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#### **BUSINESS ACTIVITIES**

#### **LIST OF CATEGORY 1 BUSINESS ACTIVITIES**

- Tamworth Regional Airport
- Tamworth Regional Council Pilot Training Facility
- Tamworth Regional Council Waste Management
- Tamworth Regional Council Combined Sewerage Service
- Tamworth Regional Council Combined Water Supplies

#### **LIST OF CATEGORY 2 BUSINESS ACTIVITIES**

Council has no Category 2 Business Activities

Income Statement	Water \$,000	Sewerage \$,000	Airport \$,000	Pilot Training Facility \$,000	Waste \$,000
Total income from Continuing Operations	22,922	27,992	5,760	673	19,533
Total Expenses from Continuing Operations	28,508	21,675	7,013	7,851	17,642
Surplus (Deficit) from Continuing Operations before Capital Amounts	(5,586)	6,317	(1,253)	(7,178)	1,891
Grants and Contributions provided for capital purposes	4,805	5,637	772	5	73
Corporate Taxation Equivalent	-	(1,579)	-	-	(473)
Surplus (Deficit) after Tax	(781)	10,375	(481)	(7,173)	1,491
Opening Retained Profits	187,450	216,823	23,578	(1,840)	24,030
Prior Period Adjustments	-	-	-	-	-
Revaluation of Intangible Assets	-	-	-	-	-
AASB15/AASB1058 Adjustment	-	-	-	-	-
NCP Tax Equivalents retained	437	599	216	-	99
Debt Guarantee Fee retained	115	129	11	44	0
Corporate Tax Equivalent retained	-	1,579	-	-	473
Dividends Paid and Dividends Payable	(72)	(67)	-	-	-
Closing Retained Profits	187,149	229,438	23,324	(8,969)	26,093
Rate of Return on Capital	(1.40%)	2.50%	(1.30%)	0.00%	6.60%
Notional Subsidy from Council	18,531	4,692	4,619	6,774	-

Balance Sheet	Water \$,000	Sewerage \$,000	Airport \$,000	Pilot Training Facility \$,000	Waste \$,000
Current Assets	33,837	69,655	1,947	52	19,872
Non-Current Assets	352,664	340,499	88,673	13,505	42,897
Total Assets	386,501	410,154	90,620	13,557	62,769
Current Liabilities	4,329	4,292	676	4,370	4,047
Non-Current Liabilities	20,587	21,047	1,884	18,156	17,044
Total Liabilities	24,916	25,339	2,560	22,526	21,091
Net Assets	361,585	384,815	88,060	(8,969)	41,678
Retained Earnings	187,149	229,438	23,324	(8,969)	26,093
Asset Revaluation Reserve	174,436	155,377	64,736	-	15,585
Total Equity	361,585	384,815	88,060	(8,969)	41,678

#### COMPANIES CONTROLLED BY COUNCIL

Council held no controlling interest in any company for the 12 months period ending 30 June 2023.

### **REVIEW OF SERVICES**

Based on the Office of Local Government delivery of service reviews by all Councils announced in 2021, Strategy & Performance is currently in the process of developing a Service Review roadmap, as well as undergoing training alongside other NSW councils. Service reviews are part of our ongoing commitment to continuous improvement.

#### COMPANION ANIMALS MANAGEMENT

Council employs Rangers who are primarily responsible for administering the Companion Animals Act 1998. Rangers patrol Tamworth and the towns and villages within the regional area to provide companion animal owners with support, education and regulation. Activities to enforce and ensure compliance with the Act and Regulation undertaken in 2022/23 are listed below.

#### **POUND DATA COLLECTION RETURNS**

Council reports annually on the statistics of impounded animals in the Tamworth region. This information is provided to the Office of Local Government, and forms part of the Survey of Council Seizures of Cats and Dogs. A brief summary of the pound data collections for the year is presented in the table below.

Animals Arriving at the Companion Animal Centre (CAC)	CATS	DOGS	TOTAL
Seized	0	92	
Abandoned/ Stray/ Feral	354	294	
Surrendered by Owner	11	81	
Total Arriving	365	467	832
Animals Leaving the CAC			
Reclaimed by Owner	12	184	
Sold from CAC	28	74	
Secured with a Rescue	99	143	
Died at CAC due to illness/ Injury		2	
Total Leaving CAC - Not Euthanised	139	403	542
Euthanised - Owners Request	0	14	
Euthanised - Unable to rehome	0	0	
Euthanised - Unsuitable for rehoming	0	17	
Euthanised - Dangerous/ Restricted	0	4	
Euthanised due to illness	43	13	
Euthanised Feral/ Infant	169	3	
Total Leaving CAC - Euthanised	212	51	263
Total remaining in care	14	13	27

Paws for Life –	Operation seven months

Currently at Paws for Life	10
Dogs euthanised due to behaviour	2
Dogs euthanised due to illness	4
Dogs Adopted	56
Dogs entering the facility	72

#### DOG ATTACK STATISTICS

Dog attacks reported and investigated by Council's Rangers are entered into the Companion Animals Database, in accordance with the requirements of the Companion Animals Act 1998. During the 2022/23 financial year there were 286 dog attacks reported to Council which were investigated, of these 52 were assessed as dog attacks, as prescribed by the Companion Animals Act and reported on the Companion Animals Database in comparison, there were 296 dog attacks in the 2022/23 financial year.

#### FUNDS SPENT ON COMPANION ANIMAL MANAGEMENT AND ACTIVITIES

Funding spent by Council in 2022/23 totalled \$561,123. This figure includes the employment of four Rangers and two Companion Animal Officers, the operational and maintenance of Council's animal holding facility, as well as annual educational and awareness activities.

Operating costs of the Companion Animal Centre for 2022/2023 was \$91,505. Establishment and operating costs of Paws for Life was 78,124.44. These figures do not include wages.

#### **EDUCATIONAL ACTIVITIES**

The Strategic Companion Animal Management Plan (SCAMP) contains objectives for undertaking companion animal awareness and educational activities. The group consists of (vets, RSPCA and animal shelters etc.) to get together to raise issues of concern and identify priorities for action. These meetings were hindered by COVID and attempts were made to recommence SCAMP meetings in 2022 with a few meetings being held, but due to poor to no attendance they were stopped.

