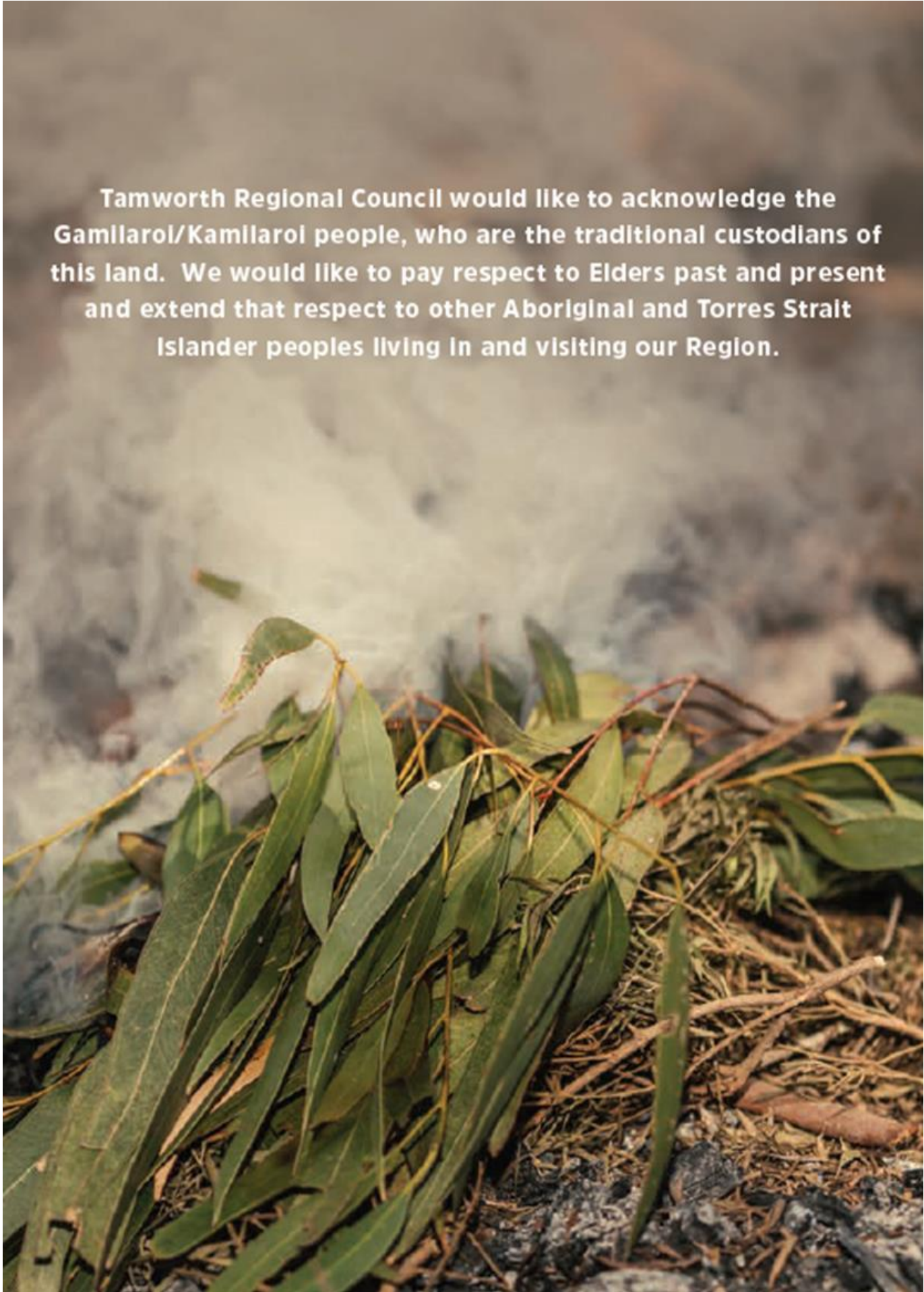


ANNUAL REPORT

2023 - 2024



ON THE **RIGHT TRACK**



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

WELCOME

TO TAMWORTH REGIONAL COUNCIL'S 2023-2024 ANNUAL REPORT

This report provides an account of Council's achievements, challenges and aspirations for the future. It details our performance against our commitments as set out in Our 2023-2033 Our Community Plan and provides an analysis of our 2023-2024 financial performance. The report also demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to our regional community.

WHY WE HAVE AN ANNUAL REPORT

The Annual Report provides an account of our performance for our community. It details our achievements against commitments and our performance against required measures. It also provides an account of our financial management over the past year. The Annual Report is an opportunity to acknowledge the great things that have been happening across the region and meets our requirements under the NSW Local Government Act 1993.

NAVIGATING THE DOCUMENT

This Annual Report comprises three sections: Annual Report, Statutory Reporting and Financial Performance.

- Section 1: is an overview of who we are, the key achievements and highlights of 2023/2024, the opportunities and challenges for the Tamworth region and our performance against our nine Focus Areas.
- Section 2: is the Statutory Information which includes legislated requirements reporting under the NSW Local Government Act 1993.
- Section 3: is the final section of this report and provides a detailed account of our 2023/2024 financial performance.

COPIES AND FURTHER INFORMATION

Electronic copies are available on our website.

WEB: www.tamworth.nsw.gov.au

EMAIL: trc@tamworth.nsw.gov.au

PHONE: (02) 6767 5555 during office hours.

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MAYOR AND GENERAL MANAGER MESSAGE

On behalf of Tamworth Regional Council, we are pleased to present the Annual Report 2023-2024.

Guided by the strategic direction of Blueprint 100, and through extensive community consultation, Council has identified nine key focus areas that reflect our vision for a vibrant, inclusive, safe, and progressive community. These focus areas form the foundation of the services we strive to deliver. This report provides a summary of Council's performance and progress in implementing Our Delivery Plan and Annual Plan and Budget.

Despite the challenges our region has faced in recent years, our local government area remains a leading regional community. We are pleased to report a modest cash surplus this year, along with significant investments totalling \$87,771,960 in capital works and major infrastructure projects.

A primary focus has been the improvement and maintenance of our road network, with over \$9.8 million allocated to road-related works. Specifically, \$2.5 million directed toward gravel road renewals, \$4.6 million for pavement renewal, and \$2.7 million toward our ongoing sealed roads renewal program. These efforts are crucial in ensuring our infrastructure supports the needs of a growing community.

In pursuit of a Liveable Built Environment, Council successfully completed a number of key projects that will benefit the community for years to come. The Viaduct Park Youth Hub Masterplan has now been fully realised, including the installation of \$660,000 worth of new play and recreational equipment at the popular skate park and café.

Additionally, work has advanced on the Kootingal Multipurpose Centre redevelopment, worth just over \$2 million, along with the \$3.75 million Treloar Park Tennis redevelopment, providing Tamworth with a regionally and state-significant recreation facility. Both projects expected to be completed before the end of 2024.

Our Tamworth Global Gateway Park and timber bridge replacement program have also progressed significantly, with works continuing at a strong pace.

Council's capital works projects made significant strides across the region, including the renewal of pools infrastructure, upgrades to lighting and shade sails, improvements to public amenities, and enhancements to sporting and recreational facilities.

One of the most significant milestones this year is the commencement of demolition at the corner of Peel and Roderick Streets, clearing the way for the new University of New England Tamworth Campus. This is a landmark development, expanding tertiary education opportunities and positioning our region as a hub for learning and innovation.

The detailed design for the Northern Inland Aquatic, Education and Health Centre of Excellence project is underway, with the development application soon to be submitted. This \$45 million project has already secured \$15 million in funding from the NSW Government's Centre of Excellence Fund, and



we are continuing to seek additional funding from the Australian Government, with Council also investing in the project.

In another exciting development, the design work for the Tamworth Regional Skywalk, an elevated, safer, and more accessible walkway connecting Victoria Park to the lookout is progressing. This \$18 million project, funded through a \$14.3 million grant from the NSW Government's Regional Tourism Activation Fund Grant and \$3.7 million from Council, is expected to become a major regional attraction, drawing visitors from near and far.

Tamworth continues to thrive as the Country Music Capital, and the annual Country Music Festival, held each January, has become a hallmark event for both locals and visitors alike. Despite the decline of many music festivals across the country, our festival continues to grow in stature and success. This year, the event attracted an average of 30,000 people each day over 10 days, contributing more than \$141 million to our local economy.

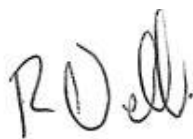
With funding secured from the NSW Government's Regional NSW – Business Case and Strategy Development Fund, Council is moving forward with the development of a Regional Events Strategy, guiding the region's growth as it aims to become the "Events Capital of Regional NSW".

Council's strong financial management has played a key role in sustaining our region's growth and prosperity. However, like many areas across NSW, we recognise that our cash reserves are projected to decline in the coming years, as the gap between our income levels and the increasing costs of services and infrastructure continues to widen. This led us to apply to the Independent Planning and Regulatory Tribunal for a Special Variation rate increase. Following extensive community consultation, our application was approved by IPART, granting a two-year permanent Special Rate Variation totalling 36.3%. On 25 June, 2024, Council voted to adopt the first-year increase of 18.5% for the 2024-25 financial year (inclusive of a 4.9% rate peg). The Special Variation increase is applied to the General Fund Ad Valorem amount and not to water, sewer or waste annual charges.

In the 2023-2024 period, Council has also achieved the development of several key strategies that will guide the future growth and direction of our region including, Tamworth Regional Housing Strategy, Tamworth Regional Council Entrance Strategy, Nundle Recreation Ground and Peel River Park Master Plan, Sheba Dams and hanging Rock Lookout Masterplan, and Tamworth Region Public Art Strategy.

As a part of our ongoing efforts with water sustainability, Council commenced works on infrastructure upgrades at the Calala and Bendemeer water treatment plants, ensuring continued water supply and quality into the future. Additionally, we are developing a comprehensive strategy for a reliable and sustainable water supply to meet the needs of our growing population. A thorough investigation into all available water supply and demand options will be conducted to ensure our region's water needs are met well into the future.

Finally, we would like to express our gratitude to our Councillors for their leadership and to our dedicated staff for their unwavering commitment to ensuring Council remains a vibrant, thriving, and welcoming place to live and visit. Together, we are building a strong and sustainable future for our community.



Cr Russell Webb

Mayor



Paul Bennett

General Manager

OUR REGION'S PROFILE

The Tamworth Regional Council area is located in the New England Region of New South Wales, roughly 389 kilometres from Sydney and 574 kilometres from Brisbane along the Inland Corridor route. The Tamworth Regional Council area is bounded by Gwydir Shire in the north, Uralla Shire and the Walcha Council areas in the east, Upper Hunter Shire in the south, and Liverpool Plains, Gunnedah and Narrabri Shires in the west. Tamworth Regional local government area incorporates an area of 9,894 km², including the surrounding towns and villages of Nundle, Manilla, Barraba, Bendemeer and Kootingal.

TRADITIONAL OWNERS

The traditional owners of the Tamworth Region are the Kamilaroi and Gomeroi peoples of the Kamilaroi Nation.

MAJOR FEATURES

Major features of the local government area include Warrabah National Park, Ben Halls Gap National Park, part of Mount Kaputar National Park, the Tamworth CBD, The Big Golden Guitar, Tamworth Powerstation Museum, Tamworth Regional Entertainment and Conference Centre, Tamworth Regional Conservatorium of Music, Tamworth Sports Dome, Tamworth

Regional Sporting Complex, Australian Equine and Livestock Events Centre, Tamworth Regional Botanical Gardens, Tamworth Hospital, TAFE NSW New England Institute (Tamworth Campus), ADF Basic Flying Training School, Oxley Lookout, Kamilaroi Walking Track, Split Rock Dam, Chaffey Dam, Sheba Dams, Mount Borah, Hanging Rock, the MacDonald River, the Peel River and various state forests.

POPULATION

The Tamworth Regional Council population is 65,246 as at 2023, with 51% male and 49% female, Median age is 39 years.



OUR ORGANISATION



Councillor Russell Webb
Mayor



Councillor Judy Coates
Deputy Mayor



Councillor Phil Bates



Councillor Bodo Burke



Councillor Steve Mears



Councillor Mark Rodda



Councillor Brooke Southwell



Councillor Marc Sutherland



Councillor Helen Tickle



Paul Barnes
General Manager

Peter Rasch
Director
Regional
Services

Bruce Logan
Director
Water &
Waste

Olivia Venable
Director
Liveable
Communities

Peter Ross
Executive Manager
Creative
Communities &
Experiences

Jason Collins
Executive Manager
Strategy &
Performance

Rami Abu-Sagha
Chief
Financial
Officer

Marie Rasch
Chief
People
Officer

Karen Litchfield
Internal
Auditor

Kirsteen Ringland
Manager
Legal and Property

Business Units	Business Units	Business Units	Business Units	Business Units	Business Units	Business Units	Business Units
Operations & Construction	Laboratory	Community Safety and Wellbeing	ARLBC	Governance	Financial Services	People & Culture	Legal Services
Plant Plant & Building Services	Projects, Strategy & Infrastructure	Future Communities	Entertainment Venues	Risk & Safety	Business Systems and Solutions	Health & Wellbeing	Commercial Property
Project Planning and Delivery	Sustainability	Customer Services	Business Events	Strategy & Performance	Economic Analysis and Investment		
Sports & Recreation	Waste & Resource Recovery	Development	Marketing & Communications				
Strategy Assets and Design	Water and Environmental Operations	Development Engineering	Visitor Experience				
Airport & Aviation		Strategic Planning	Art Gallery & Museums				
		Cultural Communities					

FINANCIAL RESULT

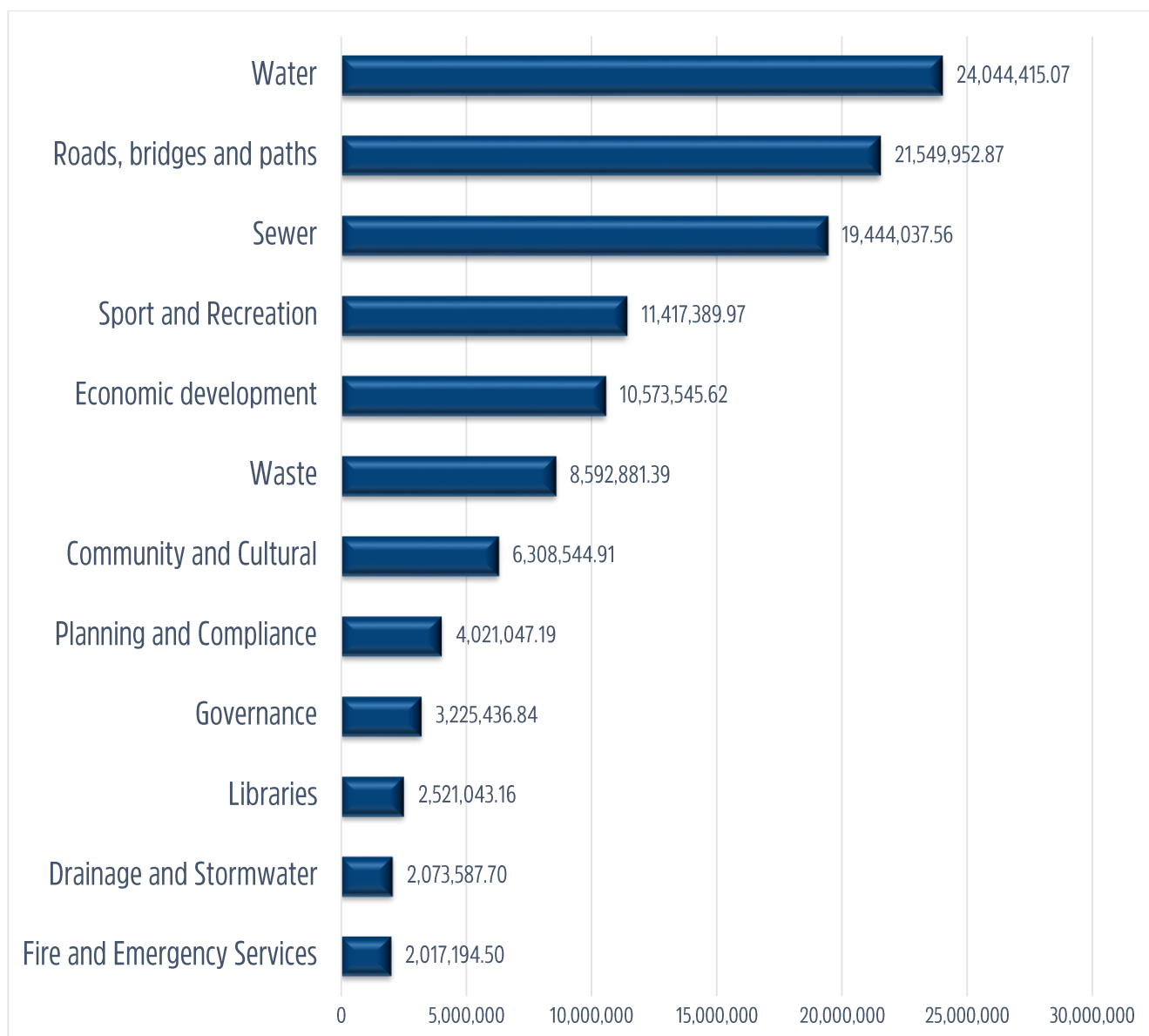
A summary of Council's consolidated performance is outlined below. Detailed information at a consolidated and individual fund level is included within the financial statements section and performance statement in this report.

