

ANNUAL REPORT

2024 - 2025



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



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

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

ABOUT THIS REPORT

The Annual Report provides an account of Council's performance in implementing the 2023-2025 Delivery Plan and 2024/25 Annual Operational Plan and the effectiveness of the principal activities undertaken in achieving the objectives of the Community Strategic Plan under nine focus areas.

This report is prepared in accordance with the Local Government Act (1993), Local Government (General) Regulation and the Integrated Planning and Reporting Guidelines.

NAVIGATING THIS DOCUMENT

This Annual Report comprises three sections;

SECTION ONE: is an overview of who we are, the key achievements and highlights of 2024/2025, and our performance against our nine focus areas.

SECTION TWO: is the Statutory Information which includes legislated requirements, reporting under the NSW Local Government Act (1993).

SECTION THREE: is the final section of this report and provides the 2024/2025 Audited Financial Statements and 2024/2025 Internal Audit and Risk Management Attestation.

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MESSAGE FROM THE MAYOR AND GENERAL MANAGER

Welcome to our 2024-2025 Annual Report, the final of Our Delivery Plan 2023-2025.

Throughout this document, you will find a summary of Council's performance during the 2024/25 financial year, our project milestones, and how our delivery program progressed towards achieving objectives of the Community Strategic Plan, through our nine focus areas.

During a year that included local government elections, we welcomed both newly elected and returning Councillors and express our gratitude to the outgoing Council for their dedicated service to our community.

With the start of a new term, Council undertook community consultation to review and develop the [2025-2035 Community Strategic Plan](#), [2025-2029 Delivery Program](#) and [2025-2036 Resourcing Strategy](#). These strategic documents, developed under the Integrated Planning and Reporting framework will guide our annual Operational Plans and delivery of services to the community.

In addition to these guiding plans, Council adopted a number of important strategies including the Tamworth Regional Housing Strategy, Tamworth Region Public Art Strategy, Tamworth Museum and Archive Strategy, Tamworth Region Creative Communities Plan, Tamworth Region Gallery Strategy, and Tamworth Region Parking Strategy.

It has been a year we can all be proud of in many ways with a highlight being the signing of the Mara Ngali Partnership Agreement, a landmark move toward Closing the Gap, demonstrating commitment to delivering outcomes of our focus areas *Resilient and Diverse Communities* and *Celebrate Our Cultures and Heritage*. Through this Agreement, Council has partnered with Tamworth Aboriginal Community Controlled Organisations (TACCO) as part of a shared commitment to creating stronger outcomes and championing place-based solutions for Aboriginal and Torres Strait Islander community members. Further in this report you will find out more about the agreement and share our sense of both pride and purpose.

We saw a revision of our corporate branding as part of our Communications Strategy, adding an Aboriginal artwork element by Gomeroi artist Tess Reading. The artwork acknowledges the significant role Aboriginal people have played and continue to play in our community, as well as the people, animals and communities across the Tamworth Local Government Area.

Council has also been privileged to welcome 235 new Australian citizens from 38 different countries who have chosen to make Tamworth their home.

In our first focus area *Our Water Security*, we have made significant progress on the Tamworth Water Security Plan which covers supply and demand options for Tamworth and Moonbi/Kootingal. Almost 600 people took part in face-to-face community engagement activities from September to November 2024, discussing options to improve our water security which have been grouped into four categories: surface water, ground water, water recycling and water efficiency.

Working towards the objectives of focus area *Connect our Region and its Citizens*, Council undertook a strong gravel renewal campaign along with the largest resealing campaign in its history in the 2024/2025 financial year.



Contributing to focus areas *A Liveable Built Environment, Prosperity and Innovation* and *A Strong and Vibrant Identity*, Council has embarked on a number of exciting projects which will provide opportunities for the enjoyment of locals and visitors alike.

The new Aquatic, Education, and Health Centre of Excellence is on track with Stage One of the project complete. The next 12 months will see the award of the main contractor package and finalisation of the design, with works expected to commence in early 2026.

The Tamworth Regional Skywalk project progressed through several key stages in the past year. The Design and Construct tender was awarded in August 2024, with design work on the structure, pathways, and carpark commencing immediately after the contract award and continuing as the project advances. Full-time construction on the permanent works began in early June 2025, with completion anticipated in June 2026.

A major drawcard for our region continues to be the Tamworth Country Music Festival, with the 2025 festival seeing a 30 per cent increase in ticket sales. With big international names like The Wiggles and Keith Urban gracing the Country Music Capital, we are confident in the future of the Festival and the tremendous economic benefits it brings to our region each January.

Continuing to support our thriving communities, a number of projects have progressed over the past year including improvements to the Barraba Rugby Club and more shade and building updates for the Barraba, Manilla, Nundle, Kootingal and Tamworth Pools as well, resurfacing the Bendemeer Tennis Courts and a multitude of other upgrades to parks, gardens and pools across the region.

Keeping our community active, safe and connected is an important function of Council and over the past year we have undertaken a range of projects to deliver on this; including the completion and opening of the Kootingal Multipurpose Centre, a state-of-the-art community hub which includes a wonderful new library as well as flexible, accessible spaces for the community to use.

Our commitment to *Working with and Protecting our Environment* continues through initiatives such as Clean Up Australia Day with 800 kilograms of rubbish collected across our region by dedicated volunteers; and more than 1,000 trees planted across streetscapes and town centres with the green thumbs of many community groups.

We look to the future with great hope and enthusiasm after inducting one of the largest youth councils in NSW in February. Our Youth Council has 27 members and is actively involved in our community, bringing new ideas and innovation to local government.

We recognise that achieving the objectives of our final focus area *Open and Collaborative Leadership* is underpinned by the contributions of our whole community. We would like to thank Councillors for their leadership and our dedicated staff for their commitment to ensure Tamworth is a great place to live and visit. We also thank you, the residents of our region, for being engaged in what we do and for providing your feedback and ideas so we can continue to work effectively for our whole community.



Cr Russell Webb
Mayor



Paul Bennett
General Manager

OUR COMMUNITY PROFILE



The Community	Business and the Economy	Education and Employment
POPULATION 65,246 <small>ABS ERP 2023</small>	GROSS REGIONAL PRODUCT \$4.13 billion <small>NEIR 2023</small>	UNIVERSITY QUALIFICATION 15% <small>ABS 2021</small>
ABORIGINAL AND TORRES STRAIT ISLANDER 12.70% <small>ABS 2021</small>	TOTAL BUSINESSES 6,138 <small>ABS June 2024</small>	VOCATIONAL QUALIFICATION 24.95 <small>ABS 2021</small>
BORN OVERSEAS 8% <small>ABS 2021</small>	Top Industries by output: MANUFACTURING \$1180M <small>NEIR 2023</small>	EMPLOYED RESIDENTS 33,498 <small>NEIR 2023</small>
MEDIAN AGE 39yrs <small>ABS 2021</small>	CONSTRUCTION \$949M <small>NEIR 2023</small>	UNEMPLOYMENT 2.1% <small>September 2024 economy.id</small>
MEDIAN RENTAL PRICE <small>(Tamworth)</small> \$440 per week <small>id June 2024</small>	HEALTH CARE & SOCIAL ASSISTANCE \$753M <small>NEIR 2023</small>	
LIVING WITH A DISABILITY 6.7% of population <small>ABS 2021</small>	AGRICULTURE, FORESTRY & FISHING \$599M <small>NEIR 2023</small>	
Projected Trends	POPULATION 2031 72,618 <small>forecast.id</small>	DWELLINGS 2031 31,053 <small>forecast.id</small>
	2041 80,769 <small>forecast.id</small>	2041 34,486 <small>forecast.id</small>

OUR ORGANISATION



**Councillor
Russell Webb**
Mayor



**Councillor
Jeff Budd**
Deputy Mayor



**Councillor
Ryan Brooke**



**Councillor
Charles Impey**



**Councillor
Steve Mears**



**Councillor
Brendon North**



**Councillor
Mark Rodda**



**Councillor
Matt Sharpham**



**Councillor
Marc Sutherland**



Paul Bennett
General Manager

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

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 VALUES



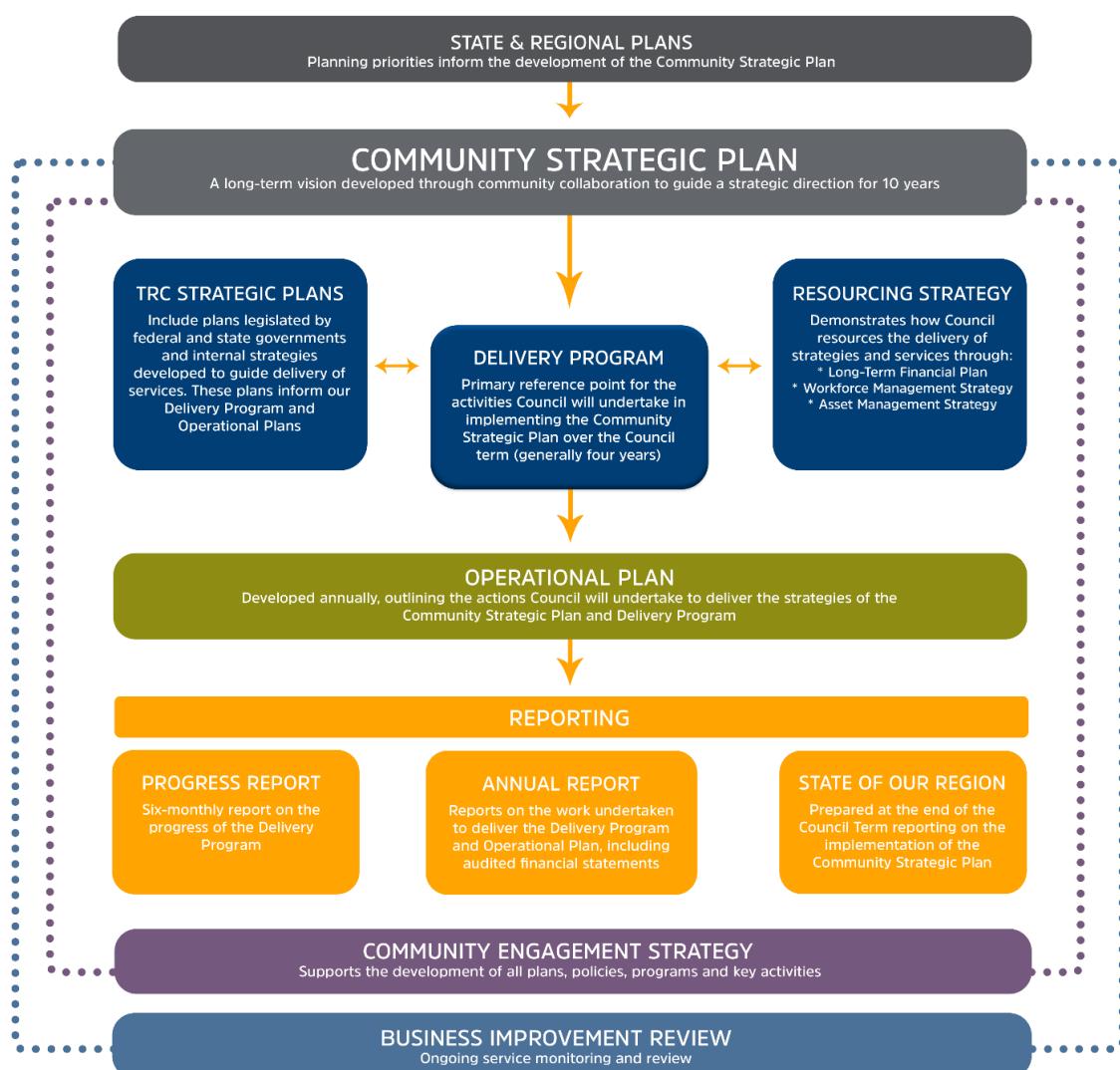
OUR SERVICES	
	AELEC
	Airport & Aviation
	Asset Management
	Art Gallery & Museums
	Aquatic Centres
	Building Services & Infrastructure
	Cemeteries
	Compliance & Environmental Services
	Cultural & Community Services
	Community Planning
	Companion Animals
	Customer Services
	Economic Development
	Emergency Services Support
	Entertainment Venues
	Events
	Governance & Corporate Services
	Information Technology
	Laboratory
	Libraries
	Marketing & Communications
	People & Culture
	Planning & Development
	Risk & Safety
	Sport, Recreation & Open Spaces
	Roads & Transport
	Sustainability
	Tourism
	Water & Wastewater Services
	Waste & Resource Recovery

PLANNING FOR OUR FUTURE

What is Integrated Planning & Reporting?

Legislated by the Local Government Act (1993), the Integrated Planning and Reporting (IP&R) Framework provides a structured approach for NSW Councils in developing a comprehensive suite of strategic planning and reporting documents. Occupying the highest level of this framework is a plan owned by the community, known as the **Community Strategic Plan (CSP)**. The CSP embodies a collective vision, formulated through collaborative efforts among stakeholders whose aspirations guide the progression of our community. Its purpose is to identify the community priorities through community engagement, collaboration and alignment with state and regional planning priorities. This process results in the development of strategies that guide our community over the next 10 years.

With the long-term visions established in the CSP, Council is then able to convert community goals into strategies and actionable plans through the development of a four-year **Delivery Program (DP)**, **Resourcing Strategy (RS)**, and annual **Operational Plan (OP)**. These documents are supported by Council's internal strategies and plans as demonstrated below.



OUR 2023-2025 DELIVERY PLAN STRATEGIES

<p>Focus Area 1 OUR WATER SECURITY</p>	<ul style="list-style-type: none">Establish appropriate water and drought contingency measures in collation with the State GovernmentInvestigate and develop practical ways to secure our water supplyImprove water sustainability across the regionUse demand management measures, such as water pricing, to encourage efficient water useProgress the establishment of sustainable effluent management practices for all wastewater treatment worksPlan for the renewal and upgrade our waste water infrastructureWater sustainability is included in strategies, plans and policiesImplement sustainable water practices across TRC services and facilities
<p>Focus Area 2 A LIVEABLE BUILT ENVIRONMENT</p>	<ul style="list-style-type: none">Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirementsEnsure sustainability principles are embedded into our policies and planning tools for future developmentsRevitalise our city centreManage streetscapes to improve the visual appeal of the CBDEncourage night time activity in Tamworth and enhance visitor connection across our townsImprove the greening and cooling of the regionDeliver more opportunities for affordable housingEncourage the development of diverse housing optionsA more diverse and dense Longyard Local CentreImplement the respective strategic plans and masterplans for our open spaces and recreational facilitiesDevelop an art and learning precinct that includes a performing arts centre and shared cultural facilitiesDeliver a multipurpose community centre at KootingalEstablish an aquatic centre as a regional sports and recreation attraction
<p>Focus Area 3 PROSPERITY AND INNOVATION</p>	<ul style="list-style-type: none">Ensure business friendly principles are embedded into our policies, planning and operations, such as fast-tracking development applicationsImplement actions from the Tamworth Economic Development & Investment StrategyIncrease opportunities for Aboriginal economic and business growthImprove the availability and access to tertiary educational opportunities in TamworthSupport the ongoing service provisions of TAFE and school-based vocational educationEnsure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industryEstablish a high technology Agribusiness clusterGrow our aviation sector to support the economyMake Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business eventsEnrich the experience of visitors through arts, culture, Aboriginal culture, nature, heritage and food experiencesActivate our assets and precincts to maximise the potential for equine, agricultural, sport, education and visitor economy
<p>Focus Area 4 RESILIENT AND DIVERSE COMMUNITIES</p>	<ul style="list-style-type: none">Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and NundleDeliver inclusive opportunities for local communities to be actively involved in decision-makingDevelop a framework to improve social and community services in the Tamworth RegionAdvocate and partner with Government, businesses and community services organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communitiesAlign our services and programs to align with "Close the Gap" targetsAdvocate to state and federal governments to help secure access to the health services our community needs now and into the futureImprove drought resilience of regional communitiesSupport our region's prevention, preparedness, response and recovery measures to help build our resilience to disastersSupport the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, and youth crimeUse education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community

OUR 2023-2025 DELIVERY PLAN STRATEGIES

<p>Focus Area 5</p> <p>CONNECT OUR REGION AND ITS CITIZENS</p>	<ul style="list-style-type: none">• Improve connections with capital cities, other regions and within the region• 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 car parking• Partner with NSW Government to deliver efficient future proofed highways across our region• Improve local bus services• Investigate and advocate for the expansion of rail services within and out of our region• Increased participation in walking and cycling• Support the community through improved digital services that meet the community's needs
<p>Focus Area 6</p> <p>WORKING WITH AND PROTECTING OUR ENVIRONMENT</p>	<ul style="list-style-type: none">• Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy• Make renewable energy available within the Tamworth Global Gateway Park• Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy• Manage stormwater runoff to protect our built environment• Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy• Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment
<p>Focus Area 7</p> <p>CELEBRATE OUR CULTURES AND HERITAGE</p>	<ul style="list-style-type: none">• Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region• Encourage new community arts initiatives and use of public spaces• Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures• Support the development of museum, gallery and library heritage collections• Ensure development controls and zoning protect the heritage significance of items and conservation areas
<p>Focus Area 8</p> <p>A STRONG AND VIBRANT IDENTITY</p>	<ul style="list-style-type: none">• Develop and evolve our story to expand Tamworth's identity through all our communications strategies and plans• Market Tamworth beyond the region through our Economic and Tourism strategies• Show who we are when people arrive by land or air to our towns and region
<p>Focus Area 9</p> <p>OPEN AND COLLABORATIVE LEADERSHIP</p>	<ul style="list-style-type: none">• 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• 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• Develop and implement a Communications Strategy to help build trust and transparency between our community and Council• Attract and retain a high performing and engaged workforce• Plan for our future workforce• Develop and manage relationships with all levels of government and stakeholders



OUR PEOPLE

VOLUNTEERS

Volunteers are the heart and soul of our community. Council values the contributions of the many community organisations, groups and individuals that donate their time to support our people, especially when they are at their most vulnerable in a time of crisis.

Council continues to support the many valued programs and services and acknowledges the tremendous efforts of our volunteers throughout the last twelve months through the Local Legends, Gift of Time and Australia Day Awards programs.

Tamworth Country Music Volunteer Program had another successful year, showcasing the vital contributions of volunteers across various festival areas. From Festival HQ to the Merchandise Tent, Capitol Theatre, Sensory Space, Town Hall, and the parade, volunteers helped play a key role in creating a lively and welcoming atmosphere. Strong connections with community organisations were reinforced, with Brighter Access handing out fans to keep attendees cool, exemplifying the festival's spirit of service and camaraderie. A major highlight was the introduction of free camping for volunteers, which enhanced satisfaction and encouraged deeper connections among participants.

The program welcomed 55 international volunteers from Spain, France, and Switzerland, alongside many grey-nomad travellers from WA, QLD, VIC, and NSW. Their diverse backgrounds enriched the festival, fostering cultural exchange and a shared passion for music and community. Overall, the program's success was driven by innovation and inclusivity. The program's success secures the future of the Tamworth Country Music Festival's volunteer program.

Whilst volunteer numbers have improved slightly increasing to 706 registered from 703, there are challenges to overcome in the volunteering sector such as a predominant ageing volunteer base, the rising cost of living pressures that continue to impact volunteer hours and availability. The Council's Volunteer Management Strategy and the Rosertfy program will address volunteer opportunities and simplify the volunteer experience for all ages throughout the region.

2024 SPORTS AWARDS

Each year Council recognises the sporting achievements and dedication that individual teams, clubs and associations make to sport in our region.

Recipients of the 2024 Tamworth Regional Sports Awards:

- Junior Sports Star of the Year: Abbie Peet
- Senior Sports Star of the Year: Steph Halpin
- Coach of the Year: John Ireland
- Special Achievement Award: Georgia Pryer
- Local Achiever Award: Mirridhi Knox
- Junior Sports Team of the Year Award: Tamworth Gymnastics Club Level 5 Team
- Senior Sports Team of the Year Award: Tamworth Thunderbolts Waratah League Team
- Sport Development Award: Tamworth Softball Association
- Sports Star of the Year: Steph Halpin
- Ken McKenzie Award for Services to Sport: Lad Jones and Steven Mitchell
- Tamworth Regional Sporting Hall of Fame: Aimee Tindall and Alice Arnott (pictured right)





2024 LOCAL LEGENDS AWARDS

The Local Legends Awards night held in November 2024 recognised the invaluable contributions of community members, groups and organisations to the regional community.

Awardees:

- Volunteer of the Year (youth, 24 years and under): Mia Elliott
- Volunteer of the Year (adult, 25 to 64 years of age inclusive): Ann Burrows
- Volunteer of the Year: (adult, 65 years and over): Betty Dunn and David Ridgewell - Equal first
- Excellence in Sustainability Award: Emily Honess and Alice Milson - Equal first
- Excellence in Visual Arts Award: Tamworth NAIDOC Committee
- Excellence in Performing Arts Award: Tamworth Dramatic Society
- Community Inclusion Award: Tamworth Aboriginal Medical Service and Tamworth Pride Incorporated - Equal first (*pictured right*).



AUSTRALIA DAY AWARDS

It was a display of everything that's wonderful about the Tamworth region on Sunday 26 January as residents in Tamworth, Manilla, Barraba, and Nundle were recognised through the local Australia Day Awards.

In Tamworth, Keith Stevenson was given the honour of 2024 Tamworth Citizen of the Year. Mr Stevenson served the country as a National Serviceman and has been a Legatee since 1996 and is still actively involved with both organisations, as well as several sporting and community groups in Tamworth including Rotary, Probus, the Northern Inland Academy of Sport, Calala Cottage and more.

Harry Burkett was awarded Tamworth's Young Citizen of the Year, recognised for his work with the Tamworth Show Society and Tamworth Salvation Army, while Oxley High School student Ruby Woods was presented the Mitchell Brady Encouragement Award.

2024 Manilla Citizen of the Year is Neville Faulkner, a co-founder of the Volunteer Rescue Association's Manilla branch, Oxley Community Transport driver and volunteer at the Manilla Information Centre. Cooper Taylor was the recipient of Manilla Young Citizen of the Year for his work with the Manilla Show Society.

The Manilla Renewable Energy Group were recognised for their renewable energy weekend and 100-Mile Dinner as the Community Event of the Year, while the Manilla Community Choir was the recipient of the Achievement Award.

Barraba's Jenny Simpson was announced Citizen of the Year for her many volunteer roles in the community including Meals on Wheels, Claypan Gallery, Westpac Rescue Helicopter Service and Ruby Mae's Wish. Aspiring athlete Akira Kanno was awarded Frank Darlington Young Achiever of the Year for her efforts at both State Athletics and State Swimming Championships, and The Barraba Sports Shear and Wool Handling was recognised as the Barraba Community event of the Year.

In Nundle, Cheryl Sipple was presented the Community Recognition Award for her work at the Sport and Recreation Club.



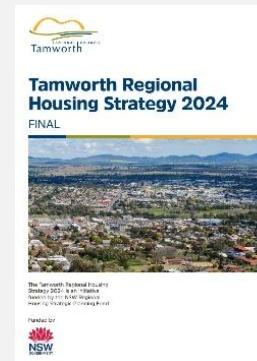


STRATEGIES ADOPTED 2024/2025

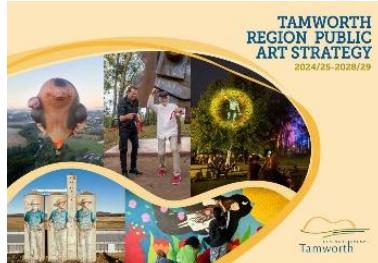
Tamworth Regional Housing Strategy

The Tamworth Regional Housing Strategy provides a basis for discussion on housing in terms of exploring the context of current issues and demographic analysis including; needs, supply, affordability and diversity. It also assesses topical issues such as temporary workers accommodation for renewable energy, major construction and agricultural projects.

The strategy sits within the NSW State planning framework. At the highest level sits Housing 2041, the NSW Housing Strategy. Supporting this at the regional level the New England North West Regional Plan 2041 (Regional Plan 2041) provides the strategic plan for the region. It is a 20-year land use plan which is updated every five (5) years.



Tamworth Region Public Art Strategy (2024-2029)



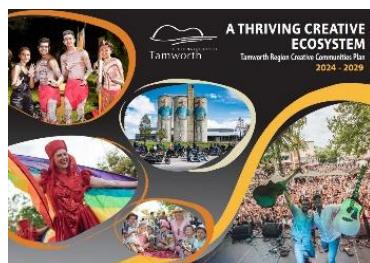
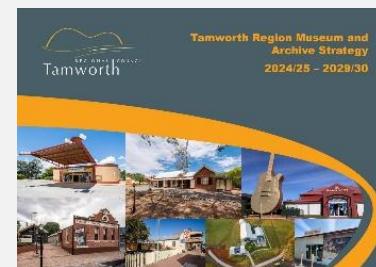
The strategy refers to the public art collection as an 'outdoor gallery'. Through utilising the thinking associated with this term, it is possible to gain a better understanding of how the collection is an asset of Council and requires ongoing resources for development and maintenance.

The Strategy helps to ensure that new public artworks address specific criteria and align with its aims, so that they fulfil community desires and are implemented according to best practice.

Tamworth Region Museum and Archive Strategy (2024-2029)

The strategy outlines a framework for the support of ten public museum, archives and social history collections located in the Council area and associated with Tamworth Regional Council.

The intention of the document is to create a blueprint for the ongoing support and development of each unique collection and to identify the most effective manner for Council to support and resource the preservation of the region's heritage.



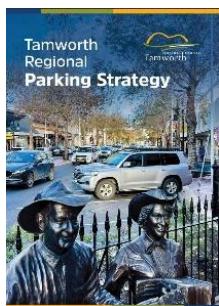
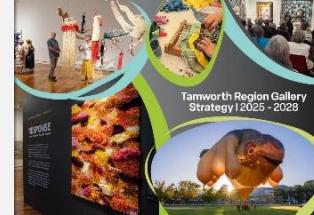
Tamworth Region Creative Communities Plan (2024-2029)

The plan takes into account the evolving trends and challenges faced in the provision of cultural services and facilities, along with changes in demographics, the economic climate and emerging technological opportunities.



Tamworth Region Gallery Strategy (2025-2029)

The Strategy outlines a framework for the implementation of the Gallery services and outlines a framework for the support and management of the Tamworth Regional Gallery.



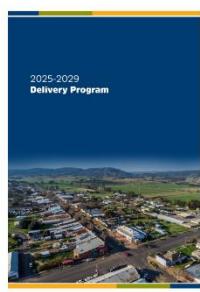
Tamworth Region Parking Strategy

The Parking Strategy has been developed through adopting Austroads "Best Parking Practices" and through extensive community and stakeholder consultation.

The Parking Strategy is an update to the 2020 Tamworth CBD Parking Strategy and aims to ensure that Council manages its parking network in an equitable and efficient manner, whilst also ensuring we are planning for the future with regards to infrastructure, revenue and technology.

2025-2035 Community Strategic Plan

The Community Strategic Plan is the highest level plan within the Integrated Planning and Reporting suite, articulating the visions and strategic direction of the community for the next 10 years. The priorities and strategies of the Community Strategic Plan inform the development of all other strategies.



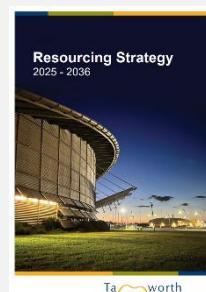
2025-2029 Delivery Program

The 2025- 2029 Delivery Program articulates Council's commitment for delivering the objectives of the Community Strategic plan. Outlining key initiatives, strategies and actions over a four-year Council term. Strategies from the Delivery Program guide the actions developed in our annual Operational Plans.

2025-2036 Resourcing Strategy

The Resourcing Strategy Demonstrates how the programs and activities identified in the Delivery Program will be resourced through:

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



MAJOR PROJECTS

TAMWORTH REGIONAL SKYWALK

During this period, the Skywalk project progressed through several key stages. The Design and Construct tender was awarded to Forge Pty Ltd (formerly Fleetwood Urban) in August 2024, with design work on the structure, pathways, and carpark commencing immediately after the contract award and continuing as the project advances.

Early works, including site clearing along the alignment, took place in January and February 2025 to facilitate the final survey and minor design adjustments. Full-time construction on the permanent works began in early June 2025, with completion anticipated in June 2026.



CAPITAL EXPENDITURE REVIEW

Total Project Budget	Prior Year Actuals	Annual Budget (2024/25)	Annual Actual (2024/25)	Any significant variations yes/no
\$18,000,000.00	\$172,438.31	\$6,625,454.00	\$1,697,405.99	Yes

Reason for significant variation:

Direct engagement of a main contractor through a Design and Construct (D&C) tender was finalised in August 2024 following public open tender.

Following engagement, the contractor worked through a number of design iterations of the alignment and site walks of these alignments to get to a final arrangement which best suited the terrain in this area, while still achieving the required outcomes identified through the funding.

Detailed design then moved forward in the first half of 2025 before construction onsite commenced in early June 2025. Due to the extended design development phase the larger cost items related assembly of the boardwalk structures did not commence during the FY 24/25 as these required footings to be in place to detail the manufacturing/coating and delivery of the structural components. This change resulted in lower-than-expected construction expenditure for FY 24/25.



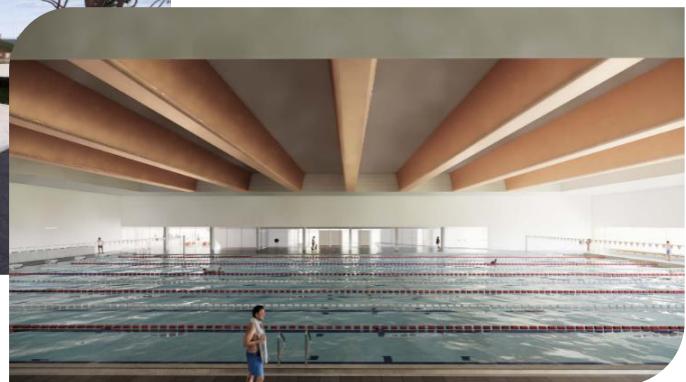
MAJOR PROJECTS

AQUATIC, EDUCATION, AND HEALTH CENTRE OF EXCELLENCE

The concept design (stage one) of the centre has now been complete, which will now progress the project onto the next stage to engage a main contractor. The development consent for the current design has been obtained.

To commence procurement of the main contractor, an expression of interest was released to the market in 2024 with a short list of four contractors established based on submissions received. An early contractor involvement phase was also added to the project planning stage to allow the market to provide technical advice about buildability, construction methods, cost planning, and value engineering to ensure the design is practical, efficient, and aligns with the budget. This resulted in a selective tender being released to the short-listed contractors with submissions received from two contractors.

The next 12 months will see the awarding of the main contractor and finalisation of the design. After these initial steps works are expected to commence in early 2026.



CAPITAL EXPENDITURE REVIEW

Total Project Budget	Prior Year Actuals	Annual Budget (2024/25)	Annual Actual (2024/25)	Any significant variations yes/no
\$45,000,000.00	\$459,940.76	\$9,140,059.00	\$1,671,841.29	Yes

Reason for significant variation:

Direct engagement of a main contractor through a Design and Construct (D&C) tender was originally for October 2024 with construction expenditure being incurred during the first half of 2025.

This construction expenditure was included in the original FY 24/25 budget. However, Council adopted a revised procurement strategy with an Early Contractor Involvement (ECI) phase added to refine the project proposal and confirm the construction cost. This resulted in no construction occurring during FY 24/25 and significantly reduced expenses incurred.



FINANCIAL RESULT

A summary of our consolidated performance is outlined below. Detailed information at an individual fund level is included within the financial statements at section D1 Results by Fund.

The below Income Statement table shows a significant increase in Council's Net Operating Result from Continuing Operations of \$38.1M. This increase is largely due to "gifted" assets from other levels of government in the form of assets related to the Dungowan Dam Pipeline as well as Rangari Road infrastructure. Gifting of assets comes with future liabilities connected to maintenance and asset renewal. The net operating result before capital grants has been exacerbated by the non-cash loss of \$4.8 million on infrastructure disposal due to the decommissioning of the old Dungowan Dam Pipeline. The continued negative result before capital grants is being closely monitored.

Council's cash and investment holdings as at 30 June 2025 have increased by \$13 million to \$219,183 million from \$206,161 million when compared to 30 June 2024. Whilst the total amount of investments has increased, the amount of discretionary funds has decreased from \$23.9 million to \$21.1 million. Conversely externally restricted cash has increased by \$15.7 million. Externally restricted cash is money that Council holds; this can only be spent for the purpose for which it was received. Externally restricted cash includes unexpended loans, deposits/bonds, unexpended grants as well as money for water, sewer and domestic waste.

Income Statement (\$'000)	2024/2025 \$
Total income from continuing operations	272,929
Total expenses from continuing operations	201,903
Net Operating Result from Continuing Operations	71,026
Net Operating Result before grants and contributions provided for capital purposes	(11,228)

Balance Sheet (\$'000)	2024/2025 \$
Total current assets	259,494
Total current liabilities	(54,081)
Total non-current assets	2,719,500
Total non-current liabilities	(78,244)
Total equity	2,846,669



OPERATING REVENUE

Operating Revenue	Net Amount \$
Rates	50,431,704.02
Annual charges	43,642,902.33
User charges and fees	55,644,804.67
Interest on investments	11,378,771.39
Other revenues	7,614,724.13
Operating grants and contributions	104,216,808.81
Total	272,929,715.35



OPERATING EXPENDITURE

Operating Expenses	Net Amount \$
Employee benefits and costs	65,549,381.57
Materials and services	70,133,135.49
Borrowing costs	4,151,327.04
Other expenses	4,812,686.47
Net loss from disposal of assets	6,986,707.04
Depreciation, amortization and impairment non financial assets	50,270,154.56
Total	201,903,392.17

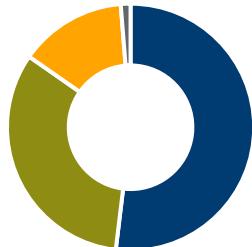


SUMMARY OF PERFORMANCE

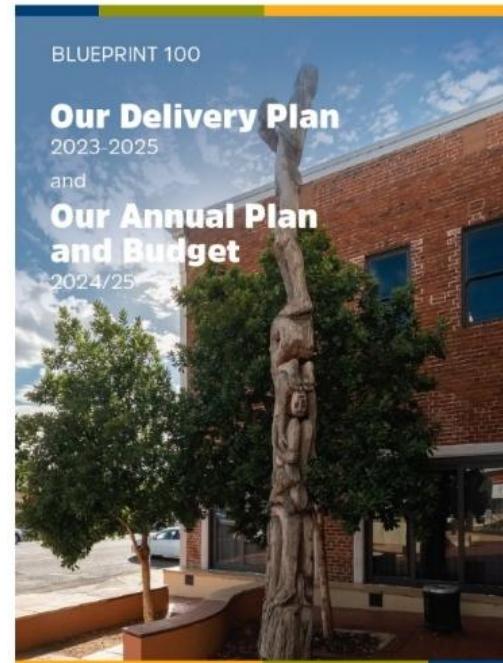
Every year Council sets an ambitious program of delivering services and projects for our community outlined in *Our Annual Plan and Budget*. These actions derive from the Community Strategic Plan and Council's four-year Delivery Program.

