

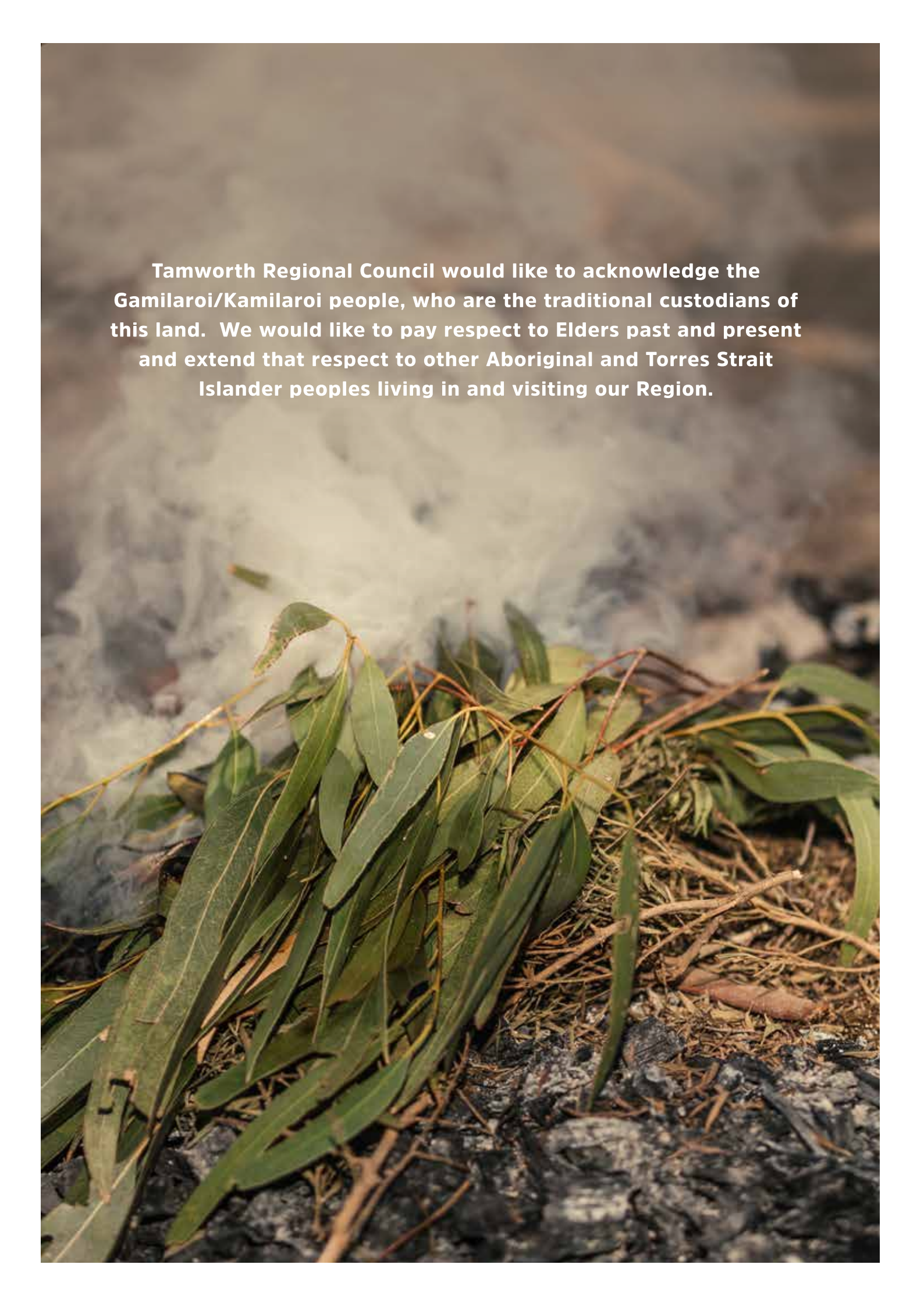
TAMWORTH REGIONAL COUNCIL

STATE OF OUR REGION

2021 - 2024



Fiesta La Peel Multicultural Street Festival

A photograph of a bushfire. In the foreground, there is a pile of green and brown vegetation, including long, narrow leaves and dry twigs. Smoke is rising from the fire, creating a hazy background. The text is overlaid on the upper part of the image.

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

CONTENTS

| | |
|---|----|
| Message from the General Manager..... | 4 |
| Our Vision..... | 6 |
| Our 2021-2024 Councillors..... | 7 |
| Our Region..... | 8 |
| Strategic Planning Framework..... | 9 |
| The State of Our Region..... | 10 |
| Focus Area 1 – Our Water Security..... | 11 |
| Focus Area 2 – A Liveable Built Environment..... | 14 |
| Focus Area 3 – Prosperity and Innovation..... | 18 |
| Focus Area 4 – Resilient and Diverse Communities..... | 22 |
| Focus Area 5 – Connect our Region and its Citizens..... | 26 |
| Focus Area 6 – Working with and Protecting our Environment..... | 29 |
| Focus Area 7 – Celebrate our Cultures and Heritage | 32 |
| Focus Area 8 – A Strong and Vibrant Identity..... | 35 |
| Focus Area 9 – Open and Collaborative Leadership..... | 38 |
| Financial Overview..... | 41 |
| Looking Ahead..... | 42 |

MESSAGE FROM THE GENERAL MANAGER, PAUL BENNETT

Welcome to the State of Our Region Report. This report finalises the term of the 2021-2024 elected council and highlights the Council's progress in delivering the Community Strategic Plan – Our Community Plan 2023-2033.



Our Community Plan 2023-2033 reflects the wants and needs of the Tamworth Region identified through an extensive consultation process. Our Community Plan has been developed by our community for our future, with nine focus areas reflecting the aspirations we share for a vibrant, inclusive and progressive community.

As a community, we have faced some of the region's most tumultuous years on record in this period. We sustained our worst drought on record and extreme bushfires, followed by the COVID-19 pandemic, and record rainfall with repeated major storm events and subsequent flooding.

All have had significant impacts not only on our community but also Council's operations and our financial performance. Through it all we have continued to deliver essential services to our residents and adapt to unforeseen situations. However, the cumulative impact of these events coupled with the current high inflation of our economy plus legislative 'cost shifting' by the State and Federal Governments means the cost of delivering the services and facilities our community expects has risen considerably.

This led Council to start a conversation with our community in 2023 about how we maintain current service levels and continue grow in line with our Blueprint 100 strategy. Throughout this period, Council explained that to deliver the services and facilities the community want and need revenue would need to increase, and without a rise service levels would have to decline.

In May 2024, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application for a permanent Special Variation (SV) increase. Then on 25 June 2024, Council resolved to adopt the approved SV of 18.5 per cent in year 1 (inclusive of the 4.9 per cent rate peg) and 15 per cent in year 2 (inclusive of a forecast 2.5 per cent rate peg) a combined cumulative total of 36.3 per cent over two years commencing on 1 July 2024. Two-thirds of the additional funds will be spent on roads, an extra \$4 million in year 1 and from year 2 an additional \$8.7 million per annum.

With the financial sustainability of the Council on firm footing, we are now poised to begin working with the incoming newly-elected Councillors.

One of the key roles for new councillors, in partnership with the community, is to develop a new Community Strategic Plan which is a 10 -year vision based on community needs and aspirations, complementing the Tamworth Region Blueprint 100 Strategic Plan

It is our priority to continually improve our productivity, streamline and align our processes and ensure our financial planning is sound for now and into the years ahead.

While there have been natural and financial challenges during this term of office, our local government area remains a leading regional community with a steadily growing population and a thriving economy.

In this term of Council, our achievements have included development and adoption of some key strategies which will guide our region in the years ahead including the Housing Strategy, Environmental Sustainability Strategy and Action Plan, Youth Strategy and Action Plan, Visitor Economy Plan, Integrated Transport Plan and the Urban Street Tree Management Plan.

It has also been a significant period of capital works activity, most notably the strides forward with the development of the Tamworth Global Gateway Park. The 246-hectare Council-owned site at Westdale is on its way to becoming an enterprise park with the flexibility to cater for industrial and business development and driving the region's jobs growth for the next two decades. There have been close to \$55,500,000 in funding from the State Government and almost \$6,750,000 from the Federal Government along with \$20,000,000 from Council invested. The opening of the Tamworth Intermodal Freight Facility in 2023 was a major milestone achieved.

A number of major roadworks have been completed including the sealing of 6.1km of Duri-Dungowan Road worth \$3.1 million, sealing of 5.6km of Watsons Creek Road worth close to \$3 million, a \$4 million safety upgrade to the roads linking Moonbi to Hallsville and a \$10 million upgrade to Werris Creek Road.

As part of our ongoing efforts with water sustainability there has been a \$6.5 million investment in installing over 21,000 new water smart meters across the region. They will improve the accuracy of water bills, help detect possible leaks and promote better water management.

Other delivered projects range from the remediation and upgrade of Tamworth BMX Track and improvements to Manilla's Chaffey Park, to pedestrian safety improvements at multiple local schools and the demolition of the former velodrome on the site of the future UNE campus in Tamworth's CBD.

Work is advanced on the Kootingal Multipurpose Centre Redevelopment (worth just over \$2 million) and the Tamworth's Treloar Park Tennis Centre Redevelopment (worth a total \$3.75 million through a multi-pronged partnership). They are both due to be completed before the end of 2024.

Council is committed to managing its finances in a sustainable way to ensure we are able to continue to deliver the projects and services in line with the needs and wants of our community. This report will give you an insight into how we have performed, sharing achievement highlights from the term of Council 2021-2024.



