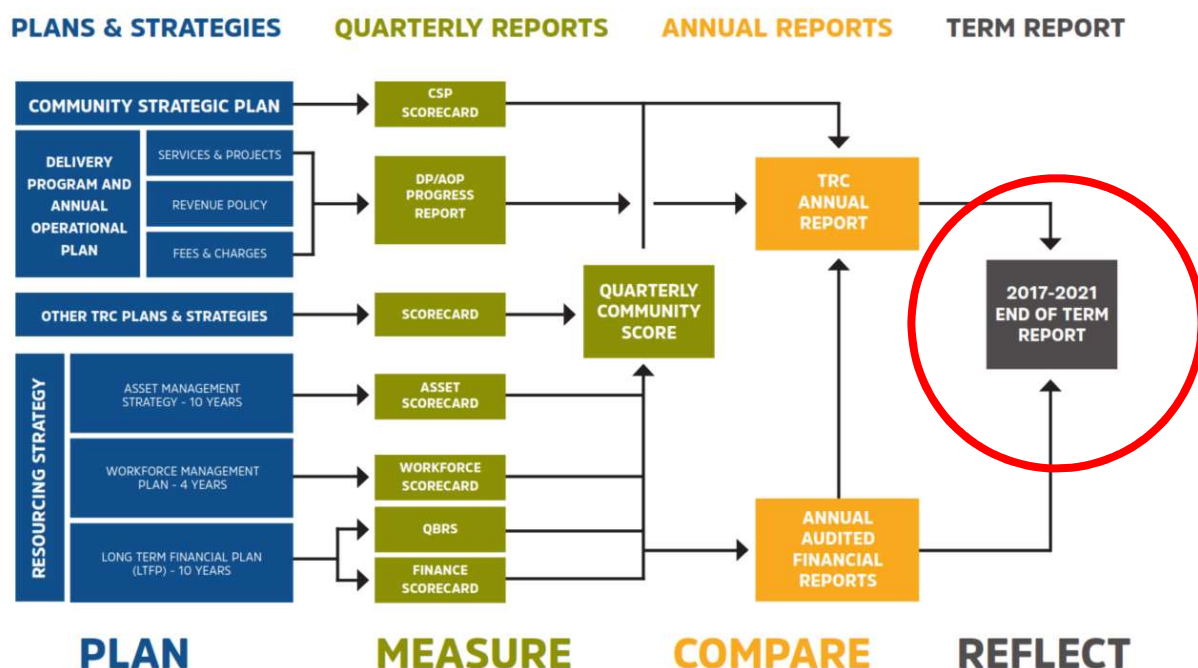
## OUR STRATEGIC PLANNING FRAMEWORK

Sitting behind the Delivery Program is an Annual Operational Plan which details the annual actions for each business unit of Council. Supporting all of these documents is our Resourcing Strategy – a Long-Term Financial Plan, Asset Management Plan and Workforce Strategy – which details how we will achieve and fund the actions required to achieve the vision and objectives outlined in Keychange 2017-2027. The diagram following

shows how the Integrated Planning & Reporting Framework works.

The Community Strategic Plan is part of an Integrated Planning & Reporting Framework and aims to integrate and streamline our statutory planning and reporting, strengthen our strategic focus and ensure accountability and responsiveness to our community.

## INTERGRATED PLANNING & REPORTING



## DELIVERY AND OPERATIONAL PLANS

The strategies identified in the Community Strategic Plan cascade down into Council's Delivery Program. Unlike the Community Strategic Plan which is a Community document that all government agencies and organisations should implement, the Delivery Program is specific to Council. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.



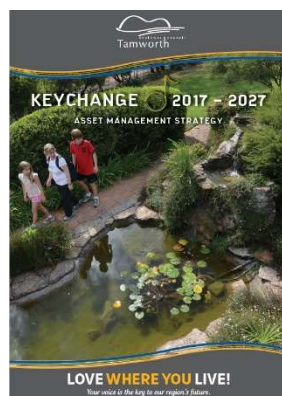
**The Community Strategic Plan 2017 – 2027** is the major strategic document developed to guide the delivery services and facilities over the next decade and outlines the goals of this elected council's term.

Supporting the Community Strategic Plan is a further three documents that are set out below. These documents can be found on Council's website [www.tamworth.nsw.gov.au](http://www.tamworth.nsw.gov.au)



### **Workforce Management Plan**

The Workforce Management Plan forms a critical part of Council's Resourcing Strategy and provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment, career paths etc) with outcomes goals and strategies in the Community Strategic Plan.



### **Asset Management Strategy**

Council's Asset Management Strategy outlines how council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community.

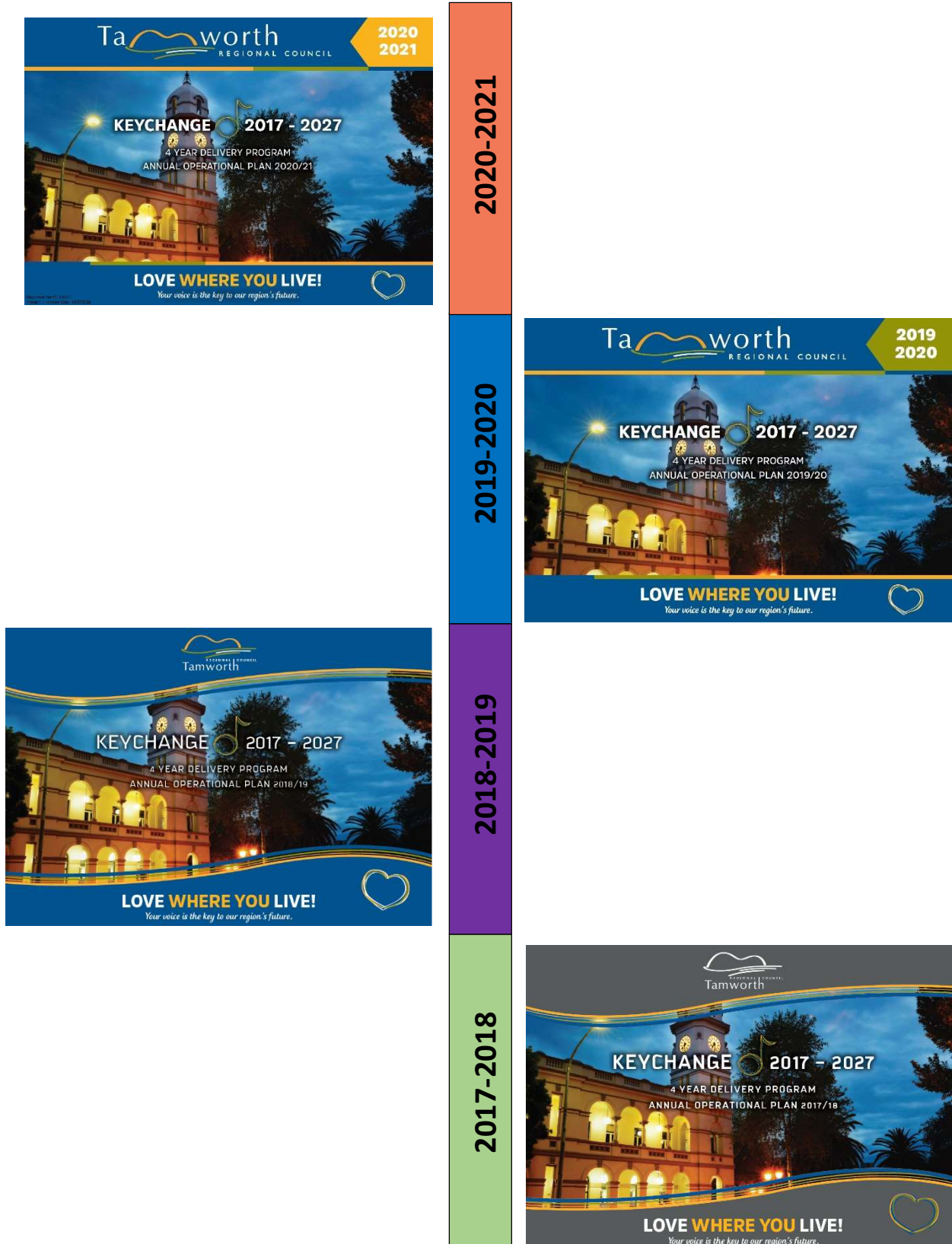


### **Long Term Financial Plan**

Council's Long-Term Financial Plan forecasts the financial capacity of the organisation to meet the objectives adopted in the Community Strategic Plan. It is vital for informing both Council and our community about the long-term financial position of our organisation. Council's Long-Term Financial Plan covers a period of 10 years and will be updated annually following the adoption of each of Council's Annual Operational Plans.