Status updates and insights for these actions are reported on a six-monthly basis through our Progress Reports.

Council committed to deliver 235 reportable actions in 2024/2025. As at 30 June 2025: 85% of the actions were identified as Achieved or On Track, and 15% identified as Monitor or Discontinued. This Annual Report is the final report for Our Delivery Program 2023-2025.



■ ACHIEVED 52% ■ ON TRACK 33% ■ MONITOR 14% ■ DISCONTINUED 1%



	ACHIEVED	ON TRACK	MONITOR	DISCONTINUED	TOTAL
 OUR WATER SECURITY	8	3	3	0	14
 A LIVEABLE BUILT ENVIRONMENT	14	12	4	0	30
 PROSPERITY AND INNOVATION	15	19	4	0	38
 RESILIENT AND DIVERSE COMMUNITIES	22	13	12	1	48
 CONNECT OUR REGION AND ITS CITIZENS	11	6	4	0	21
 WORKING WITH AND PROTECTING OUR ENVIRONMENT	9	7	4	0	20
 CELEBRATE OUR CULTURES AND HERITAGE	14	8	2	1	25
 A STRONG AND VIBRANT IDENTITY	6	2	0	0	8
 OPEN AND COLLABORATIVE LEADERSHIP	23	7	0	1	31
TOTAL	122	77	33	3	235

FOCUS AREA FINANCIAL PERFORMANCE

		\$0,000	INCOME	EXPENSES	OPERATING RESULT
	OUR WATER SECURITY	BUDGET	56,699	42,800	13,899
		ACTUAL	96,817	51,817	45,000
	A LIVEABLE BUILT ENVIRONMENT	BUDGET	16,594	17,471	(877)
		ACTUAL	13,190	18,482	(5,292)
	PROSPERITY AND INNOVATION	BUDGET	8,024	14,533	(6,509)
		ACTUAL	11,226	18,202	(6,976)
	RESILIENT AND DIVERSE COMMUNITIES	BUDGET	4,069	12,736	(8,667)
		ACTUAL	4,470	12,709	(8,239)
	CONNECT OUR REGION AND ITS CITIZENS	BUDGET	40,088	40,475	(387)
		ACTUAL	45,358	59,577	(14,219)
	WORKING WITH AND PROTECTING OUR ENVIRONMENT	BUDGET	23,151	22,715	436
		ACTUAL	32,696	25,344	7,352
	CELEBRATE OUR CULTURES AND HERITAGE	BUDGET	2,149	6,543	(4,394)
		ACTUAL	2,417	7,068	(4,651)
	A STRONG AND VIBRANT IDENTITY	BUDGET	384	2,443	(2,059)
		ACTUAL	6,158	2,226	3,932
	OPEN AND COLLABORATIVE LEADERSHIP	BUDGET	1,793	9,808	(8,015)
		ACTUAL	2,023	11,624	(9,601)
	GENERAL PURPOSE INCOME	BUDGET	64,261	0	64,261
		ACTUAL	63,720	0	63,720
	TOTAL FUNCTIONS AND ACTIVITIES	BUDGET	217,212	169,524	47,688
		ACTUAL	278,075	207,049	71,026

Note- Total income and expenditure amounts for functions and activities vary to the **Financial Result** (page 20) due to internal transactions. Internal transactions are included to better reflect the financial performance of each focus area. In aggregate the operating result by functions and activities agrees to Council's consolidated Net Operating result from continuing operations.

OUR WATER SECURITY



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED	8
ON TRACK	3

MONITOR	3
DISCONTINUED	0

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	56,699	42,800	13,899	
ACTUAL	96,817	51,817	45,000	

Establish appropriate drought contingency measures in collation with the State Government

W.0101.02	Integrated Water Cycle Management – Strategy	●
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Investigate and develop practical ways to secure our water supply

W.0102.01	Continue to grow the laboratory as a business	●
W.0102.02	Ensure Tamworth Regional Council's in-house laboratory is compliant	●
W.0102.03	Provide ongoing testing services for water and waste water compliance monitoring	●
W.0102.04	Plan, construct, maintain and manage the Water Infrastructure Network in the region	●

Improve water sustainability across the region

W.0201.01	Review and implement the Drought Management Plan and Demand Management Plan	●
W.0201.02	Implement water conservation initiatives identified in the Environmental Sustainability Strategy and Action Plan 2022- 2026	●

Use demand management measures, such as water pricing, to encourage efficient water use

W.0202.01	Conduct an annual Pricing Review	●
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Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works

W.0301.02	Integrated Water Cycle Management - Strategy	●
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Plan for and upgrade our waste water infrastructure

W.0302.02	Update waste water model and servicing strategy	●
W.0302.03	Plan, construct, maintain and manage the Sewer Infrastructure Network in the region	●

Water sustainability is included in all strategies, plans and policies

W.0401.02	Integrate sustainability within Tamworth Development Control Plan	●
W.0401.04	Work with relevant teams to integrate sustainability within the DCP in accordance with the actions contained within the Environmental Sustainability Strategy & Action Plan 2022-2026. This may also apply to the LEP where a beneficial outcome is possible	●

Implement sustainable water practices across TRC services and facilities e.g. convert more TRC sports fields and open spaces to more sustainable or non-potable water supplies

W.0402.01	Explore sustainable water options for open space areas that have high water consumption	●
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**AUTOMATED METER
INSTALLATION
(\$6.8M)**

Finalisation of converting 23,000 Council water meters to automated water meters. The project allows for accurate real-time water usage readings, improving the accuracy of water bills, detection of possible water leaks and promotion of better water management and improved customer service.



Council is working towards the upgrade of the Barraba Wastewater Treatment Facility. During 2024-2025 design work was finalised for treatment plant improvements. The major equipment required for the project, including inlet work screening has been procured to allow future installation in 2025-2026. This project is to be undertaken in conjunction with sewer pump station renewals at the Cooper Street sewer pump station. Both projects are expected to be completed in mid 2026 at a total cost of \$1.5M.

**BARRABA WASTEWATER
TREATMENT FACILITY UPGRADE
(\$1.5M)****ARCADIA DEVELOPMENT TRUNK WATER AND
SEWER MAIN CONSTRUCTION
(\$2M)**

To allow the development of the proposed Arcadia subdivision, Council completed construction the trunk water and sewer mains required to facilitate the initial stages of the development during 2024-2025.



Council undertakes an ongoing water main renewal program to ensure ongoing water supply service for customers. During 2024-2025 water mains were replaced in Robert Street, Tamworth; project value \$900,000 with work substantially commencing on projects in Progress Lane, Manilla and East Tamworth.

**WATER MAIN RENEWAL
PROGRAM
(\$900K)****BENDEMEER TREATMENT
PLANT RENEWAL
(\$250K)**

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 2023-2024 and will be finalised in 2025-2026. This will ensure water treatment supply and quality in to the future for Bendemeer residents.

**CALALA WATER TREATMENT
PLANT ELECTRICAL UPGRADE
(\$6M)**

The Calala Water Treatment Plant commenced operation in 1980. As part of the renewal program, the electrical system for the water treatment plant pumping infrastructure was completed in 2024-25 at a cost of \$6M.

Work commenced on renewing the electrical infrastructure associated with the water treatment plant chemical dosing systems. This project is scheduled for completion in 2027 with an estimated cost of \$1M. These projects will ensure ongoing operation of the treatment facility and cater for future growth requirements.



TAMWORTH WATER SECURITY PLAN

Water is essential for our community to thrive and a top priority for Tamworth Regional Council. To ensure we have a water system that meets the needs of our growing community, Council staff investigated a range of resilient water options to be considered for inclusion in the Tamworth Water Security Plan (TWSP) which covers supply and demand options for Tamworth and Moonbi/Kootingal in the Tamworth local government area. Options being considered have been grouped into four categories; surface water, groundwater, water recycling and water efficiency.

Community engagement activities undertaken during Phase Two of the Tamworth Water Security Plan (TWSP), took place from September to November 2024. This phase involved a variety of engagement methods, including focus groups, stakeholder information sharing and briefings, as well as a presence at local events and community spaces such as Fiesta La Peel, Peel Street Markets, libraries, and schools. The aim was to provide the community with an update on the progress of the project, discuss options for improving water security, and share information about water security in Tamworth. A particular focus was placed on engaging young people, with activities such as school visits, drop-in sessions at the Youthie, and a drawing competition. A total of 581 face-to-face participants were engaged during these events.

Stakeholder briefings were also offered to local agencies, community groups and businesses to receive updates and ask questions during October and November 2024.

Part way through 2024, the State Government announced it would be undertaking a Preliminary Business Case investigating surface water options for improving Tamworth's water security. As Tamworth's Water Security Plan is heavily reliant on the outcome of this Business Case, Council has delayed publication of their Water Security Plan, to ensure the State's position is incorporated. The NSW Government is also conducting a number of engagement activities around water in the Peel and Namoi catchments. Enough information is expected to be provided to Council by the end of 2025, to allow finalisation of the Water Security plan in the first quarter of 2026. The plan will then be placed on Public Exhibition.



A LIVEABLE BUILT ENVIRONMENT



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED **14** MONITOR **4**
ON TRACK **12** DISCONTINUED **0**

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	16,594	17,471	(877)	
ACTUAL	13,190	18,482	(5,292)	

Manage growth by updating strategic land use plans and the environmental plan, and ensure developments meet these requirements

L.0101.01	Complete a comprehensive review of the Tamworth Regional Local Environmental Plan	●
L.0101.02	Review relevant environmental provisions within the Tamworth Regional Local Environmental Plan	●
L.0101.03	Review the Tamworth Regional Development Control Plan to enhance provisions relating to urban design and built form	●

Ensure sustainability principles are embedded into our policies and planning tools for future developments

L.0102.02	Commence reviewing relevant documents (policies etc) to ensure they integrate sustainability where required	●
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Revitalise our city centre

L.0201.01	Complete the CBD precinct masterplan and planning proposal	●
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Manage streetscapes to improve the visual appeal of the CBD

L.0202.01	Maintain Councils CBDs throughout the region to promote visual appeal	●
L.0202.02	Complete a design for the extension of the Peel Street beautification plan from White Street to Murray Street in preparation for grant submissions	●

Encourage night time activity in Tamworth and enhance visitor connection across our towns

L.0203.02	Engage with local business and community to drive greater night time use of Fitzroy Street Precinct and develop stronger connection and opportunities for smaller towns	●
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Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan

L.0204.01	Implementation of Urban Street Management Plan and its associated planting priorities	●
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Deliver more opportunities for affordable housing

L.0301.03	Develop a Local Housing Strategy	●
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Encourage the development of diverse housing options

L.0302.01	Review the Tamworth Regional Local Environmental Plan rural/rural residential lands including minimum lot sizes component	●
L.0302.02	Explore partnerships with State Government and external housing agencies to expand the supply of affordable housing	●

A more diverse Longyard Local Centre

L.0303.01	Undertake a comprehensive review of Tamworth Local Environmental Plan	●
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Implement the respective strategic plans and masterplans for our open spaces and recreational facilities

L.0401.01	Provide quality sporting fields and facilities in accordance with Sports & Recreation's Strategic Plan	●
L.0401.02	Continued development of the Northern Inland Centre of Sporting Excellence	●
L.0401.03	Provide public space that is embellished and serviced in accordance with Council's Open Space Management Guide	●
L.0401.04	Delivery of Public Amenities Renewal Program	●
L.0401.05	Offer modern and diverse burial services to support our growing community	●
L.0401.07	Improve the sports field turf surfaces throughout TRC	●
L.0401.08	Provide aquatics facilities that service the communities needs	●
L.0401.09	Improve the community utilisation of Sports Dome	●
L.0401.10	Development of a Sports Dome Business Growth Plan	●

L.0401.11	Development for Moonbi Recreation Ground Management Plan	●
L.0401.12	Construct the elevated walking platform within Victoria Park (Skywalk)	●
Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities		
L.0402.01	Further advance the performing arts centre Business Case and develop financial modelling	●
L.0402.02	Develop a detailed performing arts centre design	●
L.0402.03	Endorsement of the performing arts centre proposed development	●
Deliver a multipurpose community centre at Kootingal		
L.0403.01	Deliver a multipurpose facility at Kootingal to provide a modern library, Wi-Fi and learning environment	●
Establish an Aquatic Centre as a regional sports and recreation attraction		
L.0404.02	Develop a detailed design for a new regional Aquatic & Leisure Centre	●
L.0404.03	Construct the Tamworth Regional Aquatic and Northern Inland Centre of Sport and Health	●

2024/25 HIGHLIGHTS



KOOTINGAL MULTIPURPOSE CENTRE

Kootingal residents can now enjoy a state-of-the-art community hub with the opening of the Kootingal Multipurpose Centre. After eight months of refurbishments, the centre boasts a flexible, open-plan design, including a newly built library. The multipurpose centre features a conference room, accessible ramps, and an after-hours book return, along with the refurbished hall.

This project was made possible through community collaboration and funding from the Australian Government, the State Library of NSW and Tamworth Regional Council.

RIVERSIDE SHARED PATH LIGHTING

Installation of the solar lights on the riverside shared path is now complete. The lights activate at dusk (triggered by sensor cells) and then dim to 25% brightness after approximately four hours to conserve energy. This project was funded through the Australian Government's Local Roads and Community Infrastructure program.



GREENING THE REGION

Council continued its commitment to "Greening the region" with the installation of more than 1,000 trees across its streetscapes, entryways and significant CBD plantings. Many of these have been undertaken with the support of a range of community groups.

SPORTS HUB

The Sports Hub has been a successful addition to the Tamworth Sports Dome and is now the home to the NSW Office of Sport, NIAS, NRL, AFL, Cricket NSW and Northern Inland Football



SPORT & RECREATION PROJECTS

ATTUNGA

Cemetery Columbarium Wall

Project Total:

\$7,993.76 ex GST

Sport & Rec Asset Renewal



Rest Stop Handrail

Project Total:

\$3,800.00 ex GST

Sport & Rec Asset Renewal

BARRABA

Barraba Rugby Club Amenities Building

Project Total:

\$678,073.00 ex GST

Stronger Country Community Fund



Barraba Pool Plumbing Renewal

Project Total:

\$5,750.00 ex GST

Sport & Rec Asset Renewal

Cherry Street 2x Shelter & Table Setting Renewals

Project Total:

\$10,098.14 ex GST

Sport & Rec Asset Renewal

Equine Facility Upgrades
Project Total:
\$282,532.44 ex GST
Local Roads & Community Infrastructure



Barraba Pool Shade Sail Renewal
Project Total:
\$3,837.80 ex GST
Sport & Rec Asset Renewal



Tennis Courts Resurface
Project Total:
\$100,795.09 ex GST
Local Roads & Community Infrastructure

BENDEMEER

DUNGOWAN

Dungowan Rec Ground Lighting Install

Project Total:

\$213,899.17 ex GST

Club Grants Category 3 Infrastructure Grant



Kootingal Pool Shade Sail Renewal
Project Total:
\$6,013.84 ex GST
Sport & Rec Asset Renewal

Kootingal Pool Plumbing Renewal

Project Total:

\$2,875.00

Sport & Rec Asset Renewal

KOOTINGAL

MANILLA

Manilla Pool Foyer Floor Renewal
Project Total:
\$11,656.98 ex GST
Sport & Rec Asset Renewal



Joe Coates Park Shelter & Table Setting Renewal
Project Total:
\$8,194.60 ex GST
Sport & Rec Asset Renewal

Moonbi Lookout Improvements
Project Total:
\$7,840.98 ex GST
Sport & Rec Asset Renewal



MOONBI

Nundle Pool Ceiling Renewal
Project Total:
\$18,725.12 ex GST
Sport & Rec Asset Renewal

NUNDLE



Captain Cook Park Playground Reseal
Project Total:
\$9,228.97 ex GST
Sport & Rec Asset Renewal



Somerton Rec Ground Tank Renewal
Project Total:
\$3,380.22 ex GST
Internal Water Efficiency Fund and Sport & Rec Asset Renewal

SOMERTON

TAMWORTH



NICSE Netball Courts Resurfacing
Project Total:
\$254,200.00 ex GST
Outdoor Netball Courts Reserve Fund and Sport & Rec Asset Renewal

ANZAC Park BBQ Renewal
Project Total:
\$7,021.12 ex GST
Sport & Rec Asset Renewal

Scully Pool Ramp Renewal
Project Total:
\$9,400.00 ex GST
Sport & Rec Asset Renewal



Bicentennial Park Synthetic Turf Install
Project Total:
\$12,526.32 ex GST
Sport & Rec Asset Renewal



Olympic Pool Shade Sail Replacement
Project Total:
\$3,595.60 ex GST
Sport & Rec Asset Renewal

BMX Fence Install
Project Total:
\$52,504.44 ex GST
Local Roads & Community Infrastructure

Peel Street Hedge Replacement
Project Total:
\$55,760.24 ex GST
Local Roads & Community Infrastructure

Olympic Pool Plumbing Renewal
Project Total:
\$6,382.50 ex GST
Sport & Rec Asset Renewal



Botanic Gardens Edging Upgrade
Project Total:
\$7,965.00 ex GST
Sport & Rec Asset Renewal

Powerhouse Park Table Setting Renewal
Project Total:
\$3,028.35 ex GST
Sport & Rec Asset Renewal



Free Flight Bird Aviary Net Renewal
Project Total:
\$84,350.02 ex GST
Local Small Commitments Allocation



PROSPERITY AND INNOVATION



2024/25 ACTION SUMMARY OF PERFORMANCE



Achieved **15** Monitor **4**
On Track **19** Discontinued **0**

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	8,024	14,533	(6,509)	
ACTUAL	11,226	18,202	(6,976)	

Ensure business friendly principles are embedded into our policies, planning and operations, such as fast-tracking development applications

P.0101.01	Consider development of a scaled fee waiver program for business	●
P.0101.02	Water Saving Rebate Scheme and Smart Water Advice Solutions (The Water Conservancy) and conduct large water users audit when funding is available	●
P.0101.04	Promote the fast-track process to encourage applicants to utilise the opportunity	●
P.0101.05	Deliver timely development approvals and Development Engineering services to meet State Government timeframes	●
P.0101.06	Investigate, in collaboration with industry, developing service and ancillary industries associated with the New England Renewable Energy Zone	●

Implement actions from the Tamworth Economic Development & Investment Strategy

P.0102.01	Implement investment attraction initiatives identified as part of the Economic Development & Investment Strategy	●
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Increase opportunities for Aboriginal economic and business growth

P.0103.01	Act as liaison with business and agencies to increase economic opportunities	●
P.0103.02	Develop and implement a co-designed strategy and action plan to support and enhance Aboriginal prosperity, cultural identity and the well-being of local Aboriginal communities in the Tamworth region	●

Improve the availability and access to tertiary educational opportunities in Tamworth

P.0201.02	Pilot projects and other initiatives aimed at attracting and retaining workforce across all industries	●
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Support the ongoing service provisions of TAFE and school based vocational education

P.0202.01	Advocate and support expansion of industry aligned courses to develop regional skill capabilities and opportunities	●
P.0202.04	Partner with Universities and education providers to offer options to people transitioning out of declining industries	●

Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry

P.0301.01	Improve understanding of barriers that inhibit growth by working proactively and collaboratively across Council to address barriers	●
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Establish a high technology Agribusiness cluster

P.0303.02	Identify opportunities to specialise in field days focused on innovation in the sector and develop and host Ag tech and future agriculture summit	●
P.0303.03	Support the development of a high technology Agribusiness Cluster	●
P.0303.04	Position Tamworth to tap better into growth opportunities via improved linkages with the wider region	●

Grow our aviation sector to support business

P.0304.01	Attract and grow the aviation sector activity through investment attractions, business relocation, jobs and skills development	●
P.0304.02	Develop a Tamworth Regional Airport Aviation Development Plan, and Airport Business Plan which has a focus on growth and development	●
P.0304.03	Increase regular passenger transport services by working productively with airlines	●
P.0304.04	Manage, upgrade and maintain the airport infrastructure so it remains one of the best equipped airports in regional Australia	●
P.0304.05	Explore funding options and secure financial support to deliver improvements and upgrades	●

Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events

P.0401.01	Develop the Hats Off to Country Festival into a more broader appeal festival in July	●
P.0401.02	Continue to develop relationships with the country music industry leaders to ensure a foundation is maintained for Golden Guitar Awards	●

P.0401.03	Investigate, encourage and promote additional country music activities throughout the year	●
P.0401.04	Develop a Regional Tourism Precinct strategy, including infrastructure, visitor experience and visitor servicing model	●
P.0401.05	Invest in facilities for and programming of outdoor and larger-scale events and attract and pursue new event initiatives	●
P.0401.07	Revitalise and enhance the region's popular outdoor, nature-based sites, facilities and activities; Enhance facilities and access to outdoor recreation activities; Create a series of Tamworth Taste Trails	●
P.0401.08	Manage the Tamworth Regional Tourism Precinct Strategy	●
Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences		
P.0402.02	Deliver Tamworth Regional Council's annual events program, including surrounding towns	●
P.0402.03	Host Citizenship Ceremonies and New Residents Forums	●
P.0402.05	Manage the Tamworth Region Tourism Events Strategy	●
Activate our assets and precincts to maximise the potential for equine, Agri, sport, education and business tourism		
P.0403.02	Maintain and update the AELEC Strategic Master Plan	●
P.0403.03	Implement AELEC events that contribute to the Tamworth Region Community and Economy	●
P.0403.04	Increase Conferences and Events across the region hosted at the AELEC	●
P.0403.05	Identify funding opportunities to continue to grow the tourism sector by actively seeking funding that aligns with Tamworth VIP and NSW VES 2030	●
P.0403.06	Develop Tamworth Region Visitor Economy Plan and implement actions identified as part of the plan to grow visitor experiences and visitation across the region	●
P.0403.08	Establish and integrated model to represent tourism and events in Tamworth Region	●
P.0403.09	Manage Outside of School Hours Care (OSHC) Centres that meet the needs of families to work or study outside of school hours	●
P.0403.10	Provide children with additional needs the opportunity to participate in quality and inclusive before school care, after school care and vacation care services	●

2024/25 HIGHLIGHTS

TAMWORTH GLOBAL GATEWAY PARK (TGGP)

The TGGP development consists of 246 hectares, including access roads, stormwater drainage, roundabouts and rail line reactivation. Intermodal freight facilities are now available and the precinct is strategically located adjacent to Tamworth Regional Airport making it suitable for a range of industrial activities.

During the 2024/2025 financial year, a further seven Lots were sold generating approximately \$6 million in sales income. A total of 20 Lots have now sold across Stages 1, 2 and 3 generating approximately \$15.8 million in sales.

Five Lots remain unsold across Stage 1 and 2 however sales are expected to remain consistent for the 2025/2026 financial year.



OUTSIDE OF SCHOOL HOURS (OOSH)

Council provides quality care at two early childhood education and care services. Both these services meet the National Quality Framework standards.

The OOSH was successful in securing \$60,000 funding under the Australian Governments Community Child Care Fund Round-4 to support the progress in providing quality and inclusive care to vulnerable and disadvantaged families.

CITIZENSHIPS

Tamworth is a diverse multi-cultural region and prides itself on inclusiveness, respect and culture. In the last 12 months, four citizenship ceremonies were held and we welcomed 235 new Australian Citizens from 38 different countries, who have chosen to make Australia their home.

2024/2025 EVENTS CALENDAR

19-21 July 2024	Hats Off to Country	22 November 2024	Sports Awards
25 July 2024	Citizenship Ceremony	4 December 2024	Lighting of the Christmas Tree
10 August 2024	A Winter's Night	15-26 January 2025	Tamworth Country Music Festival
27-30 August 2024	Young Drivers Expo	26 January 2025	Australia Day Awards and Citizenship Ceremony
27-29 September 2024	Tamworth Barbeque Festival	4-13 April 2025	Taste Tamworth Festival
19 October 2024	Fiesta La Peel	1 May 2025	Citizenship Ceremony
31 October 2024	Citizenship Ceremony	27 May 2025	Reconciliation Week Flag Raising Ceremony
21 November 2024	Local Legend Awards		



TAMWORTH COUNTRY MUSIC FESTIVAL

In January 2025, Tamworth celebrated its 53rd anniversary.

Tamworth Regional Council ran a successful marketing campaign to promote the annual event all year round however, the official campaign period for the 2025 festival began in July 2024, with the launch of the first artist announcement. The overarching campaign 'Country's Always Been Cool in Tamworth' was strategically levered off the 'Yellowstone effect'.

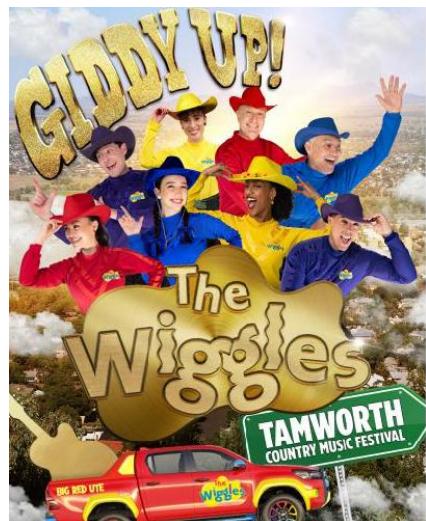
Australia's own The Wiggles delved into country music, partnering with Tamworth Country Music Festival to launch their first country song and performance. They included Tamworth in key messaging and branding which gained national traction and more than 1,010 media mentions.

Keith Urban's 2025 world tour aligned with the timing of the Tamworth Country Music Festival which created extensive media and social media coverage, both nationally and internationally with a total of 3,339,362 views across social media platforms.

The targeted audience of the campaign aimed at growing the festival/music enthusiast, young family and grey nomad audiences, while maintaining the "rusted on" music fan audience and exploring opportunities for the adventurer market. There was a continued focus to grow our first timer audience, reaching young people seeking a new experience and families.

The careful and meticulous planning by Council staff for the festival achieved significant results for our region:

- ✓ 38,917 tickets sold through TRC venues
- ✓ Ticket sales up 30% from 2024
- ✓ 40,000+ average daily crowd over 10 days
- ✓ 31,760 visitors through the visitor information centre
- ✓ 21,800 mentions – increase 49.9% from 2024
- ✓ 13,613,332 social media reach – 58.3% increase from 2024
- ✓ Over 1,800 events held
- ✓ Over 500 registered buskers



AUSTRALIAN EQUINE AND LIVESTOCK EVENTS CENTRE (AELEC)

Tamworth Regional Council's state of the art facility is located in the major regional hub of Tamworth and includes a 40 metre by 80 metre tiered seating indoor arena that sit just under 3,500 guests, a sales ring and 478 stables. The outdoor facility includes two covered 30 metre by 70 metre competition and warm up areas, horse sporting fields and exhibition areas, Campdraft Arena and a 100x 100m Ebb and Flow all weather arena.

2024 EVENTS		2025 EVENTS	
July	Tamworth International Eventing - CCN	Jan	Angus Youth National Round Up
July	Australian Extreme Obstacle	Jan	Xtreme Bulls
July	Texas Star Performance Horse Clinic	Jan	ABCRA National Finals Rodeo
Aug	Reining Australia National Championships	Jan-Feb	Nutrien Classic Campdraft & Sale
Aug	Show Jumping World Cup and State Indoor Championships	Feb	NNWSJC Indoor Show Jumping Championships
Sept	Nutrien Graduate	Mar	Tamworth Show
Sept	ADAA National Grand Prix	Mar	Tamworth International Eventing - CCI
Sept	ABHA National Finals	Mar	AMHS National Show
Sept	Australian Interschool Championships	Apr	AQHA National Championships
Oct	Inter-Schools Horse Extravaganza(pictured)	Apr	IMHR National Show
Oct	Professional Bull Riders (PBR)	Apr	PHAA National Show
Nov	NENWSHA NSW Regional Show	May	World Angus Forum – Angus Expo (pictured)
Nov	Northern NSW RPG Welsh Pony Show	May	ASHS National Championships
Nov	NNWSJC Pop Up Show	May-Jun	NCHA Futurity
Nov	Neil Faint Campdraft	Jun	Tamworth Outdoor Living and Caravan Expo
Nov	ANWE Championships	All Year	Various Training Days and Clinics
Dec	NSW Dressage Showcase	All Year	Tamworth international Eventing Training Days and Clinics
		All Year	NNWSJC Training Days and Clinics



RESILIENT AND DIVERSE COMMUNITIES



2024/25 ACTION SUMMARY OF PERFORMANCE



Achieved **22** Monitor **12**
On Track **13** Discontinued **1**

FOCUS AREA FINANCIAL RESULT

	S'000	Income	Expenses	Operating Result
BUDGET	4,069	12,736	(8,667)	
ACTUAL	4,470	12,709	(8,239)	

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

R.0101.01 Encourage and support activation of the Region's Towns and Villages



Deliver inclusive opportunities for local communities to be actively involved in decision-making

R.0102.01 Finalise Community Resilience Plans for Manilla, Barraba, Kootingal and Nundle



R.0102.02 Commence implementation of Community Resilience plans subject to funding opportunities



R.0102.03 Develop a service model to include face to face touch points throughout Council's Assets (Libraries and Sports Dome)



Develop a framework to improve social and community services in the Tamworth Region

R.0201.02 Support continuing Section S355 Committees to appropriately deliver their delegated functions



R.0201.03 Develop and commence implementation of a Tamworth Region Community Development Strategy



Advocate and partner with Government, businesses and community services organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities

R.0202.02 Consult with the "Tamworth Region Inclusive Culture Advisory Committee" quarterly



R.0202.03 Commence implementation of the Tamworth Region Volunteer Strategy 2024/2028



R.0202.05 Explore external partnerships to create an integrated model for the delivery of youth services across the region



R.0202.06 Develop and commence implementation a 'Learning Region' plan



R.0202.07 Embed outcome based learning activities at Libraries



R.0202.08 Lead and develop library resource sharing arrangements



R.0202.09 Work towards meeting "Living Learning Libraries Standards and Guidelines for NSW public libraries"



R.0202.11 Consult with the Tamworth Regional Arts Advisory Committee quarterly



R.0202.12 Manage the Tamworth Youth Strategy Action Plan



R.0202.13 Develop a Tamworth Region Library Services Strategy 2025-2029



R.0202.14 Deliver the Tamworth Region Volunteer Strategy 2024-2028



R.0202.15 Explore external funding opportunities to resource the development of a Social Sustainability Strategy for the Tamworth Region



R.0202.16 Deliver the Tamworth Region Disability Inclusion Action Plan 2024-2028



R.0202.17 Provide quality education and care services that meet or exceed the National Quality Standards



Align our services and programs to align with "Close the Gap" targets

R.0301.01 Partner with local Coalition of Aboriginal Peak Organisations to deliver agreed outcomes for Closing the Gap agreement



R.0301.02 Improve the level of information on social issues and services by completing community service mapping and gap analysis for the Tamworth Region



Advocate to state and federal governments to help secure access to the health services our community needs now and into the future

R.0401.01 Advocate to government to ensure adequate resources are allocated to plan for, and provide, health services appropriate to the projected regional population



R.0401.02 Promote and increase awareness of healthy living



R.0401.05 Promote our smoke free public spaces



Improve drought resilience of regional communities

R.0501.01 Implement Tamworth Regional Drought Resilience Plan (TRDRP)

Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters

R.0502.01	Meet with the Local Emergency Management Committee and provide operational support to emergency management agencies where required	●
R.0502.04	Produce a prioritised flood management works program derived from flood studies across the region including a flood awareness program	●
R.0502.05	Work with Woolomin community to raise flood awareness	●
R.0502.06	Align replacement program with deliveries	●
R.0502.07	Improve the regional preparedness and response to natural disasters based on risk management principles	●
R.0502.08	Implement Council's On-Site Wastewater Management Plan	●

Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime

R.0503.01	Ensure CCTV footage is downloaded by Council staff and provided to NSW Police when requested	●
R.0503.02	Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	●
R.0503.03	Review and update the Community Safety and Crime Prevention Plan	●
R.0503.04	Review and update the Graffiti Management Plan	●
R.0503.05	Enforcement of safety in school zones by patrolling areas	●

Use education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community

R.0504.01	Promote Food Safety in accordance with the Food Authority Act	●
R.0504.02	Review the Companion Animals Management Plan and commence implementation	●
R.0504.03	Increase the percentage of companion animals re-homed in compliance with the Companion Animals Act	●
R.0504.04	Prepare a design for an expanded Companion Animal Shelter to comply with the Companion Animals Act and to enable readiness for potential grant submissions	●
R.0504.05	Develop partnerships with external community groups to support the Animal Pound	●
R.0504.06	Coordinate the swimming pool audit program in compliance with legislation	●
R.0504.07	Promote awareness of policy, procedure and laws relating to fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	●
R.0504.08	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage compliant activity	●
R.0504.09	Monitor our smoke-free public spaces	●
R.0504.10	Monitor public spaces and enforce Council's Alcohol-Free zones	●
R.0504.11	Monitor hotspots of illegal activity such as dumping and abandoned vehicles	●

2024/25 HIGHLIGHTS

DOLLY PARTON IMAGINATION LIBRARY



The Dolly Parton's Imagination Library (DPIL) 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 Local Government Area.

All babies born from 2019 currently living in the Tamworth Local Government Area are eligible to access the program. Through the program, each child, from birth until the age of five, will receive one free physical book every month to keep.

The Tamworth Local Government Area Program turned five in January 2024 with our first five-year old's graduating.

Pictured left: United Way Australia's ongoing support of the Dolly Parton Imagination Library with a \$75,000 donation.

YOUTH COUNCIL

One of the largest youth councils in NSW was formed on Thursday 27 February, with 27 Youth Councillors inducted by Tamworth Regional Councillors. A mix of new and returning members will form the 2025 Youth Council, all eager and committed to advocating for young people in our region.

Congratulations to Ruby Woods who was elected Youth Mayor, and Luke Suter, elected as Deputy Youth Mayor.



YOUTH WEEK

Tamworth Regional Youth Council hosted a series of fun and engaging events as part of Youth Week 2025, a week-long celebration recognising and empowering people aged 12 - 24 across the region.

This year's festivities featured five events, each planned to provide opportunities for young people to connect, learn, and celebrate their vibrant contributions to the community. Youth Week 2025 was possible thanks to funding from the NSW State Government's Department of Communities and Justice and Tamworth Regional Council.



INNOVATE RECONCILIATION ACTION PLAN WORKING GROUP

Council is continuing its commitment towards Closing the Gap by drafting the Innovate Reconciliation Action Plan 2026-2028 (IRAP). The IRAP Working Group was established in early 2024 and over the past 18 months members have worked together to build a draft IRAP. The Working Group will now undertake extensive internal and external consultation with the Aboriginal and Torres Strait Islander community through TACCO, all Council staff and with the guidance of Reconciliation Australia to finalise the draft Plan.

The draft actions aim to create clear and tangible outcomes, ensuring that our region develops a shared future between Aboriginal and Torres Strait Islander peoples and the broader community.