Compared to the 2022/2023 financial year Council's result before capital grants and contributions improved from a \$8.1M deficit to a \$2.8M deficit. Increases in interest rates over the last twelve months saw a significant increase in council's return on investments with a better than anticipated result of \$3M. Private works on state roads also generated additional income to the value of \$4.5M. These income increases were offset by a decrease in both capital and operating grant income. Overall expenditure from continuing operations remained steady at \$187M.

Council's cash and investment holdings as at June 30, 2024 have increased by \$10,000,000 to \$206,161,000 when compared to 30 June 2023. Whilst the total amount of investments have increased the amount of discretionary funds have decreased from \$29.5M to \$23.9M, conversely externally restricted cash has increased by \$15.6M. Externally restricted cash is money that Council holds that 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)	2023/2024 \$
Total income from continuing operations	219,743
Total expenses from continuing operations	186,828
Net Operating Result from Continuing Operations	32,915
Net Operating Result before grants and contributions provided for capital purposes	(2,786)
Balance Sheet (\$'000)	2023/2024 \$
Total current assets	229,337
Total current liabilities	59,125
Total non-current assets	2,559,097
Total non-current liabilities	87,921
Total equity	2,641,388

NET COST OF SERVICES



CORPORATE 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 Fee for 2023/2024 was \$64,389.60 plus a Councillor Fee of \$25,816.20. The Councillors' Fee for 2023/2024 was \$25,816.20 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 8 November 2022.

Expenses	\$
Provision of dedicated office equipment allocated to Councillors.	\$0
Telephone calls made by Councillors.	\$15,989.88
Attendance of Councillors at conferences and seminars.	\$30,583.49
Training of Councillors and provision of skill development.	\$7,041.85
Interstate visits by Councillors including transport, accommodation and other out of pocket travelling expenses.	\$0
Overseas visits by Councillors including transport, accommodation and other out of pocket travelling expenses.	\$0
Expenses of any spouse, partner or other person who accompanied a Councillor.	\$0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	\$702.50
Total amount of money expended on the provision of Councillor facilities and the payment of Councillor expenses.	\$54,317.72

SPECIAL COMMITTEES OF COUNCIL

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

The 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 the 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.

COUNCIL BRIEFINGS AND WORKSHOPS

It's important that Councillors find out about the detail of relevant issues before making decisions at Council meetings.

Tamworth Regional Council holds briefings or workshops to help brief Councillors on day-to-day issues affecting the Council. These are generally internal sessions with Council staff but sometimes outside advisors are present.

Briefing sessions enable Councillors to discuss issues among themselves and with senior staff. These briefing sessions can help Councillors understand a complex issue. They provide a way for Councillors to request additional information to assist them in making decisions. Councillors cannot make legally binding decisions in briefings or workshops.

Councillor briefing sessions should not be confused with public briefings. Public briefings are held by councils when they want to brief members of the community about Council activities, or other significant matters that might be coming before the Council in the near future.

SUMMARY OF COUNCIL COMMITTEES

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

COUNCIL WORKING GROUPS

- Audit, Risk and Improvement Committee
- Australian Country Music Hall of Fame Working Group
- Disability Access Working Group Plant Committee
- Plant Committee
- Sports Working Group
- Tamworth City Centre Working Group
- Tamworth Region Arts Advisory Committee
- Tamworth Region Inclusive Culture Advisory Committee
- Tamworth Regional Aviation Strategic Development Steering Group
- Tamworth Regional Council Heritage Working Group
- Tamworth Regional Crime Prevention Working Group
- Tamworth Regional Youth Council
- Tamworth University Strategic Working Group
- Urban Street Tree Management Plan Advisory Group



OUR DELIVERY PLAN 2023-2025

FOCUS AREA	Our Delivery Plan 3-year Service Activities (Strategies)	
 <p>FOCUS AREA 1 OUR WATER SECURITY <i>"Deliver durable water Infrastructure including raw water"</i></p>	<ul style="list-style-type: none"> • Establish appropriate Drought Contingency measures in collaboration with the State Government • Investigate and develop practical ways to secure our water supply • Improve water sustainability across the region • Use demand management measures, such as water pricing, to encourage efficient water use • Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works 	<ul style="list-style-type: none"> • Plan for and upgrade our waste water infrastructure • Water sustainability is included in strategies, plans and policies • Implement sustainable water practices across Tamworth Regional Council services and facilities eg convert more TRC sports fields and open spaces to more sustainable or non-potable water supplies
 <p>FOCUS AREA 2 A LIVEABLE BUILT ENVIRONMENT <i>"Facilitate smart growth and housing choices"</i></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 requirements • Ensure sustainability principles are embedded into our policies and planning tools for future developments • Enhance and revitalise our City and town centres • Manage streetscapes to improve the visual appeal of the CBD • Encourage night time social connections • Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan • Deliver more opportunities for affordable housing 	<ul style="list-style-type: none"> • Encourage the development of diverse housing options • A more diverse and denser Long Yard Local Centre • Implement the respective strategic plans and masterplans for our open spaces and recreational facilities • Develop an art and learning precinct that includes a performing arts centre and shared cultural facilities • Deliver a multipurpose community centre at Kootingal • Establish Aquatic facilities as regional sports and recreation attractions
 <p>FOCUS AREA 3 PROSPERITY AND INNOVATION <i>"Create a Prosperous Region"</i></p>	<ul style="list-style-type: none"> • Ensure business friendly principles are embedded into our policies, planning and operations, such as fast-tracking development applications • Implement actions from the Tamworth Economic Development & Investment Strategy • Increase opportunities for aboriginal economic and business growth • Improve the availability and access to tertiary educational opportunities • Support the ongoing service provisions of TAFE and school based vocational education • Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry 	<ul style="list-style-type: none"> • Develop our health precinct to attract a range of medical related services • Establish a high technology Agribusiness cluster • Grow our aviation sector to support the economy • Make Tamworth the events capital of Country Australia by leveraging the Country music festival and growing our signature, bespoke and business events • Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences • Activate our assets and precincts to maximise their potential for equine, agriculture, sport, education and visitor economy
 <p>FOCUS AREA 4 RESILIENT AND DIVERSE COMMUNITIES <i>"Build resilient communities"</i></p>	<ul style="list-style-type: none"> • Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and Nundle • Deliver inclusive opportunities for local communities to be actively involved in decision-making • Develop a framework to improve social and community services in the Tamworth Region • Advocate and partner with Government, businesses and community service organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities • Align our services and programs to align with "Close the Gap" targets 	<ul style="list-style-type: none"> • Advocate to state and federal governments to help secure access to the health services our community needs now and into the future • Improve drought resilience of regional communities • Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters • Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime • Use education and enforcement of State and Local regulations to deliver equitable outcomes for individuals and the community

OUR DELIVERY PLAN 2023-2025 (cont.)

FOCUS AREA	Our Delivery Plan 3-year Service Activities (Strategies)	
 <p>FOCUS AREA 5 CONNECT OUR REGION AND ITS CITIZENS</p>	<ul style="list-style-type: none"> • Improve connections with capital cities and regions • Plan transport infrastructure to meet the needs of our community into the future • Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks • Partner with NSW Government to deliver efficient future proofed highways across our region 	<ul style="list-style-type: none"> • 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 WORKING WITH AND PROTECTING OUR ENVIRONMENT <i>"Design with Nature"</i></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 	<ul style="list-style-type: none"> • Manage stormwater run-off to protect our built and natural environments • Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy • Ensure that our planning and operational processes minimise and mitigate the impacts to biosecurity and our natural environment
 <p>FOCUS AREA 7 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 the 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. 	<ul style="list-style-type: none"> • 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 A STRONG AND VIBRANT IDENTITY <i>"Strengthen our proud identity"</i></p>	<ul style="list-style-type: none"> • Develop and evolve our story to enhance and expand Tamworth's identity through strategies, plans and communications 	<ul style="list-style-type: none"> • Market Tamworth beyond the region through our Economic and Visitor Economy strategies • Develop and implement the Regional Entrance Strategy
 <p>FOCUS AREA 9 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 	<ul style="list-style-type: none"> • Develop and implement a Communications Strategy to help build trust and transparency between our community and Council • Provide customer services that are proactive, available, helpful, and accessible to everyone in the region • 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

SUMMARY OF OUR PERFORMANCE

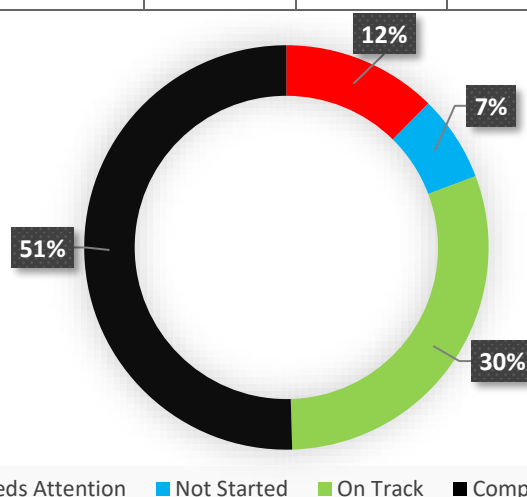
Each year, Council outlines an ambitious program to deliver services and projects for the community, as detailed in our Annual Plan and Budget. These programs are aligned with our nine focus areas, and the following provides a summary of progress on these actions.

Actions showing a status as *Needs Attention*, *Not Started* or *Not Complete* are identified in the Our Progress Report, January to June 2024, including remedial actions for progressing the action. This report is available on our website.

OUR ANNUAL PLAN & BUDGET (2023/2024) ACTIONS

Council identified 218 reportable actions in 2023/2024. As at 30 June 2024 - 106 are complete, 69 are on track, 27 need attention and 16 have not started.

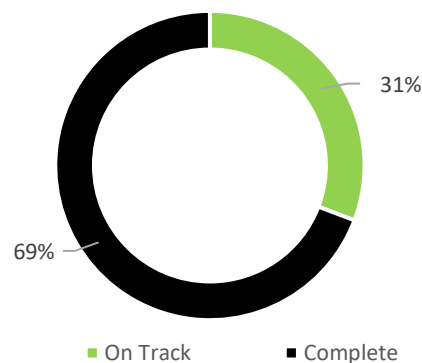
FOCUS AREA	Needs Attention	Not Started	On Track	Complete	Total
Our Water Security	0	0	4	9	13
A Liveable Built Environment	3	2	10	12	27
Prosperity and Innovation	5	5	21	7	38
Resilient and diverse communities	8	6	5	21	40
Connect our Region and its Citizens	2	0	13	7	22
Working with and Protecting Our Environment	5	1	9	3	18
Celebrate our Cultures and Heritage	1	1	5	16	23
A Strong and Vibrant Identity	0	0	2	6	8
Open and Collaborative Leadership	3	1	0	25	29
TOTAL	27	16	69	106	218



FOCUS AREA 1

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



	\$'000	Income	Expenses	Operating result
Our Water Security	Budget	55,410	40,842	14,568
	Actual	62,188	45,818	16,370
→ Needs Attention	✗ Not Started	⇒ On Track	✓ Complete	
Strategy	Description			Status
Establish appropriate Drought Contingency measures in collaboration with the State Government.	Integrated Water Cycle Management - Strategy			⇒
Investigate and develop practical ways to secure our water supply.	Continue to grow the laboratory as a business			✓
	Ensure the Tamworth Regional Council's in-house laboratory is compliant			✓
	Provide ongoing testing services for water and waste water compliance monitoring			✓
	Plan, construct, maintain and manage the water infrastructure Network in the region			✓
Improve water sustainability across the region.	Review and implement the Drought Management Plan and Demand Management Plan			⇒
	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.	Conduct an annual Pricing Review			✓
Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works.	Integrated Water Cycle Management - Strategy			⇒
Plan for and upgrade our waste water infrastructure.	Plan, construct, maintain and manage the Sewer Infrastructure Network in the region			✓
Water sustainability is included in all strategies, plans and policies.	Integrate sustainability within Tamworth Development Control Plan			✓

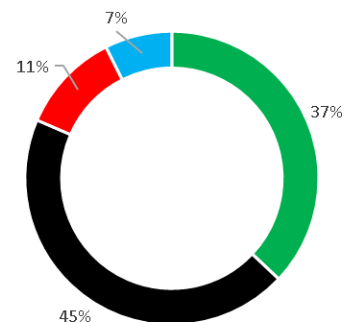
Strategy	Description	Status
	Work with relevant teams to Integrate sustainability within the DCP in accordance with the actions contained within the Environmental Sustainability Strategy & Action Plan 2022-2026. This may also apply to the LEP where a beneficial outcome is possible	✓
Implement sustainable 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.	Explore sustainable water options for open space areas that have high water consumption	✓



FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT

“Facilitate smart growth and housing choices”

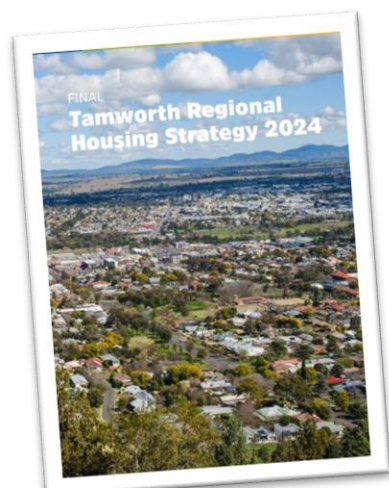


■ On Track ■ Complete ■ Needs Attention ■ Not Started

	\$'000	Income	Expenses	Operating result
A Liveable Built Environment	Budget	7,469	16,075	(8,606)
	Actual	8,396	17,037	(8,641)
→ Needs Attention	X Not Started	⇒ On Track	✓ Complete	

Strategy	Description	Status
Manage growth by updating the strategic land use plans and the environmental plan, and ensure developments meet these requirements.	Complete a comprehensive review of the Tamworth Regional Local Environmental Plan	⇒
	Review relevant environmental provisions within the Tamworth Regional Local Environmental Plan	→
	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.	Commence reviewing relevant documents (policies etc) to ensure they integrate sustainability where required	⇒
Revitalise our City centre.	Complete the CBD precinct masterplan and planning proposal	⇒
Manage streetscapes to improve the visual appeal of the CBD.	Maintain Councils CBD's throughout the region to promote visual appeal	✓
	Complete a design for the extension of the Peel Street beautification plan from White Street to Murray Street in preparation for grant submissions	X
Encourage night time activity in Tamworth and enhance visitor connection across our towns.	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	⇒
Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan.	Implementation of Urban Street Management Plan and its associated planting priorities	✓
Deliver more opportunities for affordable housing	Develop a Local Housing Strategy	✓

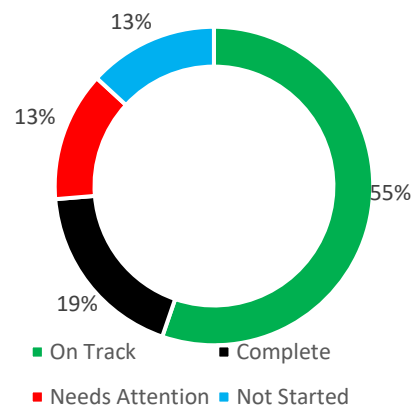
Encourage the development of diverse housing options.	Review the Tamworth Regional Local Environmental Plan rural/rural residential lands including minimum lot sizes component.	⇒
	Explore partnerships with state government and external housing agencies to expand the supply of affordable housing	⇒
A more diverse Long Yard Local Centre.	Undertake a comprehensive review of Tamworth Local Environmental Plan	⇒
Implement the respective strategic plans and masterplans for our open spaces and recreational facilities.	Provide quality sporting fields and facilities in accordance with Sports & Recreation's Strategic Plan	✓
	Continued development of the Northern Inland Centre of Sporting Excellence	✓
	Provide public space that is embellished and serviced in accordance with Council's Open Space Management Guide	✓
	Delivery of Public Amenities renewal program	✓
	Offer modern and diverse burial services to support our growing community	✓
	Develop a masterplan for the Tamworth Botanic Gardens	X
	Improve the sports field turf surfaces throughout TRC	✓
	Provide aquatics facilities that service the communities needs	→
	Improve the community utilisation of Sports Dome	✓
Develop an art and learning precinct that includes a performing arts centre and shared cultural facilities	Further advance the performing arts centre Business Case and develop financial modelling.	⇒
	Develop a detailed performing arts centre design	⇒
	Endorsement of the performing arts centre proposed development	⇒
Deliver a multipurpose community centre at Kootingal	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.	Develop a detailed design for a new regional Aquatic & Leisure Centre	✓