GM Paul Bennett, Qube Logistics GM Supply Chain Solutions Sean Hovey and Mayor Russell Webb at the Tamworth Intermodal Freight Facility

OUR VISION

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

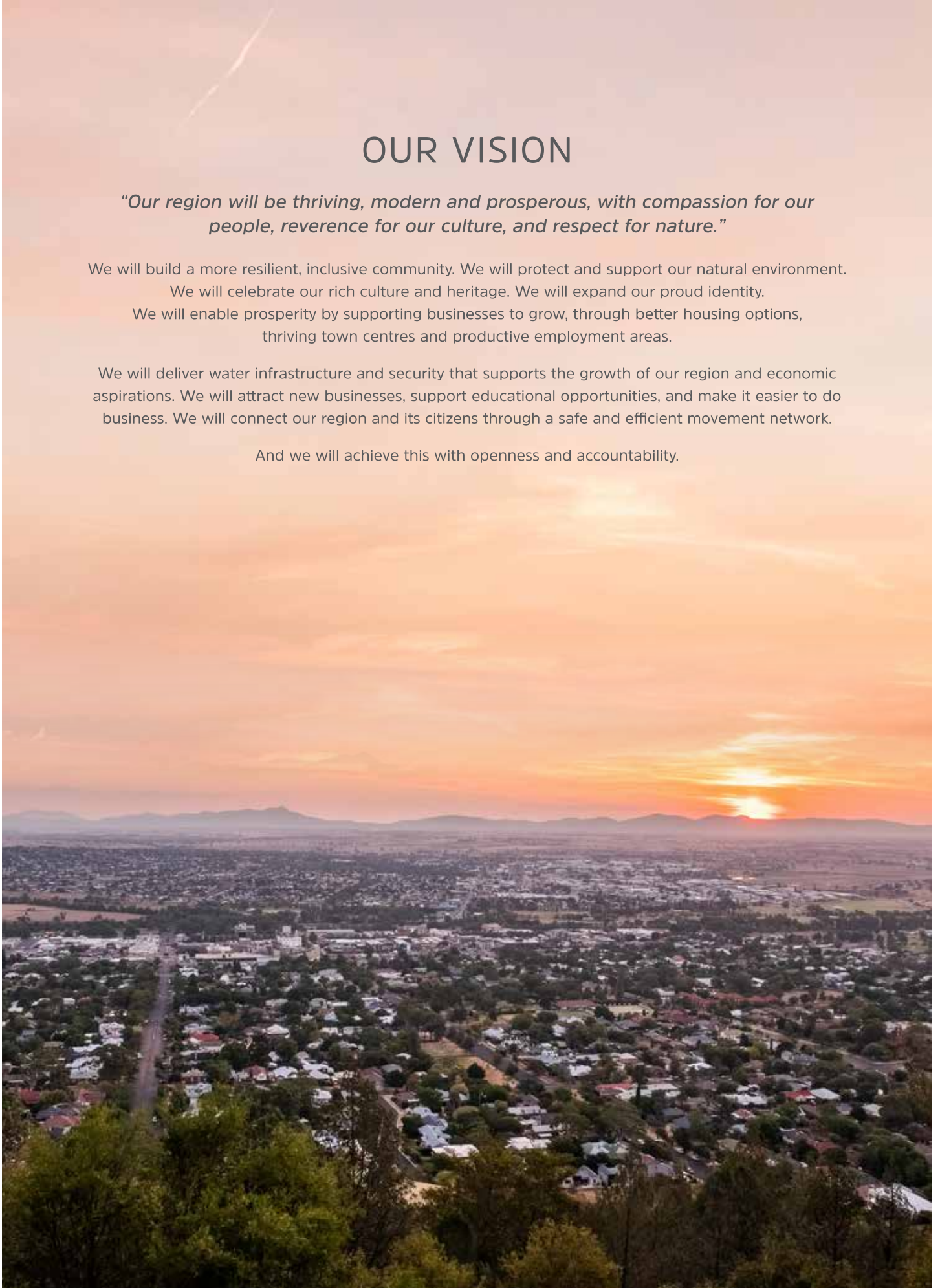
We will build a more resilient, inclusive community. We will protect and support our natural environment.

We will celebrate our rich culture and heritage. We will expand our proud identity.

We will enable prosperity by supporting businesses to grow, through better housing options, thriving town centres and productive employment areas.

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

And we will achieve this with openness and accountability.



OUR COUNCILLORS



Councillor Russell Webb
Mayor



Councillor Mark Rodda
Deputy Mayor

January 2022 - September 2023



Councillor Judy Coates
Deputy Mayor

September 2023 - September 2024



**Councillor
Phil Betts**



**Councillor
Bede Burke**



**Councillor
Steve Mears**



**Councillor
Brooke Southwell**



**Councillor
Marc Sutherland**



**Councillor
Helen Tickle**

OUR REGION

TAMWORTH LGA AT A GLANCE 23/24



343

Bridges & Major
Culverts



7

Timber Bridges



175,339

Airport passenger
'movements'



38,228

Gallery Visitors



13,930

Museum Visitors



577

Buildings & Facilities



65,246

Population



31,417

Local jobs



91%

AELEC utilisation rate



77

Playspaces



597

Employees



311

Development Approvals



\$223.7M

Development Approvals



66 days

DA average processing
time



6

Libraries



105,556

Library visits



144kms

Footpaths



69.7kms

Cycleways & Shared
Paths



310

CCTV Cameras



616kms

Sewer Mains



823kms

Water Mains



3,241kms

Roads



9,984kms²

Total LGA area



92,396

Attendees across Capitol,
TRECC and Town Hall
entertainment venues



114

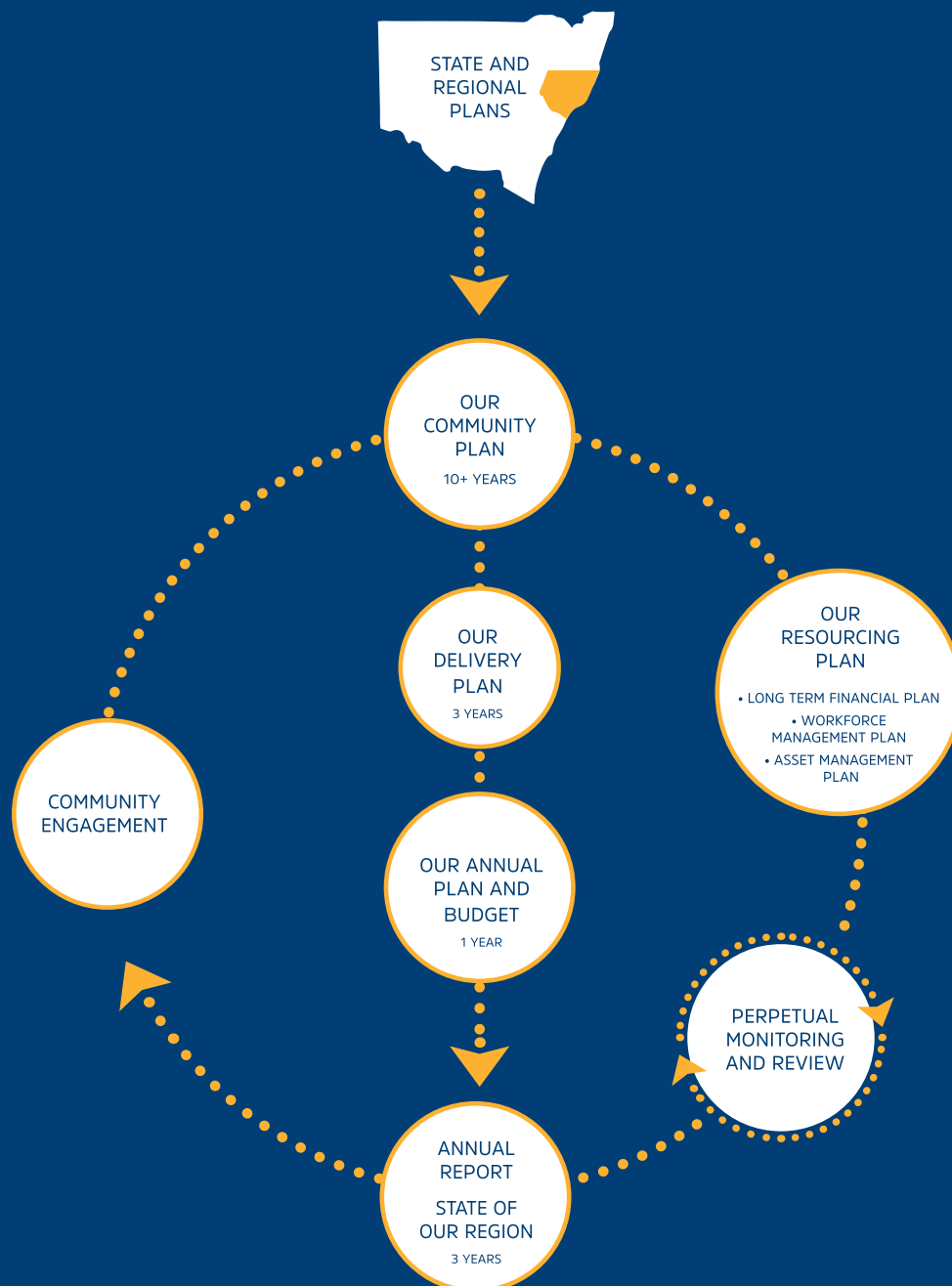
Bus shelters



STRATEGIC PLANNING FRAMEWORK

Under NSW Government legislation, all councils in NSW are required to prepare a number of integrated plans and reports that provide details on how a council intends to deliver works and services in the short and long term. This legislative requirement known as Integrated Planning and Reporting (IP&R) provides council with the framework in which we deliver our strategic planning documents.