SECTION 355 COMMITTEES

Section 355 Committees with funding under Facility Improvement Fund 2024/2025:

- Barraba Showground Sheep Pavilion roof replacement \$10,000.00 progressing,
- Kootingal Recreation Reserve irrigation system upgrade \$2,567.00 progressing,
- Weabonga Hall & Recreation Reserve ground improvements \$3,757.00 progressing,
- ✓ Woolbrook Hall & Park seating upgrade \$3,000.00 completed. *(pictured right)*



CONNECT OUR REGION AND ITS CITIZENS



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED	11
MONITOR	4
ON TRACK	6
DISCONTINUED	0

FOCUS AREA FINANCIAL RESULT

	\$'000	Income	Expenses	Operating Result
BUDGET	40,088	40,475	(387)	
ACTUAL	45,358	59,577	(14,219)	

Improve connections with capital cities, other regions and within the region

C.0101.01	Provide a regional airport with a reputation for safety, comfort and reliability	●
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Plan transport infrastructure to meet the needs of our community into the future

C.0201.02	Implement the Regional Transport Strategy	●
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Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking

C.0202.01	Continue to develop and implement the Pavement Management System in order guide the sealed road maintenance and renewal program	●
C.0202.02	Maintain the lifespan of our sealed roads by conducting maintenance in a timely manner	●
C.0202.03	Deliver the sealed roads renewal program and keep our community updated through social media	●
C.0202.04	Maintain the unsealed road network by conducting maintenance in a timely manner and keep our community updated through social media	●
C.0202.05	Deliver the gravel re-sheeting program and keep our community updated through social media	●
C.0202.06	Review the Bridge & Culverts Strategy	●
C.0202.07	Deliver the bridge maintenance program and keep our community updated through social media	●
C.0202.08	Manage the Bridge Renewal Program	●
C.0202.09	Implement the Regional Parking Strategy	●

Partner with NSW Government to deliver efficient future proofed highways across our region

C.0203.01	Continue to grow and connect our region in partnership with NSW Government	●
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Improve local bus services

C.0301.01	Advocate for improved bus services	●
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Investigate and advocate for the expansion of rail services within and out of our region

C.0302.01	Advocate for improved rail services	●
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Increased participation in walking and cycling

C.0401.02	Implement Active Transport Strategy	●
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Support the community through improved IT services that meet the community's needs

C.0501.01	Develop and Implement the Technology Blueprint	●
C.0501.02	Deliver the Technology One Program	●
C.0501.03	Develop and implement a Data and Information Management Operating Model	●
C.0501.04	Enable and support Business Intelligence, Reporting and Analytics capabilities	●
C.0501.05	Formalise and deliver Cybersecurity	●
C.0501.06	Review and update Council ICT Infrastructure and Networks	●

OUR TRANSPORT NETWORK

Maintaining our road network is a core component of what Council does – with over 3,000 kilometres of sealed and unsealed roads and 350 bridges and major culverts connecting our community.

To protect and prolong the life of our roads and bridges, Council works with a number of bodies including Transport for NSW and the Mid North Weight of Loads Group, as well as managing our own regular maintenance programs.

Major road projects are forward planned for design, tender and budgeting in collaboration with funding from the Special Variation, State and Federal Governments. Our schedule of works varies on the scale of the project and can change due to extreme weather events diverting our priority to repairs and maintenance for the safety of the community.

Grouping	Category	Dimension 2023/24	Dimension 2024/25
Roads - Local	Sealed	1,148km	1,155km
	Unsealed	1,835km	1,831.6km
	Combined	2,983.94km	2,986.6km
Roads - Regional	Sealed	227.3 km	231.12km
	Unsealed	16.4 km	12.56km
Roads - State	Parking lanes	13.6km	13.6km
Road Length Total (all Council maintained roads)	Total roads	3,241.25 km	3,243.88 km
Active Transport	Cycleways & Shared paths	69.7km	70km
	Footpaths	144km	152.17km
	On Street Cycleways	16.8km	16.8km
Bridges and Major Culverts	Structures	343	350
	Timber Bridges	7	2
	Footbridges	3	3
Bus Shelters	Shelters	114	116
Parking	Disabled (CB D)	53	53
	Off Street carparks	57	57
	Off Street parking spaces (CBD)	1,429	1,429
	On Street parking (CBD)	2,314	2,315
	Parking meters	47	Decommissioned
	Parking sensors	350	Decommissioned
Causeways	Causeways	457	459
Kerb and Gutter	-	627.9km	649.76km
Medians	-	967	985
Transport Ancillary	Rural Culverts	5,520	5,610
	Guardrail	29.8km	30.4 km

ROADS PROGRAM

Council undertook a strong gravel renewal campaign along with the largest resealing campaign in its history in the 2024/2025 financial year.

GRAVEL RENEWAL

Mt Lindsay Road	Wimbourne Lane
Hobden Road	Wisemans Arm Road
Horton Falls Road	Meadows Lane
Yarramanbully Road	Marsden Park Road
Longarm Road	Somerton Road
Pillerine Road	Dam Flat Road
Corella Road	Niangala Road
Settlers Road	Williams Lane
Oakhampton Road	

SEALED ROAD RENEWAL

Rushes Creek Road	Angela St
Duncans Creek Road	Valley Drive
Croydon Avenue	Woodside Road
Minnamurra Crescent	Lindsay Gap Road
Noobillia Avenue	Middlebrook Road
Paul Street	Hume St
Darrell Road	Jewry St
Gouldian Way	Garthowen Road
Harrier Parade	Wisemans Arm Road
Werris Creek Road	Browns Lane

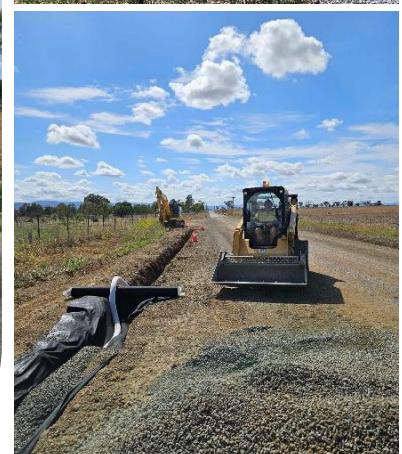
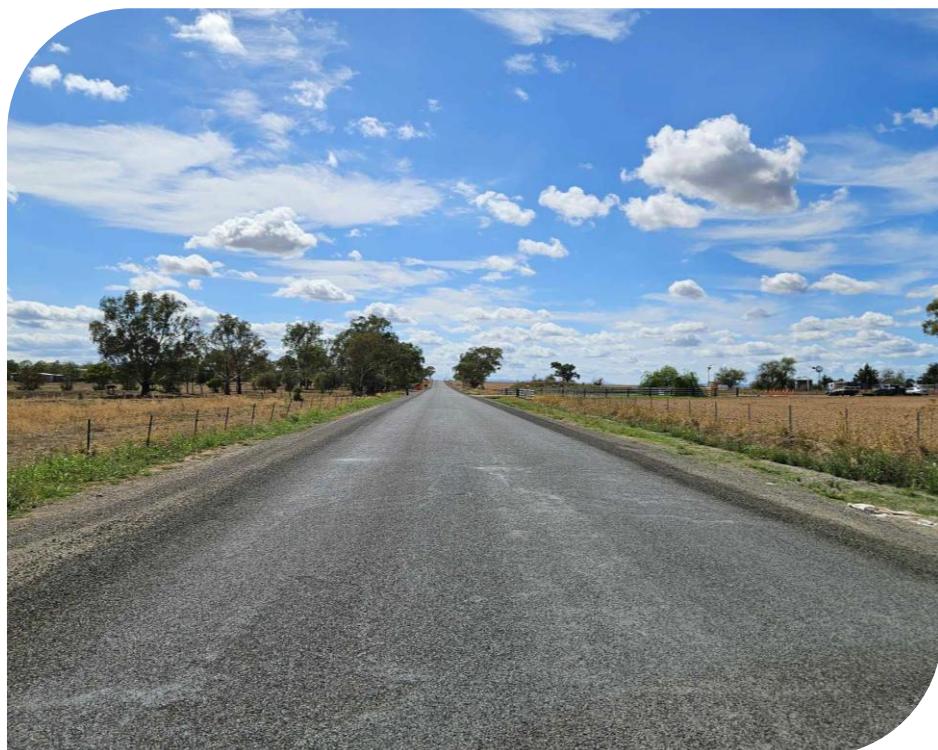
SIGNIFICANT PAVEMENT RENEWAL WORKS

Burgmanns Lane

Barry Road

Calala Lane

Wallamore Road



BRIDGE CONSTRUCTION



BONA VISTA (NORRIS' BRIDGE)
Top Somerton Road, Somerton
Completed 21 June 2024 | \$589,307.08



DURBIN STREET BRIDGE
Durbin St, Nundle
Completed 7 March 2025 | \$321,632.82



**NEW WINTON ROAD
(BOLTONS CREEK) BRIDGE**
New Winton Road
Completed 9 April 2025 | \$1,039,491.18



MICK MAHER'S BRIDGE
Goal Creek Road, Moonbi
Completed 27 May 2025 | \$1,210,556.14

FOOTPATH PROGRAM



NORTH STREET | 815M



MURRAY STREET | 231M

PORT STEPHENS CUTTING

Council has continued working with the NSW and Australian Governments to finalise funding arrangements for the major upgrade works.

Specialist geotechnical consultants have been engaged to prepare detailed geotechnical engineering designs for the proposed upgrade, ensuring the project is ready to progress once funding is secured.

A community consultation plan has been developed and is scheduled to commence following confirmation of Australian Government funding. Council has also been preparing construction procurement documentation, with an Expression of Interest (EOI) process to begin once funding is confirmed, aimed at identifying and shortlisting suitably qualified contractors.

In addition, environmental approvals are being finalised, including consideration of potential temporary stockpile and construction compound sites. Throughout this period, Council has continued liaising with adjacent property owners to address any potential direct project impacts.



WORKING WITH AND PROTECTING OUR ENVIRONMENT



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED	9
MONITOR	4
ON TRACK	7
DISCONTINUED	0

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	23,151	22,715		436
ACTUAL	32,696	25,344		7,352

Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy

E.0101.01	Implement Energy efficiency and renewable energy projects, programs and initiatives identified in the Environmental Sustainability Strategy & Action Plan 2022 - 2026	●
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Make renewable energy available within the Tamworth Global Gateway Park

E.0102.01	Implement renewable energy within the Tamworth Global Gateway Park	●
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Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy

E.0201.01	Implement relevant initiatives, plans and programs identified within the Environmental Sustainability Strategy & Action Plan 2022-2026	●
E.0201.04	Plan critical infrastructure placement in advance	●
E.0201.07	Develop and insert enhanced environmental provisions in the Tamworth Regional Local Environmental Plan in accordance with government policy	●
E.0201.08	Develop an Environmental Offsets Strategy for inclusion in the Tamworth Regional Local Environmental Plan	●

Manage stormwater runoff to protect our built environment

E.0202.01	To compile a prioritised list of stormwater management options based on the output from the local stormwater management plans	●
E.0202.02	Implement in conjunction with regional services operations area to develop a delivery plan for the stormwater management plan actions	●
E.0202.04	Implement Stormwater Management Plans	●
E.0202.05	Maintain a safe and functional storm water system	●

Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy

E.0301.01	Working towards achieving the targets within State Governments NSW Plastics Action plan	●
E.0301.02	Working towards achieving the targets within State Governments Waste and Sustainability Strategy 2041	●
E.0301.03	Implement waste minimisation projects, programs and initiatives identified in Our Environmental Sustainability Strategy & Action Plan (2022-2026)	●
E.0301.05	Implementation of Food Organic, Garden Organic (FOGO) within the Tamworth Region through green bins system	●
E.0301.06	Implementation of Curby (soft plastics recycling) through yellow bins system	●
E.0301.07	Establish a FOGO processing facility	●
E.0301.08	Establish a Small Material Reuse Facility	●
E.0301.10	Develop a New Waste Strategy 2030	●

Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment

E.0401.01	Implement actions from the Sustainability Strategy 2022 – 2025 related to biodiversity	●
E.0401.02	Provide education to the community through weeds management and encourage landowners to uphold their obligations in compliance with Biosecurity legislation	●



2024/25 HIGHLIGHT

CLEAN UP AUSTRALIA DAY

This year Clean Up Australia Day was held on Sunday 2 March and saw over 20 registered clean up events throughout the Tamworth region.

Clean up Australia Day events resulted in 800 kilograms

CELEBRATE OUR CULTURES AND HERITAGE



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED **14**

MONITOR **2**

ON TRACK **8**

DISCONTINUED **1**

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	2,149	6,543	(4,394)	
ACTUAL	2,417	7,068	(4,651)	

Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region

H.0101.04	Implement the Tamworth Regional Gallery Strategic Plan	●
H.0101.07	Provide and support activities that celebrate cultural diversity	●
H.0101.08	Implement the Australian Country Music Hall of Fame Strategic Plan	●
H.0101.09	Deliver the Tamworth Region Cultural Plan 2024-2029	●
H.0101.10	Develop 2024-2029 Tamworth Regional Gallery Strategic Plan	●

Encourage new community arts initiatives and use of public spaces

H.0102.01	Deliver and promote a curated Annual Season and performing arts program across a diverse range of genres	●
H.0102.02	Develop entertainment venues five-year strategic plan	●
H.0102.03	Ensure sound, lighting, staging and venue assets are maintained and renewed	●
H.0102.04	Review Council's grants and fee waiver policies	●
H.0102.05	Provide financial assistance for the community through the annual donations program	●

Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures

H.0201.03	Explore new opportunities to consult with our Aboriginal communities	●
H.0201.04	Observe dates of significance and participate in celebrations as advised by local Aboriginal and Torres Strait Islander communities	●
H.0201.07	Coordinate and support the operation of Council's Innovate Reconciliation Action Plan Working Group	●
H.0201.08	Review and develop a new Tamworth Region Innovate Reconciliation Action Plan (iRAP)	●
H.0201.09	Deliver the Tamworth Regional Council Innovate Reconciliation Action Plan (iRAP)	●
H.0201.10	Develop a training matrix for Aboriginal cultural learning, awareness, and Reconciliation across the Organisation	●
H.0201.11	Review Aboriginal cultural employment strategies, programs, and initiatives for recruitment and retention	●

Support the development of museum and library heritage collections

H.0301.01	Manage the Tamworth Regional Museum Engagement Strategy (2019 - 2024)	●
H.0301.03	Continue to provide assistance through the Annual Heritage Assistance Fund	●
H.0301.04	Develop a Tamworth Region Museum and Archive Strategy 2024-2029	●
H.0301.05	Continue to implement the PowerStation Museum Strategic Plan 2021-2025	●
H.0301.06	Develop the Library's Local Studies Collection	●
H.0301.07	Conserve and protect our paper-based history	●

Ensure development controls and zoning protect the heritage significance of items and conservation areas

H.0302.01	Complete the review of Tamworth Development Control Plan and Tamworth Local Environmental Plan	●
H.0302.02	Complete the development of an Aboriginal Cultural Heritage Study and implement relevant recommendations in the Tamworth Local Environmental Plan	●

MARA NGALI PARTNERSHIP AGREEMENT

In a landmark move toward Closing the Gap locally, Council has partnered with Tamworth Aboriginal Community Controlled Organisations (TACCO) as part of a shared commitment to creating stronger outcomes and championing place-based solutions for Aboriginal and Torres Strait Islander community members.

The Mara Ngali Agreement will use consultation from the Indigenous community to shape Council's Closing the Gap Implementation Plan, which will then be delivered in collaboration with TACCO.

In Gomeroi language, Mara Ngali symbolises the two hands of the same body, representing unity, partnership, and shared purpose. Just as hands work together, the partnership reflects a shared commitment to building a stronger, more equitable future with real, lasting outcomes.

On Friday 9 May, the momentous occasion was celebrated with a signing ceremony held at the Tamworth Regional Botanic Gardens and was attended by local and state representatives, community members and staff of each organisation.



A STRONG AND VIBRANT IDENTITY



2024/25 ACTION SUMMARY OF PERFORMANCE



ACHIEVED **6**

MONITOR **0**

ON TRACK **2**

DISCONTINUED **0**

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	384	2,443		(2,059)
ACTUAL	6,158	2,226		3,932

Develop and evolve our story to expand Tamworth's identity through all our communications strategies and plans

S.0101.01	Ensure Economic Development campaigns are clearly aligned to market segments	●
S.0101.02	Align and promote new narrative in all marketing campaigns	●
S.0101.03	Manage good branding principles through the branding guidelines	●
S.0101.05	Provide inclusive opportunities through engagement processes for the community to get actively involved in decision-making	●
S.0101.06	Implement a Communications Strategy to facilitate the exchange of information between the community and Council	●

Market Tamworth beyond the region through our Economic and Tourism strategies

S.0201.01	Ensure marketing plans differentiate between the tourism and economic sectors as guided by the strategies.	●
S.0201.02	Review, develop and implement annual marketing plans	●

Show who we are when people arrive by land or air to our towns and region

S.0301.01	Manage the Regional Entrance Strategy	●
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2024/25 HIGHLIGHT

NEW LOOK FOR OUR REGION'S ENTRY SIGNS

As part of the Entrance Strategy adopted in 2023 and based on community feedback, the entrance signs were designed with artworks to showcase key themes for each location across the region.

The Tamworth entrance signs feature an artwork created by Gomeroi artist Tess Reading containing shapes representing the communities that form our region such as Tamworth, Manilla, Barraba, Nundle and everything in between.

Some of the other elements included in sign artworks are the Regent Honeyeater on the Barraba sign, a platypus by the river on the Bendemeer sign, the night sky on the Kootingal sign (Kootingal is an Aboriginal word for star), fishing on the weir for the Manilla sign, the picturesque Moonbi ranges for the Moonbi sign and gold panning/fossicking on the Nundle sign.

This project was fully funded through the Australian Government's Local Roads and Community Infrastructure Program with the signs manufactured locally.



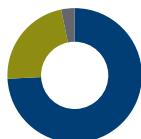
Installed: Tier 1 (Tamworth) and Tier 2 (Barraba, Bendemeer, Kootingal, Manilla, Moonbi, Nundle)



OPEN AND COLLABORATIVE LEADERSHIP



2024/25 ACTION SUMMARY OF PERFORMANCE



Achieved **23**

Monitor **0**

On Track **7**

Discontinued **1**

FOCUS AREA FINANCIAL PERFORMANCE

	\$'000	Income	Expenses	Operating Result
BUDGET	1,793	9,808	(8,015)	
ACTUAL	2,023	11,624	(9,601)	

Ensure Council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws

T.0101.01	Manage access to information and privacy processes	●
T.0101.02	Manage Council's Model Code of Meeting Practice and Model Code of Conduct	●
T.0101.03	Provide Council's Ordinary Council Meeting business papers to the public at least 3 days prior to the scheduled meeting date	●
T.0101.04	Review the General Policy Register annually	●
T.0101.05	Review the Operational Policy register annually	●
T.0101.06	Provide independent and objective internal audit function that adds value and improves Council's operations	●
T.0101.07	Ensure compliance with the mandatory Internal Audit Guidelines issued by the Office of Local Government	●
T.0101.08	Complete the Internal Audit program	●
T.0101.09	Facilitate and provide advice and support to the Audit, Risk and Improvement Committee and Council on governance, process, procedures and the implementation of audit recommendations	●
T.0101.10	Manage risk to our community, workforce and partners	●
T.0101.12	Provide a legal service and support for management and business units	●
T.0101.13	Manage insurance services for Council including processing of insurance claims	●

Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations

T.0102.01	Utilise the Integrated Planning and Reporting Framework to guide our community's long-term vision for the region	●
T.0102.02	Coordinate strategies and plans are aligned with our community's priorities	●
T.0102.03	Undertake Council's Service Delivery Reviews	●
T.0102.04	Develop and implement Business Unit business plans	●
T.0102.05	Continue to improve our asset management processes to align with and support Long Term Financial Planning	●
T.0102.06	Incorporate Sustainability and SDG's within Council's decision-making process	●

Ensure long term financial sustainability through short-, medium- and long-term financial planning

T.0201.01	Manage Council's income and expenditure in-line with Treasury guidelines	●
T.0201.02	Review and update the Long-Term Financial Plan Annually	●
T.0201.03	Develop a streamlined procurement procedure	●
T.0201.05	Meet the conditions outlined in the IPART Special Variation instrument	●
T.0201.06	Report on the containment measures identified as part of Special Variation application	●

Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management

T.0202.01	Manage Council's plant and fleet	●
T.0202.02	Manage Council buildings	●

Develop and implement a Communications Strategy to help build trust and transparency between our community and Council

T.0301.01	Communicate to the Community via channels identified in Communications Strategy	●
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Attract and retain a high performing and engaged workforce

T.0401.01 Develop a framework that addresses recruitment, retention, development, leadership and culture

Plan for our future workforce

T.0402.01 Develop a Strategic Workforce Plan in consultation with leaders and employees to ensure our workforce is sustainable

T.0402.02 Ensure Council complies with the Child Safe Scheme and the Child Safe Standards are embedded across Council's operations

Develop and manage relationships with all levels of government and stakeholders

T.0501.01 Continue to develop and manage relationships with all levels of government and stakeholders

T.0501.02 Participate in all relevant regional, state and federal bodies that benefit and promote TRC and its interests

2024/25 HIGHLIGHTS

NEW CORPORATE BRANDING

Tamworth Regional Council with the support of the Tamworth Local Aboriginal Lands Council has unveiled an Aboriginal artwork element which will feature in its corporate branding.

Gomeri artist Tess Reading's submission to Council was rolled out in 2025 across a range of assets to better reflect the significant role that Aboriginal people have played and continue to play in our community.

In 2022 Council received community feedback in its Communications Strategy consultation for better inclusivity and respect in its communications, and the inclusion of the Aboriginal artistic element into the corporate brand is an action from that strategy.



LOCAL GOVERNMENT AWARD FINALISTS

Tamworth Regional Council was recognised as a finalist in three categories in the 2025 NSW Local Government Excellence Awards.

The newly rolled out Aboriginal Branding Project was among 10 finalists in the First Nations Community Partnership category, highlighting our commitment to meaningful engagement with First Nations communities.

Karlee Cole, who was named a finalist in the Emerging Leader category for her outstanding contributions to Council communications and community engagement.

In the Community Development category for a Population Under 150,000, Tamworth Regional Council's Child Safety framework was named a finalist, recognised for its comprehensive approach to creating safer environments for children.

COUNCILLOR CATCHUP

Council has continued to host its Councillor Catchup events where community members are invited to attend an informal chat and share their ideas, issues or concerns.

The catch-ups take place in towns and villages within the Tamworth region including Nundle, Kootingal, Manilla, and Barraba giving everyone in the community an opportunity to chat with their elected representatives.



NEW COUNCIL CHAMBER

To address space and technology limitations, Council established a new Council Chamber within the Lands Building, with its first meeting held in April 2025.

The new chamber allows for increased public attendance and improved technology for streaming of Council meetings.

OUR ASSETS

Council has an asset portfolio that includes equestrian, aviation, building, bridge, cultural, entertainment venue, flood mitigation, footpath, park, recreational, road, sporting, stormwater drainage, technology, waste, wastewater, and water assets.

These assets have a total replacement cost of \$3.5B. Council assets are tabled below along with their service description and current replacement value (*values as at March 2025*).

Asset	Service Description	Value \$
AELEC	Provide equine and livestock events in a state-of-the-art facility.	105,912,672
Airport	Provide a critical transport network for air travel that provides the region with the opportunity to experience growth and prosperity through enhanced connectivity.	105,704,792
Buildings	Provide and operate buildings and facilities for specialised or general purposes for the benefit of Council functions, economic purposes and/or community needs. Provide a fleet depot network to enable Council to function in an efficient and effective manner. Provide public toilets, showers, change rooms and clubhouses to the community and tourists/visitors.	112,988,440
Cultural Collections	Provide access to a visual arts and cultural resource that inspires, enriches and informs the community; enhances experiences through the visual arts; and is a model in the delivery of cultural services to the community.	13,774,935
Entertainment Venues	Provide spaces for performing arts, conferences and community needs.	31,297,033
IFTT (Flight College)	Provide a flight training facility.	53,200,582
Information Technology	Provide computers, storage, network and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data to support Council needs.	5,647,832
Plant & Fleet	Purchase and maintain vehicles, plant and equipment to meet Council business needs and enable work capacity.	48,358,391
Sports & Recreation - Aquatics	Provide a safe and healthy environment to swim in.	26,955,945
Sports & Recreation – NICSE	Provide the community with a modern well-equipped sports facility suitable for a wide range of different sports and activities.	39,466,181
Sports & Recreation – Parks	Maintain and develop appealing and safe spaces for public use and recreation.	105,390,171
Stormwater Drainage & Flood Mitigation	Collect and discharge urban surface and building water drainage from road and residential areas. Provide protection from localised flooding.	387,536,152
Transport Infrastructure	Enable movement of people, freight and equipment throughout and beyond the Council area in a safe and efficient manner, supporting industry, commerce and tourism.	1,306,672,222
Waste Facilities	Collect, process and dispose of municipal domestic and commercial waste in accordance with environmental and legislative requirements.	54,872,361
Wastewater	Provide essential public sanitation services of collecting and treating effluent so it is suitable for discharge.	501,551,193
Water	Obtain, treat and distribute safe, potable drinking water for human use and consumption. Provide raw water for identified industrial or community purposes.	595,055,282

OUR SERVICES COMPARATIVE DATA

Our organisation trends data to monitor and improve performance over time. This allows Council to plan for future growth and analyse trends in service delivery, financial performance and community satisfaction.

The main purpose for trending data is to identify patterns, understand impacts and make informed decisions to plan for growth, improve services and better meet the community needs.

Indicator  Maintain  Increase  Decrease 

Creative Communities & Experiences

Australian Equine and Livestock Events Centre (AELEC)

	2023/2024	2024/2025	2025/26 TARGET		2023/2024	2024/2025	2025/26 TARGET	
AELEC Local events held	7	8	indicator		AELEC Educational/training/clinic days	49	56	indicator
AELEC State events held	17	18	indicator		AELEC - utilisation	85%	92%	maintain 85%
AELEC National events held	21	24	indicator		AELEC - ticketed events	4	6	increase

Entertainment Venues

	2023/2024	2024/2025	2025/26 TARGET		2023/2024	2024/2025	2025/26 TARGET T	
TRECC Utilisation	62%	55%	65%		Entertainment Customer Satisfaction	80%	80%	maintain
Capitol Theatre Utilisation	85%	68%	maintain 85%		Capital, TRECC and Town Hall entertainment venues - total attendees	92,396	104,150	indicator
Town Hall Utilisation	56%	64%	60%					

Museums & Gallery

	2023/2024	2024/2025	2025/26 TARGET		2023/2024	2024/2025	2025/26 TARGET	
Gallery attendance	38,228	50,316	increase		Museum attendance	13,930	14,093	increase

Visitor Economy

	2023/2024	2024/2025	2025/26 TARGET		2023/2024	2024/2025	2025/26 TARGET	
Numbers to Tamworth Wax and Guitar Museum	13,000	Available Dec 25	increase		Number of live profiles listed on Australian Tourism Data Warehouse	243	Available Dec 25	increase
Domestic overnight visitors' length of stay	2.7 days	Available Dec 25	increase		Numbers to Tamworth Wax and Guitar Museum	13,000	Available Dec 25	increase
International visitor numbers	10,000	Available Dec 25	increase		Domestic overnight visitors' length of stay (days)	2.7	Available Dec 25	increase
Domestic day visitors (per year)	1,000,000	Available Dec 25	increase					

Communications & Engagement

	2023/2024	2024/2025	2025/26 TARGET		2023/2024	2024/2025	2025/26 TARGET	
Tamworth Region Website reach	350,000	421,520	increase		Face to face reach event	not recorded	21	2 per month (24)
TCMF Website reach	600,000	614,110	increase		Have Your Say Platform visits	50,000	64,720	increase
TCMF Facebook	4,000,000	8,052,629	increase		Your Council News - email distribution	2,200	2,337	increase
TCMF Instagram	270,000	1,824,485	increase		TRC Facebook	2,400,000	3,411,800	increase
Tamworth Region Facebook	700,000	3,299,293	increase		TRC Website reach	1,000,000	1,598,979	increase
Tamworth Region Instagram	380,000	692,465	increase		TRC Instagram	500,000	707,400	increase

Liveable Communities

Animal Welfare

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Animals arriving at the Companion Animal Centre								
Dogs seized	27	24	indicator		Cats seized	0	0	indicator 
Dogs abandoned/stray/ feral	393	388	indicator		Cats abandoned/ stray/ feral	201	343	indicator 
Dogs surrendered by owner	19	42	indicator		Cats surrendered by owner	5	21	indicator 
Dogs and Cats								
Reclaimed by Owner	180	197	indicator		Died at CAC due to illness/ Injury	0	3	indicator 
Sold from CAC	16	4	indicator		Total Euthanised	87	92	indicator 
Secured with a Rescue	248	143	indicator					
Paws for Life								
Dogs entering the facility	148	166	indicator		Dogs euthanised due to illness or behaviour	6	5	indicator 
Dogs Adopted	126	158	indicator					

Learning Communities

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Library Volunteers (CNRL)	22	26+	increase		Barraba Library Visits	4,177	3,663	increase 
Tamworth Libraries combined - Programs held	1,096	1,012	increase		Barraba Library Membership	1,517	1,530	increase 
Tamworth Libraries combined - Program attendees	19,840	16,640	increase		Kootingal Library visits	2,423	4,179	increase 
Tamworth Library visits	72,282	71,966	increase		Kootingal Library Membership	1850	1,913	increase 
Tamworth Library membership	39,068	40,317	increase		Kootingal Library Loans	6444	6,842	increase 
Tamworth Library loans	131,924	129,294	increase		Manilla Library memberships	2,575	2,599	increase 
South Tamworth Library visits	21,276	21,541	increase		Manilla Library loans	6,171	5,031	increase 
South Tamworth Library Membership	7,515	7,612	increase		Library Digital Loans (CNRL)	21.5%	22.56%	increase 
South Tamworth Library loans	31,121	28,876	increase					

Planning and Development

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Number DA's approved	311	369	indicator		Average Processing Time	82 days	131 days	115 days 
Total Estimated Cost	\$223.7M	\$379.3M	indicator		Fast Track Development Applications Average days (gross)	Not recorded	4 days	21 days 

Volunteers

	2023/ 2024	2024/ 2025	2025/26 TARGET
Registered volunteers	703	706	increase 

Community Wellbeing

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Parking complaints received (LGA)	183	202	indicator		Noxious weeds calls received	55	99	indicator 
Parking enforcement - infringements issued	1,907	1,943	indicator		Overgrown properties reports received	172	265	indicator 
Registered food premises inspected	290	294	indicator		OOSH attendance rate	63%	72.5%	65% 

Water & Waste

Laboratory

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Laboratory - increase external client base	15%	15.3%	increase		Laboratory - increase number of in-house accredited methods to reduce reliance on subcontractors	42	42	increase 

Waste & Resource Recovery

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
red lidded bin pick ups	1,232,438	1,234,775	indicator 		Recycling diverted from kerbside collections - (Recycling + Organics) / Total collected tonnes (including Refuse)	33.3%	34.82%	Increase 
yellow lidded bin pick ups	521,156	509,719	indicator 		Recycling diverted from transfer stations - Recycling / Total volume received	34.8%	34.94%	increase 
green lidded bin pick ups	244,938	254,895	indicator 					

Regional Services

Sport & Recreation

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Tree planting (Seasonal – excl summer)	1,162	1,000	1000 		Airport – Passengers annual – Commercial flights	175,339	160,486	increase 
Open spaces using non-potable water supplies	25%	25%	increase					

Office of the General Manager

Financial Services

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Water notices	83,353	91,906	indicator 		Rates and Annual Charges outstanding	\$7,389,000	\$6,867,000	decrease 
Total Rateable properties	29,226	29,548	indicator 		Rates notices	28,084	28,503	indicator 

People & Culture

	2023/ 2024	2024/ 2025	2025/26 TARGET		2023/ 2024	2024/ 2025	2025/26 TARGET	
Employees								
permanent full-time basis	537	528	indicator 		permanent part-time basis	45	35	indicator 
casual basis	15	29	indicator 		directly employed by the Council on a fixed-term contract	35	50	indicator 
Number of persons employed by the Council who are 'senior staff'	4	7	indicator 		Number of persons supplied to the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	19	26	indicator 
Number of persons engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	93	129	indicator 					

Economic Development

	2023/ 2024	2024/ 2025	2025/26 TARGET
Business Growth- Number of businesses	5,986	6,138	increase 

SECTION TWO

STATUTORY INFORMATION

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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

2024/25 INCOME STATEMENT	Water	Sewerage	Airport	Pilot Training Facility	Waste
	\$,000	\$,000	\$,000	\$,000	\$,000
Total income from Continuing Operations	29,390	31,278	5,825	2,554	21,732
Total Expenses from Continuing Operations	35,838	21,453	7,340	3,829	21,799
Surplus (Deficit) from Continuing Operations before Capital Amounts	(6,448)	9,825	(1,515)	(1,275)	(67)
Grants and Contributions provided for capital purposes	34,685	3,675	12	-	(100)
Corporate Taxation Equivalent	-	(2,456)	-	-	-
Surplus (Deficit) after Tax	(28,237)	11,044	(1,503)	(1,275)	(167)
Opening Retained Profits	190,105	241,109	21,338	(10,288)	28,114
Prior Period Adjustments	-	-	-	-	-
Revaluation of Intangible Assets	-	-	-	-	-
AASB15/AASB1058 Adjustment	-	-	-	-	-
NCP Tax Equivalents retained	512	791	282	-	84
Debt Guarantee Fee retained	98	97	9	40	-
Corporate Tax Equivalent retained	-	2,456	-	-	-
Dividends Paid and Dividends Payable	(74)	(69)	-	-	-
Closing Retained Profits	218,878	255,428	20,126	(11,523)	28,031
Rate of Return on Capital	(1.40%)	3.20%	(1.70%)	0.00%	1.90%
Notional Subsidy from Council	22,138	3,296	4,924	-	939

2024/25 BALANCE SHEET	Water	Sewerage	Airport	Pilot Training Facility	Waste
	\$,000	\$,000	\$,000	\$,000	\$,000
Current Assets	41,547	99,688	3,207	625	23,838
Non-Current Assets	400,399	359,907	86,372	13,505	44,897
Total Assets	441,946	459,595	89,579	14,130	68,735
Current Liabilities	2,728	4,524	235	8,330	2,171
Non-Current Liabilities	16,839	14,282	1,477	17,323	19,989
Total Liabilities	19,567	18,806	1,712	25,653	22,160
Net Assets	422,379	440,789	87,867	(11,523)	46,575
Retained Earnings	218,878	255,429	20,126	(11,523)	28,031
Asset Revaluation Reserve	203,501	185,360	67,741	-	18,544
Total Equity	422,379	440,789	87,867	(11,523)	46,575

COMPANIES CONTROLLED BY COUNCIL

Council held no controlling interest in any company for the 12 months period ending 30 June 2025.

REVIEW OF SERVICES

Council will commence the implementation of the Business Improvement Review from July 2025. The review schedule is identified in the 2025-2029 Delivery Program, adopted by Council on 30 June 2025.