FOCUS AREA 3

PROSPERITY AND INNOVATION

“Create a prosperous region”



	\$'000	Income	Expenses	Operating result
Prosperity and Innovation	Budget	6,335	13,458	(7,123)
	Actual	8,770	14,263	(5,493)
→ Needs Attention ✗ Not Started ⇒ On Track ✓ Complete				
Strategy	Description			Status
Ensure business friendly principles are embedded into our policies, planning and operations, such as fast-tracking development applications.	Consider development of a scaled fee waiver program for business			→
	Water Saving Rebate Scheme and Smart Water Advice Solutions (The Water Conservancy) and conduct large water users audit when funding is available			✗
	Commence the development of a commercial property plan including Tamworth Global Gateway Park land to be retained by council.			→
	Promote the fast-track process to encourage applicants to utilise the opportunity.			⇒
	Deliver timely development approvals and Development Engineering services to meet state government timeframes			→
	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.	Implement investment attraction initiatives identified as part of the Economic Development & Investment Strategy			⇒
Increase opportunities for aboriginal economic and business growth.	Act as liaison with business and agencies to increase economic opportunities			✗
	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			✗
Support the ongoing service provisions of TAFE and school based vocational education.	Advocate and support expansion of industry aligned courses to develop regional skill capabilities and opportunities			⇒
	Continue to develop the Tamworth Equine Canine Industry program in partnership with UNE			✗

Strategy	Description	Status
	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.	Improve understanding of barriers that inhibit growth by working proactively and collaboratively across council to address barriers	⇒
	Review and implement the Drought Management Plan and Demand Management Plan	⇒
	Integrated Water Cycle Management - Strategy	⇒
Establish a high technology Agribusiness cluster	Engage with the NSW Government to advance next steps for the Namoi Regional Job Precinct	✓
	Identify opportunities to specialise in field days focused on innovation in the sector and develop and host Ag tech and future agriculture summit	⇒
Grow our aviation sector to support business.	Attract and grow the aviation sector activity through investment attractions, business relocation, jobs and skills development.	⇒
	Develop a Tamworth Regional Airport Aviation Development Plan, and Airport Business Plan which has a focus on growth and development.	X
	Increase regular passenger transport services by working productively with airlines.	→
	Manage, upgrade and maintain the airport infrastructure so it remains one of the best equipped airports in regional Australia.	⇒
	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.	Develop the Hats Off to Country Festival into a more broader appeal festival in July.	✓
	Continue to develop relationships with the country music industry leaders to ensure a foundation is maintained for Golden Guitar Awards.	✓
	Investigate, encourage and promote additional country music activities throughout the year.	✓
	Develop a Regional Tourism Precinct strategy, including infrastructure, visitor experience and visitor servicing model.	⇒
	Invest in facilities for and programming of outdoor and larger-scale events and attract and pursue new event initiatives.	✓
	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	⇒
	Deliver Tamworth Regional Council's annual events program, including surrounding towns	✓

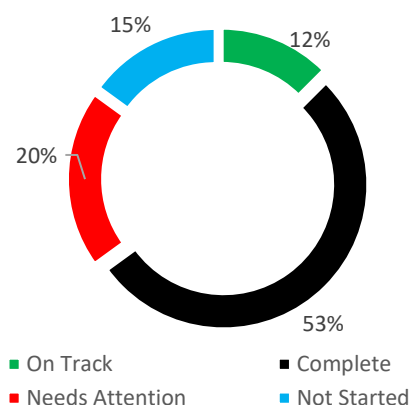
Strategy	Description	Status
Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences.	Host Citizenship Ceremonies and New Residents Forum's	⇒
	Develop a Tamworth Regional Tourism Events Strategy.	✓
Activate our assets and precincts to maximise the potential for equine, Agri, sport, education and business tourism.	Maintain and update the AELEC strategic and master plan	⇒
	Implement AELEC events that contribute to the Tamworth Region Community and Economy	⇒
	Increase Conferences and Events across the region hosted at the AELEC	⇒
	Identify funding opportunities to continue to grow the tourism sector by actively seeking funding that aligns with Tamworth VIP and NSW VES 2030	⇒
	Develop Tamworth Region Visitor Economy Plan and implement actions identified as part of the plan to grow visitor experiences and visitation across the region	⇒
	Implement actions from the Visitor Economy Plan as identified to grow visitor experiences and visitation across the region	⇒
	Establish and integrated model to represent tourism and events in Tamworth Region.	⇒



FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES

“Build resilient communities”



	\$'000	Income	Expenses	Operating result
Resilient and Diverse Communities	Budget	3,478	11,874	(8,396)
	Actual	3,282	12,000	(8,718)
→ Needs Attention ✗ Not Started ⇒ On Track ✓ Complete				
Strategy	Description			Status
Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and Nundle.	Encourage and support activation of the Region's towns and villages			✓
Deliver inclusive opportunities for local communities to be actively involved in decision-making.	Finalise Community Resilience Plans for Manilla, Barraba, Kootingal and Nundle			→
	Commence implementation of Community Resilience plans subject to funding opportunities			→
	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.	Support continuing Section S355 Committees to appropriately deliver their delegated functions			✓
	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.	Commence implementation of the Tamworth Region Disability Inclusion Action Plan 2024-2028			→
	Consult with the "Tamworth Region Inclusive Culture Advisory Committee" quarterly			✓
	Commence implementation of the Tamworth Region Volunteer Strategy 2024/2028			→
	Finalise the Tamworth Region Youth Strategy as a stakeholder in collaboration with local, state, university and NFP partners			✓
	Explore external partnerships to create an integrated model for the delivery of youth services across the region			✓
	Develop and commence implementation a 'Learning Region' plan			→

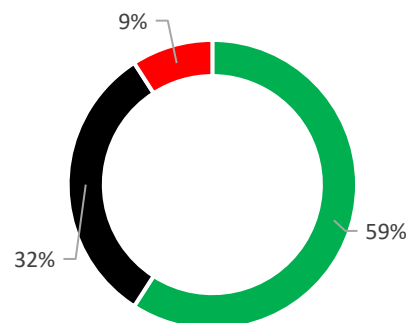
Strategy	Description	Status
	Embed outcome based learning activities at Libraries, Youth Centre, Outside School Hours Care (OSHC), Gallery, Museums and Outreach locations.	✓
	Lead and develop library resource sharing arrangements	✓
	Work towards meeting "Living Learning Libraries Standards and Guidelines for NSW public libraries"	X
	Develop a homelessness protocol for Council's interaction with homeless people	✓
	Consult with the Tamworth Regional Arts Advisory Committee quarterly	✓
Align our services and programs to align with "Close the Gap" targets.	Partner with local Coalition of Aboriginal Peak Organisations to deliver agreed outcomes for Closing The Gap agreement	⇒
	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.	Advocate to government to ensure adequate resources are allocated to plan for, and provide, health services appropriate to the projected regional population.	⇒
	Promote and increase awareness of healthy living.	→
Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters.	Meet with the Local Emergency Management Committee and provide operational support to emergency management agencies where required.	✓
	Review and update the Onsite Sewerage & Management Strategy	⇒
	Produce a prioritised flood management works program derived from flood studies across the region including a flood awareness program	X
	Work with Woolomin community to raise flood awareness	⇒
	Align replacement program with deliveries	✓
Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime.	Ensure CCTV footage is downloaded by Council staff and provided to NSW Police when requested.	✓
	Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	✓
	Review and update the Community Safety and Crime Prevention Plan	✓
	Review and update the Graffiti Management Plan	→
	Enforcement of safety in school zones by patrolling areas	✓

Strategy	Description	Status
	Continue collaboration through the Community Safety Working Group and Youth Interagency meetings	✓
Use education and enforcement of council's compliance regulations to deliver equitable outcomes for individuals and the community.	Promote Food Safety in accordance with the Food Authority Act.	✓
	Review the Companion Animals Management Plan and commence implementation	X
	Increase the percentage of companion animals re-homed in compliance with the Companion Animals Act	✓
	Prepare a design for an expanded Companion Animal Shelter to comply with the Companion Animals Act and to enable readiness for potential grant submissions	X
	Develop partnerships with external community groups to support the Animal Pound	✓
	Coordinate the swimming pool audit program in compliance with legislation.	X
	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	➡
	Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage compliant activity	➡



FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS

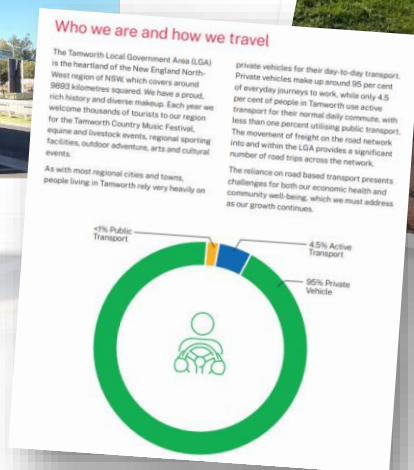


■ On Track ■ Complete ■ Needs Attention ■ Not Started

	\$'000	Income	Expenses	Operating result
Connecting our Region and its Citizens	Budget	32,112	39,578	(7,467)
	Actual	43,794	59,107	(15,313)

➔ Needs Attention ✗ Not Started ➡ On Track ✓ Complete		
Strategy	Description	Status
Improve connections with capital cities, other regions and within the region.	Provide a regional airport with a reputation for safety, comfort and reliability	➡
	Develop a Regional Transport Strategy	✓
Plan transport infrastructure to meet the needs of our community into the future.	Implement the Regional Transport Strategy	➡
	Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking.	✓
	Continue to develop and implement the Pavement Management System in order guide the sealed road maintenance and renewal program.	✓
	Maintain the lifespan of our sealed roads by conducting maintenance in a timely manner.	✓
	Deliver the sealed roads renewal program and keep our community updated through social media	✓
	Maintain the unsealed road network by conducting maintenance in a timely manner and keep our community updated through social media	✓
	Deliver the gravel re-sheeting program and keep our community updated through social media	✓
	Review the Bridge & Culverts Strategy	➡
	Deliver the bridge maintenance program and keep our community updated through social media	✓
	Bridge Renewal	➡
	Implement the carparking strategy	➡

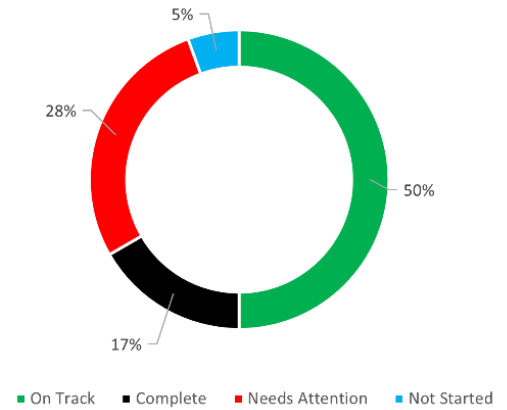
Strategy	Description	Status
Partner with NSW Government to deliver efficient future proofed highways across our region.	Continue to grow and connect our region in partnership with NSW Government	⇒
Improve local bus services.	Advocate for improved bus services	⇒
Investigate and advocate for the expansion of rail services within and out of our region.	Advocate for improved rail services	→
Increased participation in walking and cycling.	Implement Active Transport Strategy	⇒
Support the community through improved IT services that meet the community's needs.	Develop and Implement the Technology Blueprint	⇒
	Deliver the Technology One Program	⇒
	Develop and implement a Data and Information Management Operating Model	→
	Enable and support Business Intelligence, Reporting and Analytics capabilities	⇒
	Formalise and deliver Cybersecurity	⇒
	Review and update Council ICT Infrastructure and Networks	⇒



FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT

“Design with nature”



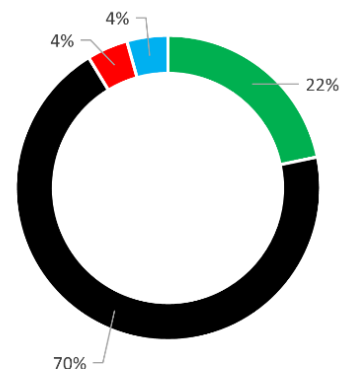
	\$'000	Income	Expenses	Operating result
Working with and Protecting our Environment	Budget	22,784	20,738	2,046
	Actual	27,410	23,157	4,253
<div> → Needs Attention ✗ Not Started ⇒ On Track ✓ Complete </div>				
Strategy	Description			Status
Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy.	Implement Energy efficiency and renewable energy projects, programs and initiatives identified in the Environmental Sustainability Strategy & Action Plan 2022 - 2026.			⇒
Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy.	Implement relevant initiatives, plans and programs identified within the Sustainability Strategy.			⇒
	Develop and insert enhanced environmental provisions in the Tamworth Regional Local Environmental Plan in accordance with government policy			→
	Develop an Environmental Offsets Strategy for inclusion in the Tamworth Regional Local Environmental Plan			✗
Manage stormwater run off to protect our built environment.	To compile a prioritised list of stormwater management options based on the output from the local stormwater management plans.			→
	Implement in conjunction with regional services operations area to develop a delivery plan for the stormwater management plan actions			→
	Develop Stormwater Management Plans			✓
	Implement Stormwater Management Plans			→
	Maintain a safe and functional storm water system			✓
Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy.	Working towards achieving the targets within State Governments NSW Plastics Action plan.			⇒
	Working towards achieving the targets within State Governments Waste and sustainability strategy 2041.			⇒

Strategy	Description	Status
	Implement waste minimisation projects, programs and initiatives identified in Our Environmental Sustainability Strategy & Action Plan (2022-2026)	⇒
	Implementation of Curby (soft plastics recycling) through yellow bins system.	✓
	Establish a FOGO processing facility	⇒
	Establish a Small Material Reuse Facility	⇒
	Develop a New Waste Strategy 2030	⇒
Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment.	Implement actions from the sustainability strategy 2022 – 2025 related to biodiversity	⇒
	Provide education to the community through weeds management and encourage land owners to uphold their obligations in compliance with Biosecurity legislation	→



FOCUS AREA 7

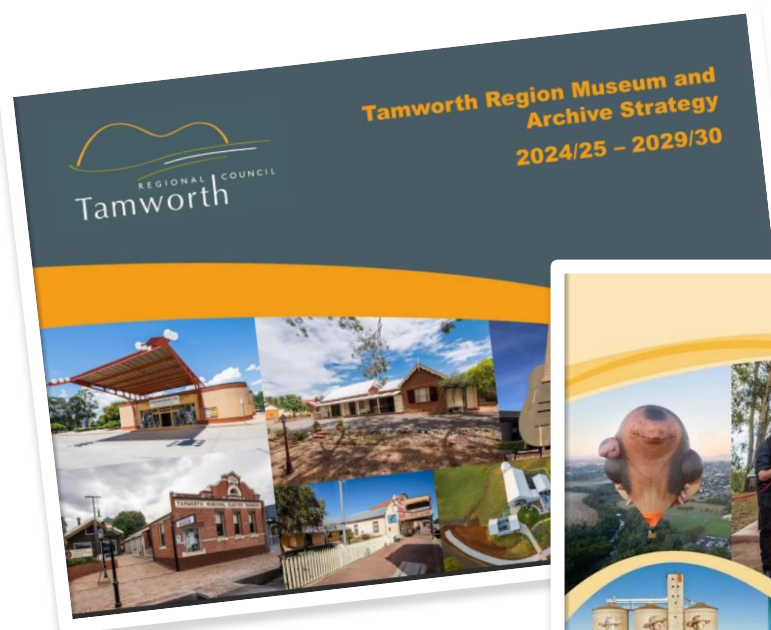
CELEBRATE OUR CULTURES AND HERITAGE



■ On Track ■ Complete ■ Needs Attention ■ Not Started

	\$'000	Income	Expenses	Operating result
Celebrate our Cultures and Heritage	Budget	1,783	6,066	(4,284)
	Actual	2,497	7,212	(4,715)
→ Needs Attention	X Not Started	⇒ On Track	✓ Complete	
Strategy	Description			Status
Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region.	Deliver and implement the Tamworth Region Cultural Plan 2018-2023			✓
	Develop the Tamworth Region Cultural Plan 2023-2028			✓
	Review the Tamworth Regional Gallery Acquisitions Policy			✓
	Implement the Tamworth Regional Gallery Strategic Plan			✓
	Develop a new Public Art Engagement Strategy 2024-2028			✓
	Provide and support activities that celebrate cultural diversity			✓
	Implement the Australian Country Music Hall of Fame Strategic Plan			✓
Encourage new community arts initiatives and use of public spaces.	Deliver and promote a curated Annual Season and performing arts program across a diverse range of genres.			⇒
	Ensure sound, lighting, staging and venue assets are maintained and renewed			⇒
	Review Council's grants and fee waiver policies			X
	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.	Reinvigorate Council's Reconciliation Action Working Group			✓
	Develop new and meaningful ways to consult with our Aboriginal Communities			⇒