In May 2023 the monthly meetings recommenced and numerous interested parties within the Tamworth LGA were invited to attend. The meetings were held at the Companion Animal Centre and received a great response with 15 attendees for both the May and June meetings. Meetings continue to be held monthly and will be monitored with attendance numbers and the schedule will be adjusted accordingly.

In June 2023 council staff partnered with Pound Paws and attended a Dog Rescue Day at Bupa Aged facility including 2 staff members and 2 shelter dogs in attendance.

To continue awareness in the community council has published a number of media releases addressing barking dogs, importance of microchipping, registration of animals and basic responsible pet ownership.

# STRATEGIES TO PROMOTE THE DE-SEXING AND PERMANENT IDENTIFICATION OF COMPANION ANIMALS

It is recognised that the de-sexing of cats and dogs helps to reduce nuisance behaviours/traits such as roaming, aggression and the production of unwanted litters.

Activities held during 2022/2023 were two microchipping days (these activities were hosted in partnership with the New England TAFE and the RSPCA conducting parvo vaccinations) as part of Council's program to aid in the responsible ownership of a companion animal.

Since Covid 19 restrictions were put in place Healthy Pet days were held at the Companion Animal Centre to assist with crowd management. Future Healthy Pet days will be held at the Youthie in West Tamworth where there is a low rate of dogs microchipped or desexed.

Companion Animal staff encourage all owners of dogs reclaimed from the CAC to have their animals desexed and provide details for Animal Welfare League and RSPCA who can assist animal owners with financial assistance with desexing.

Companion Animal staff provide a free on the spot microchipping of dogs when attending complaints out in the field.

#### STRATEGIES TO REDUCE EUTHANASIA RATES

Council's Facebook page for the pound allows members of the public to view unclaimed animals.

PLF page launched in June 2023 displaying profiles of dogs ready for adoption. CAC has 17,354 followers and the PFL page has 1700.

Along with the opening of PFL, Companion Animal staff extensively network with animal rescue groups Australia wide to secure dogs from the CAC with them.

April 2023 saw the Introduction of an assessment period for all cats trapped and brought to the CAC without a microchip and displaying erratic/ scared/ aggressive behaviour Previously these cats would have been deemed feral and euthanised. Throughout the assessment period cats are transferred from the trap to a larger enclosure and given time to settle and see if they respond to human interaction and become suitable for rehoming.

May 2023 stopped accepting animals to be euthanised at the request of their owner. Owners are encouraged to attend a veterinary practice themselves to have their dogs euthanised. This excludes dogs seized due to attack or aggressive behaviour.

Euthanasia rates for dogs at the CAC have significantly dropped since last financial year with only 51 dogs leaving the facility euthanised. The establishment of the PLF was to reduce euthanasia and provide dogs with a better chance of being rehomed.

There was an increase from two Companion Animal staff members to five. The increase in numbers is to run both facilities and be able to spend more time with the animals allowing for training and rehabilitation. One of the three new positions had been filled by the end of 2022/2023.

New rehoming legislation requirements – A rescue request must be sent to a minimum of two rescue organisations giving them a minimum of seven days to respond before an animal can be euthanised.

#### OFF LEASH AREAS

Council provides seven designated off-leash areas in the region. Five are located in Tamworth; Calala (Harrier Parade Park), Chauvel Park, Jewry Street, Western Levee Bank, George Street and Powerhouse Park, Carthage Street. The Powerhouse Park off-leash area is fenced and has agility equipment installed. There are off-leash areas in Barraba on the land at the corner of Alice Street and West Street, and the other is in Manilla showground. Council have fenced the George Street off leash area in to two large areas. Both enclosures have had a sheltered seating area erected within them and drinking stations accommodating owners and their dogs.

Due to an influx of complaints regarding dogs being off leash and attacks occurring in parks and public places, council has published a number of media releases regarding owners responsibilities under the Companion Animals Act.

Corflute signs advising dogs must be on a leash were erected in all major parks around Tamworth, Rangers and Companion Animal staff patrol parks on a regular basis ensuring compliance.

# 2022/23 MAJOR CONTRACTS AWARDED

Details of each contract awarded by Council; other than employment contracts and contracts that had a value greater than \$150,000, is presented in the table below. An \* indicates that the value is indicative.

CONTRACT	AWARDED TO	GST INCLUSIVE \$
Supply & Delivery of One (1) 12,000 kgs GVM tipping truck	JT Fossey Pty Ltd	154,575
Path Works for Tamworth School Infrastructure	Conex Group Pty Ltd	157,606
Construction of Retaining Wall at Small Material Recycling Facility	EarthTec Pty Ltd	163,416
Supply and Delivery of 1 x Small Excavator	Komatsu Australia Pty Ltd	163,449
Hills Plains High Zone Pump Station Construction	Rice Constructions Pty Ltd	167,401
Road Condition Survey 2023	Infrastructure Management Group Pty Ltd	174,306
Supply & Delivery of Two (2) Single Axle 7,000 kgs GVM Trucks	Wideland Trucks and Machinery	209,568
TGGP - Trunk Stormwater Finishing Works	TH Solutions Pty Ltd	213,469
Tamworth Regional Airport Survey Design and Construct General Aviation Apron and Associated Taxilanes	Airport Consultancy Group - Construction Pty Ltd	213,882
Supply and Construction of Sheds at Kootingal Transfer Station, Bendemeer Transfer Station & Barraba Landfill'	Ivin Brant and Associates	239,866
Street Lighting for the Jewry Street Extension Project	Large Industries Pty Ltd t/a JLE Electrical	248,021
Geotechnical Investigations and Design for Nowendoc Road Upgrade	PSM Consult Pty Ltd	260,040
Tamworth Regional Astronomy & Science Centre Stage 6	Rice Constructions	261,580
Design and Construction of Communication Tower on Bald Hill	SAF Australia	285,623
Design Supply and Installation of Rubber Soft Fall - Tamworth Regional Playground	Wet Pour	288,728
Microsoft 365 & End User Applications Migration	Data#3	322,740
Fabricate and Erect Accessible Transport Hub Shelter	Rice Construction Group	329,175
Upgrade of Delineation for Moonbi to Hallsville Road Upgrade	TPE Pty Ltd	338,748
Westdale WWTP Effluent Transfer Pump Station Refurbishment	Fitt Resources Pty Ltd	371,627
Sewer Vent Stack Replacement	Sewer Vent Supplies & Repairs	372,900
Extension of in-situ box culvert structures for the Duri-Dungowan Road Upgrade	Finn Valley Plan and Civil	383,351
Electrical Relocations for Jewry Street Extension Project	Curry Power Pty Ltd	394,748
Design Supply and Installation of Public Amenities at Centenary Park, Manilla Cemetery and Moonbi Recreation Ground	Pureablue T/A Fabranamics Pty Itd	405,974
Construction of BMX Track Upgrade	Living Recreation Pty Ltd	430,254
Supply of RCBC Units for Jewry Street Extension	Precast Civil Industries Pty Ltd T/A Civilmart	483,377
Civil Works – Pedestrian Infrastructure around Schools	TH Solutions Pty Ltd	570,625
Design Supply and Installation of playgrounds at Viaduct Park, Moore Creek Recreation	Creative Recreation Solutions	736,143