## HOW DID COUNCIL MANAGE, PLAN AND DELIVER?

The 2017-2021 Delivery Program is delivered by four Annual Operational Plans including the Long-Term Financial Plan and Fees & Charges.



## OUR VISION

A region of opportunity and prosperity, a place to call home.

## OUR MISSION

Tamworth Regional Council is committed to serving the community with:

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

## OUR VALUES

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

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

## OUR PROMISE

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



## OUR SERVICES

- Water Services
  - ✓ Attunga Water
  - ✓ Barraba Water
  - ✓ Bendemeer Water
  - ✓ Manilla Water
  - ✓ Moonbi/Kootingal Water
  - ✓ Nundle Water
  - ✓ Tamworth Water
- Sewer Services
  - ✓ Barraba Wastewater
  - ✓ Manilla – Wastewater
  - ✓ Moonbi/Kootingal Wastewater
  - ✓ Tamworth Wastewater
- Waste Management
  - ✓ 4 landfill sites
  - ✓ 7 rural transfer stations
  - ✓ Garbage collection
  - ✓ Recycling collection
- 11 x Cemeteries
- Sporting Grounds and Venues
- 6 x Swimming Pools
- Parks & Gardens (open space)
- Street cleaning / sweeping
- 6 x Public Libraries
  - ✓ Tamworth City Library
  - ✓ Barraba Library
  - ✓ Kiitingal Library
  - ✓ Manilla Library
  - ✓ Nundle Library
  - ✓ South Tamworth Library
- Tamworth Regional Art Gallery
- 10 x Museums (council supports ten public museums and social history collections located in the Tamworth region.
  - ✓ Tamworth Powerstation Museum
  - ✓ The Australian Country Music Hall of Fame
  - ✓ The National Guitar Museum
  - ✓ The Nandewar Historical Society
  - ✓ The Manilla Heritage Museum
  - ✓ The Gil Bennet Rocks, Gems and Mineral Collection
  - ✓ The Moonbi Museum
  - ✓ The Tamworth Regional Film and Sound Archive
  - ✓ Calala Cottage Museum
  - ✓ Tamworth Regional Astronomy and Science Centre
  - ✓ The Tamworth and District Family History Group
- Youth Services
- 2 x Year Round Care (Before & After school care)
- Tamworth Country Music Festival
- Community Centre
- Capitol Theatre Tamworth (TRECC)
- Tamworth Town Hall
- Australian Equine and Livestock Centre (AELEC)
- Airport and Aviation
- Pilot Training Facility
- Compliance
  - ✓ Animal Welfare
  - ✓ Parking fines
  - ✓ Noise complaints
- Crime Prevention CCTV

## OUR OPERATION AREAS

*Council operates out of four locations in the Local Government Area.*

### **Tamworth Regional Council Headquarters**

Ray Walsh House, 437 Peel Street

Tamworth NSW 2340

Phone: (02) 6767 5555

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

### **Barraba Branch Office**

Tamworth Regional Council

Barraba Branch Office, 108 Queen Street

Barraba NSW 2347

Phone: 02 6782 1105

### **Manilla Branch Office**

Tamworth Regional Council

Manilla Branch Office, 210 Manilla Street

Manilla NSW 2346

Phone: 02 6761 0200

### **Nundle Branch Office**

Tamworth Regional Council

Nundle Branch Office, 58 Jenkins Street

Nundle NSW 2340

Phone: 1300 733 625



## OUR ELECTED MEMBERS



**Col Murray – Mayor**



**Phil Betts – Deputy Mayor**



**Charles Impey**



**Glenn Inglis**



**Jim Maxwell**



**Mark Rodda**



**Helen Tickle**



**Russell Webb**



**Juanita Wilson**

## NAMOI UNLIMITED (JOINT ORGANISATION)



Namoi Unlimited consists of a range of Councils including Gunnedah Shire Council, Gwydir Shire Council, Liverpool Plains Shire Council, Tamworth Regional Council and Walcha Council. Through member council cooperation, Namoi Unlimited is able to build on the unique and diverse economic, cultural and natural qualities of each region. JOs will not impose significant red tape or cost to their communities.

The Board of Namoi Unlimited includes the Mayors of member Councils. The Mayors receive advice and information about strategic and operational opportunities from the General Managers of member Councils. Working Groups are established with key experienced personnel from within each member Council.

The Board, the General Managers Group and various working groups meet regularly throughout the Namoi region. The administration of the organisation is reliant on the support of member Councils and their staff. The organisation employs an Executive Officer to guide the organisations activities.

These Councils together are able to be heard louder and are expected to deliver ambitious projects and priorities for their regional communities.

### *Drought*

The Namoi region during this period focussed on Drought Awareness and Advocacy. The combined region is one of the most drought-affected areas in

Australia. As drought is a complex issue, due to living in such a harsh environment, the board members worked with the State and Federal Governments to create, implement and deliver initiatives and programs to help ease the impact of the drought and determined ways to build resilience and prepare for recovery.

In October 2019, Namoi Unlimited lead a delegation of local business representatives to Canberra to share their first-hand experience on the impacts of the drought and to discuss opportunities for change and lobby for additional drought funding. To date, 31 recommendations and ideas have been shared with both levels of government.

### *Water*

Water is the critical enabler for industry, business, communities, economies, agriculture, lifestyle, tourism and the environment across the Namoi region. For our regions to be able to prosper and cater for future consumer demand Namoi Unlimited commissioned its Water for the Future report which can be located on the website [Water for future Namoi region | Namoi Regional Organisation of Councils \(nsw.gov.au\)](https://www.namoiunlimited.nsw.gov.au/water-for-the-future).

Namoi Unlimited continues to collaboratively provide a means of delivering projects across neighbouring boundaries and connect local council priorities. To learn more about the joint organisation and view the projects Namoi Unlimited have undergone visit their website <https://www.namoiunlimited.nsw.gov.au/>



## SISTER CITIES

Tamworth has five international sister city relationships with the following cities:

- *Gore District Council, New Zealand*
- *Chaoyang District, Beijing, China*
- *Nashville, Tennessee, USA*
- *Sannohe Town Council, Aomori Prefecture, Japan*
- *Tamworth Borough Council, Staffordshire, England*



The Section 355 Tamworth Sister City Committee are responsible for maintaining our relationships with our sister cities. The Sister City Committee facilitate education and business interchange between Tamworth and its sister cities, helping council foster our national and international relationships.

We also have a country-city relations with Hurstville City Council – Sydney.

## AWARDS AND RECOGNITION

- 2018 ***Best Major Festival and Event*** - Toyota Tamworth Country Music Festival is held over 10 days each January and is Australia's largest music festival hosting the biggest country music stars.
- 2019 ***Best Major Festival and Event***– Toyota Tamworth Country Music Festival won this title for the second-year running being dubbed the best major festival and event at the Regional Tourism Awards.
- 2019 The Veness Letter Book, Tamworth Powerstation Museum is now ***inscribed on the UNESCO Australian Memory of the World Register***. Information on the 1800s letter book can be found at this website: [The Veness Letter Book \(tamworthpowerstationmuseum.com.au\)](http://TheVenessLetterBook(tamworthpowerstationmuseum.com.au))
- 2019 ***Added to the UNESCO Australian Memory of the World Register*** 'Ison's World War I Cinema Slides', Tamworth Regional Film and Sound Archive and Tamworth Historical Society
- 2019 Finalist ***NSW Tourism Awards – Destination Country & Outback NSW*** - Toyota Tamworth Country Music Festival.
- 2020 Winner - ***Office of Local Government – RH Dougherty Award*** – 'Reporting to your Community' category.
- 2021 Finalist ***NSW Top Tourism Town Awards – 'Top Tourism Town'*** over 5,000 residents.
- 2021 Winner ***Premier's Multicultural Community Medals – 'Welcoming Cities Local Government Business Excellence'***.

## COMMUNITY SATISFACTION SURVEY (2018)

In 2018, Tamworth Regional Council engaged the consultants Micromex to conduct a Community Satisfaction Survey.

Between 10 and 25 October 2018, 600 participants were contacted across the region to participate in the survey with a total of 459 respondents.

Outlined below are a few of the key findings for Tamworth Regional Council as an organisation and areas of satisfaction within the community.