FINANCIAL PERFORMANCE INDICATORS

CONSOLIDATED FUND	Indicators	Industry Standard	2022/23	2023/24	2024/25
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	0.99%	(0.90%)	(2.07%)
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	2.12x	2.05x	1.88x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	3.33x	3.36x	3.34x
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%	62.41%	70.81%	61.80%
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%	101.68%	74.59%	139.22%
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%	7.00%	8.59%	7.33%

GENERAL FUND	Indicators	Industry Standard	2022/23	2023/24	2024/25
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	(1.38%)	(7.72%)	(11.56%)
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	2.12x	2.05x	1.88x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	4.03x	2.08x	1.79x

WATER FUND	Indicators	Industry Standard	2022/23	2023/24	2024/25
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	(17.65%)	(4.52%)	0.27%
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	7.82x	13.73x	15.23x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	1.23x	8.57x	10.87x

SEWER FUND	Indicators	Industry Standard	2022/23	2023/24	2024/25
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	27.10%	31.15%	35.17%
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	16.23x	17.96x	22.04x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	3.24x	11.36x	14.14x

SPECIAL VARIATION

The 2024/25 financial year was year one of the implementation of a two-year annual increase in general income of a special variation for Tamworth Regional Council. Tamworth Regional Council is authorised to do this as per the Instrument granted under Section 508A of the Local Government Act 1993.

The percentage by which Tamworth Regional Council may increase its general income for the period Year 2024/25 to Year 2025/26 is 36.3% which consists of annual increases shown in the table below.

Table 1 – General Income % increase

Year	Annual Increase in General Income	Cumulative Increase in General Income
2024/25	18.5%	18.5%
2025/26	15.0%	36.3%

The financial year ending June 30, 2025 saw year one of the Special Variation implementation generating an additional \$5,827,496 in General Income. Table 2 outlines how these funds were spent, the budgeted amount and any variance.

Table 2 – 2024/25 Special Variation Funds Spent

	2024/25	SV Application		Cumulative
		Actual	Forecast	
Additional income raised 18.5% increase	\$5,827,496	\$5,812,743	\$14,753	\$5,827,496
Expended upon:				
Asset Management funding gap	\$1,599,733	\$1,590,743	\$8,990	\$1,599,733
Additional voluntary pension rebate	\$227,763	\$222,000	\$5,763	\$227,763
Operational Roads Maintenance	\$3,429,046	\$4,000,000	*(-\$570,954)	\$3,429,046

* The Tamworth Region had a series of natural disasters during the 2022/23 year. To assist with repairs the State Government provided \$3 million in road funding (equivalent to approximately 20% of Council's annual routine roads maintenance budget). Council fully acquitted these funds in 2024/25 in advance of the required grant deadline. This additional grant funding resulted in a \$570,954 underspend of Council's allocated \$4 million Special Variation maintenance funding due to resource availability. It is anticipated that the \$570,954 will be fully spent in 2025/26 in addition to other scheduled road works.

SPECIAL VARIATION LONG TERM FINANCIAL PLAN PROJECTIONS AND ACTUAL RESULTS COMPARISON

Table 3: Comparison to Table B1 – Long Term Financial Plan Summary of the IPART final report issued, May 2024 (page 56)

	2024/25 Projections	2024/25 Actual	Variance
Total Revenue	\$149,224	\$178,502	(\$29,278)
Total Expenses	\$126,560	\$150,712	(\$24,152)
Operating Result from Continuing Operations	\$22,664	\$27,790	(\$5,126)
Net operating result before capital grants and contributions	(\$65)	(\$16,104)	(\$16,039)

Total revenue actual result compared favourably to the 24/25 projection with a \$29.2M positive increase. A significant contributor to this positive variation was increased capital grants and contributions which were \$21.1M higher than forecasted. Investment income was up by \$1.4M whilst there was also an increase in income from work on state roads.

Offsetting this increase was an increase in expenditure of \$24.1M which was due to an incorrect classification of works which in the projection were classified as capital however they were in fact operational in accordance with the Australian Accounting Standards. Increased works for Transport for NSW also contributed to an increase in total expenses, remembering that this expenditure increase was offset by additional income.

SPECIAL VARIATION

CRITERION 5 – PRODUCTIVITY AND COST CONTAINMENT

Tamworth Regional Council acknowledges that approval of the 2024–25 Special Variation (SV) was based on a demonstrated commitment to productivity improvement and cost containment. Council remains committed to delivering on these commitments through evidence-based monitoring and transparent reporting.

Since approval, Council has progressed a structured Benefits Realisation and Productivity Tracking Program designed to record, verify, and report on financial and operational efficiencies.

Tracking tools are in production to support organisation-wide productivity reporting and initiative-level tracking. The discovery phase has been completed in 2024/25 to standardise benefit identification, ownership, and measurement across project planning and business improvement activities.

In total, benefits are falling under three categories:

- **Strategic** (i.e. data driven decision making, seamless and connected service delivery, customer and community satisfaction),
- **Financial** (i.e. cost optimisation, revenue growth) and / or
- **Operational** (i.e. operational efficiency, organisational performance).

During the discovery phase, it has been confirmed that Council can advance 44 of the 55 initiatives that were explored in 2023/24. This is in addition to the 125+ benefits that are expected to be generated from the implementation of the Technology Blueprint strategy. Many challenges have been identified during this phase that may hinder the delivery of those initiatives and / or the timeliness of realising their benefits. Examples of those hurdles are: governance and resourcing (including grants), legacy systems and processes and poor visibility and understanding.

Starting with the technology initiatives that will deliver cost and efficiency gain, there was little progress for the year 2024/25 and financial savings from sunsetting of technology applications were not achieved. Many old systems and applications remain active. The decommissioning program did not occur as originally planned, due to delays in rolling

out some initiatives, namely Microsoft 365. As Council addresses gaps in the program delivery and uplift program capabilities, the rollout program is now back on track and the expected savings from future sunsetting and associated efficiencies will start to materialise in 2026/27 onwards.

Other productivity and cost containment initiatives are progressing in varying degrees. The following are either in the planning and validation stage or the first year of implementation:

- **Implementation of solar power at TRECC and air-conditioning improvements in community buildings** – to be delivered over 18 months, depending on timing of grants, expected benefits are strategic (customer satisfaction), financial (reduction in utility cost) and operational (decrease carbon footprint)
- **Increase water re-use at AELEC** – to be delivered over 3 years, expected to generate cost savings on water bills and reduce the environmental impact of water use.
- **Increase of Council fees and charges** – review of fees and charges in varies areas will occur as part of 2026/27 budget review and continue annually thereafter, expected to increase revenue, reduce subsidies and provide sustainable funding for quality services to community.
- **Review of development contribution scheme** – review commenced and expected to be completed in 12 months to enhance cost recovery and improve service delivery
- **Energy consumption reduction and Internal resource recovery process at the waste facilities** – to be delivered over 3 – 7 years, expected to generate cost savings, reduce the environmental impact of waste operations and generate extra revenue.
- **Establish and manage a continuous improvement program with a service focus** – to be delivered over 3 – 7 years, expected to generate cost savings, reduce the environmental impact of waste operations and generate extra revenue
- **Open space reinvestment through sale of unused land and assets** – desktop analysis complete; an RFQ has been issued to inform an Activation Plan scheduled for completion by June 2026. Program delivery expected to take 3 – 5 years.

GOVERNANCE

COUNCILLOR CONDUCT

Councillors are elected by the residents and ratepayers to act in the best interests of the community.

To guide the conduct of elected members, Council has an adopted Code of Conduct which articulates expected standards of conduct and behaviour, accountability and responsibilities to ensure public confidence in Council is maintained.

The community expects the business of Council to be conducted with efficiency, transparency and impartiality. The Code also outlines the dispute resolution procedure. To mitigate any personal or private interests that may compromise the conduct and decisions of a Councillor, the declaration of conflicts of interest is a standing agenda item for all Council and committee meetings. Councillors must step aside from any decision-making process or the exercise of a public duty, should they have relevant interests.

COUNCILLOR ALLOWANCES

The Mayor and Councillors are paid an annual fee within the guidelines set by the Local Government Remuneration Tribunal. All Councillors are paid for expenses incurred in discharging their functions and responsibilities to the Tamworth Regional community.

The Mayor's Remuneration for 2024/2025 was \$60,821.09 plus a Councillor Fee of \$27,050.00. The Councillors' Remuneration for 2024/2025 was \$27,050.00 for each of the eight Councillors.

Payments were made in accordance with Councils Policy for the Payment of Expenses and Provision of Facilities for Councillors adopted on 27 September 2016 and reviewed yearly as part of the General Policy Review.

EXPENSES	\$
Provision of dedicated office equipment allocated to Councillors.	299.21
Telephone calls made by Councillors.	14,955.00
Attendance of Councillors at conferences and seminars	21,931.31
Training of Councillors and provision of skill development.	12,492.22
Interstate visits by Councillors including transport, accommodation and other out of pocket travelling expenses.	3,639.54
Overseas visits by Councillors including transport, accommodation and other out of pocket travelling expenses.	13,495.61
Expenses of any spouse, partner or other person who accompanied a Councillor.	0.00
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	0.00
Total amount of money expended on the provision of Councillor facilities and the payment of Councillor expenses.	66,812.89

TRAINING AND PROFESSIONAL DEVELOPMENT

TRAINING	ATTENDEES	TRAINING	ATTENDEES		
Councillor Induction Tamworth, NSW 21 - 22 October, 2024	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham Cr Marc Sutherland	Cr Stephen Mears Cr Ryan Brooke Cr Charles Impey Cr Brendon North	New England North West Regional Leadership Summit Tamworth NSW 8-9 April, 2025	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham Cr Marc Sutherland	Cr Ryan Brooke Cr Charles Impey Cr Brendon North
Media Training for Councillors Tamworth, NSW 4 November, 2024	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham	Cr Marc Sutherland Cr Ryan Brooke Cr Charles Impey	Respect at Work Tamworth, NSW 29 April, 2025	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham Cr Marc Sutherland	Cr Mark Rodda Cr Ryan Brooke Cr Charles Impey Cr Brendon North
Councillor and Executive Training Tamworth, NSW 31 November – 1 December, 2024	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham Cr Marc Sutherland Cr Mark Rodda	Cr Stephen Mears Cr Ryan Brooke Cr Charles Impey Cr Brendon North	TRC Values Tamworth, NSW 29 April, 2025	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham Cr Marc Sutherland	Cr Mark Rodda Cr Ryan Brooke Cr Charles Impey Cr Brendon North
LGNSW Conference Tamworth, NSW 18 - 19 November, 2024	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd Cr Matt Sharpham	Cr Ryan Brooke Cr Charles Impey Cr Brendon North	National General Assembly Canberra, ACT 24 – 27 June, 2025	Mayor, Cr Russell Webb Deputy Mayor, Cr Jeff Budd	Cr Ryan Brooke Cr Brendon North

SPECIAL COMMITTEES OF COUNCIL

Councils can delegate some of their decision-making powers to special committees of Council. Members of special committees can consist of people who are Councillors, Council staff, other people, or any combination of these.

Council retains control over who can be a member and what the committee is empowered to do. Delegations are made at a formal Council meeting and specify what the committee is empowered to do.

When a Council delegates to a special committee, it allows the committee to exercise the power to make certain decisions 'as the Council'. This is why the Local Government Act subjects' special committees to the same statutory procedures and conduct as the Council. Members of special committees are required to comply with conflict of interest and confidentiality provisions in the same way that Councillors do.

A special committee's decision-making power is limited only to those matters covered in the formal delegation document. If a special committee determines matters that are not contained in the delegation, they cannot be given effect until separately decided by Council.

WHY HAVE SPECIAL COMMITTEES?

Special committees can assist a Council by spreading a council's workload. Councils may delegate to a special committee to deal effectively with routine or more minor decisions that would otherwise take up valuable time in a Council Meeting.

For example, some Councils have 'standing committees' of Councillors who make these decisions in assigned portfolio areas. Oversight of 'one-off' events and short-term projects can also be given to a special committee in order to spread a Council's workload.

Often knowledge and interest in a particular Council activity lies with people at a local level. They can be delegated by Council to act as a special committee for that function. An example of this is the delegated management of Council-owned facilities such as halls and recreation reserves. These committees might consist of a Councillor, user-representatives and interested community members. Occasionally, a Council delegates some of its powers to a special committee with particular expertise on a particular subject.

ADVISORY COMMITTEES

Advisory committees provide particular expertise to help the Council make its decisions, or help engage community resources and opinion. They don't have any formal, delegated powers to act in place of the Council. Their decisions or recommendations have no legal standing unless they are adopted by the Council at a formal meeting.

An advisory committee often still operates under a 'Terms of Reference' document, in which the Council sets out the committee's purpose and how it will function. As with special committees, the Council retains control over the membership and purpose of the committee.

Short-term advisory committees (sometimes called 'working groups' or 'ad hoc groups') may be created for a particular purpose and disbanded when that purpose is achieved. A Council is not bound to accept a recommendation of an advisory committee.

SUMMARY OF COUNCIL COMMITTEES

INTERNAL BOARDS, COMMITTEES, WORKING GROUPS AND ORGANISATIONS	COUNCIL WORKING GROUPS
Arts North West	Audit, Risk and Improvement Committee
AviSkills	Australian Country Music Hall of Fame Working Group
Bush Fire Management Committee	Disability Access Working Group Plant Committee
Central Northern Regional Library	Plant Committee
Club Grants Committee	Sports Working Group
Country Mayors Association	Tamworth City Centre Working Group
Namoi Councils	Tamworth Region Arts Advisory Committee
New South Wales Public Libraries Association	Tamworth Region Inclusive Culture Advisory Committee
Northern Region Planning Panel	Tamworth Regional Aviation Strategic Development Steering Group
North West Regional Weed Committee	Tamworth Regional Council Heritage Working Group
Regional Cities NSW	Tamworth Regional Crime Prevention Working Group
Regional Capitals Australia	Tamworth Regional Youth Council
Tamworth Aboriginal Community Consultative Committee	Tamworth University Strategic Working Group
Tamworth Cardiovascular Health Working Group	Urban Street Tree Management Plan Advisory Group
Tamworth Health Committee	
Tamworth Regional Conservatorium of Music	
Tamworth Regional Local Emergency Management Committee (LEMC)	
Tamworth Regional State Emergency Service Administrative Committee	
COUNCIL SPECIAL PURPOSE COMMITTEES	
	Annual Donations Program
	General Manager's Performance Review Panel
	Tamworth Regional Floodplain Management Committee
	Tamworth Regional Local Traffic Committee
	Tamworth Regional Rural Fire Service Liaison Committee

STATEMENT OF ALL EXTERNAL BODIES THAT EXERCISED FUNCTIONS DELEGATED BY COUNCIL

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.
Tamworth Regional State Emergency Service Administrative Committee	To oversee the delivery of the State Emergency Service within TRC and the discharge of Council's obligations under the State Emergency Service Act 1989.

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

NAME	FUNCTION
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 Councils. Gloucester Shire 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.
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.

NAME	FUNCTION
Northern Region Joint Regional Planning Panel	<p>The functions of the Joint Regional Planning Panels (JRPPs) are to:</p> <ol style="list-style-type: none"> 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. <p>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</p>
Northwest Regional Community Care Advisory Committee	<p>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 carer's. It is a service that looks after people with high and complex needs.</p> <p>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.</p>
North West Regional Weed Committee	<p>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.</p> <p>The NWRWC is a local community advisory group under the provisions of Section 33 of the Local Land Services Act 2013.</p> <p>The NWRWC is established to:</p> <ul style="list-style-type: none"> ▪ support implementation of the weed's components and underlining principles of the NSW Biosecurity Strategy, NSW Biosecurity Act and the NSW Invasive Species Plan 2015-2022; ▪ provide advice to the Board regarding delivery weed functions for the Local Land Services consistent with the Local Strategic Plan; ▪ to develop innovative and effective regional weed management strategic plans that consider risks, include all land tenure, and major stakeholders in the landscape; and ▪ 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.
Regional Arts NSW	<p>To champion, develop and support the creative arts and cultural sector through the network of 14 Regional Arts Development Organisations in NSW.</p>
Regional Cities NSW	<p>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.</p>

NAME	FUNCTION
Regional Galleries Association of New South Wales	<p>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.</p>
Tamworth Aboriginal Community Consultative Committee	<ol style="list-style-type: none"> 1. 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). 2. To promote the status of Aboriginal people in the Tamworth Regional Council Local Government Area.
Tamworth and District Liquor Accord	<p>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:</p> <ul style="list-style-type: none"> ▪ 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. <p>Underpinning these principles is industry best practice responsible licensees are committed to undertake.</p>
Tamworth Cardiovascular Health Working Group	<p>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.</p>
Tamworth Health Committee	<p>Considers issues relating to Tamworth Hospital and Tamworth Community Health.</p> <p>The Local Health Advisory Committee:</p> <ul style="list-style-type: none"> • 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	<p>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.</p>
Tamworth Regional Local Emergency Management Committee (LEMC)	<p>A Local Emergency Management Committee (LEMC) is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Local Government area for which it is constituted and in the exercise of its functions, any such Committee is responsible to the relevant District Emergency Management Committee. Council's Local Emergency Management Officer is presently the Chair of the Committee and represents the Tamworth LEMC at District Emergency Management Committee Meetings.</p>

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.

DEBT RECOVERY	STATUS	COST TO COUNCIL \$
Debt Recovery costs, recoverable as part of the debt (rates, water and sundry debtors)	Ongoing	421,024.55
ENVIRONMENT/PLANNING		
Land and Environment Court Matter	Ongoing	Confidential
Land and Environment Court Matter	Ongoing	Confidential
Land and Environment Court Matter	Ongoing	Confidential
Planning Matter	Finalised	Confidential
Planning Matter	Finalised	Confidential
Planning Matter	Finalised	Confidential
Land and Environment Court Matter	Finalised	Confidential
INSURANCE CLAIMS		
Injury on Council Land	Ongoing	Confidential
Injury on Council Land	Ongoing	Confidential
Injury on Council Land	Finalised	Confidential

OVERSEAS TRAVEL

DELEGATE	DATE FROM	DATE TO	OVERSEAS DESTINATION	PURPOSE
General Manager, Paul Bennett	16/09/2024	27/09/2024	Pittsburgh, USA	International City Managers Association Conference
General Manager, Paul Bennett	15/03/2025	23/05/2025	London	Statewide Mutual - London Delegation
General Manager, Paul Bennett	28/05/2025	1/06/2025	Gore, NZ	Sister City Protocol Visit
Mayor, Russell Webb	28/05/2025	1/06/2025	Gore, NZ	Sister City Protocol Visit
Cr, Matt Sharpham	28/05/2025	1/06/2025	Gore, NZ	Sister City Protocol Visit
Director, Peter Ross	5/06/2025	8/06/2025	Nashville, USA	Sister City Protocol Visit
Mayor, Russell Webb	5/06/2025	8/06/2025	Nashville, USA	Sister City Protocol Visit

RATES AND CHARGES WRITTEN OFF 2024/25

Rate or Charge	Postponed Rates Written off after 5 yrs	Conservation Agreements	Pensioner Rebates	Small Balance Write Offs	Total
	\$	\$	\$	\$	\$
General Rates	78,456	59,157	1,070,526	-	1,208,139
Water Service Availability Charge	-	-	347,156	-	347,156
Water Consumption Charges	-	-	-	-	0
Sewerage Service Charges	-	-	314,564	-	314,564
Extra Charges	24,992	-	-	-	24,992
TOTAL	103,448	59,157	1,732,247	-	1,894,852

GRANTS AND CONTRIBUTIONS

Tamworth Regional Council provides an annual opportunity for local charities, non profit organisations and community groups to seek a contribution from Council to assist in the provision of their services to the Tamworth Regional Community. Council's priority is to provide assistance to projects and activities within the regional area.

BENEFICIARY	2024/25 COUNCIL CONTRIBUTION \$
Annual Donations Program	139,018.15
Waiving of Fees – General	2,920.01
Waiving of Fees – Airport	
Regional Bodies	
Arts North West	32,161.99
CMAA	10,863.64
NIAS	
Tamworth Business Chamber	85,000.00
United Way Australia	200,000.00
Regional Events	
Regional Events (non-sporting)	27,966.97
Regional Events (sporting)	175,412.64
Heritage Assistance	48,753.62
Environment/Sustainability	
Water Rebate Scheme	42,987.40
TOTAL 765,084.42	

ANNUAL DONATIONS PROGRAM

The Tamworth Regional Council's Annual Donations Program provides financial assistance to local charities, non-profit organizations, and community groups within the Tamworth Region to support community projects, events, and activities. The program aims to benefit the local community, foster new services, improve community awareness, and encourage participation in local activities.

This year Council received 44 applications which was an increase from 35 applications received from the previous year. The Annual Donations program allocated a total \$143,550.25, this included annual donations assessment panel recommendations to the value of \$66,880.25, and \$76,670.00 to the annual recurrent donations. As at 30 June, \$139,018 has been disbursed to the nominated groups.

The below tables outline the groups successful for Annual Donations Program funding in 2024/25.

2024/25 ANNUAL DONATIONS

GROUP	FUNDING \$	GROUP	FUNDING \$
Animal Welfare League NSW (Tamworth)	3,000.00	Riding for the Disabled (Association) Tamworth Centre	4,000.00
ArtsNational Tamworth (Formerly ADFAS Tamworth)	500.00	Senior Citizens Barraba	500.00
Barraba Community Incorporated	5,000.00	Tamworth CDAT	1,000.00
Barraba P A & H Association	4,000.00	Tamworth Community Garden	3,000.00
Barraba Potters and Craft Guild Inc.	1,000.00	Tamworth Dementia Respite Service Inc	4,000.00
Barraba Preschool incorporated	1,500.00	Tamworth Historical Society	3,000.00
Bendemeer Preschool Incorporated	750.00	Tamworth Legacy	1,000.00
Bendemeer Preschool Incorporated	750.00	Tamworth Local Aboriginal Land Council	3,000.00
Co Care Inc.	500.00	Tamworth Networking Group	2,000.00
Collegians Junior Rugby League Football Club	2,000.00	Tamworth Peel Evening View Club	750.00
Connecting With Bricks Inc	2,000.00	Tamworth Pride Inc	3,000.00
Families of Veterans Guild	3,369.00	Tamworth Regional Craft Centre Inc	1,419.00
Frost Over Barraba as a subcommittee of Barraba Community Incorporated	2,332.00	Tamworth U3A Inc.	1,581.25
Manilla Historical Society	1,429.00	United Hospitals Auxiliaries of NSW Inc. Barraba Branch	2,000.00
Nundle CWA Art Exhibition	1,000.00	Youth Insearch Foundation	2,500.00
PCYC Tamworth	2,000.00	Tamworth Clarinet Choir	1,000.00
Rally Barraba	2,000.00		
			TOTAL 66,880.25

ANNUAL RECURRENT FUNDING

GROUP	FUNDING \$	GROUP	FUNDING \$
Barraba Shire Band	3,198.00	City of Tamworth Eisteddfod Society	12,793.00
Manilla Pipe Band	2,132.00	North & North West Community Legal Service Inc	1000.00
St Peter's Anglican Church Committee	2,132.00	Tamworth & District Highland Society Pipe Band	7,462.00
Tamworth Homeless Connect	5,159.00	Tamworth Regional Conservatorium of Music	30,915.00
Tamworth RSL	1,929.00	Tamworth RSL Brass Band	5,330.00
Regional Schools and Preschools	4,620.00		
			TOTAL 76,670.00

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.

PUBLIC INTEREST DISCLOSURES IN 2024/25		Total
Number of public officials who made PIDs		2
Number of PIDs received		2
Of PIDs received, number primarily about:		
Corrupt conduct		2
Maladministration		-
Serious and substantial waste		-
Government information contravention		-
Local Government pecuniary interest contravention		-
Number of PIDs finalised		2

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 Act). 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:

FORMAL APPLICATIONS

Under the GIPA Act, Tamworth Regional Council received 16 formal GIPA applications. Of these 16 applications:

2 Applications	Granted Access in full
12 Applications	Granted Access in Part due to some information being withheld under s58 (1)(d) as there was an overriding public interest against disclosure of the information.
2 applications	Where no documents or information was held by Tamworth Regional Council

INFORMAL AND OPEN ACCESS REQUEST APPLICATIONS

Tamworth Regional Council received approximately 764 informal applications for the reporting year.

Further, prescribed documents under the Regulation that have been categorised as Open Access are also available on our website or by written request.

LABOUR STATISTICS

Tamworth Regional Council Labour statistics for 4 December 2024 are outlined below.

LABOUR STATISTICS	NUMBER
Number of persons directly employed by the Council on a permanent full-time basis	528
Number of persons directly employed by the Council on a permanent part-time basis	35
Number of persons directly employed by the Council on a casual basis	29
Number of persons directly employed by the Council on a fixed-term contract	13
Number of persons employed by the Council who are 'senior staff'	7
Number of persons engaged by the Council, under a contract or other arrangement with the person's employee, that is wholly or principally for the labour of the person	129
Number of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	26

REMUNERATION

Tamworth Regional Council employed the General Manager and three senior staff; Director Water and Waste, Director Regional Services and Director Liveable Communities as at 30 June 2025.

The Office of Local Government defines senior staff as those on a contract, not staff receiving a senior award-based salary. The total remuneration package for the General Manager and three senior staff was \$1,309,155.54.

	General Manager \$	Senior Staff \$
Total value of the salary component of the package	348,828.00	799,133.50
Total amount of any bonus, performance or other payments that do not form part of the salary component	0	0
Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor	48,178.00	87,060.15
Total value of any non-cash benefits for which the general manager may elect under the package	0	0
Total amount payable by way of fringe benefits tax for any such non-cash benefits	9,716.35	16,199.54
TOTAL	406,722.35	902,393.19

EQUAL EMPLOYMENT OPPORTUNITIES

Council's commitment to providing workplace that is free from discrimination and values diversity is underpinned by its Equal Employment Opportunity Policy. Code of Conduct training is delivered to all staff across the organisation bi-annually. New Respect at Work training was implemented for all employees, supporting Council's positive duty towards preventing discrimination and harassment, highlighting the importance of treating all staff and customers with respect and reinforcing discriminatory behaviours will not be accepted by the organisation.

Council implemented Principles of Recruitment and Selection training for all hiring managers to ensure recruitment practices uphold Council's Equal Employment Opportunity Policy. All position descriptions include the requirement to demonstrate behaviour in accordance with EEO principles.

2024/25 MAJOR CONTRACTS AWARDED

Details of each contract awarded by Council (excluding employment contracts and contracts less than \$150,000) is presented in the table below. An * indicates that the value is indicative.

CONTRACT	AWARDED TO	GST INCLUSIVE \$
2 x John Deere E18ZS Excavators and FELK Trailers	Hutcheon and Pearce Tamworth	189,038.00
Design and Construct additional lighting towers and LED fitting	Shanahans Electrical Pty Ltd	226,013.70
Supply, install and operate sound, vision and lighting production for a number of stages and other activities in the Tamworth CBD for the 2025 Tamworth Country Music Festival.	Eclipse Lighting and Sound P/L	275,111.90
Tourism Precinct Strategy Project	Destination Marketing Store	430,012.00
1 X TANA H520 Landfill Compactor	GCM ENVIRO PTY LTD	1,520,246.00
2025 Tamworth Country Music Festival - Supply of Security Services	Reddawn Security	232,502.00
2025 Tamworth Country Music Festival - Production and Technical Services	Live Event Services	346,500.00
2025 Tamworth Country Music Festival - Supply, Installation and Servicing of Event Toilets and Showers	SplashDown Event Services Pty Ltd	170,670.50
NISCE Outdoor Netball Court Resurface	Court Craft (Aust) Pty Ltd	279,620.00
Design and Construction of Riverside Shared Path Lighting	Floodlighting Australia	280,335.00
Printing and distribution of rates, water and ancillaries notices, and associated payment gateway facility services	IVE Group Australia Pty Ltd 331386	331,386.00
Bridge Replacement - Durbin Street, Nundle	TPE Enterprises Pty Ltd	241,857.98
Water Main Construction, Progress Lane Manilla	TPE Enterprises Pty Ltd	597,058.00
Supply & delivery of nine 6x4 Water Tank Trucks	Brown & Hurley Group	3,484,836.00
Cooper Street Barraba SPS Electrical Upgrade	Shay Brennan Constructions	291,243.75
Supply of a new Sennebogen 355 E-Series Multi-Telehandler Machine	Pacific Materials Handling	249,950.00

DISABILITY INCLUSION ACT 2014

Tamworth Regional Council is continuing to work with the Disability Access Working Group (DAWG) to develop a Disability Inclusion Action Plan for the Tamworth Region, scheduled to be implemented beginning 2026. The DAWG continues to work with Council staff to champion Disability Access Improvement across the Tamworth Local Government area.



DISABILITY ACCESS AND INCLUSION HIGHLIGHTS INCLUDE:

INCLUSIVE CELEBRATIONS

Tamworth Regional Council again partnered with the Tamworth Networking Group to host celebrations for the International Day of People with Disability. The event celebration held at the Tamworth Regional Youth Centre was attended by over 200 people, and featured live music, a dunking machine, wheelchair basketball, and various crafts for all ages and abilities, fostering an inclusive environment for the community. Free transport transfers were provided by Fiona's wheelchair accessible minibus.

ACCESSIBLE PARKING NETWORK

Following the adoption of the Tamworth Regional Parking Strategy in February 2025, a review of the existing accessible parking network was undertaken to improve the safety and functionality of these spaces. Council staff undertook consultation with the DAWG on proposed changes and improvements. Works to implement the changes and increase accessible parking across the Tamworth CBD will commence September 2025.

INFRASTRUCTURE IMPROVEMENTS

Capital works were undertaken to improve the accessibility of public toilet facilities at a number of community facilities across the Tamworth Region including Limbri Hall, Attunga Hall, Attunga Youth Hall, and the Fitzroy Street Lands Building - Council Chambers. These improvements aim to improve safety, and hygiene, maintain dignity, prevent social isolation, and promote independence and inclusion for all people.

TAMWORTH REGIONAL SKYWALK

The Tamworth Regional Skywalk is an exciting project which is expected to become an iconic tourist attraction for the Tamworth region. It has been a priority for the delivery of the Tamworth Regional Skywalk to maximise its accessibility for use for people of all ages and a wide range of abilities. This has been achieved by concentrating the stairs in the middle of the structure. The design uses grades no steeper than 1:14, and there will be landings every nine metres and tactile markers. Further on from these viewing areas, prams, or those who are less mobile or use a wheelchair will be able to access larger lengths of the Skywalk with assistance. Council staff continue to consult with DAWG as the project progresses and have engaged the services of a Disability Access Consultant to ensure the design will be able to be used by people of all ages with a wide range of abilities.

DEMENTIA FOCUSED SUPPORT

The Library Services team led the establishment of the Dementia Friendly Communities North West Alliance, and the Tamworth Library in Peel Street was certified by Dementia Australia as a Dementia Friendly venue.

LOCAL LEGENDS AWARDS

Tamworth Regional Council's Access Awards, now integrated into the Local Legends Awards, continue to recognize individuals and groups for making the Tamworth region more accessible for people with a disability. The awards annually highlight efforts in improving access to buildings, services, employment, and fostering a culture of accessibility and inclusion.

OUTSIDE OF SCHOOL HOURS CARE

Council's Outside of School Hours Care team were successful in securing \$60,000 under the Community Child Care Fund – Sustainability Support Grant. This funding is supporting Educators' growth and practice in supporting disability access and inclusion within the OOSH environment. The OOSH team have worked to developed strategies that strengthen inclusion and access for all children and their families. The OOSH team was also approved for the Inclusion Development Fund Subsidy, to support children with complex needs that are enrolled at the service to be confidently supported within the environment.



SPORTS DOME

The Sports Dome continues to host weekly wheelchair basketball sessions offering an inclusive sporting opportunity for people of all abilities, encouraging participation, fitness, and social connection in a fun and supportive environment. This program continues to grow, with strong engagement from both new and returning participants.

ANTI SLAVERY AND MODERN SLAVERY ACT

Council has not received notification from the Office of Anti-Slavery Commission during 2024-2025 of any issues pertaining to the operations of Council as being a risk or significant issue.

Council remains dedicated to the protection of human rights, preserving ethical business practices, and maintaining accountable supply-chain management. Council has pledged to ensuring its operations and supply chains do not cause, involve, or contribute to modern slavery.

As part of Council's risk minimisation strategy in procurement, the following actions have been taken:

- On-line training made available to all staff in respect to modern slavery; this training has been completed by approximately 70% of staff (equivalent to 470 personnel), as at 30 June 2025. Prompts have been issued to staff and supervisors to increase the participation level. Additionally, future staff will be required to undertake this training as a part of their induction.
- For the duration of this reporting period, modern slavery was referenced in Council's Procurement Principles and Procedures and its Statement of Business Ethics.

Council, however, deemed it appropriate to expand upon these and develop a stand-alone Modern Slavery Prevention Policy and stand-alone Modern Slavery Risk Management Plan. Both the Modern Slavery Prevention Policy and Modern Slavery Risk Management Plan were prepared utilising Sustainable Choice's approach to Procurement in Local Government in conjunction with the NSW Anti-slavery Commissioner's "Guidance on Reasonable Steps to Manage Modern Slavery Risks in Operations and Supply-Chains".

The Policy and Risk Management Plan being implemented expands upon Council's approach in respect to identifying and mapping modern slavery risks in the supply-chain, increase stakeholder engagement, both internally and externally, enhance due diligence, and improve reporting capabilities. These documents seek to enforce Council's shared responsibility approach.

- Modern Slavery clauses have been adopted in Australian-Standard contracts; Development of model modern slavery contract clauses are being implemented for all non-Australian-Standard contracts.
- Consultation with software providers has taken place to develop improved ESG (Environmental, Social and Governance) data collection, analysis, and reporting to meet Council's obligations.

COMPANION ANIMALS' MANAGEMENT

Council employs Rangers and Companion Animal Officers 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.

Companion Animal Officers facilitate the daily running of the Companion Animal Centre and Paws for Life Animal Shelter & Boarding Kennels while organising community events and education. Activities to enforce and ensure compliance with the Act and Regulation undertaken in 2024/2025 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.

	CATS	DOGS	TOTAL
ANIMALS ARRIVING AT THE COMPANION ANIMAL CENTRE (CAC)			
Seized	5	19	24
Abandoned/ Stray/ Feral	343	388	731
Surrendered by Owner	21	42	63
TOTAL ARRIVING	369	449	818
ANIMALS LEAVING THE CAC			
Reclaimed by Owner	23	174	197
Sold from CAC	4	0	4
Secured with a Rescue	277	143	420
Died at CAC due to illness/ Injury	4	3	7
TOTAL LEAVING CAC NOT EUTHANISED	308	320	628
ANIMALS EUTHANISED			
Euthanised - Owners Request	0	4	4
Euthanised - Unable to rehome	0	0	0
Euthanised - Unsuitable for rehoming	1	5	6
Euthanised - Dangerous/ Restricted	0	8	8
Euthanised - due to illness	10	13	23
Euthanised - Feral/ Infant	50	1	51
TOTAL LEAVING CAC - EUTHANISED	61	31	92
PAWS FOR LIFE			
Dogs entering the facility	-	112	112
Dogs Adopted	-	97	97
Dogs euthanised due to illness	-	1	1
Dogs euthanised due to behaviour	-	1	1
CURRENTLY AT PAWS FOR LIFE	-	13	13

FUNDS SPENT ON COMPANION ANIMAL MANAGEMENT AND ACTIVITIES

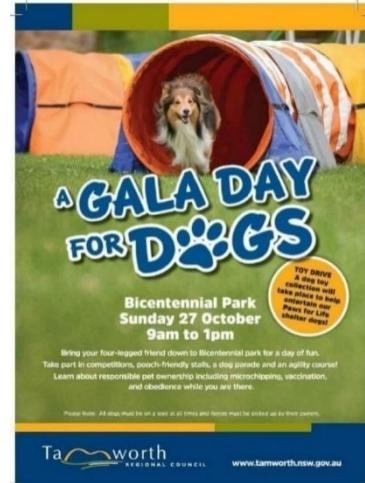
Funding spent by Council in 2024/2025 totalled \$512,759. This figure includes the employment of five Companion Animal Officers; four permanent and one casual, the operational and maintenance of Council's animal holding facility and Paws For Life Animal Shelter. Also included is the annual educational and awareness activities.