As a part of the IP&R framework, Council reports on the progress of the strategic plans to ensure the visions and goals remain current.



STRATEGIC PLANNING FRAMEWORK

The State of Our Region report (this report), aims to provide an insight into how effective Council has been in delivering social, environmental, economic and civic leadership objectives over the term of the previous elected Council. In this report, Council will reflect on the strategies and priorities of

'Our Community Plan – 2022-2033', providing a snapshot of achievements and plans for the future. This report finalises the 2021-2024 elected Council term and should be read in conjunction with Council's Integrated Planning and Reporting suite of documents and reports.

Blueprint 100 Focus Areas



FOCUS AREA 1
OUR WATER SECURITY
"Deliver durable water infrastructure including raw water"



FOCUS AREA 2
A LIVEABLE BUILT ENVIRONMENT
"Facilitate smart growth and housing choices"



FOCUS AREA 3
PROSPERITY AND INNOVATION
"Create a Prosperous Region"



FOCUS AREA 4
RESILIENT AND DIVERSE COMMUNITIES
"Build resilient communities"




FOCUS AREA 5
CONNECT OUR REGION AND ITS CITIZENS



FOCUS AREA 6
WORKING WITH AND PROTECTING OUR ENVIRONMENT
"Design with Nature"



FOCUS AREA 7
CELEBRATE OUR CULTURES AND HERITAGE



FOCUS AREA 8
A STRONG AND VIBRANT IDENTITY
"Strengthen our proud identity"



FOCUS AREA 9
OPEN AND COLLABORATIVE LEADERSHIP

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



WHAT YOU TOLD US YOU WANT:

- A region that prioritises water conservation
- Improve how we use our waste water
- Secure and safe water for our future
- Our planning and urban design uses sustainable water and waste water best practices

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|--|--|---|
| A region with a safe and secure water supply | Establish appropriate water and drought contingency measures in collaboration with the state government Investigate and develop practical ways to secure our water supply | Advocate Collaborator Leader Provider | All water users Federal Government Research Sector State Government Water industry | Improved water security Community satisfaction with water security | Civic Leadership Economic Environmental Social |
| A region that prioritises water conservation and water sustainability | Improve water sustainability across the region Use demand management measures, such as water pricing, to encourage efficient water use | Advocate Collaborator Leader Provider | All water users Federal Government IPART Namoi Joint Organisation Research Sector State Government Water Sustainability Industry | Community satisfaction with water sustainability Water conservation increases across the region through community and business participation in water conservation programs | Civic Leadership Economic Environmental Social |
| Efficient and fit for purpose waste water management | Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works Plan for and upgrade our waste water infrastructure | Collaborator Provider | Businesses Research Sector State Government Waste Water Sector | Improved waste water practices | Environmental Social |
| Our urban planning, design and operations use sustainable water and waste water approaches | Water sustainability is included in strategies, plans and policies Implement sustainable water practices across Tamworth Regional Council services and facilities eg convert more TRC sports fields and open spaces to more sustainable or non potable water supplies | Advocate Collaborator Leader Provider | Building Industry Community groups Developers Federal Government State Government Water Sustainability Industry | Increased number of Tamworth Regional Council services and facilities using sustainable approaches to water and waste water management More water and waste wise designs | Economic Environmental Social |

Our Supporting Strategies and Plans

Asset Management Plans

Demand Management Plan

Development Servicing Plans

Drought Management Plan

Integrated Water Cycle Management Issues Paper

Integrated Water Cycle Management Strategy

Strategic Business Plan

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Wastewater Servicing Strategy

Water Servicing Strategy

Council Business Units responsible for delivering outcomes:

Compliance

Development

Economic Development and Investment

Integrated Planning

Laboratory Services

Projects, Strategy & Infrastructure

Sports and Recreation

Sustainability

96%

of residents believe delivering durable infrastructure, including raw water is important/very important for the future of the region

91%

of residents said water management was important/very important

75%

of resident said waste water services were important/very important



120ML raw water storage dam at Calala Water Treatment Plant

Achievements

Smart Meter Installation

Completion of replacement of almost 21,000 smart water meters. Smart meters provide accurate real-time water usage readings, improving the accuracy of water bills, detect possible leaks, promote better water management and improve customer service.

Open Space Management Guide

The development and adoption of the Open Space Management Guide provides classification and management of watering of open spaces during water restrictions.

Calala Water Treatment Plant Electrical Upgrade

The Calala Water Treatment Plant commenced operation in 1980. As part of the renewal program, the electrical system for the water treatment plant was renewed during 2023/24. This will ensure ongoing operation of the treatment facility and cater for future growth requirements.

Evaporative Air-conditioner Study

96 properties across the Tamworth LGA are participating in an evaporative aircon water consumption study funded by state government to improve data around water usage. This data will be used for recommendations for future water savings.

Non-residential Water Efficiency Benchmarking Project

Council is working with Water Services Association of Australia to develop a tool to help commercial businesses and water utilities measure and improve their water use efficiency. Aiming to provide benchmarks that show a business's water usage as poor, good or best practice.

Sewer Main Renewal Program

Council undertakes an ongoing inspection program of sewer assets to identify asset condition and prepare renewal programs as required. During 2023/24 approximately 10 kilometres of sewer mains were relined throughout Tamworth, Manilla and Barraba.

Water Main Renewal Program

Council undertakes an ongoing water main renewal program to ensure ongoing water supply service for customers. During 2023/2024 water mains were replaced in Moonbi, Wongala Street Tamworth, Rawson Avenue Tamworth, Griffin Avenue Tamworth, and Carthage Street, Tamworth.

Hills Plains Water Supply Upgrade

During 2023/24 a new 10 megalitre reservoir and associated water pipe and pumping infrastructure was constructed in Hills Plains. The project caters for the expected development in this area over the coming years.

Barraba Wastewater Treatment Upgrade

Council is working towards the upgrade of the Barraba Wastewater Treatment Facility. During 2023/24 design work was finalised for treatment plant improvements to be undertaken in conjunction with sewer pump station renewals at the Cooper Street sewer pump station. The construction phase of this project will commence in late 2024.

Bendemeer Treatment Plant Renewal

The Bendemeer water treatment plant was constructed in 2005. Council is currently renewing key water treatment infrastructure such as chemical dosing systems. Work commenced during 2023/24 and will be finalised in 2024/25. This will ensure water treatment supply and quality in to the future for Bendemeer residents.

FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



WHAT YOU TOLD US YOU WANT:

- A vibrant city centre
- Better manage rural- residential development
- Grow housing in the right places
- High quality community facilities
- More diverse house offerings
- More affordable housing across the region

85%

of residents believe facilitating smart growth and housing choices is important/very important for the future of the region

SUSTAINABLE DEVELOPMENT GOALS



PERCENTAGE OF OUR COMMUNITY SATISFIED WITH COUNCIL SERVICES



98%

Library services



93%

Ovals/sportsgrounds



92%

Parks/playgrounds



91%

Community buildings/halls



89%

Arts/entertainment

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|--|--|--|---|
| The right growth in the right locations | <p>Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements</p> <p>Ensure sustainability principles are embedded into our policies and planning tools for future developments</p> | Advocate Collaborator Leader Provider | Building Industry Development Industry Private investors Our Community State Government | <p>Community satisfaction with growth decisions</p> <p>Meeting the outcomes of the Sustainability Strategy</p> | Civic leadership Economic Environmental Social |
| Vibrant city and town centres | <p>Enhance and revitalise town centres and manage streetscapes to improve the visual appeal of the CBD, towns and villages</p> <p>Encourage night time social connections</p> <p>Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan</p> | Advocate Collaborator Leader Provider | Building Industry Business Chamber of Commerce CBD Businesses Development Industry Our Community State Government | Community satisfaction with our City and town centres' liveability | Civic leadership Economic Environmental Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|--|--|--|---|
| More diverse and affordable housing | Deliver more opportunities for affordable housing Encourage the development of diverse housing options A more diverse and dense Long Yard Local Centre | Advocate Collaborator Leader Provider | Building Industry Development industry Federal Government Our Community State Government Social housing providers | Development and implementation of an Affordable Housing Strategy Finalisation of plans for Arcadia and Stratheden Community satisfaction with housing options and affordability Increased investment opportunities | Civic leadership Economic Environmental Social |
| Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries | Implement the respective strategic plans and masterplans for our open spaces and recreational facilities Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities Deliver a multipurpose community centre at Kootingal Establish Aquatic facilities as regional sports and recreation attractions | Advocate Collaborator Leader Provider | Arts Community Federal Government NCIS Our Community Schools Community Sporting Groups State Government | Community satisfaction with our lifestyle, recreational and community facilities Progress the business case and detailed design for a performing arts centre Completion of revised Business Case for the aquatic & leisure needs of Tamworth Completion of the multipurpose community centre at Kootingal | Civic leadership Social |

Our Supporting Strategies and Plans

Asset Management Plans

CBD Masterplan

NSW Visitor Economy Strategy

Northern Inland Centre of Sporting Excellence Masterplan

Peel Street Revitalisation Plan

Sport & Recreation Open Space Management Guide

Sports & Recreation Strategic Plan

Tamworth Economic Development & Investment Strategy

Tamworth Region Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Cemeteries

Cultural and Community Services

Development

Economic Development & Investment

Events

Financial Services

Integrated Planning

Library Services

Sports & Recreation

Sustainability

Tamworth Regional Housing Strategy 2024

The Tamworth Regional Housing Strategy outlines Council's vision for future housing development in the Tamworth Region. The strategy sets a framework for housing to be delivered to meet the needs of the community now and in the future. The strategy is not just focused on increasing housing supply but also promoting diverse and creative housing solutions.