**‘88% of residents were at least somewhat satisfied to very satisfied – (Local Government comparative across NSW – 3.31, Tamworth Regional Council 3.49)’**

### Increased Customer Satisfaction (comparative 2014)

- Parks and playgrounds.
- Graffiti removal.
- Promoting pride in community.
- Appearance of the city, towns and villages.
- Revitalising the Tamworth region.
- Youth services.
- Supporting local jobs and businesses.
- Long term planning.
- Maintaining cycle ways.
- Engaging young people in planning.
- Maintaining footpaths across the region.

### Highest Satisfaction Levels

- ✓ Library services.
- ✓ Parks & Playgrounds.
- ✓ Art Gallery/cultural opportunities.
- ✓ Ovals & Sports grounds.
- ✓ Litter collection.

### Decline in Customer Satisfaction (comparative 2014)

- Recycling/waste minimisation.
- Waste management solutions.
- Swimming pools.

### Lowest Satisfaction Levels

- Maintaining local roads.
- Availability of car parking.
- Overall condition of local road network.
- Council is transparent and accountable.
- Maintaining footpaths.

REGION	PRIORITY 1	PRIORITY 2	PRIORITY 3
Attunga	Roads & Bridges	Water & waste services	Footpaths & Cycleways
Barraba	Roads & Bridges	Community Services	Footpaths & Cycleways
Kootingal/Limbri	Water & Waste Services	Roads & Bridges	Footpaths & Cycleways
Loomberah/Duri/Dungowan	Roads & Bridges	Sports & Recreation	Water & Waste Services
Manilla/Somerton	Sports & Recreation	Roads & Bridges	Footpaths & Cycleways
Moonbi/Bendemeer	Sports & Recreation	Roads & Bridges	Water & Waste Services
Nundle/Hanging Rock/Woolomin	Roads & Bridges	Environment & Sustainability	Sport & Recreation
Tamworth	Sports & Recreation	Footpaths & Cycleways	Roads & Bridges

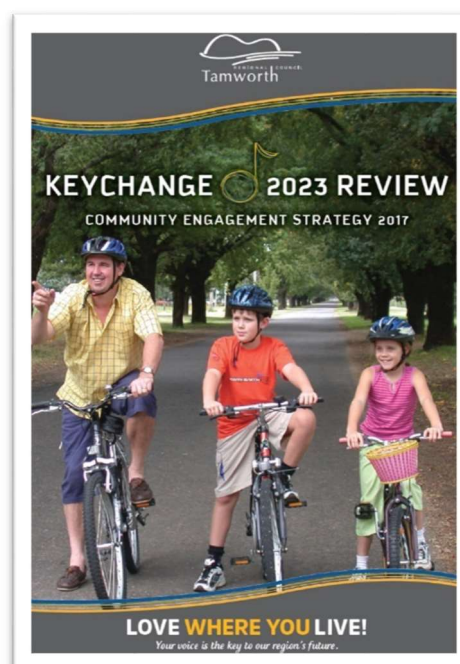
## COMMUNITY ENGAGEMENT

“Keychange 2023” is the vision Council shares with the community for the future of our Region.

Our goal is to work in partnership with the community to co-create a world-class regional centre, a great place to live, work, study and visit.

We believe involving the community and key stakeholders in Council’s decision-making processes is crucial to achieving this goal. It requires a robust, strategic approach – which is why we’ve developed this Engagement Strategy.

Community input to Council planning not only promotes strong working relationships between Council and the whole of the community, it maximises the knowledge and experience upon which decisions are based, and leads to better outcomes for all.



**Fact: two of the highest performing online engagements the community participated in were Tamworth Regional Aquatic and Leisure Centre and the Chaffey Park playground in Manilla.**

### TAMWORTH REGIONAL AQUATIC AND LEISURE CENTRE (2017-21)

#### Online Engagement Statistics

**9,307 VIEWS**

**5,814 CONTRIBUTIONS**

View the project here: [Tamworth Regional Aquatic & Leisure Centre](#) | [Tamworth Regional Council \(nsw.gov.au\)](#)



### CHAFFEY PARK PLAYGROUND– MANILLA (2021)

#### Online Engagement Statistics

**3,522 Views**

**1,179 Contributions**

View the project here: [Chaffey Park, Manilla playground](#) | [Tamworth Regional Council \(nsw.gov.au\)](#)



## OUR PLANS AND STRATEGIES

2021	Drought Management Plan (Draft)
2021	Active Transport Strategy
2021	Northern Inland Centre of Sporting Excellence (NICSE) Master Plan
2021	Victoria Park Master Plan
2021-2022	Revenue Policy
2020	Tamworth Blueprint 100 Strategy (Parts 1 & 2)
2020	Tamworth Regional Council Sport and Recreation Strategic Plan
2020	Chaffey Park Manilla Masterplan
2020	Open Space Management Guide
2020	Bicentennial Park Masterplan
2020-2030	Tamworth CBD Parking Strategy
2020-2024	Tamworth Regional Gallery Strategic Plan
2020	Viaduct Park, Tamworth Masterplan
2019	Community Participation Plan
2019-2024	Australian Country Music Hall of Fame Strategic Plan
2018	Development Servicing Plan DSP for Stormwater – Warwick and Bylong Road
2018	Development Servicing Plan for Water Supply
2018-2020	Reconciliation Action Plan
2018-2023	Tamworth Region Cultural Plan
2018	Tamworth Regional Council Development Servicing Plan for Sewerage
2017	Aquatic Management Plan
2017	Plan of Management for Cemeteries
2017-2021	Community Engagement Strategy
2017-2022	Graffiti Management Plan
2017-2021	Disability Action Plan
2017	Integrated Waste Management and Resource Recovery Strategy
2017-2021	Sustainability Strategy
2016-2021	Public Art Engagement Strategy
2016	Tamworth Tomorrow Strategy
2015	Tamworth Regional Airport Masterplan

## KEY CHALLENGES

### DROUGHT

Like most of New South Wales, the Tamworth region endured the repercussions of the worst drought on record which spanned from 2017 – 2020. It saw a lack of inflows into dams, depleting dam levels, and the ceasing of river flows. The effects were wide spread, with all six town water supplies experiencing water restrictions in accordance with the Drought Management Plan.

The Tamworth, Moonbi and Kootingal town water supply, which sources water from the Council owned Dungowan Dam and the New South Wales Government owned Chaffey Dam, has over 18,000 connections and an average daily consumption rate of 28 Megalitres. This supply was placed on Level 1 water restrictions in January 2019 as Chaffey Dam dropped below 40%. It was a rapid decline from that point forward.

Over the following seven months Chaffey Dam continued to drop quickly and accordingly water restrictions were increased. By September 2019 it was anticipated the dam would drop to 20% within weeks and the Tamworth, Moonbi and Kootingal water supply would need to be moved to Level 5 water restrictions.

In anticipation of the worsening supply system, strategic documents were created and adopted by

Council. These are the Water Restrictions Communication and Engagement Plan and the Emergency Water Supply Plan. Both ensured businesses remained open and unlike other LGA's in the New England North West, Tamworth never declared a 'day zero'. Residents endured 11 months living on Level 5 Water Restrictions, with a daily consumption target of 16.1 Megalitres, and an individual daily target of 150 Litres, encouraged along the way by the communications campaign 'Let's Work Together'. Within two weeks of the campaign launch, the average daily consumption dropped below the target level. This campaign was integral in stretching the water supply further.

Today, our dams are at 100% capacity however we live in an uncertain climate and council continues to manage and monitor the dams water levels. We would like to acknowledge the tremendous efforts from the community for playing a crucial part in being water wise and saving every precious drop – it was hard, stressful and at times heartbreaking. With the people's determination and strength Tamworth avoided day zero. Although water is plentiful now we encourage everyone to continue being water savvy to help minimise the risk of the dam level dropping so we can have plenty of water supply in years to come.

### CORONAVIRUS PANDEMIC

The Tamworth region, having suffered through the worst drought in history and the Black Summer Bushfires of 2019-20, was already in a disaster recovery situation when the COVID-19 pandemic started. The worldwide pandemic impacted on the mental wellbeing and stress levels of our community, despite Tamworth avoiding the significant COVID outbreaks that took place in some parts of the country. Showing great resilience, the community of the Tamworth region is now recovering from the dual economic impact of the drought and pandemic and has proved our region has the strength to support one another through these unprecedented times.