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, animal trainers and animal shelters etc.) to get together to raise issues of concern and identify priorities for action.

Quarterly meetings continued with a fluctuation in attending numbers and some meetings being cancelled due to staffing or apologies from attendees.

- ✓ In July 2024 the Animal Welfare League mobile veterinary clinic truck spent 2 full days parked at the Companion Animal Centre where they desexed 13 dogs and 18 cats. They then held a free vaccination and microchipping day at paceways where over a hundred pet owners attended.
- ✓ In October 2024 the annual Gala Day for Dogs was held on Bicentennial Park. The Gala Day hosted an array of events including best dressed, oldest dog, largest and smallest, best trick, best child handler etc. The event allowed the community to speak with Vets from Tamworth Veterinary Hospital, Therapy Dogs NSW, Groomers and Dog Trainers and Council's Companion Animal Officers as well as spoil their pets with all things dog related.
- ✓ In March 2025, a Healthy Pet Day was hosted in Granny Munro Park with Council's Companion Animal Staff and RSPCA where free pet health checks, vaccinations and microchipping were given via appointment. A list of names was taken for discounted desexing.
- ✓ 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. Off leash signage continues to be seen throughout parks and sporting fields across the region.



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.

Tamworth region also offers some dog friendly dining experiences as well as dog friendly accommodation for your weekend escapes - for more information visit our website:

<https://www.tamworthregion.com.au/dog-friendly-experiences-in-the-tamworth-region>

DOG ATTACK STATISTICS

Dog attacks reported and investigated by Council's Community Safety Rangers (formally known as Rangers) are entered into the Companion Animals Database, in accordance with these requirements of the Companion Animals Act 1998.

During the 2024/25 financial year there were 303 dog attacks reported to Council which were investigated, of these 37 were assessed as dog attacks, as prescribed by the Companion Animals Act and reported on the Companion Animals Database.

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 2024/2025 included two microchipping days (these activities were hosted in partnership with the RSPCA And Animal Welfare League conducting parvo vaccinations) as part of Council's program to aid in the responsible ownership of a companion animal. Council committed \$5,000.00 towards the RSPCA outreach program for desexing of Tamworth community dogs and cats that attended the healthy pet days.

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.

All animals rehomed from the Companion Animal Centre and Paws for Life Animal Shelter are microchipped and desexed when sold.

Companion Animal staff provide a free on the spot microchipping of dogs when attending complaints out in the field at the request of Community Safety Officers.



STRATEGIES TO REDUCE EUTHANASIA RATES

The Tamworth Regional Council Pound Facebook page allows members of the public to view unclaimed animals.

PLF page launched in June 2023 displaying profiles of dogs ready for adoption. Companion Animal Centre has 18,700 followers and the Paws for Life Animal Shelter page has 3,200.

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.

In 2024, the Companion Animal Centre purchased additional cat enclosures for healthy sociable cats, a portable building was also added to the centre for these enclosures to be held. 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.

In May 2023, a process was implemented for Council to stop accepting animals to be euthanised at the request of their owner. Now, owners are encouraged to attend a veterinary practice themselves to have their dogs euthanised. This excludes dogs seized due to attacks or aggressive behaviour.

Euthanasia rates for dogs at the CAC have significantly dropped since last financial year with only 10% of 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. Current staffing is 3 fulltime officers.

Paws for Life Animal Shelter rehomed, 97 Dogs and 4 cats have been rehomed in 2024/25 with a further 143 dogs and 277 cats being released to rescue organisations Australia wide. Staff have utilised free inline platforms such as SavourLife and Petrescue to help rehome dogs which has resulted in dogs being rehomed to places like Port Augusta SA, Townsville QLD, Newcastle and Sydney.

PAWS FOR LIFE

WE ARE WAITING TO MEET YOU!

Phone: 6767 5991
PFLShelter@tamworth.nsw.gov.au



WORKS CARRIED OUT ON PRIVATE LAND

The total income from private work in 2024/25 was \$1,328,094

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.

STORMWATER MANAGEMENT SERVICES

Council levied Stormwater Management Services of \$650,732 in 2024/25.

STORMWATER MANAGEMENT SERVICES WORKS	2024/25 \$
Internal Loan - Principal and Interest repayment - West Tamworth Drainage Works (2016)	269,076
Drainage Levy Works	64,482
Stormwater Upgrade - Evans Street Westdale	108,446
Stormwater Upgrade - Denne Street West Tamworth	3,700
Stormwater Upgrade - Panorama Road Calala	287,814
TOTAL	733,518

UNEXPENDED FUNDS WERE RESTRICTED IN RESERVE, HELD FOR FUTURE WORKS.

The balance of the Stormwater Reserve	\$1,596,819
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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 80 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.

CATEGORY	NUMBER
Inspections of tourist and visitor accommodation	16
Inspections with more than 2 dwellings	0
Inspections with single dwellings	64
Inspections resulting in the issue of a certificate of compliance 22D	54
Inspections resulting in the issue of a certificate of non compliance	10

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 2025.

PARTICULARS OF COMPLIANCE WITH AND EFFECT OF PLANNING AGREEMENTS IN FORCE DURING THE YEAR

S7.4 Planning Agreements	Opening balance	Contributions received during the year		Interest and investment earned	Amounts expended	Internal borrowings	Held as restricted asset
		CASH	NON-CASH				
		\$'000	\$'000		\$'000	\$'000	\$'000
S7.4 planning agreements		2	-	-	-	-	2
Total		2	-	-	-	-	2

DEVELOPER CONTRIBUTIONS

Under the Environmental Planning and Assessment Act 1979, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

DISCLOSURE OF HOW DEVELOPMENT CONTRIBUTIONS AND DEVELOPMENT LEVIES HAVE BEEN USED OR EXPENDED UNDER EACH CONTRIBUTIONS PLAN.

Summary of Developer - under a plan	Opening balance	Contributions received during the year		Interest and investment earned	Amounts Expended	Internal borrowings	Held as restricted asset
		CASH	NON-CASH				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Roads	6,445	1,080	-	332	(4)	-	7,853
Parking	245	-	-	13	-	-	258
Open Space	642	97	-	33	-	-	772
Community Facilities	122	3	-	7	-	-	132
Rural Fire Service	349	2	-	18	(65)	-	304
Studies	173	1	-	9	(70)	-	113
Garbage Disposal	4	-	-	1	-	-	5
Mines & Extractive Industry	1,182	209	-	61	(100)	-	1,352
Rural Traffic Generating	3	-	-	1	-	-	4
Cycleways	56	1	-	3	-	-	60
Tamworth Regional S94 Direct Plan	766	880	-	39	(50)	-	1,635
Tamworth Regional S94A Indirect Plan	4,600	4,383	-	236	-	-	9,219
S7.11 contributions under plans	14,587	6,656	-	753	(289)	-	21,707

Council has established a new Development Contributions Coordination Group who is currently implementing a continuous improvement process through regular meetings. This Group will provide more detailed reporting in the 2025/2026 Annual Report on projects for which contributions or levies are contained.

TOTAL VALUE OF ALL CONTRIBUTION AND LEVIES RECEIVED/EXPENDED DURING THE YEAR

Category	Opening balance	Contributions received during the year		Interest and investment earned	Amounts Expended	Internal borrowings	Held as restricted asset
		CASH	NON-CASH				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total S7.11 and S7.12 revenue under plans	14,587	6,656	-	753	(289)	-	21,707
S7.11 not under plans	258	105	-	14	-	-	377
S7.4 planning agreements	2	-	-	-	-	-	2
S64 contributions	32,334	5,284	-	1,669	(1,110)	-	38,177
Total Contributions	47,181	12,045	-	2,436	(1,399)	-	60,263

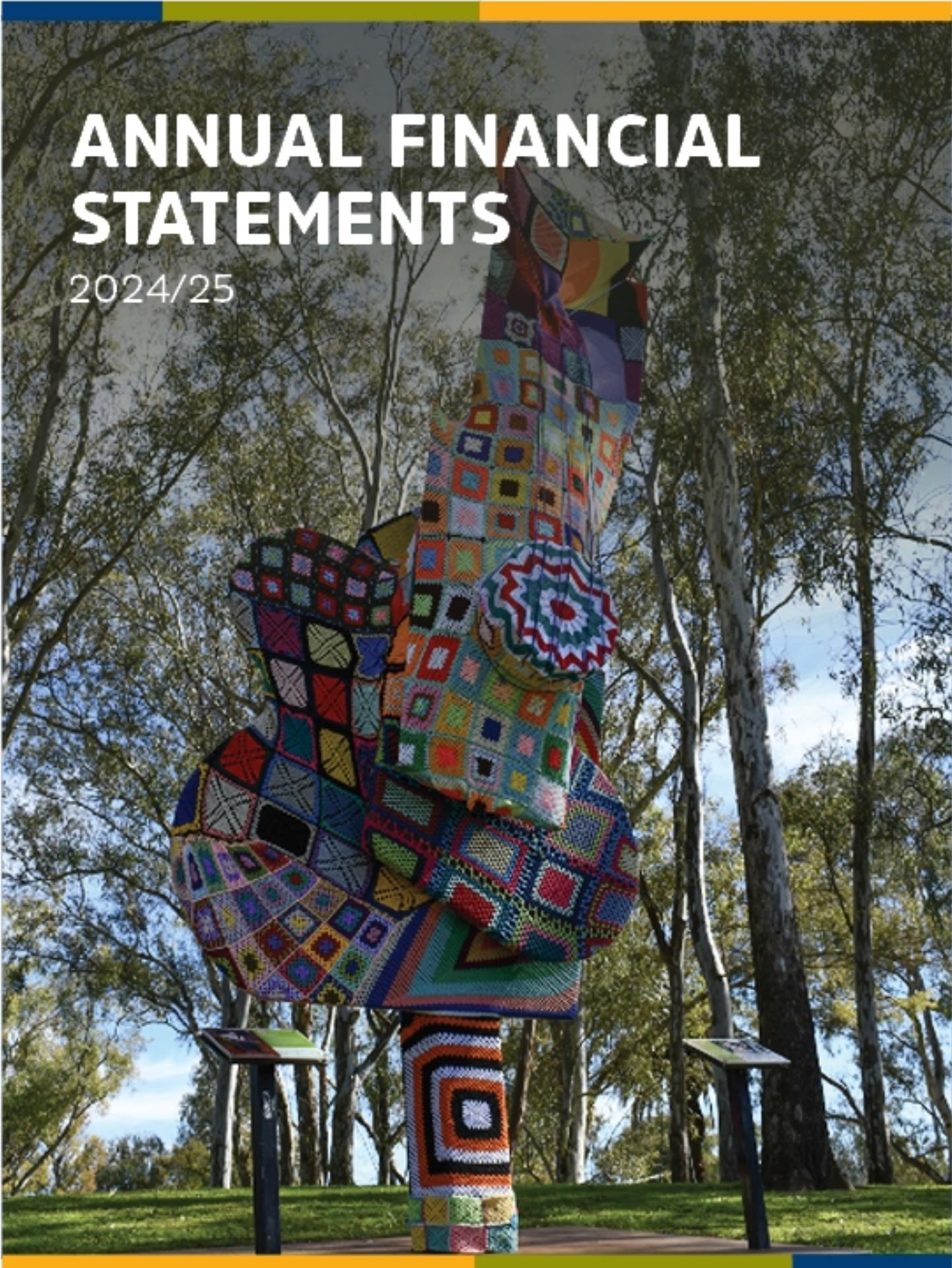
SECTION THREE

ANNUAL REPORT ATTACHMENTS

- ANNUAL FINANCIAL STATEMENTS 2024/25
- INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION STATEMENT FOR THE 2024/2025 FINANCIAL YEAR FOR TAMWORTH REGIONAL COUNCIL

ANNUAL FINANCIAL STATEMENTS

2024/25



TAMWORTH REGIONAL COUNCIL
General Purpose Financial Statements
for the year ended 30 June 2025



Tamworth Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Overview

Tamworth Regional Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

474 Peel Street
TAMWORTH NSW 2340

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

All press releases, financial statements and other information are publicly available on our website: www.tamworth.nsw.gov.au.

Tamworth Regional Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23 September 2025.



Russell Webb
Mayor
23 September 2025



Jeff Budd
Councillor
23 September 2025



Paul Bennett
General Manager
23 September 2025



Sherrill Young
Responsible Accounting Officer
23 September 2025

Tamworth Regional Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
Income from continuing operations				
93,704	Rates and annual charges	B2-1	94,075	84,523
46,831	User charges and fees	B2-2	55,645	55,118
2,273	Other revenues	B2-3	4,252	3,401
21,511	Grants and contributions provided for operating purposes	B2-4	21,961	28,255
41,398	Grants and contributions provided for capital purposes	B2-4	82,254	35,701
7,863	Interest and investment income	B2-5	11,379	9,978
3,631	Other income	B2-6	3,363	2,767
217,211	Total income from continuing operations		272,929	219,743
Expenses from continuing operations				
67,161	Employee benefits and on-costs	B3-1	65,550	59,942
48,833	Materials and services	B3-2	70,134	67,478
3,777	Borrowing costs	B3-3	4,151	4,257
4,352	Other expenses	B3-5	4,813	4,968
–	Net loss from the disposal of assets	B4-1	6,986	1,272
124,123	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		151,634	137,917
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets				
93,088			121,295	81,826
45,400	Depreciation, amortisation and impairment of non-financial assets	B3-4	50,269	48,911
47,688	Operating result from continuing operations		71,026	32,915
47,688	Net operating result for the year		71,026	32,915
47,688	Net operating result attributable to Council		70,974	32,935
–	Net operating result attributable to non-controlling interests		52	(20)
6,290	Net operating result for the year before grants and contributions provided for capital purposes		(11,228)	(2,786)

The above Income Statement should be read in conjunction with the accompanying notes.

Tamworth Regional Council

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		71,026	32,915
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	134,255	154,452
Impairment (loss) reversal / (revaluation decrement) relating to infrastructure, property, plant and equipment	C1-8	–	521
Revaluation surplus - Intangible Assets	C1-10	–	321
Transfer Intangible Assets to IPPE	C1-10	–	(160)
Total items which will not be reclassified subsequent to operating result		134,255	155,134
Total other comprehensive income for the year		134,255	155,134
Total comprehensive income for the year		205,281	188,049
Total comprehensive income attributable to Council		205,229	188,069
Total comprehensive income attributable to non-controlling interests		52	(20)

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Tamworth Regional Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	22,103	33,205
Investments	C1-2	181,993	142,993
Receivables	C1-4	22,949	21,262
Inventories	C1-5	23,939	20,321
Contract assets and contract cost assets	C1-6	7,731	10,892
Non-Current assets classified as held for sale	C1-7	50	50
Other		729	614
Total current assets		259,494	229,337
Non-current assets			
Investments	C1-2	15,088	29,963
Receivables	C1-4	1,079	663
Infrastructure, property, plant and equipment (IPPE)	C1-8	2,671,900	2,495,767
Investment property	C1-9	25,260	25,155
Intangible assets	C1-10	2,986	2,979
Right of use assets	C2-1	3,187	4,570
Total non-current assets		2,719,500	2,559,097
Total assets		2,978,994	2,788,434
LIABILITIES			
Current liabilities			
Payables	C3-1	19,596	17,990
Contract liabilities	C3-2	9,053	17,799
Lease liabilities	C2-1	1,517	1,431
Borrowings	C3-3	10,857	9,602
Employee benefit provisions	C3-4	13,056	12,301
Provisions	C3-5	2	2
Total current liabilities		54,081	59,125
Non-current liabilities			
Lease liabilities	C2-1	1,829	3,279
Borrowings	C3-3	56,380	65,135
Employee benefit provisions	C3-4	494	400
Provisions	C3-5	19,541	19,107
Total non-current liabilities		78,244	87,921
Total liabilities		132,325	147,046
Net assets		2,846,669	2,641,388
EQUITY			
Accumulated surplus		1,497,955	1,426,981
IPPE revaluation surplus	C4-1	1,347,997	1,213,742
Council equity interest		2,845,952	2,640,723
Non-controlling equity interests	D2-1	717	665
Total equity		2,846,669	2,641,388

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Tamworth Regional Council

Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	2025				2024			
		Accumulated surplus	IPPE revaluation surplus	Non-controlling interest	Total equity	Accumulated surplus	IPPE revaluation surplus	Non-controlling interest	Total equity
Opening balance at 1 July		1,426,981	1,213,742	665	2,641,388	1,394,046	1,058,608	685	2,453,339
Restated opening balance		1,426,981	1,213,742	665	2,641,388	1,394,046	1,058,608	685	2,453,339
Net operating result for the year		70,974	–	52	71,026	32,935	–	(20)	32,915
Net operating result for the period		70,974	–	52	71,026	32,935	–	(20)	32,915
Other comprehensive income									
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	–	134,255	–	134,255	–	154,452	–	154,452
Gain (loss) on revaluation of Intangible Assets	C1-10	–	–	–	–	–	321	–	321
Gain (loss) on Transfer of Intangible Assets to IPPE	C1-10	–	–	–	–	–	(160)	–	(160)
– Impairment (loss) reversal relating to IPP&E	C1-8	–	–	–	–	–	521	–	521
Other comprehensive income		–	134,255	–	134,255	–	155,134	–	155,134
Total comprehensive income		70,974	134,255	52	205,281	32,935	155,134	(20)	188,049
Closing balance at 30 June		1,497,955	1,347,997	717	2,846,669	1,426,981	1,213,742	665	2,641,388

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Tamworth Regional Council

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
Cash flows from operating activities				
<i>Receipts:</i>				
93,704	Rates and annual charges		95,056	82,765
49,740	User charges and fees		58,237	57,672
7,863	Interest received		11,212	8,951
67,397	Grants and contributions		44,891	60,929
–	Bonds, deposits and retentions received		1,917	1,496
13,890	Other		14,351	15,686
<i>Payments:</i>				
(67,324)	Payments to employees		(65,322)	(59,414)
(63,597)	Payments for materials and services		(79,797)	(84,683)
(3,217)	Borrowing costs		(3,324)	(3,556)
–	Bonds, deposits and retentions refunded		(1,636)	(1,447)
(4,787)	Other		(6,271)	(3,606)
93,669	Net cash flows from operating activities	G1-1	69,314	74,793
Cash flows from investing activities				
<i>Receipts:</i>				
214	Sale of investments		170,000	145,456
4,919	Sale of real estate assets		6,078	4,954
–	Proceeds from sale of IPPE		2,348	5,686
<i>Payments:</i>				
–	Purchase of investments		(194,125)	(137,514)
(98,810)	Payments for IPPE		(50,632)	(67,020)
–	Purchase of real estate assets		(4,608)	(809)
–	Purchase of intangible assets		(80)	(35)
–	Deferred debtors and advances made		(440)	–
(93,677)	Net cash flows from investing activities		(71,459)	(49,282)
Cash flows from financing activities				
<i>Receipts:</i>				
9,490	Proceeds from borrowings		2,000	3,523
<i>Payments:</i>				
(9,482)	Repayment of borrowings		(9,500)	(9,538)
–	Principal component of lease payments		(1,457)	(1,553)
8	Net cash flows from financing activities		(8,957)	(7,568)
–	Net change in cash and cash equivalents		(11,102)	17,943
33,205	Cash and cash equivalents at beginning of year		33,205	15,262
33,205	Cash and cash equivalents at end of year	C1-1	22,103	33,205
158,602	plus: Investments on hand at end of year	C1-2	197,081	172,956
191,807	Total cash, cash equivalents and investments		219,184	206,161

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Tamworth Regional Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 23 September 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties, especially with regards to the Pilot Training Facility where valuations have been made difficult due to limited observable inputs due to the specialised nature of its operations refer Note C1-9 and E2-1.
- (ii) estimated fair values of infrastructure, property, plant and equipment. Particular reference is made to Council's main administration building located at 437 Peel Street, Tamworth. This building was found to have asbestos particles present in the heating /cooling systems for levels 1,2 and 3. Council is obtaining an up to date valuation on the building in its current state, an estimated value of the building if it was to be rehabilitated to a safe standard and cost to undertake necessary works. For this reason it is difficult to determine the value of the building with any reliability – refer Note C1-8 and C1-8c.
- (iii) estimated tip remediation provisions – refer Note C3-5
- (iv) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 - B2-4.
- iii. Determination of the classification of land leased at the Tamworth Global Gateway Park as an Investment Property in accordance with AASB 140 refer note C1-9 as opposed to Operational Land within Property Plant & Equipment AASB 116, refer note C1-8.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following activities have been included as part of the Consolidated Fund:

A1-1 Basis of preparation (continued)

- General Purpose Operations
- Water Supply
- Sewerage Service
- Domestic Waste Management
- Central Northern Regional Libraries

The Trust Fund

Council does not maintain a separate and distinct Trust Fund as required by the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended); instead separate and distinct cash funded liability accounts are maintained within Council's Consolidated Fund. These specific liability accounts take the place of trust accounts and are used to account for all money and assets received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council does not recognise services provided by volunteers in its income statement due to the cost of trying to reliably capture and assign a value to the many services volunteers in our community provide. The value would not be material and would not be provided by Council if not supplied by volunteers.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2025 reporting period.

Council has elected not to apply any of these pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted for the first time the following new standard which is effective for the first time at 30 June 2025:

- **AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.**

There is no significant impact on the Council's reported financial position resulting from its adoption.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Total assets held (current and non-current)	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
Our Water Security	96,817	62,188	51,817	45,818	45,000	16,370	38,457	6,567	897,685	839,951
A Liveable Built Environment	13,190	8,396	18,482	17,037	(5,292)	(8,641)	10,422	6,129	159,294	154,033
Prosperity and Innovation	11,226	8,770	18,202	14,263	(6,976)	(5,493)	832	1,098	164,566	150,753
Resilient and Diverse Communities	4,470	3,282	12,709	12,000	(8,239)	(8,718)	3,605	2,446	64,914	58,547
Connecting our Region and its Citizens	45,358	43,794	59,577	59,107	(14,219)	(15,313)	30,370	26,957	1,175,395	1,123,298
Working with and Protecting Our Environment	32,696	27,410	25,344	23,157	7,352	4,253	10,813	5,768	399,557	343,992
Celebrate our Cultures and Heritage	2,417	2,497	7,068	7,212	(4,651)	(4,715)	397	271	15,568	15,417
A Strong and Vibrant Identity	6,158	7,026	2,226	3,279	3,932	3,747	54	2,222	49	171
Open and Collaborative Leadership	2,023	2,735	11,624	9,269	(9,601)	(6,534)	69	367	101,966	102,272
General Purpose Income	63,720	57,959	–	–	63,720	57,959	9,196	12,131	–	–
Total functions and activities	278,075	224,057	207,049	191,142	71,026	32,915	104,215	63,956	2,978,994	2,788,434

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Our Water Security (Focus Area 1)

- A region with a safe and secure water supply
- A region that prioritises water conservation and water sustainability
- Efficient and fit for purpose waste water management
- Our urban planning, design and operations use sustainable water and waste water approaches

A Liveable Built Environment (Focus Area 2)

- The right growth in the right locations
- Vibrant city and town centres
- More diverse and affordable housing
- Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries

Prosperity and Innovation (Focus Area 3)

- Be an attractive region for new and existing businesses to invest
- Our industries are successful and create opportunities for other initiatives/business in the down stream economy
- Our community has access to higher education and skills development
- The Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy

Resilient and Diverse Communities (Focus Area 4)

- Our towns, villages and communities grow and prosper
- Our community has improved outcomes and access to community and social services that are inclusive and meet their needs and expectations
- Meet the 17 targets of the "Closing the Gap" national agreement for our community
- Improve the health outcomes for all residents
- Be a safer and more resilient community

Connect Our Region and its Citizens (Focus Area 5)

- A thriving aviation hub supporting travel and investment in our region
- A safe and efficient transport network
- Expanded public transport options to meet the needs of our community now and in the future
- Improved access to active transport options for movement between places
- Our community is enabled by technology

Working With and Protecting Our Environment (Focus Area 6)

- Increase the take up and use of affordable and clean energy across the region
- A region where sustainable design of facilities, infrastructure and development are the rule not the exception
- Reduce our waste and manage it responsibly
- We care for our natural environmental (including flora, fauna and habitat)

Celebrate Our Cultures and Heritage (Focus Area 7)

- Enhance our lives through the lived experience of arts and culture
- Our Aboriginal community's history and culture is protected and celebrated
- Our region's heritage assets are protected and celebrated

A Strong and Vibrant Identity (Focus Area 8)

- Be known for country music and so much more
- Tell the world who we are and what we have
- Show who we are when people arrive by land or air to our towns and region

Open and Collaborative Leadership (Focus Area 9)

- Conduct council business with transparency and accountability
- Our financial position is strong and able to meet our current and future obligations to our community
- Everyone in our community feels informed, heard and understood
- Our workforce is agile and future ready
- Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard

General Purpose Income

- Income that cannot be directly attributed to a specific function

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	34,418	28,814
Farmland	7,691	6,488
Mining	47	20
Business	8,889	7,257
Less: pensioner rebates (mandatory)	(843)	(803)
Less: pensioner rebates (Council policy)	(228)	–
Rates levied to ratepayers	49,974	41,776
Pensioner rate subsidies received	457	487
Total ordinary rates	50,431	42,263
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	11,569	11,200
Stormwater management services	647	637
Water supply services	9,218	8,685
Sewerage services	21,369	20,926
Waste management services (non-domestic)	1,288	1,206
Less: pensioner rebates (mandatory)	(979)	(992)
Annual charges levied	43,112	41,662
Pensioner annual charges subsidies received:		
– Water	189	207
– Sewerage	171	187
– Domestic waste management	172	204
Total annual charges	43,644	42,260
Total rates and annual charges	94,075	84,523

Council has used 1/7/2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	Timing	2025	2024
Specific user charges (per s502 - specific 'actual use' charges)			
Water supply services	1	16,039	14,968
Sewerage services	1	3,873	3,421
Total specific user charges		19,912	18,389
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Planning and building regulation	2	1,709	2,021
Private works – section 67	1	1,328	823
Regulatory/ statutory fees	2	469	477
Total fees and charges – statutory/regulatory		3,506	3,321
(ii) Fees and charges – other (incl. general user charges (per s608))			
Aerodrome	2	5,822	4,801
Cemeteries	2	481	434
Community Services	2	413	363
Parking fees	2	363	386
Transport for NSW (state roads not controlled by Council)	1	7,744	10,895
Swimming centres	2	436	372
Country music festival	2	1,670	1,815
Hire charge council facilities	2	3,739	3,211
Sewerage services	1	749	961
Sporting facilities	2	704	628
Waste/recycling depot	2	8,458	8,666
Venue ticket sales	2	855	254
Other	2	793	622
Total fees and charges – other		32,227	33,408
Total other user charges and fees		35,733	36,729
Total user charges and fees		55,645	55,118
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		29,733	31,068
User charges and fees recognised at a point in time (2)		25,912	24,050
Total user charges and fees		55,645	55,118

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time payment is received rather than over the term of the licence.

B2-3 Other revenues

\$ '000	Timing	2025	2024
Fines	2	272	289
Commissions and agency fees	2	553	482
Sales – general	2	1,685	757
Antenna leases	1	378	420
Insurance rebate	2	130	171
Consultancy services	1	721	764
Sponsorship income	2	227	47
Other	2	286	471
Total other revenue		4,252	3,401

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	1,099	1,183
Other revenue recognised at a point in time (2)	3,153	2,218
Total other revenue	4,252	3,401

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees are recognised as revenue when the service has been provided, the payment is received, whichever occurs first. Fines are recognised as revenue when the payment is received.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Parking fees and fines are recognised as revenue when payment is received.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	1,231	439	–	–
Financial assistance – local roads component	2	873	251	–	–
Payment in advance - future year allocation					
Financial assistance – general component ¹	2	4,120	6,654	–	–
Financial assistance – local roads component ¹	2	2,972	4,787	–	–
Amount recognised as income during current year					
		9,196	12,131	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Bushfire and emergency services	1	1,160	610	755	–
Water supplies	2	–	11	–	121
Community care	1	697	716	–	–
Environmental programs	1	–	48	–	–
Library Heritage and cultural	2	1,166	589	624	13
Noxious Weed Control	2	106	163	–	–
Fundraising Contributions	1	1	3	–	–
Training	1	77	64	–	–
Park Upgrades	2	1	3	2,826	369
Stormwater	1	–	–	–	3
Street lighting	1	181	177	–	–
Tamworth Global Gateway Park	1	–	–	–	–
Shared Paths/Cycleways	1	–	–	642	1,541
Transport (airport)	1	2	166	12	3
Transport Other	1	46	342	170	5,522
Transport (other roads and bridges funding)	1	3,387	6,336	10,121	8,314
Waste Facilities	1	4	3	(100)	101
Other specific grants	1	427	1,295	707	1,006
Organic Recycling Facility	1	–	–	–	551
Transport (roads to recovery)	1	2,826	2,289	–	–
Other councils – joint works/services	1	–	638	–	–
Transport for NSW contributions (regional roads, block grant)	1	2,554	2,538	–	–
Other contributions	1	72	42	1	–
Capital works	1	11	1	5	543
Sewage Services	1	47	90	1	–
Total special purpose grants and non-developer contributions – cash					
		12,765	16,124	15,764	18,087

B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Non-cash contributions					
Dedication - Water Supply Network	2	–	–	29,870	–
Dedications – subdivisions (other than by s7.4 and s7.11 – EP&A Act, s64 of the LGA)	2	–	–	20,641	11,796
Rangari Road - Transport for NSW	2	–	–	3,935	–
Total other contributions – non-cash		–	–	54,446	11,796
Total special purpose grants and non-developer contributions (tied)		12,765	16,124	70,210	29,883
Total grants and non-developer contributions		21,961	28,255	70,210	29,883
Comprising:					
– Commonwealth funding		12,705	15,297	5,509	1,651
– State funding		12,234	11,882	39,751	15,726
– Other funding		(2,978)	1,076	24,950	12,506
		21,961	28,255	70,210	29,883

(1) A payment in advance of the 2024-2025 Financial Assistance Grant from the Commonwealth Government was received in June 2024 and is reported as 2024-2025 income although it relates to 2025-2026 financial year.

Developer contributions

\$ '000	Notes	Timing	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
		G4				
Cash contributions						
S 7.11 – contributions towards amenities/services	2	–	–	2,377	1,424	
S 7.12 – fixed development consent levies	2	–	–	4,383	754	
S 64 – water supply contributions	2	–	–	3,835	2,718	
S 64 – sewerage service contributions	2	–	–	1,449	922	
Total developer contributions – cash		–	–	12,044	5,818	
Total developer contributions		–	–	12,044	5,818	
Total contributions		–	–	12,044	5,818	
Total grants and contributions		21,961	28,255	82,254	35,701	
Timing of revenue recognition						
Grants and contributions recognised over time (1)			15,428	15,358	12,314	17,584
Grants and contributions recognised at a point in time (2)			6,533	12,897	69,940	18,117
Total grants and contributions			21,961	28,255	82,254	35,701

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds at 1 July	5,885	3,482	11,281	10,071
Add: Funds received and not recognised as revenue in the current year	477	4,315	253	7,166
Less: Funds received in prior year but revenue recognised and funds spent in current year	(3,401)	(1,912)	(6,630)	(5,956)
Unspent funds at 30 June	2,961	5,885	4,904	11,281
Contributions				
Unspent funds at 1 July	47,181	45,792	—	—
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	14,480	8,058	—	—
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	(1,398)	(6,669)	—	—
Unspent contributions at 30 June	60,263	47,181	—	—

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contain sufficiently specific performance obligations are recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include completion of obligations for the Urban Release Access Project and Regional Tourism Startegies. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

B2-4 Grants and contributions (continued)

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, however Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2025	2024
Interest on financial assets		
– Overdue rates and annual charges (incl. special purpose rates)	736	535
– Cash and investments	10,643	9,443
Total interest and investment income (losses)	11,379	9,978

Interest and investment income is attributable to:

Unrestricted investments/financial assets:

Overdue rates and annual charges (general fund)	606	433
General Council cash and investments	3,641	3,275

Restricted investments/funds – external:

Developer contributions		
– Section 7.11	766	587
– Section 64	1,669	1,617
Water fund operations	1,040	1,027
Sewerage fund operations	3,657	3,039
Total interest and investment income	11,379	9,978

Material accounting policy information

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	Notes	2025	2024
Fair value increment on investment properties			
Fair value increment on investment properties		105	637
Total fair value increment on investment properties	C1-9	105	637
Rental income			
Investment properties			
Lease income - Investment Properties		2,484	1,208
Lease income - Other Property		774	922
Total investment properties		3,258	2,130
Total rental income	C2-2	3,258	2,130
Total other income		3,363	2,767

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	49,430	45,121
Employee leave entitlements (ELE)	10,957	10,278
Superannuation	6,474	5,565
Workers' compensation insurance	2,056	1,925
Fringe benefit tax (FBT)	318	277
Payroll tax	413	401
Other	380	367
Total employee costs	70,028	63,934
Less: capitalised costs	(4,478)	(3,992)
Total employee costs expensed	65,550	59,942
Number of 'full-time equivalent' employees (FTE) at year end	632	592

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		44,332	46,201
Contractor costs		12,594	10,543
Audit Fees	F2-1	249	191
Councillor and Mayoral fees and associated expenses	F1-2	558	461
Advertising		534	480
Election expenses		466	—
Electricity and heating		3,788	3,497
Insurance		2,974	2,619
Plant and vehicle Charge		981	865
Street lighting		668	908
Sustainability rebates		43	47
Telephone and communications		301	329
Travel expenses		4	2
Training costs (other than salaries and wages)		847	768
Other expenses		415	65
Legal expenses:			
– Legal expenses: planning and development		478	38
– Legal expenses: other		684	245
Expenses from leases of low value assets		218	219
Total materials and services		70,134	67,478
Total materials and services		70,134	67,478

Material accounting policy information

Material and service expenses are recognised on an accruals basis when Council has an obligation for the expenses.