Tamworth Global Gateway Park

The Tamworth Global Gateway Park aims to meet an identified local need for industrial and business opportunities, facilitate economic development and support the shift in moving freight from road to rail. Council has master planned its 246-hectare greenfield site to create an enterprise park with the flexibility to cater for industrial and business development. It is expected to become the economic engine room for the local government area for the next two decades and is the centrepiece of Council's Blueprint 100 which forms part of the Community Strategic Plan.

Viaduct Park Development

The additions to Viaduct Park were first identified in the Viaduct Park Master Plan, and adopted by Council in May 2020. The aim of the plan was to create a vibrant recreational and sporting precinct in the centre of Tamworth. The Viaduct Park expansion saw the additions of:

- New 95-metre pump track
- Half-court basketball court
- Climbing wall
- Café – The Deck
- Locomotive themed playground

This project was supported by the Australian Government's Local Roads and Community Infrastructure Program and NSW Government's Stronger Country Communities Fund.

Kootingal Multipurpose Centre Redevelopment

In 2021, Council embarked on an exciting journey with the Kootingal community to reimagine the beloved Kootingal Hall and Library. Following community engagement, it was unanimously agreed that preserving the integrity and heritage of the hall was paramount. Equally important was the need for a larger library space to cater to the growing demands of the community. The redevelopment incorporates a purpose-built adjoining section at the rear of the existing Kootingal War Memorial Hall to accommodate the library, conference room and staff room. This project was made possible through funding partnerships with Tamworth Regional Council, NSW Library Grant and the Australian Government's Local Road and Infrastructure Program.

Tamworth BMX Track Remediation

The remediated Marius Street track has an all-weather, high-performance competition surface which will provide invaluable opportunities to local riders. A new pump track has also been constructed next to the existing BMX track, providing a secondary practice and training space for BMX riders of all skills levels. This project was supported by the Australian Government's Local Roads and Community Infrastructure Program.

Chaffey Park Manilla Additions

The Chaffey Park Masterplan, adopted in 2020 establishes the park as the central sporting precinct in Manilla. The masterplan ensures that the precinct caters for current and future sport demands. In line with the masterplan, the following works were undertaken:

- New cricket practice facility
- Sports field lights upgrade

Achievements

Treloar Park Tennis Redevelopment

The redevelopment of the Treloar Park Tennis Centre aims to support recreational and high-performance tennis for Tamworth and the broader North West Region.

The enhancement of the Centre will provide a tennis venue of regional and state significance, which will stimulate the sport of tennis, increase participation and coaching services, support and attract high-performance pathways for tennis and allow hosting of major tennis tournaments. This project is a multi-pronged partnership between the Australian Government, West Tamworth League Club, the NSW Government, Tamworth Regional Council and Tennis NSW.

Tamworth CBD Tree Planting

Heat mapping undertaken in September 2022 revealed the need for additional trees to reduce the elevated temperatures in Tamworth's CBD. A number of trees were planted in the CBD to increase shade, reduce urban heat and improve air quality. This project aligns with Tamworth's Urban Street Management Plan and was made possible with funding from the Australian Government through the Local Roads and Community Infrastructure Program.

Greening our Region

In continuing to grow our green canopy, Council has planted in excess of 1160 trees throughout the region in 2023/2024. In addition to these numbers, Council re-planted more than 500 trees to replace those that have died or struggled to thrive. It is estimated that more than 10,000 trees have been planted in the last five years.

Attunga Tennis Courts Surface Replacement

Due to significant damage caused by birds, the synthetic grass surface of the Attunga tennis courts required replacement. This project aligns with Council's vision to enhance quality of life for the region, as the courts provide a great meeting point for the local Attunga community, and encourages residents to live a healthy active lifestyle. This project was made possible by the Australian Government's Local Roads and Community Infrastructure Program.

Public Amenities Upgrades

These improvements ensure that access to clean accessible public toilets at local parks and rest stops is available for our residents and travellers. All new facilities have been upgraded to meet disabled and ambulant access standards. This project was funded by the Australian Government's Local Roads and Infrastructure Program. Amenities locations:

- Rotary Park, Barraba
- Memory Park, Kootingal
- Split Rock Dam
- Woolomin River Reserve
- Moonbi Lookout
- Attunga Rest Stop
- Somerton Recreational Ground

Weabonga Shed

As part of the Local Roads and Infrastructure Program funding, the Weabonga Hall was identified as a priority project. Following community consultation, the project was amended to erect a barn style shed at Weabonga Recreation Grounds to be used for social gathering and as an emergency assembly point.

Arcadia Development Trunk Water and Sewer Main Construction

To allow the development of the proposed Arcadia subdivision, Council commenced constructing the trunk water and sewer mains required to facilitate the development during 2023/24. Creating durable water and sewer infrastructure is a key theme of Council's Our Community Plan. This project will help support future population growth in the Hillvue area, which facilitates the provision of more diverse and affordable housing to the Tamworth region.

FOCUS AREA 3

PROSPERITY AND INNOVATION

"Create a Prosperous Region"



WHAT YOU TOLD US YOU WANT:

- Support businesses and jobs across our existing industries
- Help improve the skill levels across the region
- Provide a sound economic base for business to grow
- Reduce the cost of doing business
- Attract new businesses to the region that add value and complement our existing businesses

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|--|--|--------------------|
| Be an attractive region for new and existing businesses to invest. | <p>Ensure business friendly principles are embedded into our policies, planning and operations, such as fast tracking development applications</p> <p>Implement actions from the Tamworth Economic Development and Investment Strategy</p> <p>Increase opportunities for aboriginal economic and business growth</p> | Advocate Collaborator Leader Provider | Business Sector Federal Government State Government | <p>Business and community satisfaction</p> <p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p> | Economic Social |
| Our industries are successful and create opportunities for other initiatives/business in the down stream economy | <p>Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry</p> <p>Develop our health precinct to attract a range of medical related services</p> <p>Establish a high technology Agribusiness cluster</p> <p>Grow our aviation sector to support the economy</p> | Advocate Collaborator Leader Provider | <p>Aviation sector</p> <p>Business Sector</p> <p>Federal Government</p> <p>Food Processing Sector</p> <p>Manufacturing Sector</p> <p>Health Sector</p> <p>State Government</p> <p>Technology</p> | <p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p> <p>Expansion of existing industries</p> <p>Growth of GDP</p> | Economic Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--------------------------------------|--|---|--------------------|
| Our community has access to higher education and skills development | <p>Improve the availability and access to tertiary educational opportunities</p> <p>Support the ongoing service provisions of TAFE and school based vocational education</p> | Advocate Collaborator Provider | Education Sector Federal Government State Government UNE | Number of tertiary educated and qualified skilled workers increases | Economic Social |
| The Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy | <p>Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events</p> <p>Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences</p> <p>Activate our assets and precincts to maximise the potential for equine, agri, sport, education and visitor economy</p> | Collaborator Provider Advocate | Destination NSW Local Business Tourism Australia Tourism Industry | <p>Delivering outcomes from our Visitor Economy Plan</p> <p>Increasing the the number of visitors and the average number of nights stayed</p> | Economic Social |

| Our Supporting Strategies and Plans |
|---|
| Asset Management Plans |
| NSW Visitor Economy Strategy 2030 |
| Tamworth Economic Development and Investment Strategy |
| Tamworth Regional Council Sport & Recreation Strategic Plan |
| Tamworth Region Prospectus |
| Tamworth Regional Local Environmental Plan |
| Tamworth Regional Development Control Plan |
| Tamworth Region Visitor Economy Plan |
| The Tamworth Story |

| Council Business Units responsible for delivering outcomes: |
|---|
| AELEC |
| Airport and Aviation |
| Commercial Property |
| Communications |
| Cultural and Community Services |
| Development |
| Economic Development & Investment |
| Events |
| Integrated Planning |
| Sports & Recreation |
| Sustainability |
| Visitor Services |
| Risk & Compliance |
| Sports & Recreation |

95%
residents believe creating a
prosperous region is important/very
important for the future of the region.

Tamworth Tomorrow Strategy

The Tamworth Region has a strong and thriving economy, which we will continue to develop into the future. The Tamworth Tomorrow Economic Development and Investment Strategy (the Tamworth Tomorrow Strategy) will drive economic development to foster a more diverse, resilient, and sustainable regional economy.

Visitor Economy Plan

The Visitor Economy Plan has been developed simultaneously with Council's Tamworth Tomorrow Strategy. This ensures that the visitor economy is considered within context of the region's broader economy.

Electric Vehicle Strategy

The Electric Vehicle Strategy is aimed to encourage the installation of EV chargers in our region which will greatly benefit our tourism sector. This initiative will help boost foot traffic in the CBD and enhance the overall visitor experience.

Vibrant Streets Grant

The Vibrant Streets Package represents an investment in transforming our streets into vibrant public spaces. The funding initiatives will feature creative and cultural activations, while also trialling place management strategies to support sustainable activation in the long term. The grant will enable the temporary closure of streets to vehicles for a day, transforming these spaces into fun and dynamic areas for community events.