CONTRACT	AWARDED TO	GST INCLUSIVE \$
Ground and Northern Inlands Sport Centre of Excellence (NISCE) Precinct		
Supply and Delivery of six (6) Smooth Drum Rollers	WesTrac Pty Ltd	813,417
Supply and Delivery of two (2) Motor Graders	WesTrac Pty Ltd	849,744
Provision of Cleaning Services for Council Facilities	Command 51 Pty Ltd	924,982
Design and Construct - Replacement of Two Timber Bridges 2022	The Trustee for Central Industries Trust	1,242,186
Carthage St Water Trunk Main Rehabilitation	Interflow Pty Ltd	1,374,791
Design and Construct – Kootingal Hall and Library Redevelopment	Rice Construction Group Pty Ltd	1,529,748
Construction of Upgrades for Moonbi to Hallsville Road Upgrade (Package 3)	TPE Pty Ltd	1,876,936
Construction of Arcadia Lead-in Trunk Sewer main & Watermain - Stage 1	Killard Infrastructure Pty Ltd	2,401,636
Rehabilitation of Sewer Mains By In-Situ Relining	Interflow Pty Ltd	2,862,711
Calala Water Treatment Plant 3.3kw to 415V Conversion	Australian Construction Group Pty Ltd	5,955,203
Supply and Install of Safety Barrier Systems - 2023-2026	Western Safety Barriers Pty Ltd	*Schedule of Rates
Panel Tender - Dry Hired Plant 2023/2024	Various	* Various

<sup>\*</sup> Schedule of Rates - Contract is based on a schedule of rates depending on amount of work, services or goods supplied.

#### DISABILITY INCLUSION ACT 2014

The Tamworth region, alongside the rest of Regional NSW, has experienced sever shocks and stresses over recent years. The COVID-19 pandemic, drought, fires, floods and other stresses have had an unprecedented impact on our communities, including Council's ability to effectively consult with people living with disability. In 2022, Tamworth Regional Council extended the 2017 - 2021 Disability Action Plan (DIAP) to 2022 – 2024, to ensure more time to undertake the consultation phase for the development of a new DIAP.

Council continues to work closely with the Disability Access Working Group, a diverse group of 10 community representatives with a range of lived experience, backgrounds and ages 16 – 87, to work towards achieving DIAP actions, and address any emerging disability access related issues or concerns locally.

Local residents living with a chronic illness or disability and their carers can now feel more confident visiting Tamworth's CBD, with the official opening of the Disability Transport Hub and Changing Places facility in Bicentennial Park in September 2022. Designed to comply with Changing Places accreditation criteria, the facility encompasses a purpose-designed change facilities as well as nearby parking bays and transport infrastructure to assist with the loading and unloading of wheelchairs.

Access Awards for Individual, Community Group and Business were again included as categories in Councils Community 'Local Legend' Awards event in 2022, with many community-led achievements and individuals in this space celebrated and recognised.

In 2023, Council worked in partnership with Sport NSW to commence delivery of an 18-month participation and community capacity and capability project. The project aims to support increasing opportunities for school aged children living with disability to participate in sports activities across the Tamworth community. The project was, and continues to be delivered in three key streams: multi-sport activity days, community information sessions and online webinar events.

A multi-sport activity day held at the Tamworth Sports Dome in May 2023, showcased a range of activities including Netball, AFL, Solve Tad, Cricket, Blind Sports, and Goal Ball. The event promoted future participation in physical activity, and allowed students to identify sports and activities they enjoyed. Students were then provided with support and contacts for future participation and pathways locally. The Sport NSW Adaptive Sport Community Information session, also held in May 2023, was a great opportunity for our community to come together to share information and to talk about how the Tamworth and surrounding communities can make sport more inclusive and accessible for everyone.

#### **EQUAL EMPLOYMENT OPPORTUNITIES**

Code of Conduct training is delivered to all staff across the organisation. This training highlights the importance of treating all staff and customers with respect and reinforced that discrimination of any form will not be accepted by the organisation. All position descriptions include the requirement to demonstrate behaviour in accordance with EEO principles, furthermore Council has an adopted Equal Employment Opportunity Policy.

#### LABOUR DAY STATISTICS

Tamworth Regional Council Labour Day statistics for Wednesday 23 November 2022, are outlined below.

Stats for LGNSW Labour Statistics for Annual Report: Wednesday 23 November, 2022			
Permanent full time basis	490		
Permanent part time basis	39		
Casual Basis	10		
Under a fixed term contract:			
* No. of persons employed by Council who are "senior staff" for the purposes of the Local Government Act 1993	5		
* No. of persons engaged by Council under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	Total: 59 14 (includes FT and PT temp roles) 45 (Labour Hire)		
* No. of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	18		
Total	621		

#### ANTI SLAVERY STATEMENT

No issues were raised for the year 2022/2023 concerning operations of Council.

#### PROCUREMENT - MODERN SLAVERY ACT 2018

Tamworth Regional Council is currently in the process of developing and implementing a Modern Slavery clause to be included in council's Procurement Policy. This process will be overseen by council's internal Auditor and Audit Risk and Improvement Committee (ARIC).

Council have Partnered with Local Government Procurement for a Modern Slavery Awareness Toolkit. This toolkit assists with training staff ensuring they are aware of the vigilance required. The toolkit also provides guidance to council staff involved with procurement by making sure suppliers/contractors are aware of their responsibilities and taking reasonable steps to identify, assess and address modern slavery risks. Where necessary, these obligations are being included as a modern slavery clause in contracts.