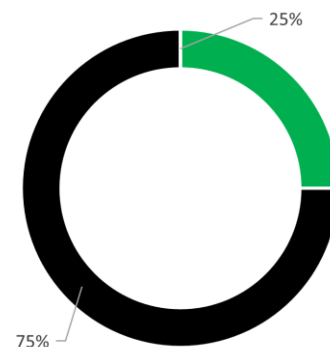
Strategy	Description	Status
	Observe dates of significance and participate in celebrations as advised by local Aboriginal and Torres Strait Islander communities	✓
	Work with local Aboriginal and Torres Strait Islander communities to progress their vision for an Aboriginal Cultural Centre	✓
	Investigate a framework for enhancing organisational cultural capacity including Cultural Awareness training and cultural employment programs	→
Support the development of museum and library heritage collections.	Continue to implement the Tamworth Regional Museum Engagement Strategy (2019 - 2024)	✓
	Develop a Tamworth Region Museum and Archive Strategy 2024-2029	✓
	Continue to implement the PowerStation Museum Strategic Plan 2021-2025	✓
	Develop the Library's Local Studies Collection.	✓
Ensure development controls and zoning protect the heritage significance of items and conservation areas.	Complete the review of Tamworth Development Control Plan and Tamworth Local Environmental Plan	⇒
	Complete the development of an Aboriginal Cultural Heritage Study and implement relevant recommendations in the Tamworth Local Environmental Plan	⇒
	Continue to provide assistance through the Annual Heritage Assistance Fund	✓



FOCUS AREA 8

A STRONG AND VIBRANT IDENTITY

“Strengthen our proud identity”

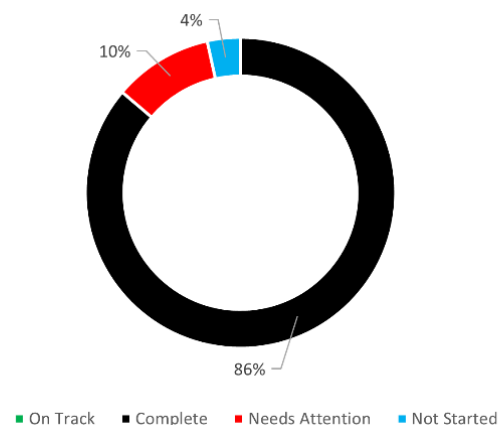


■ On Track ■ Complete ■ Needs Attention ■ Not Started

	\$'000	Income	Expenses	Operating result
A Strong and Vibrant Identity	Budget	306	2,354	(2,048)
	Actual	7,026	3,279	3,747
→ Needs Attention	X Not Started	⇒ On Track	✓ Complete	
Strategy	Description			Status
Develop and evolve our story to expand Tamworth's identity through all our communications strategies and plans.	Ensure Economic Development campaigns are clearly aligned to market segments			⇒
	Align and promote new narrative in all marketing campaigns			✓
	Manage good branding principles through the branding guidelines			✓
	Provide inclusive opportunities through engagement processes for the community to get actively involved in decision-making			✓
	Implement a Communications Strategy to facilitate the exchange of information between the community and Council			✓
	Develop a Tamworth Regional Council Branding Strategy			✓
Market Tamworth beyond the region through our Economic and Tourism strategies.	Ensure marketing plans differentiate between the tourism and economic sectors as guided by the strategies. Develop a world class place brand			⇒
	Review, develop and implement annual marketing plans			✓

FOCUS AREA 9

OPEN AND COLLABORATIVE LEADERSHIP



	\$'000	Income	Expenses	Operating result
Open and Collaborative Leadership	Budget	1,831	7,551	(5,720)
	Actual	2,735	9,269	(6,534)
→ Needs Attention X Not Started ⇒ On Track ✓ Complete				
Strategy	Description			Status
Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws	Manage access to information and privacy processes			✓
	Provide Council's Ordinary Council meeting business papers to the public at least 3 days prior to the scheduled meeting date			✓
	Review the General Policy Register annually			→
	Review the Operational Policy register annually			✓
	Provide independent and objective internal audit function that adds value and improves Council's operations.			✓
	Implement the mandatory Internal Audit Guidelines issued by the Office of Local Government			✓
	Complete the Internal Audit program			✓
	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.			✓
	Manage risk to our community, workforce and partners			✓
	Develop and implement a Risk Management Strategy			✓
	Provide a legal service and support for management and business units			✓
Make our Planning and Reporting easy to understand and reflective of the community's wants, needs and aspirations	Utilise the Integrated Planning and Reporting Framework to guide our community's long-term vision for the region.			✓
	Coordinate strategies and plans are aligned with our community's priorities			→
	Undertake Council's Service Delivery Reviews			X

Strategy	Description	Status
	Continue to improve our asset management processes to align with and support Long Term Financial Planning	✓
Ensure long term financial sustainability through short-, medium- and long-term financial planning	Manage councils' income and expenditure in-line with Treasury guidelines	✓
	Review and update the Long-Term Financial Plan Annually	✓
	Develop a streamlined procurement procedure	→
	Explore options to secure the long-term financial sustainability of Council	✓
Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management	Manage Council's plant and fleet	✓
	Manage Councils' building's	✓
Develop and implement a Communications Strategy to help build trust and transparency between our community and Council	Communicate to the Community via channels identified in Communications strategy	✓
Provide customer services that are proactive, available, helpful, and accessible	Provide better and more efficient services to our community through customer service	✓
	Undertake a review to develop a framework for enhanced customer/library/visitor information service to regional offices and commence implementation	✓
Attract and retain a high performing and engaged workforce	Develop a framework that addresses recruitment, retention, development, leadership and culture.	✓
Plan for our future workforce	Develop a Strategic Workforce Plan in consultation with leaders and employees to ensure our workforce is sustainable	✓
	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	Continue to develop and manage relationships with all levels of government and stakeholders	✓
	Participate in all relevant regional, state and federal bodies that benefit and promote TRC and its interests.	✓



A YEAR IN REVIEW

2023-2024 HIGHLIGHTS

OUR 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.

During 2023/2024 volunteer numbers across the region continued to increase. The Tamworth Regional Gallery volunteer numbers increased with the inclusion of the Archibald Prize; an additional 5 volunteers came on board to lead the popular tours. Whilst volunteer numbers have improved there are many challenges to overcome in the volunteering sector at the present moment such as a predominant ageing volunteer base, the rising cost of living pressures continue to impact volunteer hours and availability. Through Council's Volunteer Management Strategy council endeavours to address more volunteer opportunities throughout the region.

Council has taken the first step by innovating the volunteer space; partnering with Rosterfy, to simplify and expand the volunteer experience for all ages. Council has also redesigned the volunteer portal, to allow organisations the opportunity to share their opportunities.

If you are interested in becoming a volunteer and making a difference in our community, please pop into the MyTRC Volunteer Connect office, located at 25 Fitzroy Street, Tamworth and speak to our friendly staff to find out how you can get involved.



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	2023/2024 Council Contribution \$
Annual Donations Program	119,397
Waiving of Fees – General	4,594
Waiving of Fees – Airport	960
Regional Bodies	
Arts North West	31,316
CMAA	6,182
NIAS	49,785
Tamworth Business Chamber	85,000
United Way Australia	200,000
Regional Events	
Regional Events (non sporting)	103,476
Regional Events (sporting)	115,571
Heritage Assistance	28,968
Environment/Sustainability	
Water Rebate Scheme	46,532
Total	791,781

2023 LOCAL LEGENDS AWARDS

The Local Legends award night was held 23 November 2023 to recognize the invaluable contributions of community members, groups and organisations to the regional community.

Recipients of the 2023 Local Legends Awards:

- Volunteer of the Year (youth, 24 years and under): [Elle Woods](#)
- Volunteer of the Year (adult, 25 to 64 years of age inclusive): [Breanna McFadyen](#)
- Volunteer of the Year: (adult, 65 years and over): [Gregory John Roesse](#)
- Access Award, Business or Community: [Tamworth Tenpins and More](#)
- Access Award, Individual: [Ann Peters](#)
- Excellence in Sustainability Award: [Penny Milson](#)
- Excellence in Visual Arts Award: [Kayleb Waters-Sampson](#)
- Excellence in Performing Arts Award: [Robyn Bourke](#)
- Community Inclusion Award: [Danielle Northey](#)
- Local Legend of the Year: [Kayleb Waters-Sampson](#)

2023 SPORTS AWARDS

The Tamworth Regional Sports Awards are run by Tamworth Regional Council and supported by Intersport Tamworth.

Recipients of the 2023 Tamworth Regional Sports Awards:

- Junior Sports Star of the Year: [Jorja Roach](#)
- Senior Sports Star of the Year: [Jake Douglas](#)
- Coach of the Year: [Jermain Walford](#)
- Special Achievement Award: [Mark Cafe](#)
- Local Achiever Award: [Jermain Walford](#)
- Junior Sports Team of the Year Award: [Tamworth Public School PSSA State knock-out tennis team](#)
- Senior Sports Team of the Year Award: [Tamworth Veterans Cricket over 50's team](#)
- Sport Development Award: [Tamworth & District Water Polo](#)
- Sports Star of the Year: [Jake Douglas](#)
- Ken McKenzie Award for services to sport: [Joshua McKenzie](#)



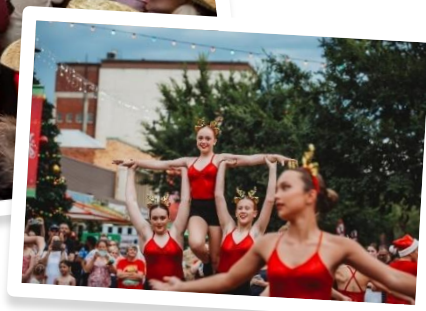
CITIZENSHIP

Tamworth is a diverse multi-cultural region and prides itself on inclusiveness, respect and culture. It is an honour when our community members become Australian citizens and share their values and stories. In the last 12 months four citizenship ceremonies were held and Council welcomed 108 new citizens originating from 24 countries.



OUR EVENTS

2023	
Hats Off to Country	6 – 9 July
NAIDOC week	7 – 14 July
Citizenship Ceremony	23 July
A Winter's Night on Fitzroy	29 July
Young Drivers Expo	29 August – 1 September
Saturday Sounds – live music Fitzroy Street	Oct, Nov and Dec
New Residents Event – Viaduct Park	15 October
Fiesta La Peel	21 October
Citizenship Ceremony	23 October
Local Legends Awards	23 November
Sports Awards	24 November
Lighting of the Christmas Tree	7 December
2024	
Tamworth Country Music Festival (TCMF)	19 -28 January
Australia Day Celebrations and Citizenship Ceremony	26 January
TASTE	5 – 14 April
Citizenship Ceremony	18 April
Heritage Week	19 – 28 April
Heritage Awards	19 April
New Residents Event	20 May



Australian Equine and Livestock Events Centre (AELEC)

Tamworth Regional Councils 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 3500 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.

2023		2024	
July	Tamworth International Eventing - CCN	Jan	Angus Youth National Round Up
Aug	Orana Reining	Jan	Xtreme Bulls
Aug	NNWSJC World Cup Qualifier	Jan	ABCRA National Finals Rodeo
Sept	Nutrien Graduate	Jan-Feb	Nutrien Classic Campdraft & Sale
Sept	ABHA National Finals	Feb	NNWSJC Indoor Show Jumping Championships
Sept	ADAA National Grand Prix	Mar	Tamworth Show
Oct	Rooftop Express – The Night of the Horse	Mar	Tamworth International Eventing - CCI
Oct	Inter-Schools Horse Extravaganza (ISHE)	Apr	AQHA National Championships
Nov	NENWSHA NSW Regional Show	Apr	PHAA National Show
Nov	Professional Bull Riders (PBR)	Apr	IMHR National Show
Nov	Northern NSW RPG Welsh Pony Show	Apr	Tamworth Dressage Club Championships
Nov	NNWSJC Pop Up Show	May	ASHS National Championships
Nov	Neil Faint Campdraft	Jun	NCHA Futurity
Dec	NSW Dressage Showcase	Jun	Reining Australia National Championships
July	Tamworth International Eventing - CCN	Jun	Tamworth Caravan and Camping Expo
All Year	Tamworth international Eventing Training Days and Clinics	All Year	Various Training Days and Clinics
		All Year	NNWSJC Training Days and Clinics



AELEC
utilisation rate
91%

ENTERTAINMENT VENUES

Entertainment Venues is a multifaceted operation that manages and operates four separate venues and provides event production services and equipment.

COMMUNITY CENTRE

The Community Centre hosted approximately 1325 events across 2023/2024, with an average usage of 25 events per week.

TICKETING SERVICES

Entertainment Venues Ticketing Services issued 25,959 tickets for tickets for events in other venues including AELEC, the Tamworth Regional Art Gallery and other TCMF venues, totalling 75,824 in 2023/2024. Attendees across Capitol, TRECC and Town Hall entertainment venues in 2023/2024 totalled 92,396.



INCLUSIVE COMMUNITY

TAMWORTH REGIONAL YOUTH CENTRE

Tamworth Regional Youth Centre hosted the below 2023/2024 events:

- After school programs and activities delivered during term including art, language, dance, music, games and sport
- Deadly Connections program
- Assist young Aboriginal people in preparing for employment, mentoring, scholarships, internships and volunteer work
- Match local opportunities to young Aboriginal people's career aspirations that lead to jobs
- Mentor and support young Aboriginal people
- Outreach services with transport for young people in Barraba and Manilla to attend programs, events and activities.



FIRST NATIONS

National Reconciliation Week – Council held a corporate internal event to recognise and celebrate National Reconciliation Week. As part of Council's ongoing commitment to Closing the Gap and in working collaboration with Tamworth Aboriginal Community Controlled Organisations (TACCO), the Reconciliation Week event aims to further develop TRC'S involvement and partnerships with the local Aboriginal Community.

NAIDOC Week - Tamworth Regional Council supported the Tamworth NAIDOC committee with coordination of NAIDOC Week events and successful application for NIAA & Aboriginal Affairs

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

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

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

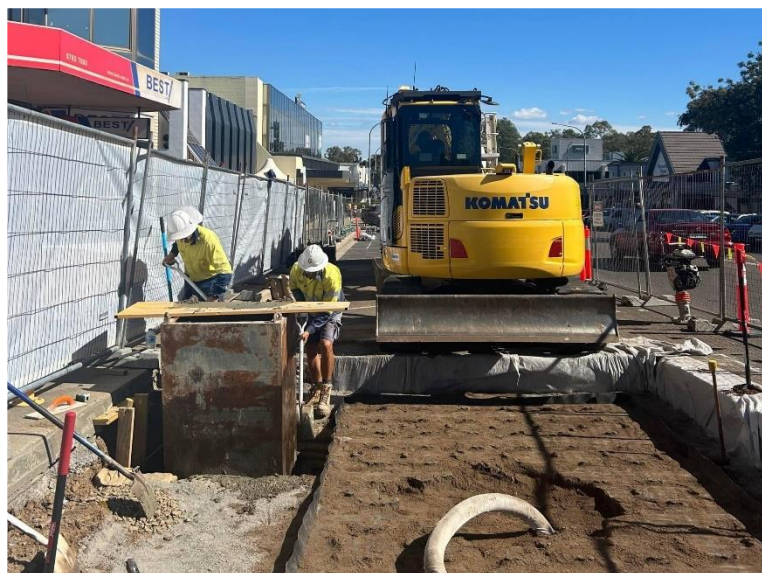


OUR ENVIRONMENT

GREENING OUR REGION

Continuing to grow our green canopy we have planted in excess of 1160 trees throughout the region in 2023/2024 financial year outlined in the table below. In addition to these numbers, we have also re-planted more than 500 trees throughout the region to replace trees that have died or struggled to thrive of the more than 10,000 trees we have planted in the last 5 years.