B3-3 Borrowing costs

\$ '000	Notes	2025	2024
(i) Interest bearing liability costs			
Interest on leases		116	109
Interest on loans		3,210	3,444
Total interest bearing liability costs		3,326	3,553
Less: capitalised costs ¹		(10)	(11)
Total interest bearing liability costs expensed		3,316	3,542
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)		—	—
– Remediation liabilities	C3-5	835	715
Total other borrowing costs		835	715
Total borrowing costs expensed		4,151	4,257

(1) Tamworth Global Gateway Park

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		4,586	4,587
Office equipment		8	10
Furniture and fittings		111	179
Land improvements (depreciable)		520	512
Infrastructure:			
– Buildings – non-specialised	C1-8	2,682	2,803
– Buildings – specialised		363	454
– Other structures		350	421
– Roads		12,338	10,592
– Bridges		4,221	3,919
– Footpaths		482	809
– Stormwater drainage		3,770	3,358
– Water supply network		7,744	7,644
– Sewerage network		6,150	6,311
– Swimming pools		195	181
– Other open space/recreational assets		2,098	1,893
- Airport Infrastructure		1,791	2,624
Right of use assets	C2-1	1,476	1,556
Other assets:			
– Library books		272	314
– Other		305	275
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C3-5,C1-8	1,304	925
– Quarry assets	C3-5,C1-8	5	4
Intangible assets	C1-10	73	71
Total gross depreciation and amortisation costs			
Less: capitalised costs		(575)	(531)
Total depreciation and amortisation costs		50,269	48,911
Impairment / revaluation decrement of IPPE			
Operational Land	C1-8c	–	–
Infrastructure:			
– Roads	C1-8c	–	(521)
Total gross IPPE impairment / revaluation decrement costs			
Amounts taken through revaluation reserve	C1-8c	–	521
Total IPPE impairment / revaluation decrement costs charged to Income Statement		–	–
Total depreciation, amortisation and impairment for non-financial assets		50,269	48,911

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by

B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2025	2024
Impairment of receivables			
Other		406	498
Total impairment of receivables	C1-4	406	498
Other			
Contributions/levies to other levels of government		1,966	1,957
Emergency services levy (includes FRNSW, SES, and RFS levies)		1,788	1,863
Donations, contributions and assistance to other organisations (Section 356)		653	650
Total other		4,407	4,470
Total other expenses		4,813	4,968

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2025	2024
Gain (or loss) on disposal of property (excl. investment property)			
Proceeds from disposal – property		–	3,900
Less: carrying amount of property assets sold/written off		(137)	(3,241)
Gain (or loss) on disposal		(137)	659
Gain (or loss) on disposal of plant and equipment	C1-8		
Proceeds from disposal – plant and equipment		2,348	1,786
Less: carrying amount of plant and equipment assets sold/written off		(2,655)	(1,254)
Gain (or loss) on disposal		(307)	532
Gain (or loss) on disposal of infrastructure	C1-8		
Less: carrying amount of infrastructure assets sold/written off		(11,688)	(6,778)
Gain (or loss) on disposal		(11,688)	(6,778)
Gain (or loss) on disposal of real estate assets held for sale	C1-5		
Proceeds from disposal – real estate assets		6,078	4,954
Less: carrying amount of real estate assets sold/written off		(932)	(639)
Gain (or loss) on disposal		5,146	4,315
Net gain (or loss) from disposal of assets		(6,986)	(1,272)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted on 25 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 Variance
Revenues			
User charges and fees			
	46,831	55,645	8,814
			19% F
The 19% favourable variance for user charges and fees was due to increased work for the State Government on state roads which generated an additional \$2.5M in income. Other contributors were increased revenue from water consumption of \$2.4m, increased revenue from the hiring of Council facilities generated an additional \$1.3M, sewer services an addition \$919k and private works generated \$521k over and above the original budget for the year.			
Other revenues			
	2,273	4,252	1,979
			87% F
The budget variance for other revenues is due to an incorrect classification of Rental Income as Other Revenue in Council's original budget. The line items in the financial reports that make up Other Revenue were incorrectly classified as Other Income in the budget Income Statement. If the line items had been correctly classified the Other Revenue Budget would have been \$3.6M. The main contributor to the improved year end result is \$519k of catering income at the International Flight Training Tamworth which was not budgeted for and sponsorship also exceeded budget by \$166k.			
Operating grants and contributions			
	21,511	21,961	450
			2% F
The 20% favourable increase in Operating Grants and Contributions is due mainly due to the timing of recognition of Regional Local Roads Repair Program income of \$2.9M, an additional \$704k for Roads to Recovery and numerous smaller other grants such as \$63k for the Art Gallery and \$84k for financial services.			
Capital grants and contributions			
	41,398	82,254	40,856
			99% F
The main reason for increased capital grants and contributions is non cash contributions, in particular the vesting of water supply assets associated with Dungowan Dam by the Department of Climate Change, Energy, the Environment and Water valued at \$29.8M on June 26, 2025. Council does not budget for subdivision dedications which were up by \$9M when compared to the prior year. The other significant variation to the original budget for capital grants and contributions was cash developer contributions that totalled \$12M being \$6.7M more than the original budget forecast.			
Interest and investment revenue			
	7,863	11,379	3,516
			45% F
The favourable variation for interest and investment revenue of 45% occurred due to improvements on interest rates available on investments and the timing of cash flows. At the time of preparing the budget it was anticipated that the returns on Council investments would average 4% but the actual average return was 5.2%. This better than anticipated return combined with increased investment holdings has resulted in the favourable outcome.			
Expenses			
Materials and services			
	48,833	70,134	(21,301)
			(44)% U
The variation in the spend on materials and services to Council's original budget is due to a variety of reasons including \$8.9M of works classified as capital that were in reality operational, in particular \$3.4M of expenditure on technology. The increased spend was also attributable to \$4.3M in additional operational grant funding received and corresponding expenditure on materials. Materials and contracts unfavourable increase is also due to additional works on state roads as per user charges and fees increased income which is operational in nature. The financial year spend on materials and contracts also increased due to carry over works for grant projects and Transport for NSW ordered works from 23/24 to 24/25 which saw an increase in			

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 Variance
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the material and contracts spend of \$5M on roads. Finally council also assisted in disaster support for other coastal councils resulting in an additional \$465k spend.

Depreciation, amortisation and impairment of non-financial assets	45,400	50,269	(4,869)	(11)%	U
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The variance in depreciation, amortisation and impairment is largely due to an increase in depreciation for the financial year. Council has \$41M in new assets and an increase in value of Stormwater and Transport Infrastructure (excluding pavement & seals) of \$45M and \$46M respectively due to the revaluation that was undertaken as at 1st January 2025. At the time of preparation of the budget, Council is unable to accurately determine what the revaluation of assets will be.

Other expenses	4,352	4,813	(461)	(11)%	U
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The 11% variation between Council's original budget and year end financial results for Other Expenses are due to a \$200k donation to the Dolly Parton Imagination Library which was not included in the original budget and an increase in the provision for doubtful debts which resulted in an actual of \$406k when compared to a budget of \$16k. These increases when offset against other savings the most noteworthy being \$140k Favourable result for budgeted payments to Emergency Services account for the Unfavourable Other Expenses result.

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	16,192	27,580
Cash equivalent assets		
– Deposits at call	5,911	5,625
Total cash and cash equivalents	22,103	33,205

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	22,103	33,205
Balance as per the Statement of Cash Flows	22,103	33,205

Material accounting policy information

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Financial assets at fair value through the profit and loss				
Floating Rate Notes	6,993	9,987	–	16,946
Fixed Rate Bonds	–	5,101	993	5,017
Total	6,993	15,088	993	21,963
Debt securities at amortised cost				
Term deposits - fixed rate	175,000	–	142,000	8,000
Total	175,000	–	142,000	8,000
Total financial investments	181,993	15,088	142,993	29,963
Total cash assets, cash equivalents and investments	204,096	15,088	176,198	29,963

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)

C1-2 Financial investments (continued)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments of floating rate notes and fixed rate bonds in the Statement of Financial Position.

C1-3 Restricted and allocated cash, cash equivalents and investments

	\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments			
Total cash, cash equivalents and investments	219,184	206,161	
Less: Externally restricted cash, cash equivalents and investments	(198,040)	(182,247)	
Cash, cash equivalents and investments not subject to external restrictions	21,144	23,914	
External restrictions			
External restrictions – included in liabilities			
External restrictions included in cash, cash equivalents and investments above comprise:			
Specific purpose unexpended loans – general	545	1,793	
Specific purpose unexpended loans – sewer	1,336	1,526	
Deposits, retentions and bonds - general	3,629	3,055	
Specific purpose unexpended grants – general fund	7,030	16,375	
Specific purpose unexpended grants – water fund	83	14	
Specific purpose unexpended grants – sewer fund	752	777	
External restrictions – included in liabilities	13,375	23,540	
External restrictions – other			
External restrictions included in cash, cash equivalents and investments above comprise:			
Developer contributions – general	22,086	14,847	
Developer contributions – water fund	19,759	15,565	
Developer contributions – sewer fund	18,418	16,769	
Water fund	20,345	17,603	
Sewer fund	79,824	68,545	
Waste management	24,233	25,378	
External restrictions – other	184,665	158,707	
Total external restrictions	198,040	182,247	

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use

continued on next page ...

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	21,144	23,914
Less: Internally restricted cash, cash equivalents and investments	(19,624)	(22,421)
Unrestricted and unallocated cash, cash equivalents and investments	1,520	1,493

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Airport	3,139	2,214
Asset management provisions	2,725	2,001
Car parking	934	812
Central Northern Regional Library	920	861
Community care facilities	333	576
Cultural facilities	387	336
Developer contribution plans – prior need	3,324	3,013
Drainage levy	1,597	1,680
Economic affairs	4,055	4,119
Employee provisions	2,552	2,290
FAG (General purpose component)	4,120	6,654
FAG (Roads component)	4,386	5,575
Governance provisions	2,210	2,899
Internal loan from reserves - Cemetery Extension ¹	(1,237)	(1,293)
Internal loan from reserves - IT Workstations ¹	–	(166)
Internal loan from reserves - Pilot Training Facility ¹	(10,000)	(10,000)
Internal loan from reserves – Drainage works ¹	(258)	(501)
Internal loan from reserves – Street light replacement ¹	–	(209)
Natural disasters provisions	480	338
On site sewer management	–	1
Parks and sporting facilities	545	769
Pilot Training Facility ¹	(7,251)	(5,615)
Plant replacement	7,137	4,942
Quarry remediation	315	315
Quarry renewal	105	105
Regional Development	2,384	3,116
Special Rate Variation Asset Renewal	3,964	4,106
Sustainability projects	480	463
Transport provisions	3,975	4,590
Westdale Land	(11,697)	(11,570)
Total internal allocations	19,624	22,421

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

(1) Loan between discretionary General Fund internal reserves as approved by Council

\$ '000	2025	2024
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	1,520	1,493

C1-4 Receivables

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Rates and annual charges	6,523	344	7,024	365
Interest and extra charges	1,192	—	957	—
User charges and fees	12,586	—	10,868	—
Accrued revenues				
– Interest on investments	3,000	—	3,067	—
– Other income accruals	421	—	46	—
Deferred debtors	—	704	—	264
Government grants and subsidies	189	—	189	—
Net GST receivable	327	—	229	—
Insurance claim	52	—	15	—
Other debtors	320	31	220	34
Total	24,610	1,079	22,615	663
Less: provision for impairment				
Rates and annual charges	(385)	—	(368)	—
Interest and extra charges	(153)	—	(152)	—
User charges and fees	(1,123)	—	(833)	—
Total provision for impairment – receivables	(1,661)	—	(1,353)	—
Total net receivables	22,949	1,079	21,262	663

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	1,353	1,414
+ new provisions recognised during the year	744	498
– amounts already provided for and written off this year	(100)	(71)
– amounts provided for but recovered during the year	(336)	(488)
Balance at the end of the year	1,661	1,353

Material accounting policy information

Recognition and measurement

Receivables are recognised at fair value less provision for impairment. Receivables are generally due for settlement within 30 days.

Non-current deferred debtor relates to lease income payable for the TGGP intermodal site, with the first lease payment not due until the tenth anniversary of the commencement date. Refer to Note C2-2 Council as Lessor. Lease income is to be recognised on a straight line basis over the lease term of 20 years.

Impairment

Impairment of financial assets measured at amortised cost are recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. Rates and annual charges outstanding are secured against the property. Impairment of rates and annual charges secured against a property is recognised when the amount outstanding is more than the estimated value of the property.

For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

C1-4 Receivables (continued)

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the receivables are over one (1) year past due, whichever occurs first.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2025		2025		2024	
	Current	Non-current	Current	Non-current	Current	Non-current
(i) Inventories at cost						
Tamworth Global Gateway Park Industrial Land	22,032	—	18,356	—	—	—
Stores and materials	1,907	—	1,965	—	—	—
Total inventories	23,939	—	20,321	—	—	—

(i) Other disclosures

\$ '000	Notes	2025		2024	
		Current	Non-current	Current	Non-current
(a) Details for real estate development					
Tamworth Global Gateway Park Industrial Land		22,032	—	18,356	—
Total real estate for resale		22,032	—	18,356	—

(Valued at the lower of cost and net realisable value)

Represented by:

Acquisition costs	14,188	—	14,614	—
Development costs	7,803	—	3,709	—
Borrowing costs	41	—	33	—
Total costs	22,032	—	18,356	—
Total real estate for resale	22,032	—	18,356	—
Movements:				
Real estate assets at beginning of the year	18,356	—	18,186	—
– Purchases and other costs	4,416	—	644	—
– Transfers in from (out to) Note C1-8	—	—	—	—
– WDV of sales (expense)	(740)	—	(474)	—
Total real estate for resale	22,032	—	18,356	—

(b) Current inventories not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

\$ '000	2025	2024
Tamworth Global Gateway Park Industrial Land	21,340	17,036
	21,340	17,036

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

C1-6 Contract assets and Contract cost assets

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
Contract assets	7,731	—	10,892	—
Total contract assets and contract cost assets	7,731	—	10,892	—

Contract assets

Revenue from Grants where Obligations satisfied	7,731	—	10,892	—
Total contract assets	7,731	—	10,892	—

Material accounting policy information

Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

Contract cost asset – costs to fulfil a contract

Where costs are incurred to fulfil a contract and these costs are outside the scope of another accounting standard, they are capitalised as contract cost assets if the following criteria are met:

- the costs relate directly to a contract
- the costs generate or enhance resources of Council that will be used to satisfy performance obligations in the future and
- the costs are expected to be recovered.

The capitalised costs are recognised in the Income statement on a systematic basis consistent with the timing of revenue recognition.

Refer to B3-4 for the accounting policy for impairment of contract cost assets.

C1-7 Non-current assets classified as held for sale

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Non-current assets held for sale				
Land	50	—	50	—
Total non-current assets held for sale	50	—	50	—
Total non-current assets classified as held for sale	50	—	50	—

Reconciliation of non-current assets held for sale and disposal groups – i.e. discontinued operations

\$ '000	2025	2024
	Assets 'held for sale'	Assets 'held for sale'
Opening balance	50	50
Balance still unsold after 12 months:	50	50
Closing balance of held for sale non-current assets and operations	50	50

C1-8 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period								At 30 June 2025		
	\$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	73,602	—	73,602	5,005	13,775	(13)	—	(42,893)	—	—	—	49,475	—	49,475
Plant and equipment	61,102	(28,386)	32,716	8,526	3,331	(2,610)	(4,586)	—	106	—	—	66,523	(29,039)	37,484
Office equipment	156	(88)	68	—	—	—	(8)	—	—	—	—	96	(37)	59
Furniture and fittings	6,283	(5,523)	760	45	34	—	(111)	—	—	—	—	6,361	(5,633)	728
Land:														
– Operational land	197,708	(1,864)	195,844	—	—	(669)	—	—	—	—	9,173	206,213	(1,864)	204,349
– Community land	57,155	—	57,155	—	—	—	—	—	—	—	2,686	59,841	—	59,841
– Land under roads (post 30/6/08)	4,181	—	4,181	—	307	—	—	—	—	—	150	4,638	—	4,638
Land improvements – depreciable	20,913	(7,818)	13,095	—	13	(4)	(520)	—	—	—	558	21,829	(8,686)	13,143
Infrastructure:														
– Buildings – non-specialised	229,373	(71,023)	158,350	2,278	—	(485)	(2,682)	—	7,114	676	240,244	(74,993)	165,251	
– Buildings – specialised	57,444	(12,457)	44,987	—	—	—	(363)	—	—	—	1,361	59,196	(13,211)	45,985
– Other structures	23,468	(13,318)	10,150	5	—	(22)	(350)	—	48	434	24,445	(14,179)	10,266	
– Roads	3,487	(1,652)	1,835	—	—	—	(53)	—	—	47	3,578	(1,749)	1,829	
– Bridges	405,298	(146,094)	259,204	1,480	—	(396)	(4,221)	—	5,325	6,650	445,996	(177,953)	268,043	
– Footpaths	55,729	(22,180)	33,549	679	532	(12)	(482)	—	1,026	7,777	67,540	(24,473)	43,067	
– Transport Ancillary	39,126	(12,357)	26,769	114	552	—	(492)	—	747	8,235	52,093	(16,166)	35,927	
– Stormwater drainage	387,850	(117,634)	270,216	424	11,082	(108)	(3,770)	—	1,266	45,067	459,269	(135,092)	324,177	
– Water supply network	588,168	(269,560)	318,608	28,690	2,189	(4,919)	(7,744)	—	4,986	7,653	622,367	(272,904)	349,463	
– Sewerage network	442,620	(153,797)	288,823	9	2,238	(275)	(6,150)	—	3,282	7,069	458,566	(163,570)	294,996	
– Swimming pools	12,391	(8,102)	4,289	48	—	—	(195)	—	—	182	12,990	(8,664)	4,326	
– Other open space/recreational assets	82,523	(30,831)	51,692	2,383	214	(57)	(2,098)	—	1,821	2,203	90,198	(34,041)	56,157	
- Kerb and Gutter	98,088	(32,947)	65,141	353	1,991	(12)	(1,137)	—	236	14,734	123,376	(42,071)	81,305	
- Minor Culverts	100,434	(22,592)	77,842	948	205	(280)	(1,790)	—	1,852	6,070	107,964	(23,116)	84,848	
- Causeways	19,160	(9,578)	9,582	26	—	(122)	(261)	—	696	2,448	23,445	(11,077)	12,368	
- Roads Local Sealed	388,011	(100,269)	287,742	10,372	4,096	(2,983)	(5,866)	—	4,769	7,408	411,237	(105,699)	305,538	
- Roads Local Unsealed	101,053	(29,767)	71,286	1,204	—	(633)	(1,469)	—	439	1,828	103,946	(31,291)	72,655	
- Roads Regional Sealed	87,916	(20,548)	67,368	4,299	46	(567)	(1,119)	—	2,127	1,748	95,569	(21,666)	73,903	
- Roads Regional Unsealed	1,287	(314)	973	—	—	(274)	(28)	—	—	18	1,005	(317)	688	
- Carparks	9,321	(2,488)	6,833	194	—	(40)	(123)	—	—	176	9,691	(2,651)	7,040	
- Airport Infrastructure	73,962	(32,336)	41,626	219	—	—	(1,791)	—	4,641	(398)	79,318	(35,021)	44,297	
Other assets:														
– Library books	3,614	(2,937)	677	—	260	—	(272)	—	—	—	3,873	(3,209)	664	
– Art collection	3,804	—	3,804	—	—	—	—	—	—	—	3,804	—	3,804	
– Other	10,182	(3,073)	7,109	298	—	—	(305)	—	—	302	10,933	(3,528)	7,405	
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Quarry assets	345	(171)	174	—	—	—	(5)	—	—	—	345	(176)	169	
– Tip assets	22,079	(12,362)	9,717	—	—	—	(1,304)	—	(400)	—	21,678	(13,666)	8,012	
Total infrastructure, property, plant and equipment	3,667,833	(1,172,066)	2,495,767	67,599	40,865	(14,481)	(49,295)	(42,893)	40,081	134,255	3,947,642	(1,275,742)	2,671,900	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-8 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period								At 30 June 2024		
	\$ '000	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment reversal (recognised in equity)	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	79,238	—	79,238	20,896	25,138	—	—	—	(51,671)	—	73,602	—	73,602	
Plant and equipment	57,063	(27,571)	29,492	7,801	546	(1,229)	(4,587)	—	693	—	61,102	(28,386)	32,716	
Office equipment	156	(79)	77	—	—	—	(10)	—	—	—	156	(88)	68	
Furniture and fittings	6,272	(5,344)	928	—	11	—	(179)	—	—	—	6,283	(5,523)	760	
Land:														
– Operational land ²	165,730	(1,864)	163,866	—	1,088	(1,962)	—	—	(7,471)	40,323	197,708	(1,864)	195,844	
– Community land	47,020	—	47,020	—	—	(10)	—	—	—	10,145	57,155	—	57,155	
– Land under roads (post 30/6/08)	3,714	—	3,714	—	267	—	—	—	—	—	200	4,181	—	4,181
Land improvements – depreciable	17,853	(6,845)	11,008	—	394	(32)	(512)	—	1,419	818	20,913	(7,818)	13,095	
Infrastructure:														
– Buildings – non-specialised	216,580	(65,645)	150,935	211	—	(1,187)	(2,803)	—	3,176	8,017	229,373	(71,023)	158,350	
– Buildings – specialised	54,465	(11,357)	43,108	—	—	—	(454)	—	—	2,333	57,444	(12,457)	44,987	
– Other structures	21,899	(12,031)	9,868	15	—	—	(421)	—	29	660	23,468	(13,318)	10,150	
– Roads	3,276	(1,535)	1,741	—	—	(9)	(50)	—	62	91	3,487	(1,652)	1,835	
– Bridges	382,172	(134,729)	247,443	—	—	—	(3,919)	—	2,520	13,160	405,298	(146,094)	259,204	
– Footpaths	51,931	(20,253)	31,678	16	383	(1)	(809)	—	619	1,661	55,729	(22,180)	33,549	
– Stormwater drainage	363,471	(108,621)	254,850	—	4,952	(59)	(3,358)	—	1,082	12,751	387,850	(117,634)	270,216	
– Water supply network	549,195	(248,995)	300,200	—	1,253	(78)	(7,644)	—	10,039	14,837	588,168	(269,560)	318,608	
– Sewerage network	415,565	(140,314)	275,251	2,695	2,007	(200)	(6,311)	—	1,775	13,607	442,620	(153,797)	288,823	
– Transport Ancillary	35,207	(11,297)	23,910	—	25	(3)	(433)	—	2,010	1,261	39,126	(12,357)	26,769	
– Swimming pools	11,587	(7,439)	4,148	61	—	(15)	(181)	—	1	276	12,391	(8,102)	4,289	
– Other open space/recreational assets	74,440	(27,113)	47,327	194	—	(13)	(1,893)	—	2,903	3,174	82,523	(30,831)	51,692	
- Kerb and Gutter	91,783	(30,338)	61,445	—	938	—	(930)	—	433	3,255	98,088	(32,947)	65,141	
- Minor Culverts	94,314	(20,500)	73,814	—	—	(21)	(943)	—	1,032	3,960	100,434	(22,592)	77,842	
- Causeways	18,166	(8,950)	9,216	—	205	(156)	(227)	—	61	483	19,160	(9,578)	9,582	
- Roads Local Sealed	352,756	(92,947)	259,809	5,009	2,472	(3,681)	(5,225)	268	15,386	13,704	388,011	(100,269)	287,742	
- Roads Local Unsealed	96,074	(27,690)	68,384	895	—	(1,225)	(1,683)	93	1,237	3,585	101,053	(29,767)	71,286	
- Roads Regional Sealed	76,567	(19,673)	56,894	524	—	(1,262)	(959)	160	8,835	3,178	87,916	(20,548)	67,368	
- Roads Regional Unsealed	1,221	(271)	950	—	—	—	(27)	—	—	50	1,287	(314)	973	
- Carparks	8,763	(2,252)	6,511	73	—	(54)	(115)	—	75	344	9,321	(2,488)	6,833	
- Airport Infrastructure	70,193	(28,064)	42,129	—	—	—	(2,624)	—	—	2,121	73,962	(32,336)	41,626	
Other assets:														
– Library books	3,351	(2,623)	728	—	263	—	(314)	—	—	—	3,614	(2,937)	677	
– Art collection	3,804	—	3,804	—	—	—	—	—	—	—	3,804	—	3,804	
– Other	9,469	(2,599)	6,870	—	55	—	(275)	—	—	458	10,182	(3,073)	7,109	
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	21,303	(11,437)	9,866	—	—	—	(925)	—	775	—	22,079	(12,362)	9,717	
– Quarry assets	234	(166)	68	—	—	—	(4)	—	111	—	345	(171)	174	
Total infrastructure, property, plant and equipment	3,404,832	(1,078,542)	2,326,290	38,390	39,997	(11,197)	(47,815)	521	(4,869)	154,452	3,667,833	(1,172,066)	2,495,767	

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Restated refer to Note G4-1

C1-8 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

Infrastructure, property, plant and equipment is initially measured at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended.

Comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water, sewerage and stormwater network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water. Transportation Assets are indexed at each reporting period utilising the Producer Price Index, Australia - Road and Bridge Construction, New South Wales published by the Australian Bureau of Statistics.

Land and Council's Art Collection are not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Water and sewer assets		Stormwater assets	
Dams and reservoirs	80 to 100	Drains	80 to 100
Bores	20 to 40	Culverts	50 to 80
Reticulation pipes: PVC	70 to 80	Flood control structures	80 to 100
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	50
Unsealed roads	20	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
Road pavements	60		
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 Leases, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-8c Infrastructure, property, plant and equipment – current year impairments

\$ '000	2025	2024
(iv) Reversals of impairment losses previously recognised direct to equity (ARR):		
Roads impaired due to Flood Damage - September 2022 repaired during 2023/24. ¹	-	(521)
Total impairment reversals	-	(521)
Impairment of assets – direct to equity (ARR)	-	(521)

(1) A number of transport infrastructure items were damaged during flooding events in September 2022. Subsequent to this event a significant number of these items have been repaired however there are still some items requiring repair and these items remain impaired as at 30 June 2025.

C1-9 Investment properties

\$ '000	2025	2024
Owned investment property		
Investment property on hand at fair value	25,260	25,155
Total owned investment property	25,260	25,155

Owned investment property

At fair value

Opening balance at 1 July	25,155	18,763
Net gain/(loss) from fair value adjustments	105	637
Transfers from/(to) owner-occupied property (Note C1-8)	—	5,755
Closing balance at 30 June	25,260	25,155

Material accounting policy information

Investment properties principally comprise of freehold office buildings as well as leased land. Investment properties are held for long-term rental yields at sites not occupied by the Council. These properties are leased to commercial entities and do not provide community or social services.

The Pilot Training Facility is a purpose built property and properties of this nature are rare to the marketplace. Users of these financial reports should adopt a higher degree of caution to this value than would normally be the case.

C1-10 Intangible assets

Intangible assets are as follows:

\$ '000	2025	2024
Digital & Licensing Assets		
Opening values at 1 July		
Gross book value	1,004	924
Accumulated amortisation	(709)	(639)
Net book value – opening balance	295	285
Movements for the year		
Purchases	80	81
Amortisation charges	(73)	(71)
Closing values at 30 June		
Gross book value	1,084	1,004
Accumulated amortisation	(782)	(709)
Total Digital & Licensing – net book value	302	295

Water Licences

Water Licences

Opening values at 1 July

Gross book value	2,684	2,569
Net book value – opening balance	2,684	2,569

Movements for the year

Purchases	–	29
Revaluation	–	321
Transfer to IPPE	–	(160)
Gross book value disposals	–	(75)

Closing values at 30 June

Gross book value	2,684	2,684
Total Water Licences – net book value	2,684	2,684
Total intangible assets – net book value	2,986	2,979

Material accounting policy information

Water Licences

Costs incurred in acquiring water licences (excluding town water licences) that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to water licences. As a tradeable item water licences were revalued at 30 April 2024 by suitably qualified Council staff, with Fair Value assessment at 30 June 2025 confirming those values.

C2 Leasing activities

C2-1 Council as a lessee

Council has leases over a range of assets including buildings, waste collection vehicles and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Buildings

Council leases buildings for their Entertainment Venues and Tourism Promotion functions. The leases are less than 5 years and they include a renewal option to allow Council to renew for up to twice the noncancellable lease term at their discretion. The building leases contains an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

Council also leases two buildings used as the corporate offices for a number of Divisions. The leases are for 3 years and they include a renewal option to allow Council to renew for 1 year and a further option of 1 year. These building leases contain an annual pricing mechanism based on a fixed increase at each anniversary of the lease inception.

Plant and Equipment

Council is currently a party to a waste collection contract in which Council directs the use of the collection vehicles. Under this agreement Council has a right-of-use asset for 9 dedicated collection vehicles with the contract running for a period of 7 years, with a 7 year extension option.

IT Equipment

Council currently has a lease for IT Equipment (printers), which is for a period of 4 years.

Extension options

Council has options for lease extensions in its building leases and waste collection contract to provide flexibility and certainty to Council operations. The extension options are at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension options will be exercised.

(a) Right of use assets

\$ '000	Buildings	Plant and Equipment	IT Equipment	Total
2025				
Opening balance at 1 July	2,071	1,921	578	4,570
Additions to right-of-use assets	93	–	–	93
Depreciation charge	(790)	(480)	(206)	(1,476)
Balance at 30 June	1,374	1,441	372	3,187
2024				
Opening balance at 1 July	1,511	2,401	784	4,696
Additions to right-of-use assets	630	–	–	630
Adjustments to right-of-use assets due to re-measurement of lease liability	800	–	–	800
Depreciation charge	(870)	(480)	(206)	(1,556)
Balance at 30 June	2,071	1,921	578	4,570

C2-1 Council as a lessee (continued)

(b) Lease liabilities

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
Lease liabilities	1,517	1,829	1,431	3,279
Total lease liabilities	1,517	1,829	1,431	3,279

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total per Statement of Financial Position	
				Total	
2025					
Cash flows	1,517	1,830	–	3,347	3,347
2024					
Cash flows	1,431	3,279	–	4,710	4,710

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2025	2024
Interest on lease liabilities	116	109
Depreciation of right of use assets	1,476	1,556
Expenses relating to leases of low-value assets	218	219
	1,810	1,884

(e) Statement of Cash Flows

Total cash outflow for leases	1,573	1,661
	1,573	1,661

(f) Leases at significantly below market value – concessionary / peppercorn leases

Council does not believe that it has many leases in place that are at significantly below market value and accordingly are not individually material from a statement of financial position or performance perspective. Typically these leases would be for community groups undertaking community specific services or projects.

Material accounting policy information

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

C2-1 Council as a lessee (continued)

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties and /or plant and equipment; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-9)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Council's service delivery objective (refer note C1-8).

\$ '000	2025	2024
(i) Assets held as investment property		
Lease income (excluding variable lease payments not dependent on an index or rate)	2,484	1,208
Lease income relating to variable lease payments not dependent on an index or a rate	774	922
Total income relating to operating leases for investment property assets	3,258	2,130
Operating lease expenses		
Direct operating expenses that generated rental income	1,706	877
Total expenses relating to operating leases	1,706	877
(ii) Assets held as property, plant and equipment		
Other leased assets expenses		
Other	641	634
Total expenses relating to other leases assets	641	634
(iii) Maturity analysis of contractual lease income		
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:		
< 1 year	2,395	2,291
1–2 years	1,444	1,206
2–3 years	1,377	1,249
3–4 years	619	1,177
4–5 years	615	466
> 5 years	7,992	6,549
Total undiscounted lease payments to be received	14,442	12,938

Material accounting policy information

In November 2023, Council entered an Operating Lease arrangement for the site of the Tamworth Global Gateway Park Rail Intermodal. In accordance with the lease the tenant has undertaken construction works necessary for a rail intermodal; at the end of the lease term the intermodal facility will be transferred to Council. As a lease incentive commercial rent is not payable until the 10th anniversary of the lease commencement date. Lease income is being recognised on a straight line basis over the lease term refer to Note C1-4 for the corresponding receivable.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Goods and services – operating expenditure	9,926	–	7,968	–
Accrued expenses:				
– Borrowings	218	–	226	–
– Salaries and wages	1,700	–	2,107	–
– Other expenditure accruals	111	–	605	–
Prepaid rates	3,301	–	2,859	–
Security bonds, deposits and retentions	2,789	–	2,508	–
Ticket monies held	906	–	625	–
Other	645	–	1,092	–
Total payables	19,596	–	17,990	–

Payables

Payable liabilities for goods and services unpaid at the end of the financial year are usually payable within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	5,808	—	11,769	—
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	3,245	—	6,030	—
Total grants received in advance		9,053	—	17,799	—
Total contract liabilities		9,053	—	17,799	—

Notes

(i) Council has received funding for a number of projects including Skywalk Construction, Port Stephens Cutting Upgrade, No. 1 Oval Pavillion Upgrade, Aquatic Centre and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 and AASB 1058 being satisfied since the performance obligations are ongoing.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	6,630	10,561
Operating grants (received prior to performance obligation being satisfied)	3,401	2,992
Total revenue recognised that was included in the contract liability balance at the beginning of the period	10,031	13,553

C3-3 Borrowings

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
Loans – secured ¹	10,857	56,380	9,602	65,135
Total borrowings	10,857	56,380	9,602	65,135

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

(a) Changes in liabilities arising from financing activities

\$ '000	2024		Non-cash movements			2025	
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	74,737	(9,500)	2,000	–	–	–	67,237
Lease liability (Note C2-1)	4,710	(1,457)	94	–	–	–	3,347
Total liabilities from financing activities	79,447	(10,957)	2,094	–	–	–	70,584

\$ '000	2023		Non-cash movements			2024	
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	80,752	(6,015)	–	–	–	–	74,737
Lease liability (Note C2-1)	4,833	(1,553)	630	800	–	–	4,710
Total liabilities from financing activities	85,585	(7,568)	630	800	–	–	79,447

(b) Financing arrangements

\$ '000	2025	2024
Total facilities		
Total financing facilities available to Council at the reporting date are:		
Bank overdraft facilities ¹	1,000	1,000
Credit cards/purchase cards	620	620
Total financing arrangements	1,620	1,620
Drawn facilities		
Financing facilities drawn down at the reporting date are:		
– Credit cards/purchase cards	187	118
Total drawn financing arrangements	187	118
Undrawn facilities		
Undrawn financing facilities available to Council at the reporting date are:		
– Bank overdraft facilities	1,000	1,000
– Credit cards/purchase cards	433	502
Total undrawn financing arrangements	1,433	1,502

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

C3-4 Employee benefit provisions

\$ '000	2025		2024	
	Current	Non-current	Current	Non-current
Annual leave	5,882	—	5,501	—
Long service leave	7,174	494	6,800	400
Total employee benefit provisions	13,056	494	12,301	400

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	10,445	9,841
	10,445	9,841

Description of and movements in provisions

\$ '000	ELE provisions		
	Annual leave	Long service leave	Total
2025			
At beginning of year	5,501	7,200	12,701
Additional provisions	4,360	1,779	6,139
Amounts used (payments)	(4,037)	(1,332)	(5,369)
Remeasurement effects	58	21	79
Total ELE provisions at end of year	5,882	7,668	13,550
2024			
At beginning of year	5,154	6,882	12,036
Additional provisions	3,965	1,656	5,621
Amounts used (payments)	(3,641)	(1,336)	(4,977)
Remeasurement effects	23	(2)	21
Total ELE provisions at end of year	5,501	7,200	12,701

Material accounting policy information

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods. These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2025		2024	
	Current	Non-Current	Current	Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	2	19,541	2	19,107
Sub-total – asset remediation/restoration	2	19,541	2	19,107
Total provisions	2	19,541	2	19,107

Description of and movements in provisions

\$ '000	Other provisions		
	Asset remediation	Total	
2025			
At beginning of year		19,109	19,109
Changes to provision:			
– Revised costs	(401)	(401)	
Unwinding of discount	835	835	
Total other provisions at end of year	19,543	19,543	
2024			
At beginning of year		17,507	17,507
Changes to provision:			
– Revised costs	887	887	
Unwinding of discount	715	715	
Total other provisions at end of year	19,109	19,109	

Nature and purpose of provisions

Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate council owned tips and quarries.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

C3-5 Provisions (continued)

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	64,103	9,319	21,372
User charges and fees	34,968	18,195	4,751
Interest and investment revenue	5,013	1,843	5,006
Other revenues	4,168	17	67
Grants and contributions provided for operating purposes	22,923	16	82
Grants and contributions provided for capital purposes	43,894	34,685	3,675
Other income	3,433	—	—
Total income from continuing operations	178,502	64,075	34,953
Expenses from continuing operations			
Employee benefits and on-costs	59,350	3,469	2,731
Materials and services	47,553	16,952	9,738
Borrowing costs	2,524	798	1,312
Other expenses	4,276	294	253
Net losses from the disposal of assets	781	5,917	288
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	114,484	27,430	14,322
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	64,018	36,645	20,631
Depreciation, amortisation and impairment of non-financial assets	36,228	7,798	6,243
Operating result from continuing operations	27,790	28,847	14,388
Net operating result for the year	27,790	28,847	14,388
Net operating result attributable to each council fund	27,738	28,847	14,388
Net operating result attributable to non-controlling interests	52	—	—
Net operating result for the year before grants and contributions provided for capital purposes	(16,104)	(5,838)	10,713

D1-2 Statement of Financial Position by fund

\$ '000	General 2025	Water 2025	Sewer 2025
ASSETS			
Current assets			
Cash and cash equivalents	22,103	—	—
Investments	51,148	37,421	93,424
Receivables	16,574	4,126	6,264
Inventories	23,939	—	—
Contract assets and contract cost assets	7,731	—	—
Other	729	—	—
Non-current assets classified as held for sale	50	—	—
Total current assets	122,274	41,547	99,688
Non-current assets			
Investments	5,416	2,766	6,906
Receivables	1,079	—	4,656
Infrastructure, property, plant and equipment	1,928,607	396,337	346,956
Investment property	25,260	—	—
Intangible assets	301	1,296	1,389
Right of use assets	3,187	—	—
Total non-current assets	1,963,850	400,399	359,907
Total assets	2,086,124	441,946	459,595
LIABILITIES			
Current liabilities			
Payables	18,544	666	386
Contract liabilities	8,217	83	753
Lease liabilities	1,517	—	—
Borrowings	9,508	1,979	3,385
Employee benefit provision	13,056	—	—
Provisions	2	—	—
Total current liabilities	50,844	2,728	4,524
Non-current liabilities			
Lease liabilities	1,829	—	—
Borrowings	29,915	16,839	14,282
Employee benefit provision	494	—	—
Provisions	19,541	—	—
Total non-current liabilities	51,779	16,839	14,282
Total liabilities	102,623	19,567	18,806
Net assets	1,983,501	422,379	440,789
EQUITY			
Accumulated surplus	1,023,648	218,878	255,429
IPPE revaluation surplus	959,136	203,501	185,360
Council equity interest	1,982,784	422,379	440,789
Non-controlling interests	717	—	—
Total equity	1,983,501	422,379	440,789

D1-3 Details of internal loans

(in accordance with s410(3) of the *Local Government Act 1993*)

Details of individual internal loans ¹	Land Acquisition	Electrical Upgrade
Borrower (by purpose)	General - land acquisition	General - TGGP Electricity Upgrade
Lender (by purpose)	Sewer	Sewer
Date of Minister's approval	11/06/2021	08/12/2024
Date raised	01/03/2021	16/12/2024
Term years	5	10
Dates of maturity	28/02/2026	08/12/2034
Rate of interest (%)	Variable	Variable
Amount originally raised (\$'000)	16,000	4,075
Total repaid during year (principal and interest) (\$'000)	3,585	302
Principal outstanding at end of year (\$'000)	4,800	3,871

(1) The Minister approved total loans of \$8,150,521 for TGGP electricity upgrade. The balance of the loan will be drawn in 2025/26.