# FINANCIAL PERFORMANCE INDICATORS

Consolidated Funds	Indicators	Industry Standard	2021/22	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	0.37%	0.99%
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short- term (current) debts.	greater than 1.5	2.48x	2.12x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	3.22x	3.33x
Own Source Operating Revenue Ratio	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	greater than 60%	59.59%	62.41%
Building and Infrastructure Renewals Ratio	The Building and Infrastructure Renewals Ratio is an assessment of the rate at which assets are being renewed relative to the rate they are being depreciated (used). Ideally the ratio should be 100%; however this is only possible when budgets allow for an operating surplus and depends on the timing of required works.	Ideally the ratio should be 100%	75.66%	101.68%
Rates, Annual Charges, Interest and Extra Charges Outstanding Ratio	This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	less than 10.0%	6.68%	7.00%

General Fund	Indicators	Industry Standard	2021/22	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	(1.33%)	(1.38%)
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term	greater than 1.5	2.48x	2.12x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	4.10x	4.03x

Water Fund	Indicators	Industry Standard	2021/22	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	(15.77%)	(17.65%)
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	13.98x	7.82x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	1.62x	1.23x

Sewer Fund	Indicators	Industry Standard	2021/22	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	20.33%	27.10%
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	17.79x	16.23x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	2.54x	3.24x

#### FUNCTIONS DELEGATED TO OTHER ORGANISATIONS

Name	Function
Central Northern Regional Library	The Central Northern Regional Library (CNRL) operates under Section 377 of the Local Government Act for the provision, control and management of libraries, library services and information services to the councils of Tamworth, Liverpool Plains Shire, Narrabri Shire, Gwydir Shire, Uralla Shire and Walcha Shire pursuant to the Central Northern Regional Library

#### GOVERNMENT INFORMATION PUBLIC ACCESS (GIPA)

Council is required to prepare an annual report on activities undertaken during the financial year relevant to the Government Information (Public Access) Act, 2009 (GIPA). Our report is provided to the Office of the Information Commissioner. A summary of the key points contained in the GIPA Annual Report is below:

Tamworth Regional Council received 6 formal access and approximately 650 informal applications for the reporting year. There were no access applications received by Tamworth Regional Council during the reporting year that were refused because the disclosure was for information referred to in Schedule 1 of GIPA. Council granted access in full on two applications and in part on three applications. One application was withdrawn.

#### LEGAL PROCEEDINGS

A summary of the amounts incurred by the Council during the financial year in relation to legal proceedings taken by or against the Council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed), and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result, is presented in the table over page.

Debt recovery	Status	Cost to Council \$
Debt Recovery costs, recoverable as part of the debt (rates, water and sundry debtors)	Ongoing	404,847.76
Environment/Planning	Status	Cost to Council
Nil	-	-
Insurance claims	Status	Cost to Council
Injury on Council land	Ongoing	Confidential
Injury on Council land	Ongoing	Confidential
Injury on Council land	Ongoing	Confidential
Injury on Council land	Finalised	Confidential
Injury on Council land	Ongoing	Confidential
Employee matter	Ongoing	Confidential

#### **OVERSEAS TRAVEL**

There was one instance of overseas travel taken in 2022/2023. From Monday 14 November to Friday 18 November 2022 the General Manager attended the Regional Council Local Government Chief Officers Group held at Norfolk Island.

#### PLANNING AGREEMENTS

Under the Environment Planning and Assessment Act, 1979, Council is required to report on any planning agreements that were in force during the financial year.

Planning agreements are voluntary agreements or other arrangements under the Act between a planning authority (such as Tamworth Regional Council) and a person or company (the developer) who has sought a change to an environmental planning instrument, or who has made, or proposes to make, a development application under which the developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

Tamworth Regional Council is not a party to any voluntary planning agreements as at 30 June 2023.

#### PUBLIC INTEREST DISCLOSURES

Council is required to have a Public Interest Disclosures Policy under section 6D of the Public Interest Disclosures Act, 1994 (the PID Act). Council's policy must have procedures for receiving, assessing and dealing with public interest disclosures, having regard for the Ombudsman's guidelines in formulation of the policy for the purposes of the Act. Our policy conforms to Council's Code of Conduct, Equal Employment Opportunity Policy. Bullying and Harassment Policy and Grievance Policy.

The policy is accessible to all staff and the public via Council's website and is reviewed annually (the current version was adopted in November 2022).

Public Interest Disclosures in 2022/23	Total
Number of public officials who made PIDs	0
Number of PIDs received	0
Of PIDs received, number primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local Government pecuniary interest contravention	0
Number of PIDs finalised	0

# RATES AND CHARGES WRITTEN OFF

Rate or Charge	Postponed Rates Written off after 5 years	Conservation Agreements	Pensioner Rebates	Small Balance Write Offs	Total
	\$	\$	\$	\$	\$
General Rates	84,192	11,065	1,158,642	1,300	1,255,200
Water Service Availability Charge	-	-	345,934	171	346,105
Water Consumption Charges	-	-	-	753	753
Sewerage Service Charges	-	-	312,682	470	313,152
Extra Charges	20,125	_	-	2,557	22,683
Total	104,318	11,065	1,817,258	5,251	1,937,893

# **REMUNERATION - GENERAL MANAGER**

The total remuneration comprised in the remuneration package of the General Manager during the year was \$378,805.