Tamworth Regional Council is considered to be the front line to the community during times of crisis and took immediate action to provide leadership

as the pandemic unfolded. A Crisis Management Team (CMT) was developed to monitor and respond to the evolving situation putting the community's safety, health and wellbeing as its highest priority. The CMT assisted the organisation and the community as they adapted to the constantly changing demands of the Public Health Orders, whilst also assisting the various State agencies as they took control of implementing the many safety measures that were required. Council actively informed the community as each new safety measure was put in place.

Council engaged with the local businesses and community leaders to identify their core needs and quickly realised there were a variety of needs arising throughout the community. Assistance and support were

provided by council to help minimise the impact of the pandemic and to alleviate the uncertainty that the community was enduring.

Council's response to COVID-19 initiatives implemented are:

- Reached out to our ratepayers that are in hardship in paying their rates.
- Removed delivery curfews for food stores to ensure our community was receiving essential items.
- Allowed restaurants to transition to take-away service that were not currently licensed.
- Developed an Online Development Hub allowing residents to lodge applications, seek certificates, track documents, view details and pay fees remotely.
- Council's Economic Development team provided support to our local businesses by regular electronic newsletters on updates and the free resources available to them.
- Removed charging for take-away footpath signage.
- Refunded development application fees to those residents wanting to withdraw their applications.
- Relaxed enforcement compliance to business operations who had to adapt to changing consumer demand.
- Worked closely with local businesses to ensure they were maximising the assistance available to them through economic stimulus packages.
- Tenants of Council leasing council properties affected by the financial impacts were encouraged to reach out and discuss available relief.
- Reimburse any water and sewer headworks charges that have been paid for any parcel of land developed and with a linen release date between 1 March 2018 and 31 March 2020 that currently remain.
- Assisted the NSW Health in:
  - *establishing readily accessible COVID testing facilities.*
  - *identifying emergency response facilities, to be used in the event of a significant local outbreak, including temporary hospital facility and emergency quarantine accommodation.*
  - *communicating with the local community in order to assist the promotion of immunisation across the region.*

## PLANNING TO BE A REGIONAL CITY

Tamworth is one of the highest projected population growth rates in regional NSW to 75,000 people in 2036.

In 2019 Tamworth Regional Council embarked on a process to draw all its efforts toward a coordinated approach for future planning and infrastructure delivery. This has been coined Blueprint 100. It would encompass the Local Strategic Planning Statement, Growth Management Strategy and other council

initiatives. The Blueprint 100 is an overarching strategy that provides a roadmap to take the Tamworth Region towards its vision of a prosperous economy and high living standards with a population of 100,000.

The Tamworth Regional Blueprint 100 will guide the future use of land with our region and provides council with a vision to ensure there is sufficient infrastructure and economic sustainability for both development and liveability.

## Our Blueprint for the Future

As we move towards the 2021 local government elections, council has been preparing to revisit the strategic vision of our region. Over 1300 clever, creative and civic-minded people interested in and passionate about our future, joined together to share their thoughts, dreams and ideas about what the future should hold for generations to come, resulting in the plan known as **Tamworth Regional Blueprint 100**.

The vision set out in Blueprint 100 is a giant leap forward for the future of our region as we grow towards a population of 100,000 people over the next few decades.

Eight key themes emerged from the consultation process as the foundation of Blueprint 100:

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

These eight themes underpin the plans, decisions and actions of council, ensuring everything we do is for our community's future.

As we build on the foundations of our previous achievements year by year, and grow towards an exciting and prosperous future, four key strategies have emerged as critical to achieving the eight Blueprint themes:

- creating more **jobs** by attracting new businesses
- supporting **skills** development to attract and retain a wide cross section of workers
- manage **affordability** of living in our region through the supply of land and housing choices, and a business-friendly approach
- improve the **liveability** of our region for our residents with a wider range of amenities and services

As 2020-21 draws to a close and we look towards our next year, we will continue to deliver the services and infrastructure our community needs, with our eyes on the long term aspirations set out in Blueprint 100.



## DELIVERING THE END OF TERM REPORT

Council would like to thank the number of stakeholders, community groups and volunteers that worked in collaboration with council to help us achieve the delivery of our four-year outcomes to the community.

## OUR FIVE THEMES

Each of the five theme areas include a number of objectives. Objectives are broad directional statements describing the community aspirations for the future. A number of strategies have been written for each of the objectives focusing on areas of action that are provided further in this document.

These themes have guided Council on how we prioritise the objectives in the Plan and how we were tracking – in particular whether progress was providing positive benefits to the community.

Each objective includes measures to check how we are performing and are reported to the community in the Four Year Progress Report (End of Term).



Whilst council continued to lead the community and continue operations during the world-wide coronavirus pandemic and the new Delta Force strain, the ongoing health regulations and restrictions has impacted on council's services across all our areas of operations

# A SPIRIT OF COMMUNITY

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

## WHAT OUR COMMUNITY TOLD US

- Improve Council’s focus on the Arts
- Deliver an aquatic centre for Tamworth
- Establish an Aboriginal Cultural Centre
- Protect heritage buildings and preserve our past
- More support and promotion of local museums
- More facilities and services for our ageing population including retirement living
- Proactive approach to combat growing drug issues in community
- Enhance playgrounds and playing fields in outer towns and villages
- More Police and faster response times
- Greater access to medical specialists
- Change community perception so The Youthie is seen as a regional facility
- 24 hour medical centre in Tamworth
- Council Rangers more responsive and visible
- Reduce number of roaming dogs and cats

## HOW WE PLANNED

<b>Objective - Active healthy Communities</b>	
<b>Strategy</b>	<b>Action</b>
C1.1 Provide high quality open spaces, parks and reserves suitable and accessible to all	<ul style="list-style-type: none"> <li>• Maintain and implement a Recreation and Open Space Plan.</li> <li>• Areas of open space will be provided and maintained for access by all.</li> </ul>
C1.2 Provide high-quality sporting facilities to meet the diverse needs of the community	<ul style="list-style-type: none"> <li>• An aquatic centre will be delivered to meet the needs of future generations.</li> <li>• Bid and host regional, state, national and international sporting events.</li> <li>• Deliver the Northern Inland Centre of Sporting Excellence.</li> <li>• User satisfaction rates.</li> </ul>
C1.3 Provide high-quality specialised sporting facilities to drive sporting excellence for the region and state	<ul style="list-style-type: none"> <li>• Deliver the Northern Inland Centre of sporting Excellence.</li> <li>• Finalise plans for an Aquatic Centre to be shovel-ready by December 2018 to then seek funding solutions.</li> </ul>
C1.4 Meet social justice principles through the provision of accessible and inclusive high-quality, integrated community services that meet current and emerging needs	<ul style="list-style-type: none"> <li>• Develop and implement a Regional Volunteer Strategy</li> <li>• Community satisfaction rates with services provided</li> <li>• Delivery of accessible, inclusive services</li> <li>• Increase childcare place availability</li> </ul>
<b>Objective – Promote our region’s heritage, character and culture</b>	
C2.1 Preserve and celebrate the character, heritage and culture of our city, towns and villages	<ul style="list-style-type: none"> <li>• Develop and implement Place Activation Plans for Barraba, Manilla and Nundle</li> <li>• Support the delivery of community events</li> <li>• Events supported in recognition of local, national and international cultures</li> <li>• Prepare and implement a regional Cultural Plan</li> <li>• Progress the establishment of an Aboriginal Cultural Centre</li> <li>• Update the Tamworth LEP with current heritage listed items</li> <li>• Develop a Tree Management Plan supported by a Mature Tree Nursery</li> </ul>
C2.2 Provide accessible, functional, multi-purpose facilities and spaces suitable for cultural, recreation learning and Information services and activities.	<ul style="list-style-type: none"> <li>• Utilisation rates of facilities</li> <li>• Community satisfaction rates</li> <li>• Implementation of Disability Action Plan</li> <li>• Number of additional services/facilities provided</li> <li>• Build a performing arts centre within a cultural precinct</li> <li>• Deliver online booking system</li> </ul>
<b>Objective – Safe places to live, work, play and visit</b>	
C3.1 Create safe environments to live, work and play	<ul style="list-style-type: none"> <li>• Maintain a current crime prevention plan</li> <li>• Crime prevention working meets a minimum of six(6) times a year</li> <li>• Representations made to the local State Member</li> <li>• State Government will allocate appropriate police resources for the Region</li> <li>• Increased coverage of CCTV cameras in region</li> <li>• Community satisfaction rates</li> </ul>
C3.2 Provide responsive, effective emergency management and emergency prevention services	<ul style="list-style-type: none"> <li>• Maintain active involvement in the Local Emergency Management Committee</li> <li>• Council has a robust response capability</li> </ul>

## SIGNIFICANT ACHIEVEMENTS

### DISABILITY INCLUSION ACTION PLAN 2017-21

- ✓ Adopted the Tamworth Regional Council Disability Inclusion Action Plan 2017-2021, which sets out the strategies and actions for Council and the community to remove barriers to community participation by those with a disability.