Location	No. of Trees
Barraba	202
Calala	140
Kingswood	130
Manilla	10
Oxley Vale	25
Tamworth CBD	35
East Tamworth	72
North Tamworth	100
South Tamworth	101
West Tamworth	109
Westdale	238
TOTAL	1162



OUR TRANSPORT NETWORK

Maintaining our road network is a core component of what Council does - with 3,000 kilometres of sealed and unsealed roads and 343 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 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	Dimension
Roads - Local	1148km Sealed, 1835km Unsealed
Roads – Local Length	2983.94 combined
Roads - Regional	227.3 km Sealed, 16.4 km Unsealed
Roads - State	13.6km Parking Lanes
Road Length Total – all council-maintained roads	3241.25 km
Active Transport	69.7km Cycleways & Shared paths
	144km Footpaths
	16.8km On Street Cycleways
Bridges and Major Culverts	343 Structures
	7 Timber Bridges
	3 Footbridges
Bus Shelters	114 Shelters
Parking	53 Disabled (CBD)
	57 Off Street carparks
	1,429 Off Street parking spaces (CBD)
	2,314 On Street parking (CBD)
	47 Parking Meters
	350 Parking sensors
Causeways	457 Causeways
Kerb and Gutter	627.9km
Medians	967 Medians
Transport Ancillary	5,520 Rural Culverts,
	29.8km Guardrail

ROADS PROGRAM 2023-2024

The sealed road program for rural and semi-rural roads:

Scheduled works completed	Scheduled works postponed due to delays in other projects
✓ Calala Lane – approximately 2km	❖ Carthage St
✓ Daruka Road, Daruka	
✓ New Winton Road, Winton	
✓ Old Winton Road , Winton	
✓ Namoi River Road, Manilla	
✓ Various urban streets, East Tamworth	

The gravel renewal program

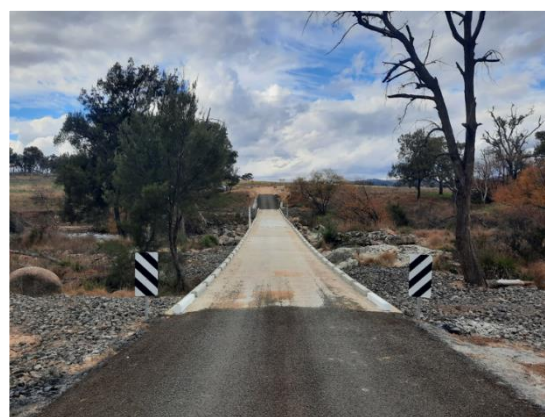
Scheduled works completed	Scheduled works postponed
✓ Niangala – Walcha Road	Nil
✓ Monteray Road	
✓ Duri Wallamore Road	
✓ Bective Lane	
✓ Wittagoona Road	

BRIDGE CONSTRUCTION 2023-2024

Allambie Bridge - Tilmunda Rd, Bendemeer

Construction December 2023 – May 2024.

(photo right)



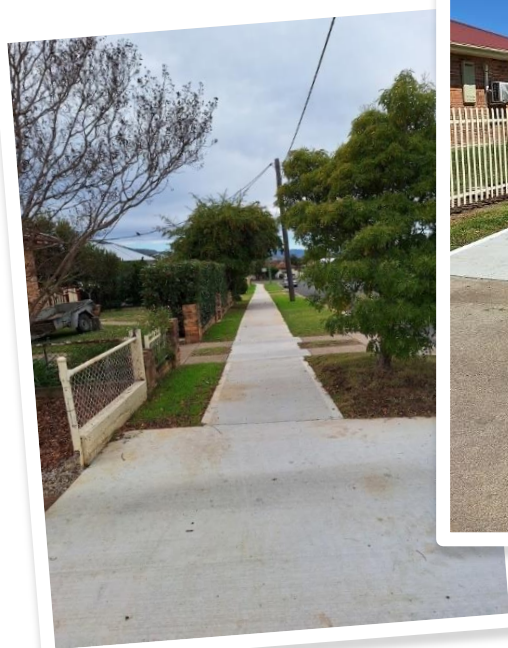
Walters Bridge – Kelsos Lane, Duri

Construction February – June 2024.

(photo left)

FOOTPATHS

Location	Length	Status
Garden Street South	733m	Completed
Garden Street North	539m	Completed
Thibault Street (Shared Path)	126m	Completed
North Street	815m	Finishing late 2024
Murray Street	231m	Commencing
Gipps Street (Shared Path)	115m	Completed
Anthony Road	281m	Completed
Robyn Street	298m	Completed
Park Street	301m	Completed



SPORT AND RECREATION 2023-2024 PROJECTS

BARRABA

- Barraba Pool - New Dosing unit.
- Barraba Showground - Sewer Pump Renewal
- O'meara Park - shade sail replacement

KOOTINGAL

- Memory Park Kootingal Irrigation & Lighting Upgrade
- Kootingal Recreation Reserve - Stage Ramp
- Kootingal Playground Shade Sail Renewal
- Kootingal War Memorial Second Egress

MANILLA

- Manilla Pool Playground Renewal
- Replace Rotary Park Aviary
- Manilla Showground Improvements
- Manilla Cemetery Improvements
- Manilla Cricket Nets
- Chaffey Park Manilla Lighting Upgrade
- BBQ Facilities Rotary Park

MOONBI

- Moonbi Lookout Improvements
- Moonbi Recreation Ground - Second Amenities Block

SOMERTON

- Asphalt Upgrade - Somerton Tennis Courts

TAMWORTH

- Sports Dome - Foyer Lights Replacement
- Sports Dome - Indoor Bench Renewal
- Tamworth Mountain Bike Park - Weed Control
- Tamworth Riverside 3 Lighting
- Tamworth Little Athletics - Shade Structures
- Sports Dome - Hall of Fame Upgrade
- Botanic Gardens - Edging upgrade
- Hockey irrigation pump replacements
- Victoria Park Walking Trails Stabilisation
- Regional Playground Upgrade to Rubber Soft Fall



- Viaduct Park Playground and softfall
- Marsupial Park - Emu Enclosure
- Moore Creek Recreation Ground Playground
- Off Leash Dog Park, George Street Basin
- Bicentennial Park - Tree Planting
- NICSE Playground & Seating
- Centenary Park Public Amenities
- Sports Dome - Synthetic Court Surface Renew 4&5
- Chess Board Activation and Storage
- Electra Park Seat
- Boer Memorial - Power upgrade
- Plain Street Fields - Irrigation Dosing System
- Marsupial Park - Food Preparation Area
- Victoria Park - Community Garden Fence
- Viaduct park- Floodlight Upgrade
- Anzac park- Bubbler Upgrade
- Pioneer Parade Garden & Pavement Upgrade
- NICSE - Athletics PA Speaker Renewal
- Tamworth Sports Fields Lighting Renewal
- Boss Park Pedestrian Bridge Renewal
- Bicentennial Park Shade Sail Renewal



NUNDLE

- Nundle Pool - Heating
- Jenkin St Garden fence Replacement
- Miners Park fence replacement

PIALLAMORE

- Piallamore Recreation Ground- Light Upgrade



WATER 2023-2024 PROJECTS

SMART METER INSTALLATION

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

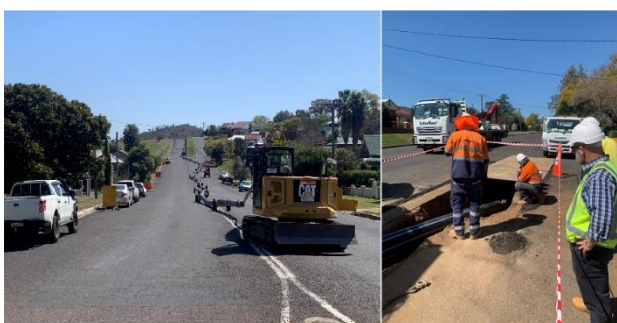
CALALA WATER TREATMENT PLANT ELECTRICAL UPGRADE

The Calala Water Treatment Plant commenced operation in 1980. As part of the renewal program, the electrical system for the water treatment plant was renewed during 2023-2024. This will ensure ongoing operation of the treatment facility and cater for future growth requirements.



SEWER MAIN RENEWAL PROGRAM

Council undertakes an ongoing inspection program of sewer assets to identify asset condition and prepare renewal programs as required. During 2023-2024 approximately 10 kilometres of sewer mains were relined throughout Tamworth, Manilla and Barraba.



WATER MAIN RENEWAL PROGRAM

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

BARRABA WASTEWATER TREATMENT FACILITY UPGRADE

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

BENDEMEER TREATMENT PLANT RENEWAL

The Bendemeer water treatment plant was constructed in 2005. Council is currently renewing key water treatment infrastructure such as chemical dosing systems. Work commenced during 2023-2024 and will be finalised in 2024-2025. This will ensure water treatment supply and quality in to the future for Bendemeer residents.

ARCADIA DEVELOPMENT TRUNK WATER AND SEWER MAIN CONSTRUCTION

To allow the development of the proposed Arcadia subdivision, Council commenced constructing the trunk water and sewer mains required to facilitate the development during 2023/2024.

HILLS PLAINS WATER SUPPLY UPGRADE

During 2023/2024 a new 10 megalitre reservoir and associated water pipe and pumping infrastructure was constructed in Hills Plains. The project caters for the expected development in this area over the coming years.



STATUTORY INFORMATION



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STATUTORY INFORMATION

BUSINESS ACTIVITIES

LIST OF CATEGORY 1 BUSINESS ACTIVITIES

1. Tamworth Regional Airport
Maintain and operate the Tamworth Regional Airport facility
2. Tamworth Regional Council Waste Management
Maintain and operate waste facilities and services within the Tamworth Regional Council area.
3. Tamworth Regional Council Combined Sewerage Service
Maintain and operate sewerage reticulation and treatment system servicing the area of Tamworth Regional Council.
4. Tamworth Regional Council Combined Water Supplies
Maintain water infrastructure assets and supply water to the area of Tamworth Regional Council.

LIST OF CATEGORY 2 BUSINESS ACTIVITIES

1. Tamworth Regional Council Pilot Training Facility
Maintain and operate the Tamworth Regional Pilot Training Facility

Income Statement	Water \$,000	Sewerage \$,000	Airport \$,000	Pilot Training Facility \$,000	Waste \$,000
Total income from Continuing Operations	27,677	29,887	5,106	913	21,262
Total Expenses from Continuing Operations	29,104	21,643	7,372	2,274	19,972
Surplus (Deficit) from Continuing Operations before Capital Amounts	(1,427)	8,244	(2,266)	(1,361)	1,290
Grants and Contributions provided for capital purposes	3,849	2,628	3	-	652
Corporate Taxation Equivalent	-	(2,061)	-	-	(323)
Surplus (Deficit) after Tax	2,422	8,811	(2,263)	(1,361)	1,619
Opening Retained Profits	187,149	229,438	23,324	(8,969)	26,093
Prior Period Adjustments	-	-	-	-	-
Revaluation of Intangible Assets	-	-	-	-	-
AASB15/AASB1058 Adjustment	-	-	-	-	-
NCP Tax Equivalents retained	500	754	267	-	79
Debt Guarantee Fee retained	107	113	10	42	-

STATUTORY INFORMATION

Corporate Tax Equivalent retained	-	2,061	-	-	323
Dividends Paid and Dividends Payable	(73)	(68)	-	-	-
Closing Retained Profits	190,105	241,109	21,338	(10,288)	28,114
Rate of Return on Capital	(0.20%)	2.90%	(2.40%)	0.00%	5.20%
Notional Subsidy from Council	16,350	4,858	6,020	668	-

Balance Sheet	Water \$,000	Sewerage \$,000	Airport \$,000	Pilot Training Facility \$,000	Waste \$,000
Current Assets	32,807	80,596	2,386	172	22,930
Non-Current Assets	372,929	358,906	91,883	13,505	44,633
Total Assets	405,736	439,502	94,269	13,677	67,563
Current Liabilities	2,389	4,488	494	6,220	1,781
Non-Current Liabilities	18,716	17,667	1,686	17,745	20,042
Total Liabilities	21,105	22,155	2,180	23,965	21,823
Net Assets	384,631	417,347	92,089	(10,288)	45,740
Retained Earnings	190,105	241,110	21,338	(10,288)	28,114
Asset Revaluation Reserve	194,526	176,237	70,751	-	17,626
Total Equity	384,631	417,347	92,089	(10,288)	45,740

COMPANIES CONTROLLED BY COUNCIL

Council held no controlling interest in any company for the 12 months period ending 30 June 2024.

REVIEW OF SERVICES

Based on the Office of Local Government delivery of service reviews by all Councils announced in 2021, this project has commenced and the framework is anticipated, at this stage, to be finalised by the end of 2024.

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 2023/24 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	0	27	27
Abandoned/ Stray/ Feral	201	393	594
Surrendered by Owner	5	19	24
TOTAL ARRIVING	206	439	645
Animals Leaving the CAC			
Reclaimed by Owner	17	163	180
Sold from CAC	16	0	16
Secured with a Rescue	134	114	248
Died at CAC due to illness/ Injury	0	0	0
TOTAL LEAVING CAC – NOT EUTHANISED	167	277	444
Animals Euthanised			
Euthanised - Owners Request	0	2	2
Euthanised - Unable to rehome	0	0	0
Euthanised - Unsuitable for rehoming	2	23	25
Euthanised - Dangerous/ Restricted	0	9	9
Euthanised - due to illness	17	12	29
Euthanised - Feral/ Infant	22	0	22
TOTAL LEAVING CAC - EUTHANISED	41	46	87

Paws for Life – Operation seven months

Dogs entering the facility	148
Dogs Adopted	126
Dogs euthanised due to illness	6
Dogs euthanised due to behaviour	1
Currently at Paws for Life	15

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 the requirements of the Companion Animals Act 1998. During the 2023/24 financial year there were 252 dog attacks reported to Council which were investigated, of these 36 were assessed as dog attacks, as prescribed by the Companion Animals Act and reported on the Companion Animals Database in comparison, there were 36 dog attacks in the 2023/24 financial year.

FUNDS SPENT ON COMPANION ANIMAL MANAGEMENT AND ACTIVITIES

Funding spent by Council in 2023/24 totaled \$844,666. This figure includes the employment of three fulltime Rangers and five Companion Animal Officers, four permanent and one casual, the operational and maintenance of Council's animal holding facility, as well as annual educational and awareness activities.

Operating costs of the Companion Animal Centre for 2023/2024 was \$81,709. Establishment and operating costs of Paws for Life was \$85,481. These figures do not include wages.

A change in the structure was finalised with the Rangers now being titled Community Safety Rangers and reporting to the Manager of Community Safety and Wellbeing. The Companion Animal Officers reporting to Director – Liveable Communities

EDUCATIONAL ACTIVITIES

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

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

In October 2023 the Gala Day for Dogs was recommenced after Covid and weather had prevented the annual event in the previous 3 years. 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 2024 Companion Animal Officer attended Bupa Aged Care with a Paws for Life Animal Shelter dog to meet in residence and engage in positive interactions. The outing was a fantastic interaction with everyone involved.

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

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

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

Activities held during 2023/2024 were two microchipping days (these activities were hosted in partnership with the New England TAFE and the RSPCA conducting parvo vaccinations) as part of Council's program to aid in the responsible ownership of a companion animal.

Council committed \$20,000 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.

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

STRATEGIES TO REDUCE EUTHANASIA RATES

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

PLF page launched in June 2023 displaying profiles of dogs ready for adoption. Companion Animal Centre has 17,731 followers and the Paws For Life Animal Shelter page has 2,441.

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

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

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

Euthanasia rates for dogs at the CAC have significantly dropped since last financial year with only 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 4 fulltime and 1 casual employee.

Since the opening of Paws for Life Animal Shelter 147 Dogs and 17 cats have been rehomed with a further 125 dogs and 148 cats being released to rescue organisations Australia wide. Staff have utilised free online 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.

OFF LEASH AREAS

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

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

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

2023/24 MAJOR CONTRACTS AWARDED

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

CONTRACT	AWARDED TO	GST INCLUSIVE \$
Structure Planning	Urbis Ltd	151,635
Rural Lands Strategy	Gyde Consulting	169,953
3 x Outfront Mowers	Hutcheon and Pearce Tamworth	175,076
Reinforced concrete box culvert components supply and deliver	Holcim (Australia Pty Ltd)	202,652
Stringybark Ecological Pty Ltd	Stringybark Ecological Pty Ltd	219,846
1 x Wachs/Valvemax Standard LX Trailer	Orbinox Trading as SFI Valvemax	262,350
Tender - Design Supply and Installation of Rubber Soft Fall - Tamworth Regional Playground	Wetpour T/A Gadsby Family Trust Pty Ltd	291,500
Tender - Supply & Delivery of One Twin-Steer 8x4 Hooklift Truck	JT Fossey (sales) Pty Ltd	384,175
Supply & Delivery of One Drain & Sewer Jetting Truck	Double R Pty Ltd	393,295
Tender - Design Supply and Installation of Public Amenities at Centenary Park, Manilla Cemetery and Moonbi Recreation Ground	Pureablue T/A Fabranamics PTY LTD	413,600
Supply and install 8 Standalone solar systems at Rural waste facilities	Polygon Energy Pty Ltd	456,225
Dewatering of sludge lagoon B at Westdale WWTP	Dredging Solutions Pty Ltd	665,913
Tender - Design Supply and Installation of playgrounds at Viaduct Park, Moore Creek Recreation Ground and Northern Inlands Sport Centre of Excellence (NISCE) Precinct	Creative Recreation Solutions	735,951
Supply and Installation of footpaths and Pram Ramps throughout Tamworth	Roadwork Industries	1,011,615
Supply Only and Supply and Lay of Asphalt	BMR Quarries Pty Ltd T/A Roadwork Industries	1,170,070
Design of the TRAC and NICSH Stage 1	CO.OP Studio Pty Ltd	1,297,285
Construction of Intersection and Access Road for Arcadia Urban Release	AMB Earthworks Pty Ltd	1,580,535
Design and Construct Bridges - Burgmanns Lane and New Winton Road	Fulton Hogan Industries Pty Ltd	2,904,839

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

DISABILITY INCLUSION ACT 2014

Throughout 2024, Tamworth Regional Council has been undertaking consultation and currently in the process of developing a new DIAP, scheduled to be implemented beginning in early 2025. Tamworth Regional Council extended the 2017 - 2021 Disability Action Plan (DIAP) to 2022 – 2024, to ensure more time to undertake the consultation phase for the development of a new DIAP.