D2 Interests in other entities

D2-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described below.

Name of Operation/Entity	Principal activity
Central Northern Regional Libraries	Provision of library resources & services for its member Councils

Interests in Subsidiary	Ownership 2025	Ownership 2024	Principal place of business	Voting rights 2025	Voting rights 2024
Council's interest in Subsidiary	62%	62%		62%	62%
Non-controlling interest in Subsidiary	38%	38%		38%	38%

The nature and extent of significant restrictions relating to the Subsidiary

All of subsidiary funds are held in Councils bank account, use of these funds is governed by a budget set annually. Assets are predominantly library resources which are distributed and exchanged between members as and when required. No dividends or distributions are paid.

The nature of risks associated with Council's interests in the Subsidiary

Withdrawal of government grant funding would expose Council to a loss, however it is to be expected that member Councils would be notified in a timely manner to prevent this from happening.

Other disclosures

Councils financial support of the subsidiary will continue indefinitely into the future. The level of financial support is linked to the Councils average population numbers and available grant funding.

Reporting dates of Subsidiary

Reporting dates of the subsidiary are in line with that of Tamworth Regional Council.

Summarised financial information for the Subsidiary

	2025	2024
Summarised statement of comprehensive income		
Revenue	1,836	1,721
Expenses	(1,698)	(1,773)
Profit for the period	138	(52)
Total comprehensive income	138	(52)
Non-controlling interest share - 38%	52	(20)
Summarised statement of financial position		
Current assets	1,047	1,075
Non-current assets	968	888
Total assets	2,015	1,963
Current liabilities	127	214
Total liabilities	127	214
Net assets	1,888	1,749
Non-controlling interest share - 38%	717	665

D2-1 Subsidiaries (continued)

\$ '000	2025	2024
Summarised statement of cash flows		
Cash flows from operating activities	(27)	245
Net increase (decrease) in cash and cash equivalents	(27)	245

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2025	Carrying value 2024	Fair value 2025	Fair value 2024
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	22,103	33,205	22,103	33,205
Receivables	23,981	21,696	23,981	21,696
Investments				
– Term Deposits	175,000	150,000	175,000	150,000
Fair value through profit and loss				
Investments				
– Floating Rate Notes & Fixed Rate Bonds	22,081	22,956	22,081	22,956
Contract Assets	–	10,892	–	10,892
Total financial assets	243,165	238,749	243,165	238,749
Financial liabilities				
Payables	19,596	17,990	19,596	17,990
Loans/advances	67,237	74,737	67,237	74,737
Contract Liabilities	–	17,800	–	17,800
Lease Liabilities	–	4,711	–	4,711
Total financial liabilities	86,833	115,238	86,833	115,238

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio.

Council has an Investment Policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government Regulations.

The risks associated with the financial instruments held are:

- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.

E1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate and price risk

\$ '000	2025	2024
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	2,121	2,007
Impact of a 10% movement in price of investments		
– Equity / Income Statement	–	–

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2025				
Gross carrying amount	–	6,523	344	6,867
2024				
Gross carrying amount	–	7,024	365	7,389

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision at inception. To measure

E1-1 Risks relating to financial instruments held (continued)

the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2025 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	16,846	2,551	2,054	469	3,290	25,210
Expected loss rate (%) ¹	0.00%	1.50%	3.50%	3.00%	35.00%	5.06%
ECL provision	—	38	72	14	1,152	1,276
2024						
Gross carrying amount	21,141	1,511	1,349	366	2,414	26,781
Expected loss rate (%) ¹	0.00%	2.00%	5.50%	3.20%	36.00%	3.68%
ECL provision	—	30	74	12	869	985

⁽¹⁾ The ECL provision differs to the amount shown in Note C1-4 Receivables, due to an impairment provision for rates receivables, the land parcels allowed for are likely to recoup less than the outstanding property debt due to size, accessibility, and location.

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
2025							
Payables	0.00%	2,789	13,506	—	—	16,295	19,596
Borrowings	4.43%	—	13,651	41,248	24,429	79,328	67,237
Total financial liabilities	2,789	27,157	41,248	24,429	95,623	95,623	86,833
2024							
Payables	0.00%	2,508	12,623	—	—	15,131	17,990
Borrowings	4.41%	—	12,795	44,467	32,545	89,807	74,737
Total financial liabilities	2,508	25,418	44,467	32,545	104,938	104,938	92,727

E2-1 Fair value measurement

Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

During the reporting period, Council has also fair value measured the following assets on a non-recurring basis:

- Non-current assets classified as 'held for sale'

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
Investment property	C1-9						
6 Burruulu Close		6,330	6,330	–	–	6,330	6,330
561 Peel Street		1,530	1,500	–	–	1,530	1,500
218 Peel Street		1,550	1,475	–	–	1,550	1,475
Pilot Training Facility	C1-9	–	–	15,850	15,850	15,850	15,850
Total investment property		9,410	9,305	15,850	15,850	25,260	25,155
Infrastructure, property, plant and equipment	C1-8						
Plant and equipment		–	–	37,484	32,716	37,484	32,716
Office equipment		–	–	59	67	59	67
Furniture and fittings		–	–	728	760	728	760
Land – operational		204,348	195,844	–	–	204,348	195,844
Land under roads (post 30/6/08)		–	–	4,638	4,181	4,638	4,181
Land improvements – depreciable		–	–	13,143	13,095	13,143	13,095
Buildings		22,931	21,245	188,305	182,092	211,236	203,337
Other structures		–	–	70,748	66,132	70,748	66,132
Roads and Carparks		–	–	461,654	436,038	461,654	436,038
Bridges and Other Transport Infrastructure		–	–	525,557	472,087	525,557	472,087
Stormwater drainage		–	–	324,178	270,217	324,178	270,217
Water supply network		–	–	349,463	318,607	349,463	318,607
Sewerage network		–	–	294,996	288,823	294,996	288,823
Library books		–	–	665	677	665	677
Art collection		–	–	3,804	3,804	3,804	3,804
Other assets		–	–	7,404	7,109	7,404	7,109
Land – community		–	–	59,841	57,155	59,841	57,155
Airport Infrastructure		–	–	44,297	41,626	44,297	41,626
Total infrastructure, property, plant and equipment		227,279	217,089	2,386,964	2,195,186	2,614,243	2,412,275

E2-1 Fair value measurement (continued)

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total 2025	2024
		2025	2024	2025	2024		
Non-current assets classified as held for sale							
Land	C1-7	50	50	—	—	50	50
Total NCA's classified as held for sale		50	50	—	—	50	50

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Investment properties (other than the Pilot Training Facility) were valued using Level 2 inputs as at 30 May, 2025 Preston Rowe Paterson, registered valuer NSW No 186. Observable inputs used in determining the valuation include net rentals in order to provide a rate per m² this value was then used in conjunction with sales of comparable properties. Unobservable inputs include a limited number of sales evidence on the open market.

In the case of the Pilot Training Facility a valuation was undertaken as at 30 May, by Preston Rowe Paterson, registered valuer NSW No 186. The value adopted for 30 June 2025 is \$15.8M which is the same value adopted for 30 June 2024.

There has been no change to the valuation process during the reporting period.

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment, Office Equipment, Furniture & Fittings, Land Improvements, Heritage, Library, Other

All of the above asset categories are valued at cost but are disclosed at fair value in the notes, as such no observable or unobservable inputs were used in determining fair value. This is in accordance with Appendix E of the Local Government Code of Accounting Practice and Financial Reporting 2024/25. As such valuation has been deemed to be made using Level 3 inputs.

There has been no change to the valuation process during the reporting period.

Operational Land

Operational land was valued using level 2 inputs at 1 January, 2023 by Preston Rowe Paterson, registered valuer NSW No 186. The land was valued at market value (highest and best use) after identifying all elements that would be considered by buyers and sellers including the land's description, area and dimensions, planning and other constraints on development.

Operational Land was indexed in 2024/25 utilising the Percentage Change in Land Value published by the Valuer General New South Wales.

Valuations are carried out every five years unless significant movement in similar markets would suggest that a valuation needs to be conducted sooner.

There has been no change to the valuation process during the reporting period.

Community Land

Community land is valued in accordance with the Local Government Code of Accounting Practice and Financial Reporting 2024/25, Appendix E; as such community land has been valued using the NSW Valuer General's valuations. For this reason Council is unable to provide neither observable nor unobservable valuation techniques and valuation is being reported at Level 3.

Changes in the NSW Valuer General's valuations will result in a higher or lower fair value measurement.

Community Land was indexed in 2024/25 utilising the Percentage Change in Land Value published by the Valuer General New South Wales.

E2-1 Fair value measurement (continued)

There has been no change to the valuation process during the reporting period.

Land Under Roads

Councils recognised land under roads have had Fair Value derived using the Englobo methodology in accordance with the Local Government Code of Accounting Practice and Financial Reporting 2024/25, Appendix E. Using this method there are no observable inputs and the only unobservable input is that of the average site value for each council on a \$ per m². This average site value is determined using values from NSW Valuer General valuations.

Changes in the NSW Valuer General's valuations will result in a higher or lower fair value measurement.

There has been no change to the valuation process during the reporting period, with values amended to reflect the latest Valuer General's valuations.

Buildings – Specialised and Non Specialised

Non-specialised and specialised buildings were valued as at 1 January, 2023 using external valuer Preston Rowe Paterson, registered valuer NSW No 186 using the cost and market approaches.

Council values Buildings using Level 2 and 3 inputs. The unobservable Level 3 inputs used include Gross Replacement Cost, Asset Condition, Useful Life and Asset Components.

Building Assets IPP&E is indexed annually utilising the Producer Price Index, Australia – Building Construction, New South Wales published by the Australian Bureau of Statistics, unless there has been a comprehensive revaluation undertaken in that year.

There has been no change to the valuation process during the reporting period.

Other Structures

Other structures have been valued using the depreciated replacement cost approach where it has been economical to do so taking into account a range of factors including condition, location and construction material. Valuations are undertaken by suitably qualified Council staff from the relevant functional areas. For assets where the cost of valuing the asset exceeds the benefit or the asset value is immaterial in relation to the whole asset class Council has as per the Local Government Code of Accounting Practice and Financial Reporting used the depreciated historical cost as a representation of fair value. All assets within this class have been valued using Level 3 valuation inputs.

There has been no change to the valuation process during the reporting period.

Roads, Bridges, Footpaths and Stormwater Drainage

Council's transport infrastructure assets are grouped into various classes, and where necessary further broken down into components. For example roads are broken down into various components including kerb and gutter, wearing course, structure and earthworks. All valuations for these asset classes were undertaken using Council engineers and industry consultants. Valuations were derived using unit rates. These unit rates were calculated for the various asset components using costs from recent works carried out across the Tamworth Regional Council area where possible and 2025 edition of Rawlinson's Construction Handbook (Edition 43) where recent local costs were not available. Sampling was conducted in various locations to assess asset condition and this information was then extrapolated to determine the fair value of asset components using the depreciated cost method. Fair value was determined using Level 3 valuation inputs for this asset class.

Roads and Carparks were revalued during 2020/21. Bridges, Footpaths, Kerb & Gutter, Minor Culverts, Causeways and Transport Ancillary assets were revalued in-house during the 2024/25 reporting period. Stormwater assets were revalued during the 2024/25 reporting period.

Transport IPP&E are indexed annually utilising the Producer Price Index, Australia – Road and Bridge Construction, New South Wales published by the Australian Bureau of Statistics, unless there has been a comprehensive revaluation undertaken in that year.

There has been no change to the valuation process during the reporting period.

Water and Sewer Networks

The water and sewer network of Council is broken down into components where necessary by Councils engineering staff who conduct the valuation of these assets in house. Sampling of the condition of assets is taken using cameras and site inspections.

E2-1 Fair value measurement (continued)

The results of this condition assessment is used in conjunction with unit rates taken from the NSW Reference Rates Manual as published by the Department of Planning, Industry and Environment - Water to determine the depreciated replacement cost of the various assets that make up these two networks. For those items not covered by the NSW Reference Rates Manual the historical cost is indexed every year by the annual index rate which is also included in the NSW Reference Rates Manual.

There has been no change to the valuation process during the reporting period.

Art Collection

Tamworth Regional Council's art collection had fair value determined using a valuation as at 30 June, 2014. The valuation was carried out by external valuer Helen Maxwell who is an approved valuer of Art, Australian Government Cultural Gifts and Cultural Bequests. This method of ascertaining fair valuation is in accordance with Appendix E of Local Government Code of Accounting Practice and Financial Reporting 2024/25.

There has been no change to the valuation process during the reporting period.

Other Open Space/Recreational Assets

Other Open Space and recreational assets have been valued using the depreciated replacement cost approach where it has been economical to do so taking into account a range of factors including condition, location and construction material. Valuations are undertaken by suitably qualified Council staff from the relevant functional areas. For assets where the cost of valuing the asset exceeds the benefit or the asset value is immaterial in relation to the whole asset class Council has as per the Local Government Code of Accounting Practice and Financial Reporting 2024/25, Appendix E, used the depreciated historical cost as a representation of fair value. All assets within this class have been valued using Level 3 valuation inputs.

Other Open Space/Recreation Assets are indexed annually utilising the Producer Price Index, Australia – Non-Residential Building Construction, New South Wales published by the Australian Bureau of Statistics, unless there has been a comprehensive revaluation undertaken in that year.

There has been no change to the valuation process during the reporting period.

Airport Infrastructure

Airport Infrastructure was valued as at 31 March 2022 using external valuers J J Ryan Consulting Pty Ltd. Fair value was determined using Level 3 valuation inputs for this asset class.

Airport Infrastructure IPP&E is indexed annually utilising the Producer Price Index, Australia – Road and Bridge Construction, New South Wales published by the Australian Bureau of Statistics, unless there has been a comprehensive revaluation undertaken in that year.

Fair value measurements using significant unobservable inputs (level 3)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment		
Plant & Equipment	Depreciated Historical Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life • Residual Value
Office Equipment	Depreciated Historical Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining useful life
Furniture & Fittings	Depreciated Historical Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining useful life
Land Community	NSW Valuer General Valuations	<ul style="list-style-type: none"> • Land Value
Land Under Roads	Englobo Method	<ul style="list-style-type: none"> • Land Value
Land Improvements	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Buildings	Depreciated Historical Cost External Valuation	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life • Residual Value • Sale of Comparable Properties

E2-1 Fair value measurement (continued)

	Valuation technique/s	Unobservable inputs
Other Structures	Depreciated Replacement Cost Depreciated Historical Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life • Residual Value
Roads, Bridges, Footpaths	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Stormwater Drainage	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Water Network	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Sewer Network	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Other Assets	Depreciated Replacement Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Art Collections	External Valuation	<ul style="list-style-type: none"> • Insurance valuation
Library Books	Depreciated Historical Cost	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life
Airport Infrastructure	External Valuation	<ul style="list-style-type: none"> • Gross Replacement Cost • Remaining Useful Life • Residual Value

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

	Level 3 asset class	
\$ '000	2025	2024
Opening balance	2,195,186	2,047,669
Total gains or losses for the period	123,398	118,987
Recognised in other comprehensive income – revaluation surplus		
Other movements		
Transfers from/(to) another asset class	40,483	53,386
Purchases (GBV)	89,683	31,265
Disposals (WDV)	(13,799)	(9,235)
Depreciation and impairment	(47,987)	(46,886)
Closing balance	2,386,964	2,195,186

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.0% of salaries for the year ending 30 June 2025 to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed annually, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$418,023.23. The last formal valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

Council's expected contribution to the plan for the next annual reporting period is \$129,951.62.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	

E3-1 Contingencies (continued)

Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.83%.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, will be completed by December 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

E3-1 Contingencies (continued)

(iv) Bank Guarantees

Council has guaranteed certain loans and other banking facilities advanced to community organisations and sporting bodies, as at reporting date these amounts are:

Tamworth Rugby Club Inc. Drawn February 2008, for \$260,000. Balance as at 30/6/2025 is \$161,135.34
At June 30, 2025 Councils guarantee is limited to \$161,135.34

Tamworth Gymnastics Club. Drawn in 2019/20 Financial year. Balance as at 30/6/2025 is \$46,212.24.
Councils guarantee is limited to \$74,142.06.

Council does not expect to incur any loss from these guarantees.

(v) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June, 2008.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2025	2024
Compensation:		
Short-term benefits	2,071	2,242
Post-employment benefits	205	212
Other long-term benefits	65	55
Total	2,341	2,509

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction \$ '000	Ref	Value of transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
2025						
Employee expenses for close family members of KMP	1	85	–	Local Government Award	–	–
Contractor expenses for close family members of KMP	2	10	–	14 day creditor payment terms	–	–
2024						
Employee expenses for close family members of KMP	1	126	–	Local Government Award	–	–
Contractor expenses for close family members of KMP	2	6	–	14 day creditor payment terms	–	–

1 There were 2 close family member's of council's KMP employed by council under the relevant state award on an arm's length basis.

2 There were 2 creditors paid under creditor payment terms for services provided that had an association with council's KMP.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	61	64
Councillors' fees	231	235
Other Councillors' expenses (including Mayor)	266	162
Total	558	461

F2 Other relationships

F2-1 Audit fees

\$ '000	2025	2024
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	149	141
Remuneration for audit and other assurance services	149	141
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Other audit and assurance services – internal auditors	100	50
Total remuneration of non NSW Auditor-General audit firms	100	50
Total audit fees	249	191

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of Operating Result

\$ '000	2025	2024
Net operating result from Income Statement	71,026	32,915
Add / (less) non-cash items:		
Depreciation and amortisation	50,269	48,911
(Gain) / loss on disposal of assets	6,986	1,272
Non-cash capital grants and contributions	(54,446)	(11,796)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(105)	(637)
Unwinding of discount rates on reinstatement provisions	835	715
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(1,971)	(2,619)
Increase / (decrease) in provision for impairment of receivables	308	(61)
(Increase) / decrease of inventories	58	(433)
(Increase) / decrease of other current assets	(115)	(144)
(Increase) / decrease of contract asset	3,161	5,192
Increase / (decrease) in payables	1,958	(3,592)
Increase / (decrease) in accrued interest payable	(8)	(14)
Increase / (decrease) in other accrued expenses payable	(901)	(11)
Increase / (decrease) in other liabilities	557	280
Increase / (decrease) in contract liabilities	(8,746)	3,263
Increase / (decrease) in employee benefit provision	849	665
Increase / (decrease) in other provisions	(401)	887
Net cash flows from operating activities	69,314	74,793

(b) Non-cash investing and financing activities

Other dedications	50,511	11,796
Total non-cash investing and financing activities	50,511	11,796

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Airport Infrastructure	86	96
Buildings	1,796	636
Information Technology	—	—
Parks & Recreation	13,879	456
Plant & Equipment	6,319	2,604
Roads, Bridges & Footpaths	4,117	4,326
Tamworth Global Gateway Park (TGGP)	2,986	441
Waste Infrastructure	1,780	556
Other	276	—
Aquatic Centre	56	—
Water & Sewer Infrastructure	917	1,962
Total commitments	32,212	11,077
These expenditures are payable as follows:		
Within the next year	32,212	11,077
Total payable	32,212	11,077
Sources for funding of capital commitments:		
Externally Restricted Reserves	2,697	2,399
Future Grants & Contributions	16,442	4,094
Internally restricted reserves	10,220	4,466
Loans	2,853	—
Section 64 Contributions	—	118
Total sources of funding	32,212	11,077

G3-1 Events occurring after the reporting date

No other matters have arisen subsequent to balance date that would require these financial statements to be amended.

G4 Statement of developer contributions

G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025
		Cash	Non-cash Land	Non-cash Other				
Roads	6,445	1,080	–	–	332	(4)	–	7,853
Parking	245	–	–	–	13	–	–	258
Open space	642	97	–	–	33	–	–	772
Community facilities	122	3	–	–	7	–	–	132
Rural Fire Service	349	2	–	–	18	(65)	–	304
Studies	173	1	–	–	9	(70)	–	113
Garbage Disposal – Nundle	4	–	–	–	1	–	–	5
Mines & Extractive Industry – Parry	1,182	209	–	–	61	(100)	–	1,352
Rural Traffic Generating – Parry	3	–	–	–	1	–	–	4
Cycleways	56	1	–	–	3	–	–	60
Tamworth Regional S94 Direct Plan	766	880	–	–	39	(50)	–	1,635
Tamworth Regional S94 Indirect Plan	4,600	4,383	–	–	236	–	–	9,219
S7.11 contributions – under a plan	14,587	6,656	–	–	753	(289)	–	21,707
Total S7.11 and S7.12 revenue under plans	14,587	6,656	–	–	753	(289)	–	21,707
S7.11 not under plans	258	105	–	–	14	–	–	377
S7.4 planning agreements	2	–	–	–	–	–	–	2
S64 contributions	32,334	5,284	–	–	1,669	(1,110)	–	38,177
Total contributions	47,181	12,045	–	–	2,436	(1,399)	–	60,263

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025
		Cash	Non-cash Land	Non-cash Other				

S7.11 contributions – under a plan

CONTRIBUTION PLAN

Parking	245	–	–	–	13	–	–	258
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G4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025
		Cash	Non-cash Land	Non-cash Other				
Garbage Disposal – Nundle	4	–	–	–	1	–	–	5
Mines & Extractive Industry – Parry	1,182	209	–	–	61	(100)	–	1,352
Rural Traffic Generating – Parry	3	–	–	–	1	–	–	4
Tamworth Regional S7.11 Indirect Plan	4,600	4,383	–	–	236	–	–	9,219
Total	6,034	4,592	–	–	312	(100)	–	10,838
CONTRIBUTION PLAN – ROADS								
Roads – Hills Plain East	3	–	–	–	–	–	–	3
Roads – Manilla	15	–	–	–	1	(4)	–	12
Roads – Parry	261	5	–	–	13	–	–	279
Roads – Tamworth Urban	697	17	–	–	36	–	–	750
Hills Plains Roads	5,469	1,058	–	–	282	–	–	6,809
Total	6,445	1,080	–	–	332	(4)	–	7,853
CONTRIBUTION PLAN – OPEN SPACE								
Drainage Hills Plains	5	–	–	–	–	–	–	5
Open Space – Tamworth	22	–	–	–	1	–	–	23
Open Space – Tamworth Urban	269	22	–	–	14	–	–	305
Hills Plains Open Space & Recreation	346	75	–	–	18	–	–	439
Total	642	97	–	–	33	–	–	772
CONTRIBUTION PLAN – COMMUNITY FACILITIES								
Community Facilities – Hills Plain	3	–	–	–	–	–	–	3
Community Facilities – Tamworth	30	–	–	–	2	–	–	32
Community Facilities – Tamworth Urban	89	3	–	–	5	–	–	97
Total	122	3	–	–	7	–	–	132
CONTRIBUTION PLAN – RURAL FIRE SERVICE								
Rural Fire Service – Barraba	22	–	–	–	1	–	–	23
Rural Fire Service – Manilla	7	–	–	–	–	–	–	7
Rural Fire Service – Nundle	11	–	–	–	1	–	–	12
Rural Fire Service – Parry	309	2	–	–	16	(65)	–	262
Total	349	2	–	–	18	(65)	–	304
CONTRIBUTION PLAN – STUDIES								
Studies – Hills Plain East	26	–	–	–	1	(24)	–	3
Studies – Tamworth Urban	147	1	–	–	8	(46)	–	110

continued on next page ...

G4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025
		Cash	Non-cash Land	Non-cash Other				
Total	173	1	—	—	9	(70)	—	113
CONTRIBUTION PLAN – CYCLEWAYS								
Tamworth Urban Cycleway	47	1	—	—	2	—	—	50
Cycleways – Tamworth	9	—	—	—	1	—	—	10
Total	56	1	—	—	3	—	—	60
CONTRIBUTION PLAN – TAMWORTH REGIONAL S7.11 DIRECT PLAN								
Tamworth Regional (Roads)	(196)	546	—	—	(10)	—	—	340
Tamworth Regional (Open Space & Rec)	763	267	—	—	39	—	—	1,069
Tamworth Regional (Plan Preparation)	199	67	—	—	10	(50)	—	226
Total	766	880	—	—	39	(50)	—	1,635

G4-3 Contributions not under plans

Payments Arising From Developer Consents

Drainage	70	—	—	—	4	—	—	74
Roads	111	—	—	—	6	—	—	117
Subdivision Works	77	105	—	—	4	—	—	186
Total	258	105	—	—	14	—	—	377

G4-4 S7.4 planning agreements

S7.4 planning agreements

S7.4 Planning Agreements	2	—	—	—	—	—	—	2
Total	2	—	—	—	—	—	—	2

G4-5 S64 contributions

S64 contributions

Water	15,565	3,835	—	—	803	(445)	—	19,758
Sewer	16,767	1,449	—	—	866	(665)	—	18,417

G4-5 S64 contributions (continued)

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025
		Cash	Non-cash Land	Non-cash Other				
Total	32,332	5,284	–	–	1,669	(1,110)	–	38,175

End of the audited financial statements

H1 Statement of performance measures

H1-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024	Indicators 2023	Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(3,941)	(2.07)%	(0.90)%	0.99%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	190,570				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	168,609	61.80%	70.81%	62.41%	> 60.00%
Total continuing operating revenue ¹	272,824				
3. Unrestricted current ratio					
Current assets less all external restrictions	44,812	1.88x	2.05x	2.12x	> 1.50x
Current liabilities less specific purpose liabilities	23,774				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	50,479	3.34x	3.36x	3.33x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	15,108				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	7,521	7.33%	8.59%	7.00%	< 10.00%
Rates and annual charges collectable	102,637				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	197,103	14.14	15.10	15.80	> 3.00
Monthly payments from cash flow of operating and financing activities	13,942	months	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

H1-2 Statement of performance measures by fund

\$ '000	General Indicators		Water Indicators		Sewer Indicators		Benchmark
	2025	2024	2025	2024	2025	2024	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(11.56)%	(7.72)%	0.27%	(4.52)%	35.17%	31.15%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions	62.16%	63.01%	45.84%	87.73%	89.25%	91.59%	> 60.00%
Total continuing operating revenue							
3. Unrestricted current ratio							
Current assets less all external restrictions	1.88x	2.05x	15.23x	13.73x	22.04x	17.96x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation	1.79x	2.08x	10.87x	8.57x	14.14x	11.36x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	7.57%	8.88%	7.41%	8.69%	6.57%	7.78%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	6.28 months	8.37 months	19.28 months	17.17 months	64.12 months	57.73 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities							

H Additional Council disclosures (unaudited)

H1-3 Council information and contact details

Principal place of business:

474 Peel Street
TAMWORTH NSW 2340

Contact details**Mailing Address:**

PO Box 555
TAMWORTH NSW 2340

Opening hours:

Tamworth Regional Council Customer Service
474 Peel Street Tamworth NSW 2340

Office hours (in-person):

Monday to Friday - 8:30am - 4:00pm *excluding public holidays

Office hours (phone or email):

Monday to Friday - 8:30am - 5:00pm *excluding public holidays

Barraba Branch Office

108 Queen Street Barraba NSW 2347

Phone: 02 6782 1105

Office hours (phone or email):

Monday to Friday - 8:30am - 12pm; 1:00pm - 4:00pm

*excluding public holidays

Manilla Branch Office

210 Manilla Street Manilla NSW 2346

Phone: 02 6761 0200

Office hours (phone or email):

Monday to Friday - 8:30am - 12pm; 1:00pm - 4:00pm

*excluding public holidays

Nundle Branch Office

58 Jenkins Street Nundle NSW 2340

Phone: 1300 733 625

Office hours (phone or email): *excluding public holidays

Monday, Tuesday, Friday - 10:30am - 2:30pm

Wednesday - 2pm - 6pm

Thursday - CLOSED

Saturday - 10:30am - 2:30pm

Telephone: 02 6767 5555

Internet: www.tamworth.nsw.gov.au

Email: trc@tamworth.nsw.gov.au

H1-3 Council information and contact details (continued)

Officers

General Manager
Paul Bennett

Responsible Accounting Officer
Sherrill Young

Auditors

Auditor-General NSW
GPO Box 12
Sydney NSW 2001

Elected members

Mayor
Russell Webb

Jeff Budd, Deputy Mayor

Ryan Brooke, Councillor

Charles Impey, Councillor

Steve Mears, Councillor

Brendon North, Councillor

Mark Rodda, Councillor

Matt Sharpham, Councillor

Marc Sutherland, Councillor

Other information

ABN: 52 631 074 450



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Tamworth Regional Council

To the Councillors of Tamworth Regional Council

Opinion

I have audited the accompanying financial statements of Tamworth Regional Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements, Special Schedules (the Schedules) and the statement of performance measure comprising:

- note H1-1 'Statement of performance measures – consolidated results'
- note H1-2 'Statement of performance measures by fund'.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

31 October 2025
SYDNEY



Cr Russell Webb
Mayor
Tamworth Regional Council
PO Box 555
TAMWORTH NSW 2340

Contact: Jan-Michael Perez
Phone no: 02 9275 7115
Our ref: R008-1981756498-5956 / 1792

31 October 2025

Dear Mayor Webb

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Tamworth Regional Council**

I have audited the general purpose financial statements (GPFS) of the Tamworth Regional Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	94.1	84.5	11.3
Grants and contributions provided for operating purposes revenue	22.0	28.3	22.3
Grants and contributions provided for capital purposes revenue	82.3	35.7	130.5
Operating result from continuing operations	71.0	32.9	115.8
Net Operating result for the year before grants and contributions provided for capital purposes	(11.2)	(2.8)	303.0

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$38.1 million higher than the 2023–24 result.

The result was largely driven by increased rates and annual charges that included the approved special rate variation, and higher capital grants and contributions as a result of the first-time recognition of the Dungowan Pipeline. These increases in revenue were partially offset by increased expenditure on employees, materials and services and write-offs of infrastructure assets.

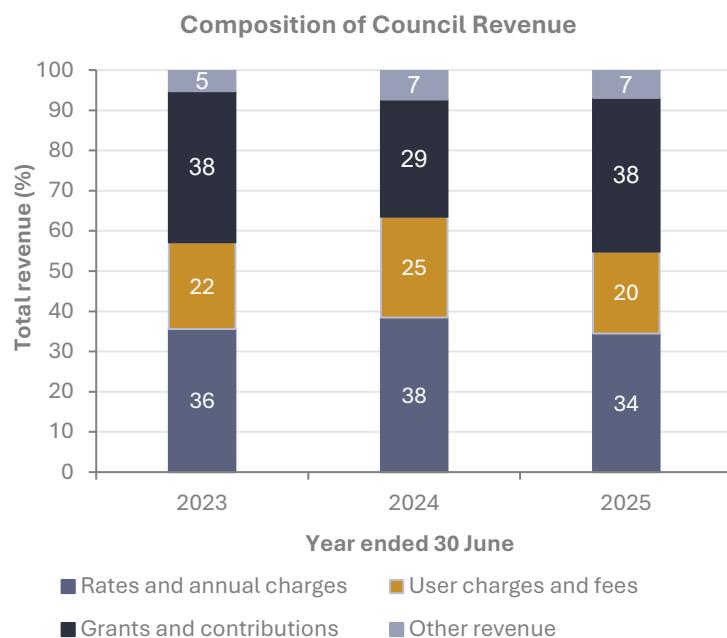


Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council's proportion of revenue from grants and contributions increased 29 per cent in 2024 to 38 per cent in 2025 mainly on account of the first-time asset recognition of the Dungowan Pipeline as a capital contribution. As a result, the proportion of council revenue generated from rates and annual charges, and user fees and charges decreased from 63 per cent in 2024 to 54 per cent in 2025.