### REGIONAL YOUTH COUNCIL

- ✓ A regional Youth Council has been formed. This initiative is a key factor for future planning for our future generations. The council has been pivotal in the engagement consultation process for the skate facility at Viaduct Park as well as providing feedback on what facilities should be built at Centenary Park adjacent to The Youthie.

### GRAFFITI MANAGEMENT PLAN

- ✓ A comprehensive Graffiti Management Plan 2017-22 was developed with input from the Crime Prevention Plan, as well as the wider community.
- ✓ A legal graffiti wall has been constructed in early 2021 which has received positive feedback from both the residents and the graffiti enthusiasts. The space has reduced anti-social behaviour in the area and due to its location is generating increased usage of the park.

### NAIDOC WEEK

- ✓ 2016-17 marked the Region's first NAIDOC Week Awards which will remain as an annual feature of NAIDOC Week celebrations. Council believes through highlighting and recognising local achievers, we can celebrate the talents and strengths of our community and promote the positive things Aboriginal people contribute to our community and beyond.

### SCORES ON DOORS

- ✓ A new program for hygiene and food safety scoring was launched 'SCORES ON DOORS'. This positive program displays the results from council's regular inspections of food premises. This provides the public with transparency on the businesses score and how they rate with food standard and food safety.

### TAMWORTH RECOGNISED AS A CITY

- ✓ In December 2016, Tamworth was officially recognised by the NSW Government as a regional city and through its New England North West Regional Plan, a regional centre where it will work with Council to grow the local economy.

### AUSTRALIAN EQUINE AND LIVESTOCK EVENTS CENTRE (AELEC) ARENAS UNVEILED

- ✓ This state-of-the-art facility now has two additional equestrian arenas. AELEC continues to exceed the expectations for both competitors and spectators. To benefit the events held at the AELEC, new lighting has been installed providing further opportunities for the arenas to be used of an evening.

### KING GEORGE V AVENUE HERITAGE

- ✓ A council and community working group work has been launched to collaboratively to protect this heritage precinct.

### OXLEY LOOKOUT EMBELLISHMENTS

- ✓ After receiving feedback from the community – council installed additional picnic shelters, walking track signage, as well as upgrading Scenic Road.

### VIADUCT PARK

- ✓ After an intensive community engagement process the design of the Viaduct Masterplan has been adopted. The much-needed facility will include a climbing wall, extension to the pump track and half sized basketball court along with a Youth Training Café expected to be completed in late 2021.

### BARRABA SILO ART

- ✓ Artist Flintan Magee completed the breathtaking piece of public art on the Barraba Silos. The artwork depicts water diving, Barraba and its surrounding areas has a long history of employing this method for finding water – particularly during dry times. Council contributed \$13,500 to this stunning project which can be located at the northern gateway entrance to Barraba.

#### **NORTHERN INLAND CENTRE FOR SPORTING EXCELLENCE**

- ✓ Stage 1: The new cycling and athletics facilities were completed along with the Sports Dome extension.
- ✓ Stage 2: The Tamworth Hockey Centre now has three water-based synthetic turf fields making it suitable to host international competitions and AELEC has two covered outdoor warm-up arenas.

#### **RU VOLUNTEERING**

- ✓ The RU Volunteering initiative has been a great success. There has been a consistent increase of new organisations and individuals of all ages joining on a monthly basis.

#### **BARRABA MUSEUM UPGRADES**

- ✓ The museum underwent essential building maintenance and the external improvements which has greatly enhanced the outside appearance and internal functionality.

#### **TREE NURSERY**

- ✓ The Nursery is progressing well with the assistance of volunteer groups. The Urban Street Tree Management Plan will guide the future development of the Nursery and associated working groups.

In May 2018, TRC provided Landcare the opportunity to take on use of a large nursery site with free effluent reuse which has allowed the nursery to expand and is now remarkably trending towards almost being a wholly self-sustaining business through plant sales.

#### **TAMWORTH CEMETERY**

- ✓ The cemetery extension received new internal roadways, pedestrian paths, lawn beams, car parking areas and an open hall pavilion for hosting ceremonies and colonnade entrance features.



## A PROSPEROUS REGION

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

### WHAT OUR COMMUNITY TOLD US

- Support local business by reducing red tape
- Deliver and report on the Tamworth Tomorrow strategy
- Create jobs for local people including our outer towns and villages
- Keep up with advances in technology
- Bring a university to town
- Bid for more sporting events for the region
- Continued focus to attract industry and development to the city
- Revitalise arrival signage into our city, towns and villages
- Rotate key events through Barraba, Manilla & Nundle

### HOW WE PLANNED

<b>Objective – A strong and diverse economic base</b>	
<b>Strategy</b>	<b>Action</b>
Support and facilitate economic development and employment opportunities	<ul style="list-style-type: none"> <li>• Implement actions and report on Council's Regional Economic Development Strategy "Tamworth Tomorrow"</li> <li>• Respond to emerging opportunities</li> <li>• Develop a scorecard which demonstrates why business should establish in our region.</li> <li>• Facilitate opportunities for new business</li> <li>• Implement the Small Business Friendly Council Program</li> <li>• Deliver the Glen Artney expansion</li> <li>• Employment Grant</li> </ul>
<b>Objective - Promote region as a great place to visit a great place to live</b>	
Market the Tamworth Region as a destination for living, working and leisure	<ul style="list-style-type: none"> <li>• Promote employment opportunities in the region utilising Evocities</li> <li>• Pursue affordable housing opportunities in the region</li> <li>• Increased visitation number</li> <li>• Increased digital engagement</li> <li>• The provision of Visitor Information Centres</li> <li>• Growth and expansion of the events calendar and tourism products</li> <li>• Development of the Destination Tamworth brand</li> </ul>
<b>Objective – Quality, affordable lifelong education and learning opportunities</b>	
Provide quality and choice in education and vocation pathways including university options	<ul style="list-style-type: none"> <li>• Council will support and advocate for a university campus in the region</li> <li>• Delivery of face-to-face tertiary courses</li> </ul>
<b>Objective - To develop Tamworth as the next major freight distribution centre in regional NSW</b>	
To establish rail, air, land connections to enable local, national and international trade.	<ul style="list-style-type: none"> <li>• Establish the intermodal facility in Tamworth</li> <li>• Facilitate the Airport Master Plan to enable direct landing and departure of international movements</li> </ul>

## SIGNIFICANT ACHIEVEMENTS

### RECOGNISED AS A REGIONAL CITY

- ✓ In December 2016, Tamworth was officially recognised by the NSW Government as a regional city and through its New England North West Regional Plan, a regional centre where it will work with Council to grow the local economy.

### COUNTRY MUSIC ASSETS

- ✓ Council successfully negotiated the purchase of a range of country music assets including the Official Guide, Starmaker Quest and Coca Cola Country program, and the Country Music Capital News Magazine.

### ASTRONOMY CENTRE

- ✓ 2017-18 Astronomy Centre project was secured. The funding agreement with Restart NSW was finalised together with a project team to lodge a DA and commence construction.
- ✓ The Astronomy and Science Centre has been constructed and was completed in December 2020. It officially opened its doors in May 21 and is seeing stargazers and the Astronomy Club enjoying the new attraction. The Centre comprises of a roll back roof and impressive collection of equipment. The facility will now be an iconic POI for our region and will provide an opportunity for amateur and professional astronomers to carry out international quality research and be available for school, university and public education.

### PILOT TRAINING SCHOOL BID

- ✓ 2017-18 Council began its journey to bid and win a pilot training school for Tamworth.
- ✓ Council has continued to lobby all levels of Government to secure a world class pilot training school. It is anticipated pilots will be accommodated at the existing residential facility located at the Regional Airport.

### TAMWORTH ENTERPRISE CENTRE PLANNING

- ✓ Council's participation in The Tamworth Enterprise Area was exhibited and assessed and Council resolved to amend the LEP

### TOURISM MARKETING PLAN

- ✓ Tourism and Marketing Plan unveiled – to boost our economy and inject money into our townships, a comprehensive tourism marketing plan was developed to attract and grow tourism.