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

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

Access Awards for Individual, Community Group and Business were again included as categories in Councils Community 'Local Legend' Awards event in November 2023, with many community-led achievements and individuals in this space celebrated and recognised.

In 2024, Council has continued working in partnership with Sport NSW to commence delivery of participation and community capacity and capability project. The project aims to support increasing opportunities for school aged children living with disability to participate in sports activities across the Tamworth community. The project was, and continues to be delivered in three key streams: multi-sport activity days, community information sessions and online webinar events.

International Day of People with Disability was held in December 2023, people in the community take part in International Day of People with Disability (IDPwD). It is a day to promote awareness, understanding and acceptance in our community. The day showcased a range of activities including games, art, dance and karaoke. The event promoted awareness of people living with disability and was a great opportunity for our community to come together to share information and to talk about how the Tamworth and surrounding communities can gain better understanding of disability and creating a community inclusive and accessible for everyone.

EQUAL EMPLOYMENT OPPORTUNITIES

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

LABOUR DAY STATISTICS

Tamworth Regional Council Labour day statistics for Wednesday, 14 February 2024 are outlined below.

Labour statistics – 14 February 2024	
Permanent full time basis	537
Permanent part time basis	45
Casual Basis	15
<i>Under a fixed term contract:</i>	
No. of persons employed by Council who are "senior staff" for the purposes of the Local Government Act 1993	4
No. of persons engaged by Council under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	
➤ (includes FT and PT temp roles)	35
➤ (Labour Hire)	58
No. of persons supplied to the Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	19
Total	713

ANTI SLAVERY AND MODERN SLAVERY ACT

The Anti-Slavery Commissioner did not raise any issues in 2023-2024 in relation to Council's operations.

Council has included modern slavery requirements in Council's Statement of Business Ethics Policy and Procurement Policy.

Council's internal auditor regularly reviews purchase agreements between Council and external suppliers; the review is conducted for many reasons, one of those being to ensure that goods and services procured by and for Council are not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

FINANCIAL PERFORMANCE INDICATORS

Consolidated Funds	Indicators	Industry Standard	2023/24	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.00%	(0.90%)	0.99%
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	2.05x	2.12x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	3.36x	3.33x
Own Source Operating Revenue Ratio	This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	greater than 60%	70.81%	62.41%
Building and Infrastructure Renewals Ratio	The Building and Infrastructure Renewals Ratio is an assessment of the rate at which assets are being renewed relative to the rate they are being depreciated (used). Ideally the ratio should be 100%; however this is only possible when budgets allow for an operating surplus and depends on the timing of required works.	Ideally the ratio should be 100%	75.59%	101.68%
Rates, Annual Charges, Interest and Extra Charges Outstanding Ratio	This ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	less than 10.0%	8.59%	7.00%

General Fund	Indicators	Industry Standard	2023/24	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	(7.72%)	(1.38%)
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	2.05x	2.12x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	2.08x	4.03x

STATUTORY INFORMATION

Water Fund	Indicators	Industry Standard	2023/24	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	(4.52%)	(17.65%)
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	13.73x	7.82x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	8.57x	1.23x

Sewer Fund	Indicators	Industry Standard	2023/24	2022/23
Operating Performance Ratio	The ratio measures Council's achievement of containing operating expenditure within operating revenue.	greater than 0.0%	31.15%	27.10%
Unrestricted Current Ratio	The Unrestricted Current Ratio is a measure of Council's ability to meet its financial obligations, in particular, its immediate ability to repay its short-term (current) debts.	greater than 1.5	17.96x	16.23x
Debt Service Cover Ratio	This ratio is an assessment of the degree that operating revenues cover debt repayment commitments.	greater than 2.0x	11.36x	3.24x

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.

GOVERNMENT INFORMATION PUBLIC ACCESS (GIPA)

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

Tamworth Regional Council received 21 formal access and approximately 703 informal applications for the reporting year. There were no access applications received by Tamworth Regional Council during the reporting year that were refused because the disclosure was for information referred to in Schedule 1 of GIPA. Council granted access in full on two applications and in part on nine applications. Two applications were processed where no information was held.

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	133,961
Environment/Planning		
Planning Matter	Ongoing	4,195
Planning Matter	Ongoing	38,615
Insurance claims		
Injury on Council Land	Ongoing	Confidential
Injury on Council Land	Finalised	Confidential
Injury on Council Land	Finalised	Confidential
Injury on Council Land	Finalised	Confidential
Injury on Council Land	Ongoing	Confidential

Employee Anti-Discrimination matter	Finalised	Confidential
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OVERSEAS TRAVEL

There were two delegates that have taken overseas travel.

Who	Date from	Date to	Overseas Destination	Purpose
Paul Bennett, General Manager	29/09/2023	5/10/2023	Austin	ICMA Conference
Naomi Schipanski, Manager - Projects Strategy & Infrastructure	8/03/2024	25/03/2024	USA - Denver	Water Services Association of Australia - USA Study Delegation

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 2024.

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 2023/24	Total
Number of public officials who made PIDs	2
Number of PIDs received	1
Of PIDs received, number primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local Government pecuniary interest contravention	1
Number of PIDs finalised	1

RATES AND CHARGES WRITTEN OFF

Rate or Charge	Postponed Rates Written off after 5 years	Conservation Agreements	Pensioner Rebates	Small Balance Write Offs	Total
	\$	\$	\$	\$	\$
General Rates	86,401	10,131	1,141,742	1,538	1,239,813
Water Service Availability Charge	-	-	343,097	234	343,331
Water Consumption Charges	-	-	-	1,179	1,179
Sewerage Service Charges	-	-	309,566	543	310,109
Extra Charges	22,424	-	-	3,542	25,966
Total	108,824	10,131	1,794,405	7,035	1,920,396

REMUNERATION – GENERAL MANAGER

The total remuneration comprised in the remuneration package of the General Manager during the year was \$391,809.

REMUNERATION SENIOR STAFF

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

Remuneration to senior staff (excluding General Manager position)	Total 2023/24 \$
(i) the total of the values of the salary components of their packages	1,567,885
(ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	4,914
(iii) the total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	176,228
(iv) the total value of any non-cash benefits for which any of them may elect under the package	0
(v) the total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits	31,089
Total	1,780,116

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

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

STATUTORY INFORMATION

Name	Function
Namoi-Peel Customer Service Committee	The Namoi-Peel Customer Service Committee provides a forum for communication and consultation and its customers. In these forums, the Committees ensure that the interests of all water users are considered when State Water develops projects, policies and priorities. The Namoi-Peel Customer Service Committee members and State Water exchange information so that a positive, constructive and efficient service provider-customer relationship can be maintained.
New England District Emergency Management Committee (DEMC)	The District Emergency Management Committee (DEMC) is responsible for overseeing the functions of the Local Emergency Management Committees within defined regions and is primarily tasked to review and advise on the plans prepared by the LEMCs. The Chair of the LEMC (a Council staff member) represents the Tamworth LEMC at the DEMC meetings. The DEMC reports to the State Emergency Management Committee.
New South Wales Public Libraries Association	The purpose of the Association is to enable those Councils and Public Library Services which are Members to meet on a regular basis for common purposes and to undertake united action.
Northern Inland Government Water Managers Group	<p>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.</p> <p>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.</p>
Northern Inland Regional Waste Group	A voluntary Local Government Networking Group that was established in July 1998 to specifically address waste management issues on a regional level.
Northern Region Joint Regional Planning Panel	<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 and development'; 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>

STATUTORY INFORMATION

Name	Function
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 carers. 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. 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 weeds 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>
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.

STATUTORY INFORMATION

Name	Function
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>

CARRIED OUT ON PRIVATE LAND

The total income from private work in 2023/24 was \$823,212.

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, kerb, guttering, ditching, tree planting, excavation, land clearing, water, sewerage and drainage connections etc.

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

SWIMMING POOL INSPECTIONS & CERTIFICATE OF COMPLIANCE

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

There were 47 inspections recorded for this financial year. A written request is forwarded to the owners of the swimming pool to arrange access for an inspection to be undertaken and payment of the inspection fee in accordance with Section 22F of the Act.

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

- There were 32 inspections resulting in the issuing of a certificate of compliance.
- There were 15 inspections resulting in the issuing of a certificate of non-compliance

Note, the non-compliance certificates were rectified upon re-inspection for the commercial pools

STORMWATER MANAGEMENT SERVICES

Council levied Stormwater Management Services of \$641,733 in 2023/24.

Stormwater Management Services Works	2023/24 \$
Internal Loan - Principal and Interest repayment - West Tamworth Drainage Works (2016)	265,061
Mitchell St drainage design	68,316
Tamworth Stormwater Management Plan Review / Update	4,980
Swan Street Drainage Landscaping	1,570
Drainage Levy Works	69,815
Drainage Maintenance	100,000
Stormwater Upgrade - Evans Street Westdale	13,778
Stormwater Upgrade - Denne Street West Tamworth	20,158
Stormwater Upgrade - Panorama Road Calala	17,149
TOTAL	560,827
Unexpended funds were restricted in reserve, held for future works.	
The balance of the Stormwater Reserve	1,679,605

GLOSSARY

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

Term	Definition
Income Statement	This statement shows the operating result and change in net assets from operations during the year
Infrastructure	Roads, buildings, bridges, pavements, cycle ways and other constructions
Intangible assets	Acquisitions that provide long term benefits but do not have a physical form, e.g. licences
Local Environmental Plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development
Namoi Unlimited	Joint Organisation of Councils trading as Namoi Unlimited, comprising the Councils of Gwydir Shire, Gunnedah Shire, Liverpool Plains Shire, Tamworth Regional, and Walcha Council
Net financial liabilities ratio	Liabilities less assets divided by operating revenue
Operating surplus ratio	Operating result divided by total operating revenue excluding capital items
Performance statement	The Performance Statement outlines the Key Strategic Activities and how the organisation has performed against the set performance targets. This statement is independently audited and printed in the Annual Report
Program	A program is an endeavour to deliver a particular strategic outcome and related benefits, and in doing so, coordinates a group of related projects, activities and work streams. Programs of services are natural groupings of services.
Section 64 Contributions	Cash contributions from developers towards network assets for water and sewer funds
Section 7.11 Contributions	Cash Contributions from developers towards community assets for general fund.
Service charges	Annual charges for the availability of waste, water and sewer services
Social justice principles	Measures that decrease or eliminate inequity; promoting inclusiveness of diversity; and establishing environments supportive of all people
Tamworth Tomorrow	Council's Regional Economic Development Strategy
The Long Term Financial Plan (LTFP)	Is one of the three components which make up the Resourcing Strategy that informs the Community Strategic Plan and Delivery Program
Focus Areas	Recurring priorities guiding Council's strategic planning into a common area
Values	A principle, standard, or quality considered worthwhile or desirable
Vision	An aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future

ACRONYMS

ABS	Australian Bureau of Statistics	IPART	Independent Pricing and Regulatory Tribunal
AELEC	Australian Equine and Livestock Event Centre	IPP&E	Infrastructure, Property, Plant & Equipment
CBD	Central Business District	LEP	Local Environmental Plan
CCTV	Closed- circuit television	LGA	Local Government Area
CSP	Community Strategic Plan	OLG	Office of Local Government
EEO	Equal Employment Opportunity	SRV	Special Rate Variation
GIPA	Government Information Public Access Act 2009	TRECC	Tamworth Regional Entertainment and Conference Centre
IP&R	Integrated Planning & Reporting	TGGP	Tamworth Global Gateway Park

ANNUAL FINANCIAL STATEMENTS

2023/24



TAMWORTH REGIONAL COUNCIL

General Purpose Financial Statements

for the year ended 30 June 2024



Tamworth Regional Council

General Purpose Financial Statements

for the year ended 30 June 2024

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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 2024

Statement by Councillors and Management

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

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 and other pronouncements of 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 10 September 2024.



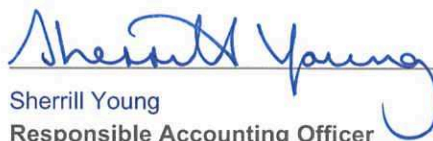
Russell Webb
Mayor
10 September 2024



Judy Coates
Councillor
10 September 2024



Paul Bennett
General Manager
10 September 2024



Sherrill Young
Responsible Accounting Officer
10 September 2024

Tamworth Regional Council

Income Statement

for the year ended 30 June 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
	Income from continuing operations			
83,610	Rates and annual charges	B2-1	84,523	80,458
46,525	User charges and fees	B2-2	55,118	48,859
1,374	Other revenues	B2-3	3,401	3,293
21,691	Grants and contributions provided for operating purposes	B2-4	28,255	37,747
22,847	Grants and contributions provided for capital purposes	B2-4	35,701	47,332
7,103	Interest and investment income	B2-5	9,978	6,906
3,052	Other income	B2-6	2,767	1,742
186,202	Total income from continuing operations		219,743	226,337
	Expenses from continuing operations			
62,766	Employee benefits and on-costs	B3-1	59,942	57,668
45,736	Materials and services	B3-2	67,478	66,966
3,609	Borrowing costs	B3-3	4,257	4,212
42,156	Depreciation, amortisation and impairment of non-financial assets	B3-4	48,911	44,395
4,268	Other expenses	B3-5	4,968	9,510
–	Net loss from the disposal of assets	B4-1	1,272	4,442
158,535	Total expenses from continuing operations		186,828	187,193
27,667	Operating result from continuing operations		32,915	39,144
27,667	Net operating result for the year		32,915	39,144
27,667	Net operating result attributable to Council		32,935	39,140
–	Net operating result attributable to non-controlling interests		(20)	4
4,820	Net operating result for the year before grants and contributions provided for capital purposes		(2,786)	(8,188)

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 2024

\$ '000	Notes	2024	2023
Net operating result for the year – from Income Statement		32,915	39,144
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	154,452	270,838
Impairment (loss) reversal / (revaluation decrement) relating to infrastructure, property, plant and equipment	C1-8	521	(1,374)
Revaluation surplus - Intangible Assets	C1-10	321	–
Transfer Intangible Assets to IPPE	C1-10	(160)	–
Total items which will not be reclassified subsequently to the operating result		155,134	269,464
Total other comprehensive income for the year		155,134	269,464
Total comprehensive income for the year		188,049	308,608
 Total comprehensive income attributable to Council		188,069	308,604
Total comprehensive income attributable to non-controlling interests		(20)	4

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 2024

\$ '000	Notes	2024	2023
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	33,205	15,262
Investments	C1-2	142,993	144,986
Receivables	C1-4	21,262	18,821
Inventories	C1-5	20,321	19,718
Contract assets and contract cost assets	C1-6	10,892	16,084
Non-Current assets classified as held for sale	C1-7	50	50
Other		614	470
Total current assets		229,337	215,391
Non-current assets			
Investments	C1-2	29,963	35,912
Receivables	C1-4	663	424
Infrastructure, property, plant and equipment (IPPE)	C1-8	2,495,767	2,326,290
Investment property	C1-9	25,155	18,763
Intangible assets	C1-10	2,979	2,854
Right of use assets	C2-1	4,570	4,696
Total non-current assets		2,559,097	2,388,939
Total assets		2,788,434	2,604,330
LIABILITIES			
Current liabilities			
Payables	C3-1	17,990	21,327
Contract liabilities	C3-2	17,799	14,536
Lease liabilities	C2-1	1,431	1,423
Borrowings	C3-3	9,602	9,363
Employee benefit provisions	C3-4	12,301	11,699
Provisions	C3-5	2	2,007
Total current liabilities		59,125	60,355
Non-current liabilities			
Lease liabilities	C2-1	3,279	3,410
Borrowings	C3-3	65,135	71,389
Employee benefit provisions	C3-4	400	337
Provisions	C3-5	19,107	15,500
Total non-current liabilities		87,921	90,636
Total liabilities		147,046	150,991
Net assets		2,641,388	2,453,339
EQUITY			
Accumulated surplus		1,426,981	1,394,046
IPPE revaluation reserve	C4-1	1,213,742	1,058,608
Council equity interest		2,640,723	2,452,654
Non-controlling equity interests	D2-1	665	685
Total equity		2,641,388	2,453,339