# **SENIOR STAFF**

The total remuneration package for Council's six senior staff for the year (excluding the General Manager position) is broken down into the following components:

Remuneration to senior staff (excluding GM position)	Total 2022/23 \$
(i) the total of the values of the salary components of their packages	1,246,140
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	0
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	124,443
(iv) the total value of any non-cash benefits for which any of them may elect under the package	96
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	26,962
Total	1,397,641

# STATEMENT OF ALL CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES IN WHICH THE COUNCIL PARTICIPATED.

Name	Function
Arts North West	Arts North West provides the communities of the North West with a program that enables positive strategic development of arts and culture through the provision of information resources, promotion and expertise.
Australian Airports Association	Association represents 260 Airports Australia wide including international, major regional and rural.  The charter is to facilitate co-operation among all member Airports and their many and varied partners in Australian aviation, whilst maintaining an air transport system that is safe, secure, environmentally responsible and efficient for the benefit of
AviSkills	Engineering Training College, conducting courses in avionics, mechanical and aircraft structural engineering. Partnership involving TAFE, Council Qantas, BAE Systems and Federal and State Government Departments.
Bush Fire Management Committee	The Bush Fire Management Committee is comprised of representatives of all key Land Management Agencies and Stakeholder Groups, the Rural Fire Service, Police Service and an elected Local Government Representative and Staff Member. The Committee can make decisions with far reaching implications on local land holders and communities.
Club Grants Committee	To make recommendations to eligible license Clubs who must make community contributions from club revenue in accordance with NSW Government Scheme which allows Clubs to claim a tax deduction of up to 1.5% on gaming revenue over \$1 million for monies spent on community support.
Country Mayor's Association	A Lobby Group on behalf of the concerns of Major Rural Centres within New South Wales. A forum to discuss like issues.
Country Music Festival Emergency Planning Committee	The Country Music Festival Emergency Planning Committee prepares and reviews emergency plans or procedures relating to high level emergency risk management for Council's festival activities. The committee incorporates emergency management combat agencies and support agencies along with internal divisions responsible for key operational aspects of the Festival.
Mid North Weight of Loads Group	To minimise pavement damage caused by overloaded vehicles, through enforcement activities thus reducing maintenance and reconstruction costs on roads.  The enforcement of vehicle weight is undertaken by four full time Ordinance Inspectors under the control of the Supervising Engineer from Gloucester Shire. As required, the four Inspectors are supported by two part-time Assistants. Members of the Group includes Member Councils agreeing to jointly employ the six Ordinance Inspectors with other Member Council administers the Group including any infringements issued on Member Council roads. Costs of this administration including the employment of the Ordinance Inspectors are covered by a grant from the Roads and Traffic Authority and from contributions from Member Councils.
Namoi Councils	Coordination of Local Government within North West Region, Resource Sharing and Local Government Advocacy.

Name	Function	
Namoi-Peel Customer Service Committee	The Namoi-Peel Customer Service Committee provides a forum for communication and consultation and its customers. In these forums, the Committees ensure that the interests of all water users are considered when State Water develops projects, policies and priorities. The Namoi-Peel Customer Service Committee members and State Water exchange information so that a positive, constructive and efficient service provider-customer relationship can be maintained.	
New England District Emergency Management Committee (DEMC)	The District Emergency Management Committee (DEMC) is responsible for overseeing the functions of the Local Emergency Management Committees within defined regions and is primarily tasked to review and advise on the plans prepared by the LEMCs. The Chair of the LEMC (a Council staff member) represents the Tamworth LEMC at the DEMC meetings. The DEMC reports to the State Emergency Management Committee.	
New South Wales Public Libraries Association	The purpose of the Association is to enable those Councils and Public Library Services which are Members to meet on a regular basis for common purposes and to undertake united action.	
Northern Inland Government Water Managers Group	The Managers of Water and Sewer Services for Councils in the New England and North West of NSW have agreed that there is benefit in meeting on a regular basis to discuss issues that are common to all and to share knowledge and experience related to the delivery of water and sewer services.  These Terms of Reference provide a loose framework in relation to these meetings. They will be amended from time to time with the agreement of the Group.	
Northern Inland Regional Waste Group	A voluntary Local Government Networking Group that was established in July 1998 to specifically address waste management issues on a regional level.	
Northern Region Joint Regional Planning Panel	regional level.  The functions of the Joint Regional Planning Panels (JRPPs) are to:  1. exercise certain consent authority functions for 'regional development'; and  2. where requested, advise the NSW Minister for Planning on planning or development matters or environmental planning instruments in respect to the JRPPs' region.  3. JRPPs will also have such other functions as are conferred on them by the Environmental Planning and Assessment Act 1979 (EP&A Act). For example, JRPPs may have a role in relation to Local Environmental Plans (LEPs). This may include being appointed as the Relevant Planning Authority (RPA) for a LEP or, where requested by the Minister, reviewing or providing advice in respect of a proposed LEP. Where a JRPP is appointed as an RPA for a LEP, the Minister may also delegate plan making powers to the JRPP. JRPPs may also, in limited circumstances, be appointed by the Minister to exercise the functions of planning assessment panels under s.118 of the EP&A Act.  A regional panel is not subject to the direction or control of the Minister, except in relation to the procedures of a regional panel and to the extent provided for in the EP&A Act.	

Name	Function	
Northwest Regional Community Care Advisory Committee	The Northwest Regional Community Care receives funding from the Department of Ageing, Disability and Home Care (DADHC) to provide services to the Tamworth Regional Council area. This includes case management and brokerage of community services to eligible aged and disabled people and their carers. It is a service that looks after people with high and complex needs.	
	There is one worker for Tamworth City, one for the surrounding areas, and one worker for Aboriginal clients. The Committee acts as an advisory body for the service as is required in the funding agreement.	
	The purpose of the North West Regional Weed Committee (NWRWC) is to provide 'tenure neutral' strategic planning and coordination of weed management activities at the regional level. These activities play an integral part in an overall state weed management framework. The NWRWC is a local community advisory group under the provisions of Section 33 of the Local Land Services Act 2013.	
	The NWRWC is established to:	
North West Regional Weed Committee	<ul> <li>support implementation of the weeds components and underlining principles of the NSW Biosecurity Strategy, NSW Biosecurity Act and the NSW Invasive Species Plan 2015-2022;</li> </ul>	
weed Committee	<ul> <li>provide advice to the Board regarding delivery weed functions for the Local Land Services consistent with the Local Strategic Plan;</li> </ul>	
	<ul> <li>to develop innovative and effective regional weed management strategic plans that consider risks, include all land tenure, and major stakeholders in the landscape; and</li> </ul>	
	<ul> <li>provide a forum for the community and stakeholders in decision making, and develop communication education and awareness programs based on local and/or regional priority weeds and issues.</li> </ul>	
Regional Arts NSW	To champion, develop and support the creative arts and cultural sector through the network of 14 Regional Arts Development Organisations in NSW.	
Regional Cities NSW	Regional Cities NSW is an alliance of 15 regional cities from around the State. The alliance is responsible for representing regional communities through evidence-based policy and informed advocacy. The objective of these activities is to effect real change in their communities by seeking improvements to the infrastructure, liveability and sustainability of regional cities and the wide regional areas the cities support.	
Regional Galleries Association of New South Wales	Regional Galleries Association of New South Wales was established in the mid 1970s. Its role encompasses not only lobbying for better infrastructure but also the promotion and professional development of Regional Galleries in New South Wales. The Association supports member galleries function as community cultural resources by assisting the exhibition touring of work by regional artists to reach new audiences. The Association is managed by a voluntary Committee comprising of Gallery Directors/Managers elected at an Annual General Meeting.	
Tamworth Aboriginal Community Consultative Committee	<ol> <li>To develop and implements strategies which reflect mutual respect, awareness and dignity in services for and to aboriginal people residing with the Tamworth Local Government Area (LGA).</li> </ol>	
	To promote the status of Aboriginal people in the Tamworth Regional Council Local Government Area.	