Through the program, council will assist community events in five towns and communities across the region including:

- A Winter's Night - Tamworth
- Barraba North West Auto Fest
- Nundle Art Show and Christmas Markets
- Manilla Christmas Celebrations
- Kootingal Christmas Celebrations

UNE Campus Demolition works

Building a future of education in Tamworth is getting closer, as demolition works commenced at the former velodrome site to make way for the new University of New England (UNE) Tamworth Campus. The campus will be situated on the corner of Peel and Roderick Streets, flexible to adapting as Tamworth grows, equipped and ready for higher education learning. The demolition and earth works are being undertaken as part of Council's partnership with this project.

OUR EVENTS

2022

| | |
|--|--------------------------|
| Heritage Festival & Awards | April |
| Tamworth Country Music Festival - 50th Celebration | April |
| Citizenship Ceremony | April |
| Hats off to Country | June |
| NAIDOC Week | June |
| Young Drivers Expo | August |
| TASTE | 10 - 18 September |
| National Thunder Motorcycle Rally | 30 September – 3 October |
| Citizenship Ceremony | October |
| Tamworth Regional Sports Awards | 25 November |
| Tamworth Community Christmas Tree Lighting | 1 December |

2023

| | |
|--|-------------------------|
| Toyota Tamworth Country Music Festival | 13-22 January |
| Australia Day Awards and Celebrations (Tamworth, Manilla, Barraba, Nundle, Kootingal, Woolomin, Bendemeer) | 26 January |
| TASTE | 10-19 March |
| Heritage Festival | 12-23 April |
| City of Light: Next Gen | 21 April |
| Skywhales: Every Heart Sings | 6 May |
| Hats Off to Country | 6 – 9 July |
| NAIDOC week | 7 – 14 July |
| Citizenship Ceremony | 23 July |
| A Winter's Night on Fitzroy | 29 July |
| Young Drivers Expo | 29 August – 1 September |
| Saturday Sounds – live music Fitzroy Street | Oct, Nov and Dec |
| New Residents Event – Viaduct Park | 15 October |
| Fiesta La Peel | 21 October |
| Citizenship Ceremony | 23 October |
| Local Legends Awards | 23 November |
| Sports Awards | 24 November |
| Lighting of the Christmas Tree | 7 December |

2024

| | |
|---|----------------|
| Tamworth Country Music Festival (TCMF) | 19 -28 January |
| Australia Day Celebrations and Citizenship Ceremony | 26 January |
| TASTE | 5 – 14 April |
| Citizenship Ceremony | 18 April |
| Heritage Week | 19 – 28 April |
| Heritage Awards | 19 April |
| New Residents Event | 20 May |
| Hats off to Country | 19-21 July |
| Citizenship Ceremony | 25 July |
| A Winter's Night | 10 August |
| Young Drivers Expo | 27 - 30 August |

FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



WHAT YOU TOLD US YOU WANT:

- Improve community services for all
- Help our towns and villages thrive
- Support the community to get better health services
- Be a safe place to live
- Be a healthy community

89%

of residents believe building resilient communities is important/very important for the future of the region

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|---|--|---|
| Our towns, villages and communities grow and prosper | Establish local strategies and community groups for towns and villages, including Kootingal, Manilla, Barraba and Nundle Deliver inclusive opportunities for local communities to be actively involved in decision-making | Advocate Collaborator Leader Provider | Federal Government Our Community State Government | Community and business satisfaction of our towns and villages Community satisfaction with community engagement | Economic Environment Social |
| Our community has improved outcomes and access to community and social services that are inclusive and meet their needs and expectations | Develop a framework to improve social and community services in the Tamworth Region Advocate and partner with Government, businesses and community service organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities | Advocate Collaborator Leader Provider | Community organisations Education Sector Federal Government Health Sector Our Community State Government | Community satisfaction with services provided Improved access to services Improved outcomes for our community Improved outcomes for our Aboriginal community Reduction in service gaps | Civic Leadership Social |
| Meet the 17 targets of the "Closing the Gap" national agreement for our community | Align our services and programs to align with "Close the Gap" targets | Advocate Collaborator Leader Provider | Aboriginal service providers Community Services sector Education sector Federal Government Health Sector Our Community State Government | Meeting the targets of the "Closing the Gap" agreement | Civic Leadership Economic Environmental Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|--|--|---|---|
| Improve the health outcomes for all residents | Advocate to state and federal governments to help secure access to the health services our community needs now and into the future | Advocate | Federal Government Local Health providers and professionals NSW Health Our Community State Government | Improved health outcomes for the community | Economic Social |
| Be a safer and more resilient community | <p>Improve drought resilience of regional communities</p> <p>Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters</p> <p>Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime</p> <p>Use education and enforcement of state and local regulations to deliver equitable outcomes for individuals and the community</p> | Advocate Collaborator Leader Provider | Companion animal welfare industry Federal Government NSW Emergency Service Agencies NSW Police Our Community State Government | <p>A more prepared and resilient community</p> <p>Community satisfaction with crime rates</p> <p>Reduction of crime rates</p> <p>Reduction in non-compliant behaviour</p> | Civic Leadership Environmental Social |

Our Supporting Strategies and Plans

Asset Management Plans

Bridge & Major Culverts Strategy

Crime Prevention Plan

Graffiti Management Plan

Nundle & Woolomin Flood Early Warning System

Onsite Sewerage Management Strategy

Reconciliation Action Plan

Regional Resilience plans for Towns and Villages

Strategic Companion Animal Management Plan

Tamworth City Wide Flood Risk Management Plan & Study

Tamworth City Wide Transport Model (Part 1 and Part 2)

Tamworth Region Disability Inclusion Action Plan

Tamworth Region Drought Resilience Plan

Tamworth Region Volunteer Strategy 2

Council Business Units responsible for delivering outcomes:

Communications

Compliance

Cultural and Community Services

Environmental Health

Place Management

Strategy and Assets

Sustainability

Achievements

Community Safety and Crime Prevention Plan

Tamworth Regional Council's 2023 - 2028 Community Safety and Crime Prevention Plan provides a roadmap outlining Council's goals in regard to safety issues across the region for the next five years. The plan also describes what community safety and crime prevention is, and how it can be used to address issues across the region.

Changing Places and Accessible Transport Hub – Bicentennial Park

The Changing Places provides a toileting and hygiene facility for people living with chronic illness, disability or in advanced age for whom typical disabled toilets are not suitable. It includes an accessible toilet with grab rails, shower, adult change table and ceiling hoist. The Accessible Transport Hub provides five accessible parking bays for cars, vans and mini-buses which normally cannot park in standard accessible parking. Located within recreation areas with nearby accessible seating, the project is in a scenic part of Tamworth where people can safely wait for transport, with accessible footpath links directly into the Tamworth CBD.

Tamworth Regional Youth Strategy and Action Plan

The Tamworth Regional Youth Strategy and Action Plan will guide how Tamworth Regional Council, local services providers, schools, clubs and government departments build a region that supports young people. The strategy has been designed around five key focus areas including life ready, wellbeing, access and connectivity, community and identity.

Aboriginal Liaison Officer

Strengthening connection with our First Nations residents has been a long-term goal of Tamworth Regional Council. The Aboriginal Liaison Officer position will ensure local priorities and aspirations of our Aboriginal communities are identified through ongoing consultation, and will act as a key stakeholder in connecting our organisation to key knowledge holders in these communities. The role will also work as part of Council's Inclusive Communities team to provide specialist advice and guidance on cultural knowledge, protocols and Indigenous issues to Council, and improve our organisation's cultural capability.

Young Driver Expo 2024

The annual Young Drivers Expo event is a collaboration of businesses, organisations and services, aimed to prepare, inform, and ultimately make young drivers safer on the road. Marking its 28th year in 2024 the expo held at TRECC was attended by more than 1,100 young drivers from Tamworth, Armidale, Quirindi, Scone, Gunnedah, Wyalah, Walcha, and Wee Waa.

Dolly Parton's Imagination Library

The Dolly Parton's Imagination Library is a unique program designed to kickstart a lifelong love of reading. Council is proud to be the driver of this fantastic initiative, partnering with United Way to bring the program to the Tamworth Region. Through the program, children born after 2019 are eligible to receive one free physical book to keep, per month, every month from birth until the age of five. Currently 3,611 children are registered on program with 548 graduated since January 2024.

Paws for Life – Animal Shelter and Boarding Kennels

Tamworth Regional Council determined in late 2022 to take over the operation of the shelter previously known as the 'Heaven Can Wait Animal Shelter and Boarding Kennels' for two years, following news of the independent facility's closure. With over 950 dogs received by the Tamworth Regional Companion Animal Centre each year, far exceeding the available space at the centre, the closure of one of Tamworth's local rescue groups threatened to affect Council's ability to meet its responsibilities under the Companion Animals Act, and risk many deserving dogs missing out on the opportunity to find a new forever home.

Achievements

Companion Animals - Healthy Pet Days

Tamworth Regional Council together with the RSPCA and TAFE NSW offer a free companion animals health clinic twice a year, providing free pet care services to pensioners, concession card holders and registered job seekers in the community. Services on offer include health checks, vaccinations, and microchipping.

Infrastructure Around Schools Program 2023

With support from the Federal and State Government's Stimulus Commitment Road Safety Program- School Zone Infrastructure Sub Program, Council was able to upgrade and install new road safety treatments in 20 regional school locations.