### FREIGHT RAIL INTERMODAL

- ✓ Freight Rail Intermodal is now a reality and Tamworth is set to become a major freight hub thanks to a \$7.5M rail line upgrade. Construction works are nearing completion with a tender lodged for the establishment and operation of the facility.

### NEW REGIONAL VISITOR GUIDE

- ✓ A comprehensive new Visitor Guide was launched in May 2019. The launch of this free Guide has been well received by the public.

### GLOBAL GATEWAY PARK

- ✓ A game changer project for Tamworth - considerable effort has been expended in relation to the development of the Tamworth Global Gateway Park. Planning has been progressed with the preparation of a Development Control Plan that will ensure a high quality industrial precinct to underpin Tamworth's future. A great emphasis on the provision of significant tree corridors and enhancement of the Murroon Creek area will ensure positive environmental outcomes for the development. Transport for NSW have delivered an operational rail line from the West Tamworth rail Yard to the TGGP which will facilitate the Intermodal to be operated by Qube. Roadworks and other services for Stages 1 and 2 with access from Goddard Lane are expected to be completed by November 2021. Interest in land sales has been strong and it is anticipated sale of the first lots will coincide with the provision of all services to the lots by Christmas 2021. The Country Road Roundabout is proceeding well and is expected to provide access to the TGGP Business Park by April 2022. Lots in Stage 3, the first release in the Business park are expected to be available to co-inside with the completion of the roundabout.

### NATIONAL GUITAR MUSEUM

- ✓ Featuring more than 45 guitars including Smoky Dawson's original riffle guitar, Tommy Emmanuel's first Maton guitar, signed Washburton guitar from Paul Stanley of Kiss and two customised guitars belonging to Slim Dusty.

### UNE BUSINESS

- ✓ UNE Business case gains momentum through partnership with UNE, Council will deliver a sustainable and modern university that supports Tamworth's agenda for growth, and an education model that will benefit students and the region.

# AN ACCESSIBLE REGION

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

## WHAT OUR COMMUNITY TOLD US

- Review roundabout sight lines in Tamworth
- Complete the Manilla Road project (with State Government assistance)
- Address the quality of roads
- Improve gravel road maintenance program
- Review the reduction in service of roadside slashing
- More parking in the CBD
- Entry roads into Tamworth need upgrade – Goonoo Goonoo and Gunnedah Road.
- Reduce trip hazards on footpaths and increase footpath network
- Increase cycleways across region
- Increase mobile and internet coverage across region
- Grow community transport networks
- Improve local transport services, operating hours and locations

## HOW WE PLANNED

<b>Objective – Safe and efficient transport network</b>	
<b>Strategy</b>	<b>Action</b>
To maintain the current levels of service across the regions transport infrastructure	<ul style="list-style-type: none"> <li>• Community satisfaction with the condition of road network</li> <li>• New infrastructure constructed</li> <li>• Length of new walking paths and cycle ways constructed</li> <li>• Bridge Replacement Program progressed</li> <li>• Number of parking spaces increased</li> </ul>
<b>Objective – improve choice, availability and quality of transport options in our region, intra and interstate</b>	
Improve connections with capital cities, other regions and within the region	<ul style="list-style-type: none"> <li>• Number of flights provided</li> <li>• Number of service providers</li> <li>• Advocating for an extension of the Newcastle to Scone rail service to Tamworth</li> <li>• Establish the intermodal facility in Tamworth</li> </ul>
Improve and expand the region's public and community transport services	<ul style="list-style-type: none"> <li>• Advocate for improved and expanded public and community transport within the Region</li> </ul>
Traffic management and traffic safety planning	<ul style="list-style-type: none"> <li>• Facilitation of the local traffic committee</li> </ul>
<b>Objective – Functional communications and technology for the region</b>	
Facilitate access to state of the art technology and communications for all residents and businesses living in the region.	<ul style="list-style-type: none"> <li>• Advocate for implementation of the NBN across the entire region</li> <li>• Advocate for technology to support business and lifestyle in our community.</li> </ul>

## SIGNIFICANT ACHIEVEMENTS

### BRIDGING THE GAP

Council's ongoing commitment to bridge construction and replacement is demonstrated by replacing 11 ageing timber bridges at a total cost of approximately \$5.2M, including:

- ✓ Rimbanda Bridge.
- ✓ Swamp Creek Bridge.
- ✓ Middlebrook Creek Bridge 1.
- ✓ Middlebrook Creek Bridge 2.
- ✓ Teamsters Rest Bridge.
- ✓ Mitchells Bridge 1.
- ✓ Mitchells Bridge 2.
- ✓ Couplands Bridge.
- ✓ Copes Creek Bridge.
- ✓ Teatree Creek Bridge.
- ✓ Connors Creek Bridge.

The \$4.7M replacements of a further six ageing timber bridges are underway, including:

- ✓ Allambie Bridge.
- ✓ Benama Bridge.
- ✓ Fishers Bridge.
- ✓ Hidden Bridge.
- ✓ Retreat Bridge.
- ✓ Warrabah Bridge.

Council has also ensured the efficiency of the road network through the construction of two new significant bridges at a total approximate cost of \$13.5M, including:

- ✓ (2<sup>nd</sup>) Jewry Street Bridge
- ✓ Manilla Bridge

To supplement the replacement of ageing bridges and the construction of new structures, Council has undertaken significant repairs on two bridges at a total cost of \$0.7M, including:

- ✓ Middlebrook Creek Bridge.
- ✓ Lucella Bridge.

### AIRPORT TERMINAL UPGRADE

The Terminal underwent an upgrade and extension which has provided a higher level of comfort for airport passengers. The new Qantas Lounge is well utilised and the café improvements have been well received.

- ✓ Carparking construction works have been completed and paid parking implemented.
- ✓ Council completed a \$2.35M project to upgrade the Tamworth Regional Airport apron, to accommodate extra aircraft parking.

- ✓ Airport LED runway and taxiway lighting upgrade - \$1M project 50% funded by the Australian Government and 50% funded by Tamworth Regional Airport.
- ✓ Instrument Landing System (ILS) replacement was completed in 2019 - \$2M. This project was funded by the Australian Government.

### CYCLING TOWNS

Council was awarded \$3.284M through the Cycling Towns & Priority Cycleways program to deliver shared pathway network connections across the Tamworth city urban areas over a three-year period. Some completed works outlined below:

- ✓ Manilla Road Cycleway was extended and pram ramps completed as part of Council's Bike Plan and Pedestrian Access Mobility Plan (PAMP).
- ✓ Western Levee, Forest Road and Gipp Street sport fields shared path construction is completed.

### DISABILITY TRANSPORT HUB

- ✓ Council approved the development of a Disability Transport Hub to provide our high needs community with access to state-of-the-art facilities otherwise unavailable within the CBD. The facility will feature a transport component for community transport service providers and a 'Changing Places' facility to assist many residents living with a chronic illness, disability or advanced in age feel more comfortable visiting the CBD. Funding from the Australian Governments, Local Roads and Community Infrastructure Program was confirmed in 2021.

### FITZROY STREET BEAUTIFICATION

- ✓ The Fitzroy Street Masterplan is complete. This is a multipurpose space which now is a vibrant liveable space. To bring life to this area, street furniture has been added with living umbrellas to provide ample shade and 4 mature Chinese elm trees. Since being completed the project has continued to create a friendlier pedestrian experience that will further enhance the existing atmosphere of the CBD and cater for community events.

### **IMPROVING CBD PARKING**

- ✓ Gipps Street carpark has additional lighting, kerb renewal, pavement repairs, improved camera clarity, line marking disabled parking access, traffic calming and median infill. To better public safety R&M took place to improve access and safety at the car park including kerb and pavement repairs, construction of access ramps and paths, installation of security cameras and the addition of solar lights.
- ✓ White Street car park extension is complete with 35 additional car parking spaces. This upgrade incorporated motorcycle spaces, additional disabled parking and extensive landscaping.
- ✓ The extension of the Community Centre car park has an additional 111 new off-street parking spots.
- ✓ Improving long car spaces by providing 2 long vehicle spaces at the old information centre and the old skate park.
- ✓ There has been extensive works on line marking throughout the CBD to improve parking visibility and accuracy.
- ✓ Council implemented the Tamworth CBD Parking Strategy 2020-2030 to guide the future of planning on parking infrastructure in the region's commercial heart. Short-term, medium term and long-term actions were developed to be delivered over ten years

### **ROAD NETWORK HIGHLIGHTS**

- ✓ The reconstruction of Manilla Road between Jewry and Tribe Street included the

construction of a large roundabout at Marius Street, traffic lights at Jewry Street, a dedicated left turn lane at Tribe Street, and a duplication of the Jewry St Bridge. At a total cost of approximately \$15 million, this infrastructure has significantly improved traffic congestion in the area.