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 2024

\$ '000	Notes	2024				2023			
		Accumulated surplus	IPPE revaluation reserve	Non-controlling interest	Total equity	Accumulated surplus	IPPE revaluation reserve	Non-controlling interest	Total equity
Opening balance at 1 July		1,394,046	1,058,608	685	2,453,339	1,354,906	789,144	681	2,144,731
Restated opening balance		1,394,046	1,058,608	685	2,453,339	1,354,906	789,144	681	2,144,731
Net operating result for the year		32,935	–	(20)	32,915	39,140	–	4	39,144
Net operating result for the period		32,935	–	(20)	32,915	39,140	–	4	39,144
Other comprehensive income									
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	–	154,452	–	154,452	–	270,838	–	270,838
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	–	(1,374)	–	(1,374)
Other comprehensive income		–	155,134	–	155,134	–	269,464	–	269,464
Total comprehensive income		32,935	155,134	(20)	188,049	39,140	269,464	4	308,608
Closing balance at 30 June		1,426,981	1,213,742	665	2,641,388	1,394,046	1,058,608	685	2,453,339

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 2024

Original unaudited budget 2024	\$ '000	Notes	Actual 2024	Actual 2023
Cash flows from operating activities				
Receipts:				
83,610	Rates and annual charges		82,765	80,511
49,399	User charges and fees		57,672	50,922
7,103	Interest received		8,951	5,597
48,980	Grants and contributions		60,929	62,724
–	Bonds, deposits and retentions received		1,496	1,298
11,141	Other		15,686	14,633
Payments:				
(62,803)	Payments to employees		(59,414)	(56,975)
(59,087)	Payments for materials and services		(84,683)	(72,442)
(3,363)	Borrowing costs		(3,556)	(3,769)
–	Bonds, deposits and retentions refunded		(1,447)	(989)
(4,694)	Other		(3,606)	(3,918)
70,286	Net cash flows from operating activities	G1-1	74,793	77,592
Cash flows from investing activities				
Receipts:				
526	Sale of investments		145,456	60,602
5,028	Sale of real estate assets		4,954	4,830
–	Proceeds from sale of IPPE		5,686	952
Payments:				
–	Purchase of investments		(137,514)	(90,000)
(87,772)	Payments for IPPE		(67,020)	(76,052)
–	Purchase of real estate assets		(809)	(4,064)
–	Purchase of intangible assets		(35)	(80)
(82,218)	Net cash flows from investing activities		(49,282)	(103,812)
Cash flows from financing activities				
Receipts:				
21,295	Proceeds from borrowings		3,523	–
Payments:				
(9,363)	Repayment of borrowings		(9,538)	(9,272)
–	Principal component of lease payments		(1,553)	(1,647)
11,932	Net cash flows from financing activities		(7,568)	(10,919)
–	Net change in cash and cash equivalents		17,943	(37,139)
15,262	Cash and cash equivalents at beginning of year		15,262	52,401
15,262	Cash and cash equivalents at end of year	C1-1	33,205	15,262
146,648	plus: Investments on hand at end of year	C1-2	172,956	180,898
161,910	Total cash, cash equivalents and investments		206,161	196,160

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 10 September 2024. 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 needs to undertake further assessment of the contamination to fully determine the extent of the problem and its impact on remediation costs and the buildings future. 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 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 2024 reporting period.

Council has elected not to apply any of these pronouncements before its operative date in the annual reporting period beginning 1 July 2023.

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 all standards which were mandatorily effective for the first time at 30 June 2024. None of these standards had a significant impact on reported position or performance.

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)	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Functions or activities										
Our Water Security	62,188	57,313	45,818	45,345	16,370	11,968	6,567	8,401	839,951	788,444
A Liveable Built Environment	8,396	10,495	17,037	16,124	(8,641)	(5,629)	6,129	8,479	154,033	105,259
Prosperity and Innovation	8,770	3,249	14,263	13,288	(5,493)	(10,039)	1,098	2,477	150,753	144,136
Resilient and Diverse Communities	3,282	3,967	12,000	10,981	(8,718)	(7,014)	2,446	2,903	58,547	49,152
Connecting our Region and its Citizens	43,794	53,330	59,107	60,844	(15,313)	(7,514)	26,957	36,872	1,123,298	1,064,698
Working with and Protecting Our Environment	27,410	24,535	23,157	20,394	4,253	4,141	5,768	4,856	343,992	319,387
Celebrate our Cultures and Heritage	2,497	2,007	7,212	6,263	(4,715)	(4,256)	271	399	15,417	22,072
A Strong and Vibrant Identity	7,026	9,393	3,279	3,231	3,747	6,162	2,222	4,607	171	14,991
Open and Collaborative Leadership	2,735	2,197	9,269	9,692	(6,534)	(7,495)	367	131	102,272	96,191
General Purpose Income	57,959	58,820	–	–	57,959	58,820	12,131	15,954	–	–
Total functions and activities	224,057	225,306	191,142	186,162	32,915	39,144	63,956	85,079	2,788,434	2,604,330

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	2024	2023
Ordinary rates		
Residential	28,814	27,488
Farmland	6,488	6,296
Mining	20	20
Business	7,257	6,806
Less: pensioner rebates (mandatory)	(803)	(820)
Rates levied to ratepayers	41,776	39,790
Pensioner rate subsidies received	487	403
Total ordinary rates	42,263	40,193
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	11,200	10,395
Stormwater management services	637	628
Water supply services	8,685	7,891
Sewerage services	20,926	20,736
Waste management services (non-domestic)	1,206	1,123
Less: pensioner rebates (mandatory)	(992)	(997)
Annual charges levied	41,662	39,776
Pensioner annual charges subsidies received:		
– Water	207	170
– Sewerage	187	153
– Domestic waste management	204	166
Total annual charges	42,260	40,265
Total rates and annual charges	84,523	80,458

Council has used 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	2024	2023
Specific user charges (per s502 - specific 'actual use' charges)			
Water supply services	1	14,968	11,277
Sewerage services	1	3,421	3,352
Total specific user charges		18,389	14,629
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s608)			
Planning and building regulation	2	2,021	1,826
Private works – section 67	1	823	780
Regulatory/ statutory fees	2	477	492
Total fees and charges – statutory/regulatory		3,321	3,098
(ii) Fees and charges – other (incl. general user charges (per s608))			
Aerodrome	2	4,801	4,063
Cemeteries	2	434	445
Community Services	2	363	495
Parking fees	2	386	420
Transport for NSW (state roads not controlled by Council)	1	10,895	10,261
Swimming centres	2	372	313
Country music festival	2	1,815	1,688
Hire charge council facilities	2	3,211	3,194
Sewerage services	1	961	1,199
Sporting facilities	2	628	634
Waste/recycling depot	2	8,666	7,662
Venue ticket sales	2	254	130
Other	2	622	628
Total fees and charges – other		33,408	31,132
Total other user charges and fees		36,729	34,230
Total user charges and fees		55,118	48,859
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		31,068	26,869
User charges and fees recognised at a point in time (2)		24,050	21,990
Total user charges and fees		55,118	48,859

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	2024	2023
Fines	2	289	384
Commissions and agency fees	2	482	495
Insurance claims recoveries	2	–	103
Sales – general	2	757	631
Antenna leases	1	420	373
Insurance rebate	2	171	168
Consultancy services	1	764	647
Sponsorship income	2	47	15
Other	2	471	477
Total other revenue		3,401	3,293

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	1,183	1,020
Other revenue recognised at a point in time (2)	2,218	2,273
Total other revenue	3,401	3,293

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 for the penalty is received.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	439	1,810	–	–
Financial assistance – local roads component	2	251	1,363	–	–
Payment in advance - future year allocation					
Financial assistance – general component ¹	2	6,654	7,447	–	–
Financial assistance – local roads component ¹	2	4,787	5,334	–	–
Amount recognised as income during current year		12,131	15,954	–	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Bushfire and emergency services	1	610	769	–	–
Water supplies	2	11	402	121	67
Community care	1	716	771	–	–
Environmental programs	1	48	10	–	–
Library Heritage and cultural	2	589	2,514	13	188
Local Infrastructure Renewal Scheme	2	–	15	–	–
Noxious Weed Control	2	163	109	–	–
Fundraising Contributions	1	3	6	–	–
Training	1	64	382	–	–
Park Upgrades	2	3	3	369	1,509
Stormwater	1	–	–	3	330
Street lighting	1	177	174	–	–
Tamworth Global Gateway Park	1	–	–	–	350
Shared Paths/Cycleways	1	–	45	1,541	1,425
Transport (airport)	1	166	671	3	772
Transport Other	1	342	124	5,522	3,308
Transport (other roads and bridges funding)	1	6,336	9,228	8,314	17,159
Waste Facilities	1	3	–	101	–
Other specific grants	1	1,295	463	1,006	295
Organic Recycling Facility	1	–	–	551	73
Transport (roads to recovery)	1	2,289	2,657	–	–
Other councils – joint works/services	1	638	645	–	–
Transport for NSW contributions (regional roads, block grant)	1	2,538	2,627	–	–
Other contributions	1	42	76	–	–
Capital works	1	1	–	543	1,570
Sewage Services	1	90	–	–	–
Total special purpose grants and non-developer contributions – cash		16,124	21,691	18,087	27,046

B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Non-cash contributions					
Dedications – subdivisions (other than by s7.4 and s7.11 – EP&A Act, s64 of the LGA)	2	–	–	11,796	13,368
Tourism	2	–	102	–	–
Total other contributions – non-cash		–	102	11,796	13,368
Total special purpose grants and non-developer contributions (tied)		16,124	21,793	29,883	40,414
Total grants and non-developer contributions		28,255	37,747	29,883	40,414
Comprising:					
– Commonwealth funding		15,297	20,023	1,651	5,387
– State funding		11,882	16,850	15,726	20,077
– Other funding		1,076	874	12,506	14,950
		28,255	37,747	29,883	40,414

(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 2023-2024 income although it relates to 2024-2025 financial year.

Developer contributions

\$ '000	Notes	Timing	Operating 2024	Operating 2023	Capital 2024	Capital 2023
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
	G4					
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	1,424	2,073
S 7.12 – fixed development consent levies		2	–	–	754	860
S 64 – water supply contributions		2	–	–	2,718	2,830
S 64 – sewerage service contributions		2	–	–	922	1,155
Total developer contributions – cash			–	–	5,818	6,918
Total developer contributions			–	–	5,818	6,918
Total contributions			–	–	5,818	6,918
Total grants and contributions			28,255	37,747	35,701	47,332
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			15,358	21,311	17,584	27,046
Grants and contributions recognised at a point in time (2)			12,897	16,436	18,117	20,286
Total grants and contributions			28,255	37,747	35,701	47,332

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 2024	Operating 2023	Capital 2024	Capital 2023
Unspent grants and contributions				
Unspent funds at 1 July	3,482	3,154	10,071	15,576
Add: Funds received and not recognised as revenue in the current year	4,315	1,963	7,166	6,218
Less: Funds received in prior year but revenue recognised and funds spent in current year	(1,912)	(1,635)	(5,956)	(11,723)
Unspent funds at 30 June	5,885	3,482	11,281	10,071
Contributions				
Unspent funds at 1 July	45,792	47,518	–	–
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	8,058	8,569	–	–
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	(6,669)	(10,295)	–	–
Unspent contributions at 30 June	47,181	45,792	–	–

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 Strategies. 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	2024	2023
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	535	316
– Cash and investments	9,443	6,590
Total interest and investment income (losses)	9,978	6,906
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	433	253
General Council cash and investments	3,275	2,542
Restricted investments/funds – external:		
Developer contributions		
– Section 7.11	587	323
– Section 64	1,617	1,212
Water fund operations	1,027	889
Sewerage fund operations	3,039	1,687
Total interest and investment income	9,978	6,906

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	2024	2023
Fair value increment on investment properties			
Fair value increment on investment properties		637	–
Total fair value increment on investment properties	C1-9	637	–
Rental income			
Investment properties			
Lease income - Investment Properties		1,208	808
Lease income - Other Property		922	934
Total Investment properties		2,130	1,742
Total rental income	C2-2	2,130	1,742
Total other income		2,767	1,742

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2024	2023
Salaries and wages	45,121	42,332
Employee leave entitlements (ELE)	10,278	10,300
Superannuation	5,565	5,015
Workers' compensation insurance	1,925	2,558
Fringe benefit tax (FBT)	277	242
Payroll tax	401	360
Other	367	331
Total employee costs	63,934	61,138
Less: capitalised costs	(3,992)	(3,470)
Total employee costs expensed	59,942	57,668
Number of 'full-time equivalent' employees (FTE) at year end	592	581

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	2024	2023
Raw materials and consumables		46,201	46,728
Contractor costs		10,543	10,090
Audit Fees	F2-1	191	201
Councillor and Mayoral fees and associated expenses	F1-2	461	472
Advertising		480	475
Electricity and heating		3,497	3,556
Insurance		2,619	2,395
Street lighting		908	678
Sustainability rebates		47	48
Telephone and communications		329	307
Travel expenses		867	926
Training costs (other than salaries and wages)		768	848
Other expenses		65	100
Legal expenses:			
– Legal expenses: planning and development		38	19
– Legal expenses: other		245	40
Expenses from leases of low value assets		219	83
Total materials and services		67,478	66,966
Total materials and services		67,478	66,966

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	2024	2023
(i) Interest bearing liability costs			
Interest on leases		109	105
Interest on loans		3,444	3,853
Total interest bearing liability costs		3,553	3,958
Less: capitalised costs ¹		(11)	(217)
Total interest bearing liability costs expensed		3,542	3,741
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)		–	–
– Remediation liabilities	C3-5	715	471
Total other borrowing costs		715	471
Total borrowing costs expensed		4,257	4,212

(1) Tamworth Global Gateway Park

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

\$ '000	Notes	2024	2023
Depreciation and amortisation			
Plant and equipment		4,587	3,741
Office equipment		10	10
Furniture and fittings		179	309
Land improvements (depreciable)		512	424
Infrastructure:	C1-8		
– Buildings – non-specialised		2,803	1,927
– Buildings – specialised		454	505
– Other structures		421	441
– Roads		10,592	10,142
– Bridges		3,919	3,529
– Footpaths		809	734
– Stormwater drainage		3,358	2,936
– Water supply network		7,644	6,077
– Sewerage network		6,311	5,805
– Swimming pools		181	180
– Other open space/recreational assets		1,893	2,154
– Airport Infrastructure		2,624	2,971
Right of use assets	C2-1	1,556	1,639
Other assets:			
– Library books		314	313
– Other		275	208
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C3-5,C1-8	925	696
– Quarry assets	C3-5,C1-8	4	2
Intangible assets	C1-10	71	79
Total gross depreciation and amortisation costs		49,442	44,822
Less: capitalised costs		(531)	(427)
Total depreciation and amortisation costs		48,911	44,395
Impairment / revaluation decrement of IPPE			
Operational Land	C1-8c	–	669
Infrastructure:			
– Roads	C1-8c	(521)	705
Total gross IPPE impairment / revaluation decrement costs		(521)	1,374
Amounts taken through revaluation reserve	C1-8c	521	(1,374)
Total IPPE impairment / revaluation decrement costs charged to Income Statement		–	–
Total depreciation, amortisation and impairment for non-financial assets		48,911	44,395

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	2024	2023
Impairment of receivables			
Other		498	114
Total impairment of receivables	C1-4	498	114
Fair value decrement on investment properties			
Fair value decrement on investment properties		–	5,402
Total fair value decrement on investment properties	C1-9	–	5,402
Other			
Contributions/levies to other levels of government		1,957	1,852
Emergency services levy (includes FRNSW, SES, and RFS levies)		1,863	1,537
Donations, contributions and assistance to other organisations (Section 356)		650	605
Total other		4,470	3,994
Total other expenses		4,968	9,510

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

\$ '000	Notes	2024	2023
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		(3,241)	–
Gain (or loss) on disposal		659	–
Gain (or loss) on disposal of plant and equipment			
	C1-8		
Proceeds from disposal – plant and equipment		1,786	952
Less: carrying amount of plant and equipment assets sold/written off		(1,254)	(716)
Gain (or loss) on disposal		532	236
Gain (or loss) on disposal of infrastructure			
	C1-8		
Less: carrying amount of infrastructure assets sold/written off		(6,778)	(9,050)
Gain (or loss) on disposal		(6,778)	(9,050)
Gain (or loss) on disposal of real estate assets held for sale			
	C1-5		
Proceeds from disposal – real estate assets		4,954	4,830
Less: carrying amount of real estate assets sold/written off		(639)	(458)
Gain (or loss) on disposal		4,315	4,372
Net gain (or loss) from disposal of assets		(1,272)	(4,442)