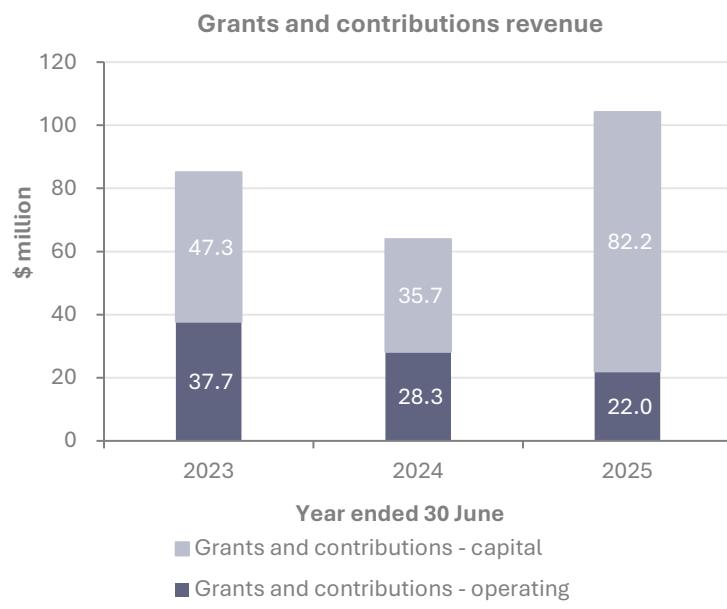


Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$104.2 million) increased by \$40.3 million (62.9 per cent) in 2024–25 due to:

- increase of \$42.6 million of non-cash contributions for dedications of water supply network and subdivisions. This included the vesting of the Dungowan Pipeline of \$29.8 million.
- decrease of \$2.9 million of financial assistance grants due to receiving half of the grants for 2025-26 in advance (85 per cent for 2024-25).



CASH FLOWS

Statement of cash flows

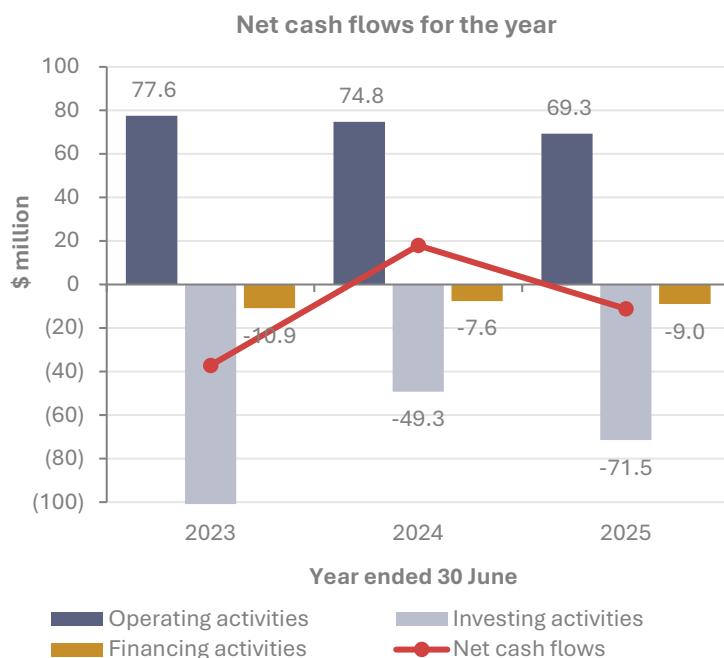
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$11.1 million (positive \$17.9 million in 2023–24).

In 2024-25 the net cash:

- inflows from operating activities decreased by \$5.5 million. Increases in receipts from rates and annual charges were largely offset by lower receipts of grants and contributions and higher employee-related payments
- outflows from investing activities increased by \$22.2 million. Lower purchases of IPPE and real estate assets were largely offset by higher investments in term deposits
- outflows from financing activities increased by \$1.4 million, mainly on account of the repayment of existing loans and lower new borrowings compared with the prior year.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

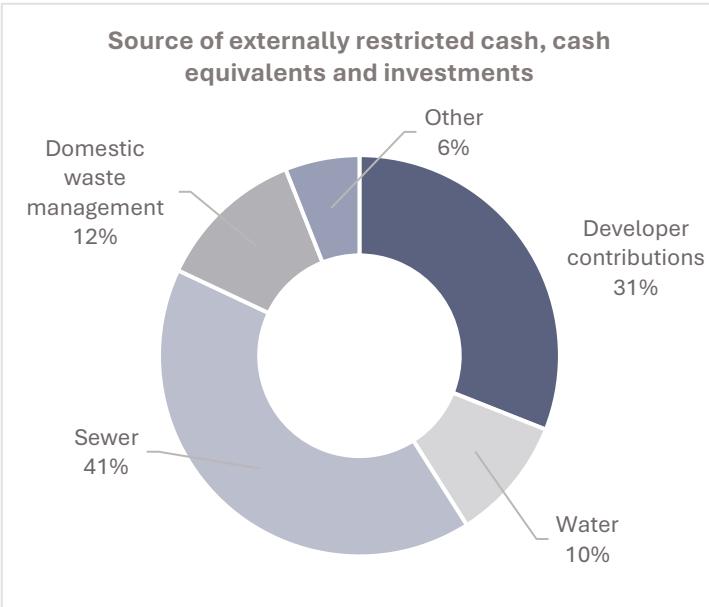
Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments	Commentary
	2025			
	\$m	\$m	%	
Total cash, cash equivalents and investments	219.2	206.2		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	198.0	182.2	90.4	
• Internal allocations	19.6	22.4	9.0	At 30 June 2025 the Council holds \$1.5 million in unrestricted and unallocated cash, cash equivalents and investments.

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's main sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$60.3 million which increased by \$13.1 million
- water charges of \$20.4 million which increased by \$2.8 million
- sewer charges of \$81.9 million which increased by \$11.1 million
- domestic waste management charges of \$24.2 million which decreased by \$1.1 million

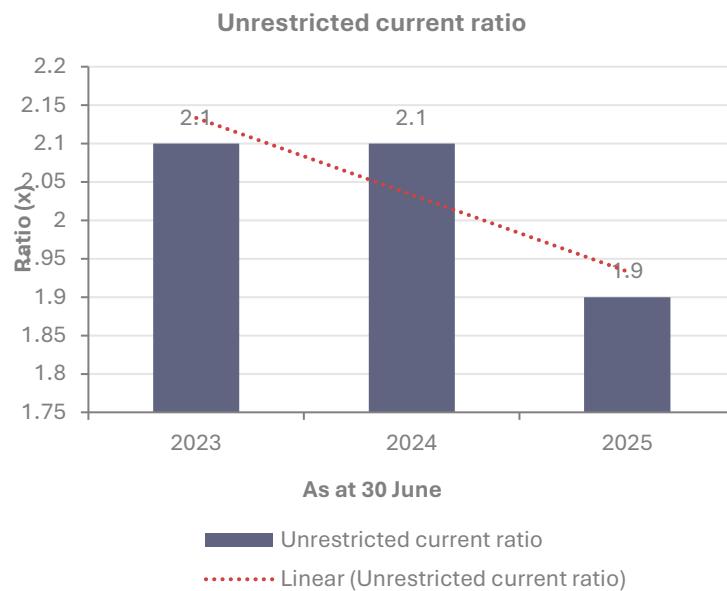
Other externally restricted cash, cash equivalents comprise of specific purpose unexpended grants, specific purpose unexpended loans and other restricted funds.



Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

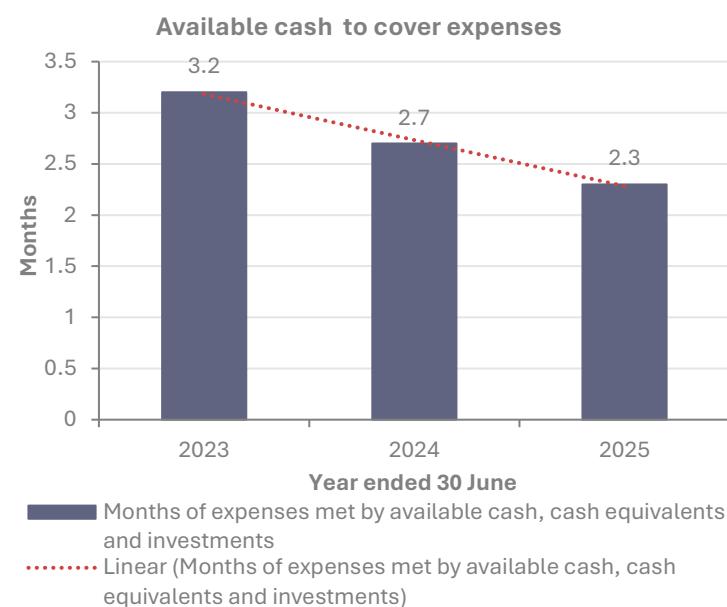
The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.



This graph shows the number of months of **general fund expenses** (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

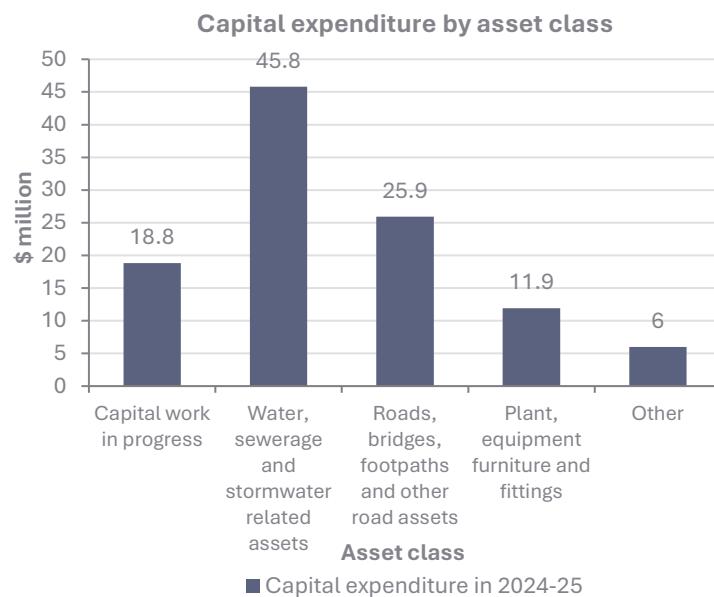
Council's available cash, cash equivalents and investments are sufficient to cover 2.3 months of further expenses.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$67.6 million of infrastructure, property, plant and equipment during the 2024-25 financial year. This was mainly spent on roads, plant and equipment and other open space recreational assets. This also includes the Dungowan Pipeline asset gifted to the Council during the year for \$29.8 million. Refer to 'grants and contributions revenue' above for details. A further \$40.8 million was spent on new assets across variety of assets classes during the current year.



Debt

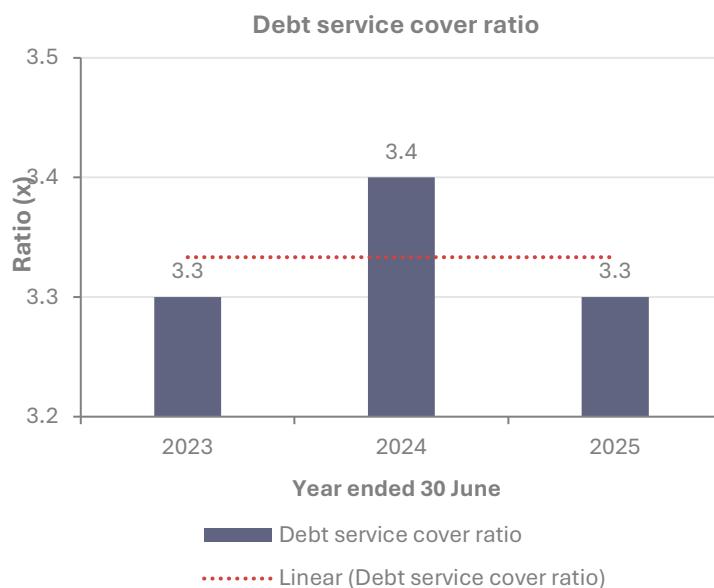
The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

Debt	2025	2024	Commentary
	\$'000	\$'000	
Loans	67,237	74,737	The decrease of \$7.5 million is due to the repayment of borrowings of \$9.5 million offset by new loans during the year of (\$2.0 million).
Approved overdraft facility	1,000	1,000	The overdraft facility remained unchanged during the year with no amount drawn down.
Amount drawn down	--	--	
Credit card facility	620	620	The credit card facility remained unchanged during the year, with a small increase of amount used due to increase in use of credit cards.
Amount used	187	118	

Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.



Jan-Michael Perez
Director, Financial Audit

Delegate of the Auditor-General

TAMWORTH REGIONAL COUNCIL
Special Purpose Financial Statements
for the year ended 30 June 2025



Tamworth Regional Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Tamworth Regional Council

Special Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached special purpose financial statements have been prepared in accordance with:

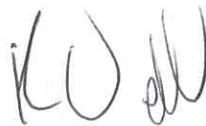
- NSW Government Policy Statement, *Application of National Competition Policy to Local Government*
- Division of Local Government Guidelines, *Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality*
- The Local Government Code of Accounting Practice and Financial Reporting
- Sections 3 and 4 of the NSW Department of Climate Change, Energy, the Environment and Water's (DCCEEW) *Regulatory and assurance framework for local water utilities, July 2022*

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records; and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23 September 2025.



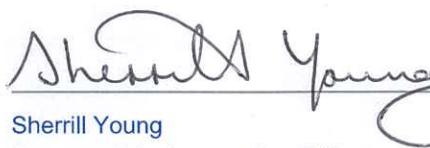
Russell Webb
Mayor
23 September 2025



Jeff Budd
Councillor
23 September 2025



Paul Bennett
General Manager
23 September 2025



Sherrill Young
Responsible Accounting Officer
23 September 2025

Tamworth Regional Council

Income Statement of water supply business activity for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	9,319	8,791
User charges	17,546	15,767
Fees	649	692
Interest and investment income	1,843	1,907
Grants and contributions provided for operating purposes	16	20
Net gain from the disposal of assets	—	430
Other income	17	70
Total income from continuing operations	29,390	27,677
Expenses from continuing operations		
Employee benefits and on-costs	3,469	3,269
Borrowing costs	798	850
Materials and services	15,521	14,930
Depreciation, amortisation and impairment	7,798	7,686
Water purchase charges	1,431	1,501
Net loss from the disposal of assets	5,917	—
Calculated taxation equivalents	512	500
Debt guarantee fee (if applicable)	98	107
Other expenses	294	261
Total expenses from continuing operations	35,838	29,104
Surplus (deficit) from continuing operations before capital amounts	(6,448)	(1,427)
Grants and contributions provided for capital purposes	34,685	3,849
Surplus (deficit) from continuing operations after capital amounts	28,237	2,422
Surplus (deficit) from all operations before tax	28,237	2,422
Surplus (deficit) after tax	28,237	2,422
Plus accumulated surplus	190,105	187,149
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	512	500
– Debt guarantee fees	98	107
Less:		
– Tax equivalent dividend paid	(74)	(73)
Closing accumulated surplus	218,878	190,105
Return on capital %	(1.4)%	(0.2)%
Subsidy from Council	22,138	16,350
Calculation of dividend payable:		
Surplus (deficit) after tax	28,237	2,422
Less: capital grants and contributions (excluding developer contributions)	(34,685)	(3,849)
Surplus for dividend calculation purposes	—	—
Potential dividend calculated from surplus	—	—

Tamworth Regional Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	21,372	20,949
User charges	3,943	3,455
Liquid trade waste charges	749	960
Fees	59	104
Interest and investment income	5,006	4,138
Grants and contributions provided for operating purposes	82	106
Other income	67	175
Total income from continuing operations	31,278	29,887
Expenses from continuing operations		
Employee benefits and on-costs	2,731	2,623
Borrowing costs	1,312	1,517
Materials and services	9,738	9,861
Depreciation, amortisation and impairment	6,243	6,405
Net loss from the disposal of assets	288	200
Calculated taxation equivalents	791	754
Debt guarantee fee (if applicable)	97	113
Other expenses	253	170
Total expenses from continuing operations	21,453	21,643
Surplus (deficit) from continuing operations before capital amounts	9,825	8,244
Grants and contributions provided for capital purposes	3,675	2,628
Surplus (deficit) from continuing operations after capital amounts	13,500	10,872
Surplus (deficit) from all operations before tax	13,500	10,872
Less: corporate taxation equivalent (25%) [based on result before capital]	(2,456)	(2,061)
Surplus (deficit) after tax	11,044	8,811
Plus accumulated surplus	241,109	229,438
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	791	754
– Debt guarantee fees	97	113
– Corporate taxation equivalent	2,456	2,061
Less:		
– Tax equivalent dividend paid	(69)	(68)
Closing accumulated surplus	255,428	241,109
Return on capital %	3.2%	2.9%
Subsidy from Council	3,296	4,858
Calculation of dividend payable:		
Surplus (deficit) after tax	11,044	8,811
Less: capital grants and contributions (excluding developer contributions)	(3,675)	(2,628)
Surplus for dividend calculation purposes	7,369	6,183
Potential dividend calculated from surplus	3,684	3,092

Tamworth Regional Council

Income Statement of Airport

for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
Income from continuing operations		
Fees	5,793	4,886
Grants and contributions provided for operating purposes	2	166
Other income	30	54
Total income from continuing operations	5,825	5,106
Expenses from continuing operations		
Employee benefits and on-costs	1,026	837
Borrowing costs	87	96
Materials and services	3,683	2,957
Depreciation, amortisation and impairment	2,253	3,066
Calculated taxation equivalents	282	267
Debt guarantee fee (if applicable)	9	10
Other expenses	—	139
Total expenses from continuing operations	7,340	7,372
Surplus (deficit) from continuing operations before capital amounts	(1,515)	(2,266)
Grants and contributions provided for capital purposes	12	3
Surplus (deficit) from continuing operations after capital amounts	(1,503)	(2,263)
Surplus (deficit) from all operations before tax	(1,503)	(2,263)
Surplus (deficit) after tax	(1,503)	(2,263)
Plus accumulated surplus	21,338	23,324
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	282	267
– Debt guarantee fees	9	10
Closing accumulated surplus	20,126	21,338
Return on capital %	(1.7)%	(2.4)%
Subsidy from Council	4,924	6,020
Calculation of dividend payable:		
Surplus (deficit) after tax	(1,503)	(2,263)
Less: capital grants and contributions (excluding developer contributions)	(12)	(3)
Surplus for dividend calculation purposes	—	—
Potential dividend calculated from surplus	—	—

Tamworth Regional Council

Income Statement of Waste

for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
Income from continuing operations		
Annual charges	12,829	12,378
Fees	8,830	8,813
Grants and contributions provided for operating purposes	4	14
Other income	69	57
Total income from continuing operations	21,732	21,262
Expenses from continuing operations		
Employee benefits and on-costs	2,447	2,285
Borrowing costs	866	736
Materials and services	15,793	13,945
Depreciation, amortisation and impairment	2,529	2,881
Net loss from the disposal of assets	69	25
Calculated taxation equivalents	84	79
Other expenses	11	21
Total expenses from continuing operations	21,799	19,972
Surplus (deficit) from continuing operations before capital amounts	(67)	1,290
Grants and contributions provided for capital purposes	(100)	652
Surplus (deficit) from continuing operations after capital amounts	(167)	1,942
Surplus (deficit) from all operations before tax	(167)	1,942
Less: corporate taxation equivalent (25%) [based on result before capital]	–	(323)
Surplus (deficit) after tax	(167)	1,619
Plus accumulated surplus	28,114	26,093
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	84	79
– Corporate taxation equivalent	–	323
Closing accumulated surplus	28,031	28,114
Return on capital %	1.9%	5.2%
Subsidy from Council	939	–
Calculation of dividend payable:		
Surplus (deficit) after tax	(167)	1,619
Less: capital grants and contributions (excluding developer contributions)	100	(652)
Surplus for dividend calculation purposes	–	967
Potential dividend calculated from surplus	–	484

Tamworth Regional Council

Income Statement of Pilot Training Facility for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 2
Income from continuing operations		
User charges	521	—
Fees	277	93
Rental Income	1,756	820
Total income from continuing operations	2,554	913
Expenses from continuing operations		
Employee benefits and on-costs	152	124
Borrowing costs	807	693
Materials and services	2,830	1,415
Debt guarantee fee (if applicable)	40	42
Total expenses from continuing operations	3,829	2,274
Surplus (deficit) from continuing operations before capital amounts	(1,275)	(1,361)
Surplus (deficit) from continuing operations after capital amounts	(1,275)	(1,361)
Surplus (deficit) from all operations before tax	(1,275)	(1,361)
Surplus (deficit) after tax	(1,275)	(1,361)
Plus accumulated surplus	(10,288)	(8,969)
Plus adjustments for amounts unpaid:		
– Debt guarantee fees	40	42
Closing accumulated surplus	(11,523)	(10,288)
Subsidy from Council	468	668
Calculation of dividend payable:		
Surplus (deficit) after tax	(1,275)	(1,361)
Surplus for dividend calculation purposes	—	—
Potential dividend calculated from surplus	—	—

Tamworth Regional Council

Statement of Financial Position of water supply business activity as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Investments	37,421	28,359
Receivables	4,126	4,448
Total current assets	41,547	32,807
Non-current assets		
Investments	2,766	4,823
Infrastructure, property, plant and equipment	396,337	366,810
Intangible assets	1,296	1,296
Total non-current assets	400,399	372,929
Total assets	441,946	405,736
LIABILITIES		
Current liabilities		
Contract liabilities	83	14
Payables	666	572
Borrowings	1,979	1,803
Total current liabilities	2,728	2,389
Non-current liabilities		
Borrowings	16,839	18,716
Total non-current liabilities	16,839	18,716
Total liabilities	19,567	21,105
Net assets	422,379	384,631
EQUITY		
Accumulated surplus	218,878	190,105
IPPE revaluation surplus	203,501	194,526
Total equity	422,379	384,631

Tamworth Regional Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Investments	93,424	74,883
Receivables	6,264	5,713
Total current assets	99,688	80,596
Non-current assets		
Investments	6,906	12,734
Receivables	4,656	4,800
Infrastructure, property, plant and equipment	346,956	339,983
Intangible assets	1,389	1,389
Total non-current assets	359,907	358,906
Total assets	459,595	439,502
LIABILITIES		
Current liabilities		
Payables	386	331
Contract liabilities	753	777
Borrowings	3,385	3,380
Total current liabilities	4,524	4,488
Non-current liabilities		
Borrowings	14,282	17,667
Total non-current liabilities	14,282	17,667
Total liabilities	18,806	22,155
Net assets	440,789	417,347
EQUITY		
Accumulated surplus	255,429	241,110
IPPE revaluation surplus	185,360	176,237
Total equity	440,789	417,347

Tamworth Regional Council

Statement of Financial Position of Airport

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
ASSETS		
Current assets		
Investments	2,748	986
Receivables	447	1,400
Contract assets and contract cost assets	12	–
Total current assets	3,207	2,386
Non-current assets		
Infrastructure, property, plant and equipment	84,027	89,538
Investment property	2,345	2,345
Total non-current assets	86,372	91,883
Total assets	89,579	94,269
LIABILITIES		
Current liabilities		
Payables	26	295
Borrowings	209	199
Total current liabilities	235	494
Non-current liabilities		
Borrowings	1,477	1,686
Total non-current liabilities	1,477	1,686
Total liabilities	1,712	2,180
Net assets	87,867	92,089
EQUITY		
Accumulated surplus	20,126	21,338
Revaluation reserves	67,741	70,751
Total equity	87,867	92,089

Tamworth Regional Council

Statement of Financial Position of Waste

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
ASSETS		
Current assets		
Investments	21,354	20,591
Receivables	2,393	2,339
Other	91	–
Total current assets	23,838	22,930
Non-current assets		
Right of use assets	1,441	1,921
Investments	1,668	3,688
Infrastructure, property, plant and equipment	41,788	39,024
Total non-current assets	44,897	44,633
Total assets	68,735	67,563
LIABILITIES		
Current liabilities		
Payables	763	781
Lease liabilities	488	480
Contract liabilities	918	518
Provisions	2	2
Total current liabilities	2,171	1,781
Non-current liabilities		
Lease liabilities	1,003	1,491
Provisions	18,986	18,551
Total non-current liabilities	19,989	20,042
Total liabilities	22,160	21,823
Net assets	46,575	45,740
EQUITY		
Accumulated surplus	28,031	28,114
Revaluation reserves	18,544	17,626
Total equity	46,575	45,740

Tamworth Regional Council

Statement of Financial Position of Pilot Training Facility

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 2
ASSETS		
Current assets		
Receivables	625	172
Total current assets	625	172
Non-current assets		
Investment property	13,505	13,505
Total non-current assets	13,505	13,505
Total assets	14,130	13,677
LIABILITIES		
Current liabilities		
Payables	194	94
Borrowings - External	422	411
Contract liabilities	30	–
Monies Owed to General Fund	7,684	5,715
Total current liabilities	8,330	6,220
Non-current liabilities		
Borrowings - Internal ¹	10,000	10,000
Borrowings - External	7,323	7,745
Total non-current liabilities	17,323	17,745
Total liabilities	25,653	23,965
Net assets	(11,523)	(10,288)
EQUITY		
Retained earnings	(11,523)	(10,288)
Total equity	(11,523)	(10,288)

(1) Internal loan from General Fund internal restrictions

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating revenue is over \$2 million)

1. Tamworth Regional Council Combined Water Supplies

Maintain water infrastructure assets and supply water to the area of Tamworth Regional Council.

2. Tamworth Regional Council Combined Sewerage Service

Maintain and operate sewerage reticulation and treatment system servicing the area of Tamworth Regional Council.

3. Tamworth Regional Airport

Maintain and operate the Tamworth Regional Airport facility.

4. Tamworth Regional Council Waste Management

Maintain and operate waste facilities and services within the Tamworth Regional Council area.

5. Tamworth Regional Pilot Training Facility

Maintain and operate the Tamworth Regional Pilot Training Facility.

Category 2

(where gross operating revenue is less than \$2 million)

None.

Note – Material accounting policy information (continued)

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25% (23/24 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for tax equivalents', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25%.

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 and 2 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a

Note – Material accounting policy information (continued)

range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surpluses.

Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed:

- 50% of the relevant surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Tamworth Regional Council

To the Councillors of Tamworth Regional Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Tamworth Regional Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage
- Airport
- Waste
- Pilot Training Facility.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read "JMP".

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

31 October 2025
SYDNEY

TAMWORTH REGIONAL COUNCIL

Special Schedules

for the year ended 30 June 2025



Tamworth Regional Council

Special Schedules

for the year ended 30 June 2025

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Tamworth Regional Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	42,730	51,106
Plus or minus adjustments ²	b	435	465
Notional general income	c = a + b	43,165	51,571
Permissible income calculation			
Percentage increase	d	18.50%	15.00%
Plus percentage increase amount ³	f = d x (c + e)	7,986	7,736
Sub-total	g = (c + e + f)	51,151	59,307
Plus (or minus) last year's carry forward total	h	3	44
Less valuation objections claimed in the previous year	i	(4)	—
Sub-total	j = (h + i)	(1)	44
Total permissible income	k = g + j	51,150	59,351
Less notional general income yield	l	51,106	59,341
Catch-up or (excess) result	m = k - l	44	10
Adjustment Due to Conservation Agreements		—	—
Carry forward to next year ⁵	p = m + n + o	44	10

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (5) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Tamworth Regional Council

To the Councillors of Tamworth Regional Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Tamworth Regional Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

31 October 2025
SYDNEY

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring to the agreed level of service set by Council			2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring to the standard	to bring assets to satisfactory standard	service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Buildings	Buildings – non-specialised	–	–	4,608	4,435	165,251	240,244	15.0%	58.0%	15.0%	9.0%	3.0%	
	Buildings – specialised	–	–	631	652	45,985	59,196	23.0%	13.0%	62.0%	2.0%	0.0%	
	Sub-total	–	–	5,239	5,087	211,236	299,440	16.6%	49.1%	24.3%	7.6%	2.4%	
Other structures	Other structures	–	–	1,878	2,197	10,266	24,445	25.2%	56.2%	17.5%	0.8%	0.3%	
	Sub-total	–	–	1,878	2,197	10,266	24,445	25.2%	56.2%	17.5%	0.8%	0.3%	
Roads	Sealed roads	–	–	12,057	9,712	379,442	506,807	66.0%	21.0%	10.0%	1.0%	2.0%	
	Unsealed roads	–	–	5,937	7,765	73,343	104,951	70.1%	1.9%	21.1%	5.6%	1.3%	
	Bridges	–	–	447	438	268,043	445,996	13.0%	40.0%	43.0%	3.0%	1.0%	
	Footpaths	–	–	731	538	43,068	67,541	55.0%	18.0%	16.0%	4.0%	7.0%	
	Other road assets	–	–	1,781	1,426	223,317	320,147	65.0%	25.5%	2.6%	1.9%	5.0%	
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%	
	Sub-total	–	–	20,953	19,879	987,213	1,445,442	49.2%	26.3%	19.6%	2.3%	2.6%	
Water supply network	Water supply network	–	–	8,834	6,287	349,463	622,367	32.5%	44.1%	18.1%	5.4%	0.0%	
	Sub-total	–	–	8,834	6,287	349,463	622,367	32.5%	44.1%	18.1%	5.4%	0.0%	
Sewerage network	Sewerage network	–	–	2,978	2,639	294,996	458,566	62.3%	18.2%	17.0%	2.6%	0.0%	
	Sub-total	–	–	2,978	2,639	294,996	458,566	62.3%	18.2%	17.0%	2.6%	0.0%	
Stormwater drainage	Stormwater drainage	–	–	1,085	910	324,177	459,269	61.5%	33.1%	1.1%	4.3%	0.0%	
	Sub-total	–	–	1,085	910	324,177	459,269	61.5%	33.1%	1.1%	4.3%	0.0%	
Open space / recreational assets	Swimming pools	–	–	1,124	761	4,326	12,990	4.0%	7.0%	7.0%	35.0%	47.0%	
	Open Space Assets	–	–	6,281	6,321	56,158	90,199	64.0%	16.0%	10.0%	5.0%	5.0%	
	Sub-total	–	–	7,405	7,082	60,484	103,189	56.4%	14.9%	9.6%	8.8%	10.3%	
Airport Infrastructure Assets	Airport	–	–	485	524	44,297	79,318	6.1%	61.0%	31.7%	1.2%	0.0%	
	Sub-total	–	–	485	524	44,297	79,318	6.1%	61.0%	31.7%	1.2%	0.0%	
Total – all assets		–	–	48,857	44,605	2,282,132	3,492,036	45.8%	31.9%	16.9%	3.7%	1.7%	

(a) Required maintenance is the amount identified in Council's asset management plans.

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2025 (continued)

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators		Benchmark
			2024	2023	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	58,728	139.22%	74.59%	101.68%	> 100.00%
Depreciation, amortisation and impairment	42,184				
Asset maintenance ratio					
Actual asset maintenance	44,605	91.30%	91.10%	92.06%	> 100.00%
Required asset maintenance	48,857				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2025	2024	2025	2024	2025	2024	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	94.30%	88.55%	402.00%	45.50%	14.23%	50.49%	> 100.00%
Depreciation, amortisation and impairment							
Asset maintenance ratio							
Actual asset maintenance	96.31%	97.33%	71.17%	81.28%	88.62%	64.98%	> 100.00%
Required asset maintenance							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



General Manager's Attestation 2025

Internal Audit and Risk Management Attestation Statement for the 2024-2025 Financial Year for Tamworth Regional Council

I am of the opinion that Tamworth Regional Council has an Audit, Risk and Improvement Committee, Risk Management Framework and Internal Audit Function that operate in compliance with the following requirements except as may be otherwise provided below:

Tamworth Audit, Risk and Improvement Committee

	Requirement	Compliance/ Comment
1.	Tamworth Regional Council has appointed an Audit, Risk and Improvement Committee that comprises of an independent Chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> , section 216C of the <i>Local Government (General) Regulation 2021</i>).	Compliant
2.	The Chairperson and all members of Council's Audit, Risk and Improvement Committee meet the relevant independence and eligibility criteria prescribed under the <i>Local Government (General) Regulation 2021</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i>).	Compliant
3.	Council has adopted Terms of Reference for the Audit, Risk and Improvement Committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the Committee operates in accordance with the terms of reference (section 216K of the <i>Local Government (General) Regulation 2021</i>).	Compliant

4.	Council provides the Audit, Risk and Improvement Committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>Local Government (General) Regulation 2021</i>).	Compliant
5.	Council's Audit, Risk and Improvement Committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
6	The Council's Audit, Risk and Improvement Committee provides the governing body with an annual assessment each year, and a strategic assessment in each Council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Annual: Compliant Strategic Assessment: Not yet due.
7.	The governing body of the Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each Council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Not yet due.

Membership

The Chairperson and membership of the Audit, Risk and Improvement Committee are:

	Name	Term Start Date	Term End Date
Chairperson	Mr Robert Lagaida	1 May 2025	1 May 2029
Independent member	Dr Meredith Caelli	31 October 2022	31 October 2026
Independent member	Mr Glenn Inglis	17 September 2024	17 September 2028
Councillor member	Cr Matt Sharpham	22 October 2024	31 October 2025

Risk Management

	Requirement	Compliant/ Comment
8.	Council has adopted a Risk Management Framework that is consistent with current Australian risk management standard and	Compliant

	that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i>).	
9.	Council's Audit, Risk and Improvement Committee reviews the implementation of its Risk Management Framework and provides a strategic assessment of its effectiveness to the governing body each Council term (section 216S of the <i>Local Government (General) Regulation 2021</i>).	Not yet due.

Internal Audit

	Require	Compliance
10.	The Council has an Internal Audit Function that reviews the Council's operations and risk management and control activities (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
11.	Council's Internal Audit Function reports to the Audit, Risk and Improvement Committee on internal audit matters (sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i>).	Compliant
12.	Council's Internal Audit Function is independent and internal audit activities are not subject to direction by the Council. (section 216P of the <i>Local Governance (General) Regulation 2021</i>)	Compliant
13.	Council has adopted an Internal Audit Charter that is informed by the model Internal Audit Charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the Charter (section 216O of the <i>Local Government (General) Regulation 2021</i>).	Compliant
14.	The Council has appointed a member of staff to direct and coordinate internal audit activities. (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant

16.	Council provides the Internal Audit Function with direct and unrestricted access to staff, the Audit, Risk and Improvement Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>Local Government (General) Regulation 2021</i>).	Compliant
17.	Council's Internal Audit Function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
18.	Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each Council term (section 216R of the <i>Local Government (General) Regulation 2021</i>).	Not yet due.

For completeness, I advise that Tamworth Regional Council [did not comply](#) for part of FY24/25 with the following requirement prescribed under the *Local Government (General) Regulation 2021* with respect to the operation of its internal audit processes:

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
N/A			

These processes, including the alternative measures implemented, demonstrate that Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Council.



Paul Bennett
General Manager
12 November 2025