- ✓ A new bridge has been constructed over the Namoi River in Manilla, enabling the realignment of the State Highway at a total cost of approximately \$10 million. This has significantly improved heavy vehicle access through Manilla and removed the traffic choke associated with the existing narrow.
- ✓ Several significant safety upgrades were undertaken on Werris Creek Road supported by Federal and State Black Spot funding, with this work expected to continue into 2022.
- ✓ 6km of Appleby Lane was transformed from a gravel surface to a wider sealed one as part of a \$4.3 million upgrade. The project has resulted in improved access for heavy vehicles from the north into Tamworth.
- ✓ Two roundabouts were added to Bligh Street in a major road upgrade project. The upgrade also included road widening between Piper and Monterey Streets and has significantly improved traffic congestion associated with the hospital and schools in North Tamworth.

### **TAMWORTH REGION EQUIPPED WITH NBN**

- ✓ NBN has been installed across the entire region. This technology will help support business and lifestyle in our community.



# A REGION FOR THE FUTURE

**This theme is about sustainability - acting and living now in a way that doesn't risk the needs of the future. Securing our long-term future and achieving our vision is also about governance, leadership and good planning. Our actions and decisions need to deliver the best outcomes possible for the community.**

## WHAT OUR COMMUNITY TOLD US

- Council should be a leader in renewable energy and sustainable practices
- Develop and implement a Regional Sustainability Strategy
- More sustainable planning
- Implement a Tree Management Plan
- Ensure we are planning at the current rate of growth
- A sustainable energy future phasing out fossil fuels.
- Need another dam for Tamworth to secure water to allow for continued growth
- Better care of our rivers and waterways
- Reduce noxious weeds in region

## HOW WE PLANNED

<i>Objective – Sound asset and land planning to facilitate future community needs</i>	
Strategy	Action
Sound asset management planning	<ul style="list-style-type: none"> <li>• Condition of stormwater network</li> <li>• Reduction in impact of storm events and drainage</li> <li>• Revise Asset Management Strategy</li> <li>• Number of cases in NSW Land and Environment Court</li> <li>• Implementation of Regional Development Strategy</li> <li>• Transport, stormwater, water, wastewater and waste 20 year capital works program</li> <li>• Regional Infrastructure Plan.</li> </ul>
<i>Objective – to promote sustainable living to protect and support our environment, heritage and resources</i>	
Protect our natural environment	<ul style="list-style-type: none"> <li>• Planning and operational processes ensure consideration of biosecurity and natural environmental impacts</li> <li>• Deliver a Tree Management Plan supported by a Mature Tree Nursery</li> </ul>
Encourage efficient use of resources to improve environmental sustainability	<ul style="list-style-type: none"> <li>• Develop, implement and report on a Regional Sustainability Strategy</li> <li>• Develop and implement the Waste Management Strategy</li> <li>• Compliance with license requirements</li> <li>• Effluent is made available for re-use</li> <li>• Compliance with Australian drinking water guidelines</li> <li>• Adherence to Drought Management Plan and Demand Management Strategy</li> <li>• Available water caters for the projected demand for the next 20 years</li> <li>• Education of the community</li> <li>• Provision of incentives to conserve water</li> </ul>

## SIGNIFICANT ACHIEVEMENTS

### BENDEMEER FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN

- ✓ Finalised the Bendemeer Floodplain Risk Management Study and Plan.

### MANILLA WATER SUPPLY UPGRADE

- ✓ Completed with a budget of \$19.8m funded by the NSW Government's Restart NSW's Safe and Secure Water Program and Council.

### NUNDLE WATER TREATMENT PLANT

- ✓ Construction completed of a new water treatment plant for Nundle with the capacity to produce up to 3.5 megalitres per day.

### BENDEMEER WATER

- ✓ Council has future-proofed the Bendemeer water supply with the installation of a resin filter at the Airlie Road bore to remove naturally occurring uranium from the groundwater.

### CALALA DAM

- ✓ The 120ML raw water storage dam will improve harvesting efficiency of raw water sourced for the Tamworth, Moonbi and Kootingal town supply from Chaffey Dam by up to 13% annually.

### DUNGOWAN DAM

- ✓ New flow monitoring and valving was installed at the Dam.
- ✓ \$2.3M was spent refurbishing the dam's access road, spillway gate, concrete crest, new site office and pipeline maintenance.

### WATER MAINS RENEWED

- ✓ During this 4 year period Council renewed a total length of 12km at a total cost \$8.23M.
- ✓ 2020 saw a first for Tamworth Regional Council, which was to implement an innovative technique called non-invasive Slip-lining that avoided many of the major technical issues that the traditional excavation method poses. This was completed for one of Water Trunk Main to be able to continue to meet the demand for Nemingha, Moonbi and Kootingal Residents.

### WASTEWATER

- ✓ During this 4-year period council renewed a total length of 18km at a total cost \$7.1M.
- ✓ Manilla Water Treatment Plant - The biggest water infrastructure investment in Manilla for more the 60 years has reached a major milestone with commissioning of the new water treatment plant. Work started on the Manilla water supply upgrade in February 2020 and is scheduled to be complete in February 2022. The new water treatment plant will replace the over 88-year-old plant currently situated in Court Street and will have the capability to treat up to 3.5 megalitres per day from both the Namoi and Manilla Rivers.
- ✓ Council successfully delivered the complex task of replacing 2.3km of sewer pipes between the Swan Street Pump Station and Tamworth's Darling Street Pump Station, as part of a \$2.5M sewer rising main project.
- ✓ A total of 18kms of pipes were relined in Tamworth, Manilla and Barraba following CCTV inspection of the pipeline.

### SUSTAINABLE FUTURE

- ✓ Council adopted a dedicated Sustainability Strategy articulating Council's commitment towards water, waste, energy and carbon emissions initiatives in 2018.
- ✓ Over 5,000 streetlights have been upgraded to LED in Tamworth, Manilla, Barraba, Nundle, Kootingal, Moonbi and Attunga, resulting in significant financial and energy savings.
- ✓ Solar systems have been installed at 11 sites. These installations have a total of 1600 solar panels with a peak capacity of 540 kW. To date the solar panels have generated 821 MWh and saved approximately \$160,000.

### WATER SAVING INITIATIVES

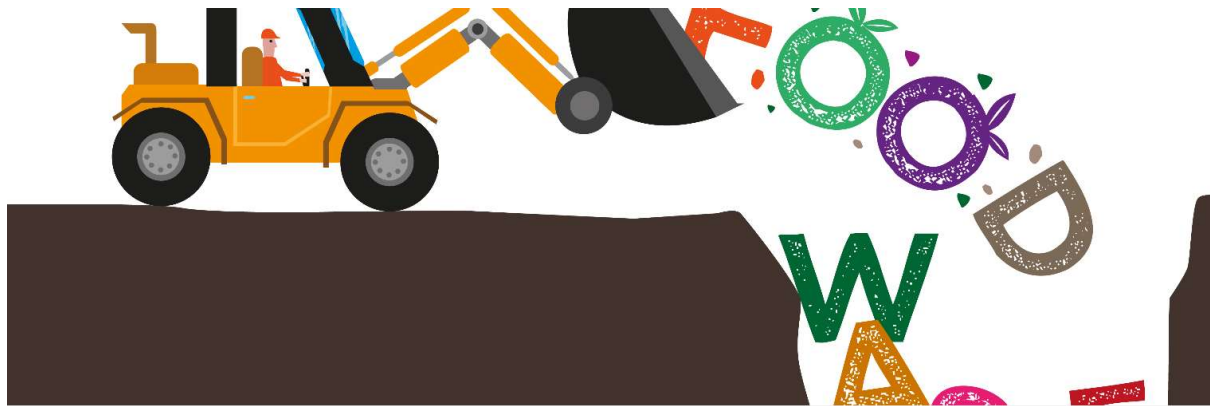
- ✓ Water refill stations have been installed in Tamworth, Manilla, Barraba and Kootingal in a bid to encourage residents to reduce single use drink bottles.
- ✓ Council playing fields are now watered by bore water saving hundreds of kilolitres of water per annum. Some of the fields connected are Belmore Park, Viaduct Park, Marius Street fields, Bicentennial Park, all of the Riverside, Plain Street and Gipps Street playing fields.
- ✓ Potable water is available in Tamworth, 24 hours a day and seven days a week with easy credit and debit card PayWave payment options. Eight new filling stations have been added.