Road safety treatments included:

- pedestrian refuges
- kerb ramps
- kerb blisters
- footpaths
- pedestrian fencing
- signage
- lighting at pedestrian facilities
- and wombat crossings

Flood Early Warning System – Nundle & Woolomin

Tamworth Regional Council and Water Technology Pty Ltd have developed a Flood Early Warning System for Nundle and Woolomin. Council and the NSW State Emergency Service will be better equipped to respond to flooding with the system using Bureau of Meteorology rain forecast, radar and river level data. This project was joint funded by Tamworth Regional Council, NSW Government and the Federal Government under the Natural Disaster Resilience Program.



Changing Places and Accessible Transport Hub – Bicentennial Park

FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS



WHAT YOU TOLD US YOU WANT:

- A well connected, efficient, inclusive and safe movement network that serves businesses and commuters, as well as citizens who opt to walk and cycle
- Council to manage its infrastructure assets sustainably
- Council to plan and construct infrastructure for the future growth of our region
- An airport that serves both travellers and businesses
- Improved public transport options
- To advocate for better highways

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|--|---|---|--|
| A thriving aviation hub supporting travel and investment in our region | Improve connections with capital cities, and regions | Advocate Collaborator Provider | Aviation Sector Federal Government NSW Government Toursim Sector Business Sector | Business investment Community satisfaction with aviation services Utilisation and service availability | Economic Social |
| A safe and efficient transport network | Plan transport infrastructure to meet the needs of our community into the future Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks Partner with NSW Government to deliver efficient future proofed highways across our region | Advocate Collaborator Provider | Construction industry Developers Federal Government Freight and logistics sector NSW Police Our Community State Government Transport NSW | Community satisfaction with infrastructure service levels Condition and life cycle costs of infrastructure Infrastructure constructed | Economic Social |
| Expanded public transport options to meet the needs of our community now and in the future | Improve local bus services Investigate and advocate for the expansion of rail services within and out of our region | Advocate | State Government Transport providers | Improved services and availability of options | Environmental Social |
| Improved access to active transport options for movement between places | Increased participation in walking and cycling | Collaborator Provider | Local community groups NSW Health Transport for NSW | Community satisfaction Improved health outcomes Participation | Economic Environmental Social |
| Our community is enabled by technology | Support the community through improved digital services that meet the community's needs | Advocate Collaborator Leader Provider | Communications providers Communications sector Information Technology Sector | Community satisfaction with digital services Cyber security outcomes Improved efficiencies across council | Economic Civic Leadership Social |

Our Supporting Strategies and Plans

Active Transport Strategy

Airport Masterplan

Airport to CBD Corridor Strategy

Asset Management Plans

Bridges & Major Culverts Strategy

Calala Corridor Strategy

CBD Parking Strategy

Disability Inclusion Action Plan

Hills Plain & Stratheden Corridor Strategy

Road Infrastructure Strategy

Tamworth City Wide Transport Model (Part 1)

Tamworth City Wide Transport Model (Part 2)

Technology Strategy and Roadmap

Tamworth Global Gateway Park & Jewry Street Corridor Strategy

Transport Masterplan

Western Freight Link Corridor Identification

Council Business Units responsible for delivering outcomes:

Aviation, Events & Projects

Business Systems & Solutions

Communications

Customer Service

Economic Development and Investment

Financial Services

Operations & Construction

Plant, Fleet & Building Services

Risk & Compliance

Sports & Recreation

Strategy, Assets & Design

86%

**of residents believe connecting our region
and its citizens is important/very important
for the future of the region**



Tamworth Regional Parking Strategy

During the term, Council updated the Tamworth Regional Parking Strategy to ensure it meets the needs of the growing community, and to ensure alignment with industry best practices. These updates include extending the focus area from the Tamworth CBD to cover our towns and villages, as well as the Sports and Entertainment Precinct and Bridge Street (West Tamworth). The draft is now on exhibition to guide the final steps of the strategy's development.

Jewry Street Heavy Vehicle Bypass

The new Jewry Street extension was constructed to provide a safe and reliable vehicle route around Taminda's industrial streets, reducing the impact of the expected increase in volume of traffic and heavy vehicles accessing the Tamworth Global Gateway Park and Intermodal Freight Facility. Construction consisted of 850m of new road across the flood plain connecting Jewry Street and Wallamore Road, and a new three leg roundabout at the intersection of Jewry Street and Dampier Street.

Allambie Bridge

The Allambie bridge project aimed to replace the existing low level timber bridge crossing the Macdonald River on Tilmunda Road. Works included the demolition of the existing timber bridge and the construction of a new "Inquick" concrete bridge. Works were completed in April 2024.

Watsons Creek Road

With Watson's Creek Road being the primary access from the village of Watsons Creek to Bendemeer and the New England Highway, sealing the road provided much more reliable pavement surface for local residents, improved travel times, safety and driver comfort. This project was supported by funding from the NSW Government's Fixing Local Roads program and Tamworth Regional Council.

Moonbi to Hallsville Route Upgrade

Dangerous corners, culverts and intersections on local roads between Moonbi and Hallsville, including Davidsons Lane, Upper Moore Creek Road, and Moonbi Gap Road were improved as a part of the safety upgrade determined by a road safety audit and existing crash data. The upgrades will not only improve the safety of these roads for local residents, but the comfort and travel efficiency of these roads.

Footpath Network

Tamworth's Active Transport Strategy, a key part of the Tamworth Integrated Transport Masterplan, aims to make it easier for more local residents to walk or cycle around the city. Where appropriate infrastructure is provided, walking and cycling will help to reduce traffic congestion for road users and free-up parking spaces in business districts. As a part of this program footpaths were installed in Kootingal, Manilla, Nundle and Tamworth.

Tamworth Integrated Transport Plan

The Tamworth Integrated Transport Plan outlines how the region will manage transport demands into the future to cater for commuters, freight providers, tourists and recreational users. Delivering this Plan will involve close collaboration between Council and Transport for NSW, recognising that a significant amount of our key transport network interact with state roads, and that our network can only remain functional if all levels of government work together on the funding and delivery of infrastructure.

Pavement Management System

Further development of the Pavement Management System (PMS) providing data that has driven a significant sealing program for the Transport Operations team.

FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



WHAT YOU TOLD US YOU WANT:

- Explore energy efficiency
- Pursue waste minimisation opportunities
- Look for renewable energy outcomes
- Use sustainable design and development practices
- Protect and conserve local wildlife, habitat and biodiversity

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|--|--|---|---|
| Increase the take up and use of affordable and clean energy across the region | Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy Make renewable energy available within the Tamworth Global Gateway Park | Advocate Collaborator Leader Provider | Building industry Business Sector Development industry Federal Government Our Community Renewable Energy Sector State Government | Access to renewable energy in the Tamworth Global Gateway Park Community satisfaction with renewable energy options Increase in the % of renewable energy used across the region Achieving the outcomes of the Sustainability Strategy | Civic leadership Economic Environmental Social |
| A region where sustainable design of facilities, infrastructure and development are the rule not the exception | Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy. Manage stormwater run off to protect our built and natural environments | Advocate Collaborator Leader Provider | Our community State Government Waste industry Developers Building Industry | Achieving the targets within State Governments Waste and sustainability strategy 2041. Achieving the targets within State Governments NSW Plastics Actions plan Community satisfaction with our waste management and recycling systems | Civic leadership Economic Environmental Social |
| Reduce our waste and manage it responsibly | Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy | Advocate Planner | Transport providers NSW Government Disability Sector Our Community Business Sector | Enhanced services and availability of options | Social Environmental |
| We care for our natural environmental (including flora, fauna and habitat) | Ensure that our planning and operational processes minimise and mitigate the impacts on biosecurity and our natural environment | Advocate Collaborator Leader | Building industry Development industry Our community State Government | Biodiversity is integrated into our LEP Community satisfaction with environmental outcomes | Civic leadership Environmental Social |

Our Supporting Strategies and Plans

Asset Management Plans

East & North Tamworth Drainage Study

Economic Development and Investment Strategy

Flood Risk Management Plans for Tamworth, Manilla, Barraba, Nundle & Woolomin

Kerb & Gutter Priority Program

Local Environmental Plan

Sport & Recreation Open Space Management Guide

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Communications

Compliance

Construction/ Projects

Development

Economic Development

Integrated Planning

Strategy and Assets

Sustainability

Waste and Resource Recovery

87%

of residents believe design with nature is important/very important for the future of the region



Achievements

Environmental Sustainability Strategy and Action Plan

The Environmental Sustainability Strategy's purpose is to integrate sustainability across our organisation and community, as well as to protect and enhance our natural and built environments to enable a healthy, connected and sustainable future for our local community. The key themes of Our Sustainability Strategy are water, waste, energy, circular economy, natural environment, transportation and mobility, sustainable governance and climate change mitigation and adaptation.

Urban Stormwater Management Plans

Urban Stormwater Management Plans have been completed for Tamworth, Manilla, Barraba and Moonbi/Kootingal. These plans were adopted by Council in December 2023 and will identify a number of actions and projects that will improve stormwater management and the quality of the stormwater discharging to the river systems. These projects will be prioritised and added into the 4 year capital works program.

Free Asbestos Test Kits for Residents

In conjunction with Northern Inland Regional Waste, Council has provided an opportunity to access free asbestos test kits for owners of properties to test their homes before undertaking renovations or improvement works. The kit informs on identifying asbestos, correct management and disposal. This program also aligns with discouraging illegal dumping of asbestos material within the community.

Waste Wagon Service Trial

Services were established in 2023 for a fee-for-service kerbside collection trial, available for all but specifically aimed to assist residents who are aged and/or infirmed who can't take their bulky household waste items to the landfill, or don't have access to a ute or trailer.