Name	Function	
Tamworth and District Liquor Accord	The Tamworth and District Liquor Accord is based on a set of principles that all parties will implement in order to improve the safety and amenity of Tamworth and District Licensing Area. These principles relate to four key themes:  Responsible Service of Alcohol; improved Safety and Security; commitment to being a good neighbour; and co-operation with the police and the community to improve local outcomes.  Underpinning these principles is industry best practice responsible licensees are committed to undertake.	
Tamworth Cardiovascular Health Working Group	The purpose of the group is to investigate reasons the Tamworth region has poor cardiovascular outcomes and from that seek solutions to improve the cardiovascular health of the population through targeted advocacy and support for best practice primary and secondary prevention initiatives.	
Tamworth Health Committee	Considers issues relating to Tamworth Hospital and Tamworth Community Health.  The Local Health Advisory Committee:  • identify and raise health issues of local concern;  • provide community input into ongoing Hunter New England Health Planning and Service Development;  • nominate community representatives for Hunter New England Consultative Groups;  • provide a community perspective on health issues rather than the views of individuals;  • provide information on health issues to the community; and  • encourage consumer advocacy and consumer perspective in public health care and development.	
Tamworth Regional Conservatorium of Music	The purpose of the Tamworth Regional Conservatorium of Music is to promote the study, practice, performance and knowledge of music and the performing arts in Tamworth and the region by providing an appropriate centre for teaching and performance.	
Tamworth Regional Local Emergency Management Committee (LEMC) is responsing the preparation of plans in relation to the prevention of, preparation, response to and recovery from emergencies in the Local Government area for which it is constituted and in the exercise functions, any such Committee is responsible to the relevant District Emergency Management Officer is presently the Chair of the Committee and represents the Tamworth LEMC at District Emergency Management Committee Meetings.		

# SPECIAL RATE VARIATIONS

### TRANSPORT

Special Rate Variation - Transport	2022/23 <b>\$</b>
Council's annual allocation from the Special Rate received for transport assets	2,279,774
Total unspent funds that will remain in the reserve for expenditure in following years.	2,276,838

Project and Expenditure	2022/23
Bligh Street Upgrade Landscaping	\$ 2,435
Duri Dungowan Rd Stabilise	97,756
-	
Gravel Renewal - Babbinboon Rd	305,605
Gravel Renewal - Bendemeer Station Road	124,279
Gravel Renewal - Borah Road	105,000
Gravel Renewal - Danglemah Road	36,786
Gravel Renewal - Drop Bear Lane	18,450
Gravel Renewal - Mulla Creek Road	306,251
Gravel Renewal - Standrings Road	9,993
Old Wallabadah Road Gravel Renewal	134,889
Pavement Renewal - Bournes Lane	147,555
Pavement Renewal - Jalna Road	46,137
Pavement Renewal - Limbri Road	234,704
Pavement Renewal - Wallamore Road	40,214
Pavement Renewal - Warral Road	3,726
Pavement Renewal Back Kootingal Road	4,693
Pavement Renewal Barry Road	169,003
Pavement Renewal Elizabeth Drive	115,796
Pavement Renewal Sandy Road	6,206
Pavement Renewal Watsons Creek Road	47,799
Pera Linton Stabilisation	43,408
Queen Street Shoulders - KB00479	3,675
Reseal - Barraba	219,145
Reseal - Garoo	34,856
Reseal - Limbri	63,941
Reseal - Longarm	75,907
Reseal - Manilla	93,131
Reseal - Moonbi	29,907
Reseal - Nundle	20,179
Reseal - Tamworth	2,865
Reseal - West Tamworth	13,069
Sealed Pavement Renewal - Southern - Project Mgt	14,866

Project and Expenditure	<b>2022/23</b> \$
Stabilise - Church Street	8,305
Stabilise - Corella Road	86,452
Stabilise - Duri Winton Road	43,631
Stabilise - Katrina Court - Moore Creek	8,342
Stabilise - Kia Ora Lane	28,317
Stabilise - New Winton Road	5,045
Stabilise - Nicole Place - Moore Creek	8,666
Stabilise - Range Street	20,303
Stabilise - Rodney Street	110,646
Stabilise - Stirling Road - Moore Creek	51,207
Stabilise - Trevallyn Rd	127,211
Stabilise - Warral Bithramere Road - Bithramere	159,259
Stabilise- Back Kootingal road - Kootingal	37,601
Stabilise- Caroline Street - Bendemeer	9,119
Stabilise- Charles Street - Bendemeer	10,431
Stabilise- East Tamworth	5,090
Stabilise- Limbri Road - Limbri	57,271
Stabilise- New England Gully Road - Moonbi	46,942
Stabilise- Porcupine Lane - Tintinhull	6,974
Stabilise- Tintinhull Road - Tintinhull	206,130
Stabilise- Unamed Road 81 Road - Bendemeer	8,545
Timber Bridge Replacement - Round 4	19,042
Watsons Creek Road Stabilisation Seg150	1,902
Total	3,638,656

#### DRAINAGE

Special Rate Drainage - Drainage	<b>202</b> 2/ <b>2</b> 3 \$
Council's annual allocation from the Special Rate received for drainage assets.	339,163
Total unspent funds that will remain in the reserve for expenditure in following years.	923,684

Project and Expenditure – Renewal	2022/23 \$
Causeway - Cut Road Creek Road	14,794
Causeway - Gidley Siding Road	64,675
Total	79,469