#### **ORGANICS RECYCLING FACILITY**

- ✓ Council received a \$3M grant for the construction of an organics recycling facility in February 2019. A property was purchased in April 2019 and Council subsequently was granted the Development Application in September 2020.
- ✓ The current status of the ORF is that: tenders closed in June 2021 for Council to build, own and operate the Organics Recycling Facility.

#### **SMALL VEHICLE TRANSFER STATIONS FOR RURAL COMMUNITIES -**

- ✓ Duri and Somerton are now both home to Small Vehicle Transfer Stations ensuring Council is able to continue to provide waste disposal services to the communities into the future. Both of these sites are fully operational and utilised by the public.



# A REGION OF PROGRESSIVE LEADERSHIP

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

## WHAT OUR COMMUNITY TOLD US

- Reduce red-tape, wait times and inconsistent advice to customers
- Improve access to information with a focus on Council's website
- Publish regular report cards with clear KPI's
- Acknowledge projects that aren't completed
- Improve the visibility of Council in the outer towns and villages including more face-to-face consultation
- Embrace technology and move with the times
- Develop a customer service charter that ensures a response to the customer
- Faster development application approvals
- Become a leader in sustainable management (social, economic, environmental, leadership)

## HOW WE PLANNED

<i>Objective – our community fee well informed, heard, valued and involved in the future of the Region</i>		
Strategy	Action	
Provide quality customer service	<ul style="list-style-type: none"> <li>• Customer satisfaction rates</li> <li>• Develop and adhere to a Customer Service Charter</li> <li>• Minimise the number of touch points with Council to achieve an outcome</li> <li>• Median processing time (days) for planning and development applications</li> </ul>	
Represent and advocate community needs	<ul style="list-style-type: none"> <li>• Successfully manage and maintain strong relationships with all levels of government, NGO's and major stakeholders</li> <li>• Maintain membership and active participation in the Namoi JO and Regional Capitals Australia</li> <li>• Active participation in State Government policy reforms and makes submissions on behalf of the region.</li> <li>• Participation in pilot programs</li> <li>• Advocate to the State Government for the provision of incentives to attract health specialists</li> <li>• Advocate to the State Government for the provision of essential support services for our community</li> <li>• Implement and deliver Council's Disability Action Plan and Social Plan</li> </ul>	
Provide inclusive opportunities for the community to get actively involved in decision-making	<ul style="list-style-type: none"> <li>• Facilitate community consultation in line with Community Engagement Charter</li> <li>• Active and robust section 355 Committees and Council working groups</li> <li>• Develop and implement a Communications Plan for Council</li> <li>• Refine the brand identity for Council services and facilities to enhance community understanding and engagement</li> <li>• Deliver better online solutions to customers to engage with Council</li> </ul>	
<i>Objective – our region is well led and managed</i>		
Transparency and accountability of government	<ul style="list-style-type: none"> <li>• Decisions recorded in our Record Management System</li> <li>• Related Party Disclosures</li> <li>• Section 449 Pecuniary interest disclosures for designated officers</li> <li>• Adherence to the Code of Conduct</li> <li>• Demonstration of commitment to organisational values</li> <li>• Sign-off of financial management reports by external auditor</li> <li>• Maintain audit, risk and improvement committee</li> <li>• Compliance with Integrated Planning and Reporting requirements</li> <li>• Property and land management</li> </ul>	
To be a leader in best practice for local government	<ul style="list-style-type: none"> <li>• Benchmark to best practice</li> <li>• Industry recognition as a Council that "gets thing done"</li> <li>• Innovation strategies</li> <li>• Growth in online services for residents</li> <li>• Tamworth - the Smart City</li> </ul>	

# SIGNIFICANT ACHIEVEMENTS

## CCTV SUCCESS

- ✓ Council grew our CCTV camera network to 145 cameras. As the CCTV coverage grows police are seeing a significant reduction in criminal activities throughout the region.

## COUNCIL AT YOUR FINGERTIPS

- ✓ Council's smartphone App 'MyTRC' is credited as one of the key reasons phone calls dropped. This App is continually updated to meet the community's needs and provides remote access to reach the broader region. It provides valuable up to date information such as the current COVID-19 restrictions, dam levels, water restrictions, and a link to the online community and Council news.

## CUSTOMER SERVICE CHARTER

- ✓ Council has implemented a customer service charter to improve customer satisfaction and gain efficiencies. A new KPI is a customer request is to be acknowledged within 1 day and a detailed response to be provided to the customer within 10 days.

## MANILLA PRIORITIES IDENTIFIED

- ✓ Manilla Future Towns funding project saw the community engaged in prioritising the creation of a tourism website and the refurbishment of Rotary Park in Manilla.

## DRONE SERVICE INTRODUCED

- ✓ Council's drone photography service has proved very successful, revolutionising areas such as construction, planning, asset management and building maintenance.

## WELCOME NEW RESIDENTS

- ✓ Twice a year Council hosts a Welcome to Tamworth event for our new residents. On average 30 people attend these events and are from all corners of the world. Council will continue to welcome our new residents and reinstate these important events now restrictions are easing.

## GDP GROWTH

- ✓ The Tamworth Region continues to be a regional leader, the Gross Domestic Product (GDP) continues to rise and is currently 3.65 Billion.

## IMPROVED ONLINE ENGAGEMENT

- ✓ Social media engagement continues to grow. Council utilises this resource to identify what the community is interested in and gathers the data from valuable feedback. The community is also utilising the social media platforms for general council enquires which is proving successful.

## NEW WEBSITE

- ✓ The new revamped website has been completely overhauled with a new layout and refined content. The new site has been designed to be user friendly with more accessibility features making finding information easier for residents. As the pandemic has shifted our focus to digital platforms to seek information, the website in the last six months recorded its highest user visitation numbers.

## INNOVATION

- ✓ Our dedication to the future of Tamworth and to drive the Tamworth Blueprint 100 Strategy has led to the creation of a new role Strategy and Performance Executive Manager. The Executive commenced in November 2020 and will lead a cross functional team consisting of Governance, Executive Services, Communications Strategy and Performance, Risk & Safety, Property and Legal Services.

## TECHNOLOGY

- ✓ Council underwent a large project to implement the Enterprise Client Management system (record management) due to Technology One no longer supporting TRIM.
- ✓ Tamworth Regional Council provides a service to Walcha Council for co-locating to our data centre.
- ✓ MyCollard app is a system for staff to have their council telephone number on their mobiles. This technology has gained efficiencies allowing staff to be mobile or work remotely.
- ✓ Work Orders App was first rolled out to the Water and Waste departments allowing them to access data at their fingertips. The success of this App has seen it roll out to other areas of council operations.
- ✓ Zoom Video conferencing is now utilised throughout council for meetings as well as the fortnightly Council Ordinary meeting.



## ACRONYMS

AOP	Annual Operating Plan	HACC	Home & Community Care services
ABS	Australian Bureau Statistics	HACC	Home and Community Care
AELEC	Australian Equine and Livestock Events Centre	IP&R	Integrated planning & reporting framework
AMP	Asset Management Plan	IPART	Independent Pricing and Regulatory Authority
AMPs.	Auction market preferred stock	IPP& E	Infrastructure, property, plant & equipment
AOP	Annual Operating Plan	LEP	Local Environmental Plan
BCA	Building Code of Australia	LG	Local Government
CALD	Culturally and Linguistically Diverse	LTFP	Long Term Financial Plan
CBD	Central Business District	LTI	Lost time injury rate (relating to our employees)
CPI	Consumer Price Index	NAMSPLUS3	NAMS.PLUS2 provides templates and modelling tools for asset management
CRM	Customer Request Management (system)	NICSE	Northern Inland Centre for Sporting Excellence
CSP	Community Strategic Plan	NOW	NSW Office of Water
DCP	Development Control Plan	PAMP	Pedestrian Access and Mobility Plan
DLG	Division of Local Government	RFS	Rural Fire Service
DP	Development Plan	RMS	Roads and Maritime Services
EEO	Equal Employment Opportunity	SES	State Emergency Service
EMT	Council's Executive Management Team	TRECC	TamworthRegional Entertainment and Conference Centre
EP&A Act	Environmental Planning and Assessment Act 1979	TRIM	Total Records and Information Management
EPA	Environment Protection Authority	WFP	Work Force Plan
GIPA	Government Information (Public Access) Act 2009	WHS	Work Health and Safety
GIS	Geographical Information System		