Curby Program Trial

This trial initiative is run in conjunction with Australian recyclers IQ Renew and CurbCycle, giving residents a free, home-based option to recycle clean, soft plastics that are not able to be placed loosely in the yellow-lid kerbside bin. At the end of the reporting year 2023/2024 - a total of 16.1 tonnes of soft plastic from domestic residents was diverted.

Give a Sheet for the Planet Event

Council partnered with Give a Sheet® for the Planet, to deliver a community event aimed at recycling unwanted household linens. This initiative focuses on collecting items to be converted into high-grade recycled materials, helping to reduce waste and promote sustainability.

AELEC LED Lighting Upgrades

Replacement of 284 lights resulting in an estimated \$26,000 annual savings.

Scour Protection Work - Tamworth and Moore Creek

These works were carried out to remedy and protect the banks of the Peel River following damage sustained during repeated flooding events. 4T Rock bags were lifted into place using a crane, filled with gabion sized rocks from a stockpile located on Jewry Street. The works aim to prevent failure of the levee bank in the event of future flooding.

Tree Planting – Tamworth Global Gateway Park

This project saw the planting of approximately 13,000 endangered native trees and shrubs at the Tamworth Global Gateway Park (TGGP) to establish the park's green zones. The Green buffer zones were planted along the Oxley Highway, Marathon Street and the corner of Goddard Lane and Wallamore Road to create green screens along the main roads and help beautify the new development.

**WHAT YOU TOLD US YOU WANT:**

- Celebrate and acknowledge our aboriginal history and culture
- Protect the region's heritage assets
- Engage and collaborate more effectively with our culturally diverse communities
- Showcase and promote our cultural assets

SUSTAINABLE DEVELOPMENT GOALS

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|---|------------------------------------|---|--|-------------------------|
| Enhance our lives through the lived experience of arts and culture | Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening the creativity across the region. Encourage new community arts initiatives and use of public spaces | Collaborator Leader Provider | Arts community Federal government Our community State Government | Community satisfaction with the arts and culture of the region | Social |
| Our Aboriginal community's history and culture is protected and celebrated | Support local Aboriginal communities' in the preservation and celebration of their cultures. | Collaborator Leader Provider | Aboriginal community Federal Government State Government | Aboriginal communities satisfaction with cultural respect | Environmental Social |
| Our region's heritage assets are protected and celebrated | Support the development of museum, gallery and library heritage collections Ensure development controls and zoning protect the heritage significance of items and conservation areas | Collaborator Leader Provider | Cultural and heritage groups Our Community State Government | Community satisfaction with heritage protection initiatives | Environmental Social |

Our Supporting Strategies and Plans

Australian Country Music Hall of Fame Strategic Plan

Aboriginal Cultural Heritage Study

Asset Management Plans

NSW Visitor Economy Strategy

Powerstation Museum Strategic Plan

Reconciliation Action Plan

Tamworth Economic Development and Investment Strategy

Tamworth Regional Gallery Strategic Plan

Tamworth Regional Museums Engagement Strategy

Tamworth Region Visitor Economy Plan

The Tamworth Region Cultural Plan

Tamworth Regional Local Environmental Plan

Tamworth Regional Development Control Plan

Council Business Units responsible for delivering outcomes:

Communications

Cultural and Community Services

Development

Economic Development and Investment

Entertainment

Gallery and Museums

Inclusive Community

Integrated Planning

74%
**of our community rated celebrating
our culture and heritage as
important/very important for the
future of the region**



Len Waters Cultural Tour at Boundary Rock

Creative Communities Plan

Tamworth Regional Council is committed to supporting and developing arts and culture throughout our region. The Tamworth Region Creative Communities Plan 2024-2029 will outline the region's arts and culture priorities for the next five years.

Tamworth Region Public Art Strategy

Public Art is creative and original artworks created for, or located in, public spaces or facilities, such as parks, foreshores, squares, or spaces within a public building, or placed in any space accessible by the community. The Public Art Strategy will be used by Council to govern inception, coordination, installation, maintenance and ongoing management of public art in the Tamworth Region.

Tamworth Region Museum and Archive Strategy

The Tamworth Region Museum and Archive Strategy for 2024/25–2029/30 outlines a framework for the support of ten public museums, archives and social history collections located in the Tamworth Region, creating a blueprint for the ongoing support and development of each unique collection.

Tamworth Regional Heritage Festival

The Tamworth Regional Heritage Festival showcases the rich tapestry of our region's heritage, with a diverse array of activities and events including the Tamworth Regional Heritage Awards. The biannual awards recognise those who have made significant contributions to the preservation and promotion of heritage in the region.

New Residents Events

Council launched its first New Residents' event in May 2023, providing new residents with an opportunity to meet other community members and learn about the array of different services within our region.

First Nations

As part of Council's ongoing commitment to Closing the Gap and in working collaboration with Tamworth Aboriginal Community Controlled Organisations (TACCO), the Reconciliation Week events aim to further develop TRC'S involvement and partnerships with the local Aboriginal community. Tamworth Regional Council supported the Tamworth NAIDOC Committee with coordination of NAIDOC Week events and successful application for NIAA & Aboriginal Affairs

- Opening Ceremony
- Elders Lunch
- NAIDOC March
- Family Fun Day
- Debutante Ball

Youth Centre and Tamworth Regional Youth Council delivered the following 2024 NAIDOC Week activities -

- Miriidhuul Creations Cultural Art Workshop
- NAIDOC Ozttag Event
- Goanna Academy
- Family Fun Day – stall with art and badge making activity

Fiesta La Peel

The Tamworth Region's most popular multicultural event Fiesta La Peel, celebrates cultural diversity and promotes unity among communities. The festival has become a hallmark event, bringing together people from various backgrounds to celebrate, share, and learn about different cultures. In 2023, Fiesta La Peel celebrated its 10-year milestone with a week-long program of events.

Nundle Community Garden Mural

Through the support of the Public Art Program, The Nundle Community Garden Mural was unveiled in November 2023. Created by artist Natasha Soonchild, the mural was described as a poetic storytelling showcasing the abundance of our local nature and connection to the land.

FOCUS AREA 8

A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



WHAT YOU TOLD US YOU WANT:

- Broaden Tamworth's identity beyond just Country Music
- Celebrate who we are

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|------------------------------------|---|---|--------------------|
| Be known for country music and so much more | Develop and evolve our story to expand Tamworth's identity through all our strategies, plans and communications | Collaborator Leader Provider | Business Chamber of Commerce Entertainment Industry Our Community Tourism Industry State Government Federal Government | Our brand is well known and understood | Economic Social |
| Tell the world who we are and what we have | Market Tamworth beyond the region through our Economic and visitor economy strategies | Leader Provider | Business Chamber of Commerce State Government Tourism Australia Tourism NSW Tourism Sector | Economic and visitor economy communications plans developed Increase in visitation to the region Our marketing reaches a larger audience Increased business investment | Economic Social |
| Show who we are when people arrive by land or air to our towns and region | Develop and implement the Regional Entrance Strategy | Provider | Our Community | Improved entrances to our towns and villages built | Economic Social |

76%

rated strengthening our proud identity as
important/very important
for the future of the region

Our Supporting Strategies and Plans

Asset Management Plans

Communications Strategy

Community Engagement Strategy

Community Participation Plan

Regional Entrance Strategy

Tamworth Economic Development and Investment Strategy

Tamworth Region Prospectus

Tamworth Region Visitor Economy Plan

Council Business Units responsible for delivering outcomes:

Communications

Economic Development

Economic Development and Investment

Events

Operations and Construction

Place Management

Sports and Recreation

Visitor Services

Achievements

2023 NSW Tourism Awards - Gold Major Festivals and Events

The nation's largest and longest live country music event claimed gold, with the Toyota Country Music Festival, Tamworth winning the Major Festivals and Events category at the 2023 NSW Tourism Awards. The NSW Tourism Awards celebrate business excellence, with the Major Festival and Events category recognising tourism leisure festivals and events that have positive social and economic impacts on the local community.

Reviving Tourism Focus Groups

In July 2024 Council held a series of regional tourism focus group meetings to resume regional tourism efforts. The aim of the focus groups is to highlight the wonderful experiences the Tamworth Region has to offer.

Tamworth Regional Council Entrance Strategy

The Tamworth Regional Council Entrance Strategy will be used to develop town entry signs across the region and landscaping along entry corridors. With ever-increasing visitor numbers to the region, signage is a crucial part of creating a positive and consistent visitor experience. One key outcome of this strategy, is to create a sense of arrival at each destination and leave a lasting impression on visitors of which residents can be proud.

New Tourism Branding

Tamworth Region: Capital of Country has replaced our previous tourism place brand "Destination Tamworth". Identified in the Visitor Economy Plan, the concept was to adopt an all-encompassing and inclusive place brand which includes three key pillars: Visit, Live and Invest.

Renewal of Town Clocks – Manilla & Barraba

The renewal of the 1924 built clock includes replacement of the master clock with 4 independent GPS controlled intelligent clock mechanisms and a GPS antenna. The use of separate mechanisms requires modification of the hands, the existing hands will be retained to maintain the aesthetic appearance.



National Thunder Motorcycle Rally pit stop at the Barraba Silos, 2022



WHAT OUR COMMUNITY TOLD US:

You want us to communicate openly and be accountable. You want to be consulted and included in decision making. It is important to you Council is well led, and that we advocate for all groups in our region, with business partners and other levels of government.