#### **BUILDINGS**

Special Rate Drainage -Buildings	2022/23 \$
Council's annual allocation from the Special Rate received for building assets.	857,480
Total unspent funds that will remain in the reserve for expenditure in following years.	1,019,322

Project and Expenditure	2022/23
Tamworth 25 Fitzroy Street - External Repaint	\$ 6,377
7-11 Anne St Amenities Renewal	6,444
ACMF - roof access systems renewal	8,333
Actif - 1001 access systems renewal  Art Gallery/Library - Roof access systems renewal	22,655
Attunga Hall - Rainwater Tank Renewal	9,844
	18,812
Attunga Hall - Septic Tank Renewal	, , , , , , , , , , , , , , , , , , ,
Attunga Youth Hall External Paint Renewal	28,773
Barraba - Town Clock - Master Clock Renewal	32,820
Barraba Office Awning Renewal	50
Bendemeer Hall Floor Renewal	8,286
Bendemeer Hall Gas Heater Renewal	26,528
Commercial Buildings Asbestos Rectification Renewal	35,912
Commercial Buildings Fire Services Renewal	141,283
Council Buildings - Fire Safety Compliance	100,010
Debt Service - Principal - Public Ameneties	50,000
Gowrie Hall - Ceiling Renewal	23,718
Gowrie Hall - External Cladding Renewal	66,675
Gowrie Hall - Sub-Floor Frame Renewal	51,935
Limbri Hall - Pier Renewal	2,801
Limbri Hall - Toilet Renewal	11,642
Manilla - Town Clock - Mechanism Renewal	23,950
Manilla Halls Internal/External Light Renewal	6,056
Manilla Museum - Awning Renewal	53,709
Moonbi - Moonbi Hall Stormwater Renewal	3,949
Nemingha Hall - Sub Structure, Piers & Stage Renewal	29,875
Nundle - One Stop Shop - Partial Roof Renewal	21,858
Nundle Information Centre - Renew Handrail	50
Nundle Office/Library Access Renewal	2,321
Parry Building - Suite 5 - Air-Conditioning	14,243
Peel House - Entry Way and Stairwell Repaint	4,682
Peel House - Internal Lighting Renewal	1,967
Peel House - Level 1 - Structural Integrity Report	1,036
RWH Remediation Project - Exp	147,825
South Tamworth Library - Solar System Renewal	4,333
South Tamworth Library - Window Screens Renewal	10,039
Tamworth - ACMF Auto Door Renewal	6,089
Tamworth - ACMF Carpet Renewal	15,480
Tamworth - Calala Cottage - Carport Renewal	14,638

Project and Expenditure	2022/23 \$
Tamworth - Mechanics Institute Sub-Floor Renewal	20,681
Tamworth - Parry House - Auto Door Renewal	8,169
Tamworth - Parry House - Suite 4 - Asbestos Rectification	137,867
Tamworth - Peel House - Auto Door Renewal	2,428
Tamworth - Powerstation Museum - Gutter Box Renewal	4,559
Tamworth - Town Library - Internal Light Renewal	13,910
Tamworth - Town Library Carpet Renewal	54,774
Tamworth Calala Cottage - Garden Shed Renewal	17,606
Tamworth SES Amenities Renewal	223
Tamworth SES Drainage Renewal	6,214
TRC-Regional Halls-Renewal of Fire Services	32,046
TRECC - Green Room Air-Conditioning Condenser	7,895
Weabonga Toilets Minor Renewal	2,121
Woolbrook - Woolbrook Hall Stormwater Renewal	14,963
Total	1,338,454

#### PARKS AND RECREATION

Special Rate Drainage -Parks & Recreation	2022/23 \$
Council's annual allocation from the Special Rate received for building assets.	72,483
Total unspent funds that will remain in the reserve for expenditure in following years.	151,025

Project and Expenditure	2022/23 \$
Attunga Tennis Courts - Power Upgrade	12,131
Hockey irrigation pump replacements	7,234
Seating renewal - Nundle Recreation Ground	2,200
Sewer Pump Renewal- Barraba Showground	11,960
Tamworth - ANZAC Park Playground	5,207
Tamworth - BMX Track Fencing - Upgrade	30,203
Total	68,935

#### **SPORT AND ENTERTAINMENT VENUES**

Special Rate Drainage – Sport & Entertainment Venues	2022/23 \$
Council's annual allocation from the Special Rate received for building assets.	259,843
Total unspent funds that will remain in the reserve for expenditure in following years.	552,008

#### This was expended on the following projects:

Project and Expenditure	2022/23 \$
AELEC - 377 Burgmanns Lane Fascia & Gutter Replacement	5,307
AELEC - Fire Extinguisher Renewal	2,013
Kootingal Pool - Poolies pal & reels renewal	20,501
Nundle and Scully Pool Minor Painting - Renewal	4,843
Nundle Pool - Carpet Upgrade	9,585
Nundle Pool - Heating	11,516
Performing Art Centre - Feasibility Study (prior year funding correction)	(2,135)
Scully Pool - Poolies Pal Renewal	7,880
Tamworth Olympic Pool - Cover upgrade	32,263
Town Hall - Coil Fan Unit Air-Con Unit	768
Town Hall - Curtains & Gallery Drape	12,425
Town Hall - Electrical Cable Management	7,544
Town Hall - Main Hall & Foyer Lower Section	8,000
TRECC - Chain Motors	20,000
TRECC - Foyer Furniture	5,581
TRECC - Green Room	13,314
TRECC - Main External Aluminium Doors	51,733
TRECC - Roof & Foyers Amps	10,000
TRECC - Side Door renewal - Stage 1	3,081
Total	224,219

#### ADDITIONAL SPECIAL RATE VARIATION

The Minister for Local Government approved a permanent Additional Special Variation (ASV) for Tamworth Regional Council to increase Council's rate peg for the 2022/2023 financial year from 0.7% to 2.0%. The guidelines required Council to show actual revenues, expenses and operating results against projected revenues, expenses and operating results and provide reasons for significant differences. This information is available in Council's financial reports for the year ending 30 June 2023 in the Income Statement and in Note B5-1.

The additional income raised by this additional special variation is outlined in the table below.