You want our processes to be efficient, transparent and easy to use. You want us to deliver the future vision for our region sustainably. And you want council to be an organisation of excellence, both as an employer and a provider of services to the community.

SUSTAINABLE DEVELOPMENT GOALS



| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|---|---|--------------------------|--|---|--|
| Conduct council business with transparency and accountability | Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations | Collaborator Provider | State Government NSW Statutory Authorities | Community satisfaction with council's transparency and accountability Integrated Planning & Reporting complies with State Government legislation Our Council represents and engages with all members of the community | Civic Leadership |
| Our financial position is strong and able to meet our current and future obligations to our community | Ensure long term financial sustainability through short, medium and long term financial planning Assets are managed to meet our community's needs through sustainable, cost effective lifecycle management | Provider | State Government NSW Statutory Authorities Our community | Community satisfaction with council's transparency and accountability | Civic Leadership Social |
| Everyone in our community feels informed, heard and understood. | Develop and implement a Communications Strategy to help build trust and transparency between our community and Council Provide customer services that are proactive, available, helpful, and accessible to everyone in the region | Provider | Our community | Community satisfaction with council communication Community satisfaction with customer service | Civic Leadership Economic Social |

| Our Priorities <i>Where do we want to be?</i> | Our Strategies <i>How will we get there?</i> | Council's Role | Our Partners | Measuring Success <i>How will we know we have succeeded?</i> | QBL Indicators |
|--|--|------------------------------------|---|---|------------------------------|
| Our workforce is agile and future ready | Attract and retain a high performing and engaged workforce Plan for our future workforce | Provider | Health providers Industry associations State Government | A workforce that is able to deliver outcomes for the community Implementation of the Workforce Management Plan | Civic Leadership Economic |
| Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard | Develop and manage relationships with all levels of government and stakeholders Participate in the Namoi Joint Organisation of Councils | Collaborator Leader Provider | Federal Government Our Neighbouring Councils State Government | We have productive relationships within the local government network | Civic Leadership Economic |

Our Supporting Strategies and Plans

Annual Operational Plans

Asset Management Plans

Communications Strategy

Community Engagement Strategy

Internal Audit Program

Resourcing Strategy

- Asset Management Strategy
- Long Term Financial Plan
- Workforce Management Plan

Council Business Units responsible for delivering outcomes:

Asset Management

Audit Services

Business Systems and Solutions

Communications

Customer Service

Financial Services

Governance

Legal Services

People & Culture

Risk & Compliance

Strategy & Performance

90%
of residents rated transparency and accountability of council as important/very important



Blueprint 100 Community pop-up, Manilla

Achievements

Communications Strategy

The Communications Strategy provides a dedicated approach to communicating and engaging with the community and focuses on Council's commitment to being transparent, inclusive and accessible.

Tamworth Regional Council Trainee Campaign

To ensure Council has an agile and future ready workforce, Council launched the Apprentice and Trainee Campaign. These programs offer a unique blend of hands-on experience and professional development, providing trainees with the skills, knowledge and support from senior employees.

Councillor Catch-up

The Councillor Catch-up initiative was introduced to give community members an opportunity to attend an informal chat and share their ideas, issues or concerns with a Councillor. The catch-ups take place in towns and villages within the Tamworth Region.

2024 Local Government Professionals, NSW Excellence Awards

The Local Government Professionals NSW network aims to help maintain high professional and ethical standards through LG sectors and ensure that members are at the forefront of change and innovation. The NSW Local Government Excellence Awards celebrate outstanding achievements and promote innovation and continuous improvement within NSW local government.

At the 2024 awards, two Council staff were recognised for their achievements:

- Karen Litchfield, Internal Auditor at TRC – received the 2024 Leading Member Award
- Cal Fletcher, Senior Project Engineer at TRC – received the 2024 Emerging Leader Award

FINANCIAL OVERVIEW

An overview of Council's financial performance for the Council Term 2021-2024.

3 Year Actuals

Financial performance in '000 for the period ending 30 June 2022/2024

| | 2024 | 2023 | 2022 |
|--|-----------|-----------|-----------|
| Income | 219,743 | 226,337 | 201,589 |
| Expenses | 186,828 | 187,193 | 149,568 |
| Operating Result | 32,915 | 39,144 | 52,021 |
| Grants & Contributions | | | |
| Operating | 28,255 | 37,747 | 28,924 |
| Capital | 35,701 | 47,332 | 52,295 |
| Total Assets Held (Property, Plant and infrastructure) | 2,495,767 | 2,326,290 | 1,994,392 |



Bicentennial Park, Tamworth

LOOKING AHEAD

Despite the natural and financial challenges during the 2021-2024 term of Council, our local government area remains a leading regional community. Council is now positioned to begin working with the newly-elected Councillors to partner with the community in developing a new 10-year Community Strategic Plan.

Future planning highlights:

Tamworth Regional Local Environmental Plan and Tamworth Regional Development Control Plan – Review

Two of Council's key land use planning instruments, the Tamworth Regional Local Environmental Plan 2010 (TRLEP 2010) and the Tamworth Regional Development Control Plan 2010 (TRDCP 2010) are undergoing review. The two plans work together to set the rules for development within the Tamworth Regional Local Government area.

Council undertakes reviews of these important plans regularly to ensure that the region's planning controls remain in-step with our community's expectations for the way development takes place while supporting growth consistent with our Blueprint 100 strategy.

Tamworth Regional Aquatic Centre and Northern Inland Centre of Sport and Health

The Tamworth Regional Aquatic Centre and Northern Inland Centre of Sport and Health, will be a fully accessible aquatics facility for current and future generations. Located within the Tamworth Sports and Entertainment Precinct, next to the existing hockey fields, featuring two key components:

Tamworth Regional Aquatic Centre

A fully accessible aquatics facility, combined with contemporary elements for swimming excellence, social engagement, fitness, health and active recreation, for current and future generations. It will have the potential to host elite events at regional and state levels, as well as athlete development and training pathway programs.

Northern Inland Centre of Sport and Health

This facility will provide a sports hub with business accommodation, integrated learning, sport and health research, along with medical and allied health services. Delivering elite performance sport infrastructure, the centre will incorporate a versatile multipurpose indoor sports training facility. It will provide the opportunity for the community, athletes, sporting teams and school groups to partake in educational programs and high-performance training, in a modern indoor setting - promoting innovation in sports science, sports medicine and technology. The facility will contribute to economic sustainability, growth and liveability for the Tamworth region, through employment generation, tourism and increased visitation associated with major sporting events and an extraordinary recreational facility.

Tamworth Performing Arts Centre and Cultural Precinct

Tamworth Regional Council is committed to providing arts and cultural facilities and programs which meet the needs of the community and enhance the liveability of Tamworth. Council looks towards planning a community-owned asset that can support the growth of our region's cultural and social offering as well as help attract new residents and professionals and be a drawcard for visitors.

Tamworth Regional Skywalk

The Tamworth Regional Skywalk is an exciting project which is expected to become an iconic tourist attraction for the Tamworth region, as well as protect the safety of local recreational walkers. An elevated walking platform will be constructed from the top of Brisbane Street within Victoria Park up to the top of the Oxley Scenic Lookout, giving people the chance to enjoy the natural bushland of Victoria Park and its commanding views toward the Liverpool Ranges.

Nundle Recreation Ground and Peel River Park Master Plan

The aim of the Nundle Recreation Ground and Peel River Park Master Plan is to create a master plan that will guide the development of these areas to ensure they remain and grow, in line with Council's Open Space Management Guide, as a significant location for locals and tourism.

Sheba Dams and Hanging Rock Lookout Master Plan

The aim of the Sheba Dams and Hanging Rock Lookout Master Plan is to create a master plan that will guide the development of these areas to meet the current and future demands, in line with Council's Open Space Management Guide, to ensure they remain significant tourism attractions.

Regional Events Strategy

Council has secured funding through the State NSW Government under the Regional NSW – Business Case and Strategy Development Fund to develop a Regional Events Strategy to guide what we do over the next seven years. The strategy will define how we, grow, deliver and support our region as "Events Capital of Regional NSW".

Disability Inclusion and Access Plan

Tamworth Regional Council is currently developing a 2024 - 2028 Disability Inclusion Action Plan (DIAP) to identify barriers to access and inclusion within our community, and to develop and implement more inclusive policies and practices.

The DIAP will provide Council with clear direction, and a list of actions to deliver over the next four years to remove barriers to access and increase opportunities for inclusion of people with disability.

Calala to CBD Recreational Path

The Calala to CBD Recreational Path project consists of the design and construction of a 3.7km long and 3.5m wide path that connects Calala to the Tamworth CBD via Campbell Road and King George V Avenue. The purpose of the path is to provide an alternative route for residents of Calala to access the Tamworth CBD.

Purified Water Facility Design

Council continues working towards the construction of a purified water facility that will recycle industrial wastewater, treating and returning purified water back to industrial customers. The project aims to cater for industrial growth, reduce potable water demands and reduce water and sewer capital infrastructure costs.

Organics Recycling Facility

Currently, Tamworth Regional Council's processing and composting of organic material is restricted to green waste only at the Forest Road Waste Management Facility. The composting facility is licensed with the Environment Protection Authority and processes approximately 15,000 tonnes per annum of green waste to produce a high-grade mulch product.

This project aims to divert organic materials to a new purpose-built facility, utilising a Tunnel Composting System to produce products for residential and commercial use. Under the NSW Government's NSW Waste and Sustainable Material Strategy 2041, organic material will not be permitted to go to landfills after 2030.



tamworth.nsw.gov.au