Permissible Rates for 2021/2022 Financial Year	\$39,943,433
Rate Peg allowed 2022/2023 @ 0.7%	\$279,604
Extra Rates Income from ASV of 1.3%	\$519,265
Total Rates for 2022/2023 Financial Year	\$40,742,302

#### WORK CARRIED OUT ON PRIVATE LAND

The total income from private work in 2022/23 was \$779,702.

Council may carry out any kind of work that may lawfully be carried out, on any private land in agreement with its owner, in accordance with Section 67 of the Local Government Act, 1993. Private works may include paving, road marking, kerbing, guttering, ditching, tree planting, excavation, land clearing, water, sewerage and drainage connections etc.

Private work was carried out on the basis of a charge representing full cost recovery of the work carried out plus a margin for profit. The profit margin is dependent on and subject to market forces applying at the time.

#### SWIMMING POOL INSPECTIONS & CERTIFICATE OF COMPLIANCE

The Annual Report prepared under section 428 of the Local Government Act 1993 is required to include: the number of swimming pool inspections made by councils under the Swimming Pools Act 1992 of tourist and visitor accommodation and premises with two or more dwellings. These categories of premises are to be inspected at least once every three years.

There were 35 inspections recorded for this financial year. A written request is forwarded to the owners of the swimming pool to arrange access for an inspection to be undertaken and payment of the inspection fee in accordance with Section 22F of the Act.

Furthermore, the following data is also required to be provided:

- There were 47 inspections resulting in the issuing of a certificate of compliance.
- There were 5 inspections resulting in the issuing of a certificate of non-compliance

#### STORMWATER MANAGEMENT SERVICES

Council levied Stormwater Management Services of \$663,212 in 2022/23.

Stormwater Management Services Works	2022/23 \$
Internal Loan - Principal and Interest repayment - West Tamworth Drainage Works (2016)	251,872
Tamworth Stormwater Management Plan Review / Update	42,114
Swan Street Drainage Landscaping	3,925
Warramunga Ave Storm Water Landscaping	1,210
Drainage Levy Works	18,997
Drainage Maintenance	100,000
Total	418,118
Total unspent funds that will remain in the reserve for expenditure in following years.	

The balance of the Stormwater Reserve

1,598,699

# **GLOSSARY**

Term	Definition
AELEC	Australian Equine and Livestock Events Centre
Annual Operating Plan (AOP)	This annual operating plan provides details of projects and activities contained in the Delivery Program to be undertaken during the financial year
Asset	An economic resource owned or controlled by Council that enables services to be provided and that has a used life of greater than 12 months
Asset management	A systematic approach through which Council optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditures over all phases of their life cycles
Balance Sheet	This discloses the assets, liabilities and equity of Council
Capital income	Income received for the specific purpose of acquiring assets
Capital Works Program	Council's major works program assigned to 'capital' budgets (usually achieved over a four year period). It should be noted that not all expenditure within Council's Capital Works Program is capitalised
Cash Flow Statement	This statement presents the cash flows associated with Council's operating, financing and investing activities
Catchment	Area of land that drains rainfall into a river or lake
Community Strategic Plan (CSP)	Identifies the community's main priorities and aspirations for the future and sets out strategies to achieve them. Council's role is to initiate, prepare and maintain the Plan on behalf of the area but other partners such as state agencies and community groups also play a role in delivering the long term objectives of the plan.
Debt servicing ratio	Principal and interest on debt divided by available revenue to fund debt
Delivery Program (DP)	This is a statement of a commitment to the community. It outlines what Council intends to do towards achieving its long term objectives and priorities over a four year period
Destination Tamworth	A brand developed by Council to promote the region as a destination to live, work, play and invest
Fair Value	This is a rational and unbiased estimate of the potential market price of a good, service, or asset. It takes into account such objective factors as: acquisition/production/distribution costs, replacement costs, or costs of close substitutes
Governance	Governance comprises the traditions, institutions, policies and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern
Heritage	Refers to the extensive Aboriginal, natural, social and built history of the Tamworth region. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy

Term	Definition
Income Statement	This statement shows the operating result and change in net assets from operations during the year
Infrastructure	Roads, buildings, bridges, pavements, cycle ways and other constructions
Intangible assets	Acquisitions that provide long term benefits but do not have a physical form, e.g. licences
Local Environmental Plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development
Namoi Unlimited - Joint Organisation of Councils trading as Namoi Unlimited	Comprising the Councils of Gwydir Shire, Gunnedah Shire, Liverpool Plains Shire, Tamworth Regional, Walcha Council
Net financial liabilities ratio	Liabilities less assets divided by operating revenue
Operating surplus ratio	Operating result divided by total operating revenue excluding capital items
Performance statement	The Performance Statement outlines the Key Strategic Activities and how the organisation has performed against the set performance targets.  This statement is independently audited and printed in the Annual Report
Program	A program is an endeavour to deliver a particular strategic outcome and related benefits, and in doing so, coordinates a group of related projects, activities and work streams. Programs of services are natural groupings of services.
Section 64 Contributions	Cash contributions from developers towards network assets for water and sewer funds
Section 94 Contributions	Cash contributions from developers towards community assets for general fund
Service charges	Annual charges for the availability of waste, water and sewer services
Social justice principles	Measures that decrease or eliminate inequity; promoting inclusiveness of diversity; and establishing environments supportive of all people
Tamworth Tomorrow	Council's Regional Economic Development Strategy to 2021
The Long Term Financial Plan (LTFP)	Is one of the three components which make up the Resourcing Strategy that informs the Community Strategic Plan and Delivery Program
Themes	Recurring priorities guiding Council's strategic planning into a common area
Values	A principle, standard, or quality considered worthwhile or desirable
Vision	An aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future

# **ACRONYMS**

ABS	Australian Bureau of Statistics
AELEC	Australian Equine and Livestock Events Centre
CBD	Central Business District
ссти	Closed-circuit television
CSP	Community Strategic Plan
EEO	Equal Employment Opportunity
GIPA	Government Information (Public Access) Act 2009

IP&R	Integrated Planning & Reporting framework
IPART	Independent Pricing and Regulatory Tribunal
IPP& E	Infrastructure, Property, Plant & Equipment
LEP	Local Environmental Plan
LGA	Local Government Area
OLG	Office of Local Government
TRECC	Tamworth Regional Entertainment and Conference Centre