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted on 29 June 2023 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	2024 Budget	2024 Actual	2024 ----- Variance -----	
Revenues				
User charges and fees	46,525	55,118	8,593	18% F
User charges and fees generated better than anticipated income for Council during the 2023/2024 financial year. The most significant contributor was increased work for the State Government on state roads which generated an additional \$4.5M in income. Other contributors were \$1.4M in increased income from water usage, \$760k from increased income from the hire of Council owned facilities and \$467k from user charges associated with the supply of sewer services.				
Other revenues	1,374	3,401	2,027	148% F
The budget variance for other revenues is due to an incorrect classification of Rental Income as Other Revenue in Councils 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 \$3,052. Improvements between budget and actual are due to increased consultancy fees of \$128k and \$200k of improved sales in event related activities.				
Operating grants and contributions	21,691	28,255	6,564	30% F
It is always difficult to predict with accuracy Council's grant income for any given year. One of the more significant operating grant variations was an additional \$3.8M for emergency road repairs, there was also \$680k favourable increase in flood repair grant income and \$166k in income for airport security screening. The remaining variation is due to numerous smaller community grants.				
Capital grants and contributions	22,847	35,701	12,854	56% F
The favourable increase in capital grants and contributions of 12.8M is for the most part due to \$11.7M in developer subdivision contributions which are a non cash dedication. Other significant contributions include \$500k in water S64 contributions and a \$380k contribution to capital works at a local tennis court.				
Interest and investment revenue	7,103	9,978	2,875	40% F
Interest and investment revenue had a favourable variation of 40% due to improvements on interest rates available on investments. At the time of preparing the budget it was anticipated that the returns on Council's investments would average 4% but the actual average return for the year was 4.81%. This better than anticipated return combined with increased investment holdings has resulted in the favourable outcome.				
Expenses				
Materials and services	45,736	67,478	(21,742)	(48)% U
The variation in the spend on materials and services to Councils original budget is due to increased funding of \$6.5M for the purpose of satisfying the funding requirements of additional operational grants and contributions that were recieved. Increased private works taken on under the Transport for NSW Program of \$4.5M, contribution of \$1.5M for the construction of the rail intermodal which was classified as capital but is operational. Likewise \$680k of information technology costs were classified as capital which for accounting purposes are operational. There was also an additional \$400k spent on Councils fleet running costs when compared to the original budget.				
Other expenses	4,268	4,968	(700)	(16)% U
The main contributors to the unfavourable increase in other expenses were an increase in the doubtful debts expense of \$482k, \$144k in load based licences for sewer and \$86k on Emergency Services Levies.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2024	2023
Cash assets		
Cash on hand and at bank	27,580	15,262
Cash equivalent assets		
– Deposits at call	5,625	–
Total cash and cash equivalents	33,205	15,262

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	33,205	15,262
Balance as per the Statement of Cash Flows	33,205	15,262

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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Financial assets at fair value through the profit and loss				
Floating Rate Notes	–	16,946	4,986	16,912
Fixed Rate Bonds	993	5,017	–	–
Total	993	21,963	4,986	16,912
Debt securities at amortised cost				
Term deposits - fixed rate	142,000	8,000	140,000	19,000
Total	142,000	8,000	140,000	19,000
Total financial investments	142,993	29,963	144,986	35,912
Total cash assets, cash equivalents and investments	176,198	29,963	160,248	35,912

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	2024	2023
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	206,161	196,160
Less: Externally restricted cash, cash equivalents and investments	(182,247)	(166,593)
Cash, cash equivalents and investments not subject to external restrictions	23,914	29,567
External restrictions		
External restrictions – included in liabilities		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended loans – general	1,793	403
Specific purpose unexpended loans – water	–	1,970
Specific purpose unexpended loans – sewer	1,526	1,649
Specific purpose unexpended grants – general fund	16,375	12,610
Specific purpose unexpended grants – water fund	14	145
Specific purpose unexpended grants – sewer fund	777	798
External restrictions – included in liabilities	20,485	17,575
External restrictions – other		
External restrictions included in cash, cash equivalents and investments above comprise:		
Developer contributions – general	14,847	12,190
Developer contributions – water fund	15,565	18,276
Developer contributions – sewer fund	16,769	15,316
Water fund	17,603	17,082
Sewer fund	68,545	60,678
Deposits, retentions and bonds	3,055	2,983
Waste management	25,378	22,493
External restrictions – other	161,762	149,018
Total external restrictions	182,247	166,593

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

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2024	2023
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(b) Internal allocations

Cash, cash equivalents and investments not subject to external restrictions

23,914 29,567

Less: Internally restricted cash, cash equivalents and investments (22,421) (28,746)

Unrestricted and unallocated cash, cash equivalents and investments 1,493 821

Internal allocations

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

Airport	2,214	1,659
Asset management provisions	2,001	1,589
Car parking	812	850
Central Northern Regional Library	861	815
Community care facilities	576	1,013
Cultural facilities	336	378
Developer contribution plans – prior need	3,013	2,711
Drainage levy	1,680	1,599
Economic affairs	4,119	4,179
Employee provisions	2,290	2,058
FAG (General purpose component)	6,654	7,447
FAG (Roads component)	5,575	7,343
Governance provisions	2,899	2,420
Internal loan from reserves - Cemetery Extension ¹	(1,293)	(1,352)
Internal loan from reserves - IT Workstations ¹	(166)	(324)
Internal loan from reserves - Pilot Training Facility ¹	(10,000)	(10,000)
Internal loan from reserves – Drainage works ¹	(501)	(735)
Internal loan from reserves – Street light replacement ¹	(209)	(409)
Natural disasters provisions	338	293
On site sewer management	1	6
Parks and sporting facilities	769	742
Pilot Training Facility ¹	(5,615)	(3,909)
Plant replacement	4,942	2,214
Quarry remediation	315	315
Quarry renewal	105	105
Regional Development	3,116	3,840
Special Rate Variation Asset Renewal	4,106	4,923
Sustainability projects	463	202
Transport provisions	4,590	7,008
Westdale Land	(11,570)	(8,234)
Total internal allocations	22,421	28,746

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	2024	2023
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(c) Unrestricted and unallocated

Unrestricted and unallocated cash, cash equivalents and investments 1,493 821

C1-4 Receivables

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Rates and annual charges	7,024	365	5,288	388
Interest and extra charges	957	–	909	–
User charges and fees	10,868	–	9,226	–
Accrued revenues				
– Interest on investments	3,067	–	2,083	–
– Other income accruals	46	–	1,347	–
Government grants and subsidies	189	–	189	–
Net GST receivable	229	–	1,015	–
Insurance claim	15	–	80	–
Contributions	–	–	4	–
Other debtors	220	298	94	36
Total	22,615	663	20,235	424
Less: provision for impairment				
Rates and annual charges	(368)	–	(401)	–
Interest and extra charges	(152)	–	(147)	–
User charges and fees	(833)	–	(866)	–
Total provision for impairment – receivables	(1,353)	–	(1,414)	–
Total net receivables	21,262	663	18,821	424

\$ '000	2024	2023
Movement in provision for impairment of receivables		
Balance at the beginning of the year	1,414	1,468
+ new provisions recognised during the year	498	113
– amounts already provided for and written off this year	(71)	(97)
– amounts provided for but recovered during the year	(488)	(70)
Balance at the end of the year	1,353	1,414

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 other receivables includes lease income payable for the TGGP intermodal site of \$264k, 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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
(i) Inventories at cost				
Tamworth Global Gateway Park Industrial Land	18,356	–	18,186	–
Stores and materials	1,965	–	1,532	–
Total inventories	20,321	–	19,718	–

(i) Other disclosures

\$ '000	Notes	2024 Current	2024 Non-current	2023 Current	2023 Non-current
(a) Details for real estate development					
Tamworth Global Gateway Park Industrial Land		18,356	–	18,186	–
Total real estate for resale		18,356	–	18,186	–

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

Represented by:

Acquisition costs	14,614	–	14,994	–
Development costs	3,709	–	3,169	–
Borrowing costs	33	–	23	–
Total costs	18,356	–	18,186	–
Total real estate for resale	18,356	–	18,186	–

Movements:

Real estate assets at beginning of the year	18,186	–	26,694	–
– Purchases and other costs	644	–	4,064	–
– Transfers in from (out to) Note C1-8	–	–	(12,114)	–
– WDV of sales (expense)	(474)	–	(458)	–
Total real estate for resale	18,356	–	18,186	–

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(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	2024	2023
Tamworth Global Gateway Park Industrial Land	17,036	16,368
	17,036	16,368

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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Contract assets	10,892	–	16,084	–
Total contract assets and contract cost assets	10,892	–	16,084	–

Contract assets

Revenue from Grants where Obligations satisfied	10,892	–	16,084	–
Total contract assets	10,892	–	16,084	–

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	2024 Current	2024 Non-current	2023 Current	2023 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	2024 Assets 'held for sale'	2023 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 2023			Asset movements during the reporting period							At 30 June 2024		
	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
\$ '000													
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	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
- Transport Ancillary	35,207	(11,297)	23,910	–	25	(3)	(433)	–	2,010	1,261	39,126	(12,357)	26,769
– 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
– 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):													
– Quarry assets	234	(166)	68	–	–	–	(4)	–	111	–	345	(171)	174
– Tip assets	21,303	(11,437)	9,866	–	–	–	(925)	–	775	–	22,079	(12,362)	9,717
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).

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

By aggregated asset class	At 1 July 2022			Asset movements during the reporting period								At 30 June 2023		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment loss (recognised in equity - ARR)	Adjustments and transfers	Revaluation increments to equity (ARR)		Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	98,572	–	98,572	30,304	34,372	(3,184)	–	–	(80,826)	–		79,238	–	79,238
Plant and equipment	54,569	(25,527)	29,042	3,755	794	(716)	(3,741)	–	357	–		57,063	(27,571)	29,492
Office equipment	156	(69)	87	–	–	–	(10)	–	–	–		156	(79)	77
Furniture and fittings	6,183	(5,034)	1,149	71	18	–	(309)	–	–	–		6,272	(5,344)	928
Land:														
– Operational land ²	99,595	(1,195)	98,400	–	2,403	–	–	(669)	3,881	59,849		165,730	(1,864)	163,866
– Community land	29,470	–	29,470	–	–	–	–	–	–	17,550		47,020	–	47,020
– Land under roads (post 30/6/08)	2,590	–	2,590	–	319	–	–	–	–	805		3,714	–	3,714
Land improvements – depreciable	16,526	(5,967)	10,559	50	152	–	(424)	–	(38)	709		17,853	(6,845)	11,008
Infrastructure:														
– Buildings – non-specialised	139,064	(49,288)	89,776	1,458	294	(6)	(1,927)	–	5,609	55,731		216,580	(65,645)	150,935
– Buildings – specialised	37,137	(4,937)	32,200	–	–	–	(505)	–	–	11,413		54,465	(11,357)	43,108
– Other structures	20,391	(10,865)	9,526	24	35	–	(441)	–	152	573		21,899	(12,031)	9,868
– Roads	3,093	(1,401)	1,692	–	–	–	(49)	–	–	97		3,276	(1,535)	1,741
– Bridges	352,890	(129,365)	223,525	–	–	(92)	(3,529)	–	14,537	13,002		382,172	(134,729)	247,443
– Footpaths	46,903	(18,577)	28,326	60	952	(179)	(734)	–	1,623	1,630		51,931	(20,253)	31,678
– Stormwater drainage	313,650	(97,925)	215,725	–	4,567	(68)	(2,936)	–	20,906	16,656		363,471	(108,621)	254,850
– Water supply network	470,073	(227,619)	242,454	29	1,845	(989)	(6,077)	–	25,961	36,978		549,195	(248,995)	300,200
– Sewerage network	380,705	(124,850)	255,855	–	4,559	(542)	(5,805)	–	1,864	19,320		415,565	(140,314)	275,251
– Swimming pools	14,968	(9,151)	5,817	53	8	–	(180)	–	(1,954)	403		11,587	(7,439)	4,148
– Other open space/recreational assets	68,830	(23,458)	45,372	18	136	(19)	(2,154)	–	882	3,090		74,440	(27,113)	47,327
- Transport Ancillary	31,515	(10,321)	21,194	–	–	(18)	(366)	–	1,870	1,231		35,207	(11,297)	23,910
- Kerb and Gutter	85,058	(27,785)	57,273	–	1,136	–	(861)	–	561	3,334		91,783	(30,338)	61,445
- Minor Culverts	88,569	(18,473)	70,096	–	–	(9)	(886)	–	523	4,090		94,314	(20,500)	73,814
- Causeways	17,328	(8,312)	9,016	14	–	(117)	(216)	–	–	520		18,166	(8,950)	9,216
- Roads Local Sealed	322,507	(83,782)	238,725	2,974	2,915	(1,685)	(4,857)	(452)	8,367	13,822		352,756	(92,947)	259,809
- Roads Local Unsealed	91,316	(24,718)	66,598	597	–	(704)	(1,840)	(93)	–	3,827		96,074	(27,690)	68,384
- Roads Regional Sealed	71,854	(18,645)	53,209	1,584	–	(1,438)	(914)	(160)	1,524	3,091		76,567	(19,673)	56,894
- Roads Regional Unsealed	1,153	(230)	923	–	–	–	(26)	–	–	53		1,221	(271)	950
- Carparks	8,274	(1,999)	6,275	–	–	–	(127)	–	–	363		8,763	(2,252)	6,511
- Airport Infrastructure	64,734	(23,526)	41,208	1,633	–	–	(2,971)	–	–	2,260		70,193	(28,064)	42,129
Other assets:														
– Library books	3,078	(2,310)	768	–	273	–	(313)	–	–	–		3,351	(2,623)	728
– Other	8,588	(2,217)	6,371	–	265	–	(208)	–	–	441		9,469	(2,599)	6,870
– Art collection	3,804	–	3,804	–	–	–	–	–	–	–		3,804	–	3,804
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Tip assets	16,320	(10,741)	5,579	–	–	–	(696)	–	4,983	–		21,303	(11,437)	9,866
– Quarry assets	171	(164)	7	–	–	–	(2)	–	63	–		234	(166)	68
Total infrastructure, property, plant and equipment	2,969,634	(968,451)	2,001,183	42,624	55,043	(9,766)	(43,104)	(1,374)	10,845	270,838		3,404,832	(1,078,542)	2,326,290

(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 use.

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	Notes	2024	2023
(i) Impairment losses recognised direct to equity (ARR):			
Building and Operational Land 437 Peel St, Tamworth. Fair Value impaired due to asbestos contamination in building situated on that land . ¹	C1-8	–	669
Roads impaired due to Flood Damage - September 2022 ²	C1-8	–	705
Total impairment losses		–	1,374
(iv) Reversals of impairment losses previously recognised direct to equity (ARR):			
Roads impaired due to Flood Damage - September 2022 repaired during 2023/24. ²		(521)	–
Total impairment reversals		(521)	–
Impairment of assets – direct to equity (ARR)		(521)	1,374

(1) Council has impaired the Ray Walsh House (RWH) administration building and associated land parcels due to asbestos contamination in RWH. Work is currently being undertaken to remediate the site and determine the full extent of the contamination. Initial estimates for remediation are in the vicinity of \$7 million. As such Council has recognised this as the impairment expense as it constitutes the best estimate available to Council at this time. Council undertook a comprehensive revaluation of the asset class in the 2022-23 financial year.

(2) 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 2024.

C1-9 Investment properties

\$ '000	2024	2023
Owned investment property		
Investment property on hand at fair value	25,155	18,763
Total owned investment property	25,155	18,763

Owned investment property

At fair value

Opening balance at 1 July	18,763	30,615
Net gain/(loss) from fair value adjustments	637	(5,402)
Transfers from/(to) owner-occupied property (Note C1-8)	5,755	(6,450)
Closing balance at 30 June	25,155	18,763

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 value of the Pilot Training Facility had been heavily discounted in 2022/23 due to the lack of a medium to long term tenant. 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	2024	2023
Digital & Licensing Assets		
Opening values at 1 July		
Gross book value	924	844
Accumulated amortisation	(639)	(560)
Net book value – opening balance	285	284
Movements for the year		
Purchases	81	80
Amortisation charges	(71)	(79)
Closing values at 30 June		
Gross book value	1,004	924
Accumulated amortisation	(709)	(639)
Total Digital & Licensing – net book value	295	285
Water Licences		
Opening values at 1 July		
Gross book value	2,569	2,569
Net book value – opening balance	2,569	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	2,569
Total Water Licences – net book value	2,684	2,569
Total intangible assets – net book value	2,979	2,854

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 2024 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
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
2023				
Opening balance at 1 July	1,400	2,881	412	4,693
Additions to right-of-use assets	1,140	–	502	1,642
Depreciation charge	(1,029)	(480)	(130)	(1,639)
Balance at 30 June	1,511	2,401	784	4,696

C2-1 Council as a lessee (continued)

(b) Lease liabilities

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Lease liabilities	1,431	3,279	1,423	3,410
Total lease liabilities	1,431	3,279	1,423	3,410

(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	Total per Statement of Financial Position
2024					
Cash flows	1,431	3,279	–	4,710	4,710
2023					
Cash flows	1,423	3,410	–	4,833	4,833

(d) Income Statement

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

\$ '000	2024	2023
Interest on lease liabilities	109	105
Depreciation of right of use assets	1,556	1,639
Expenses relating to leases of low-value assets	219	83
	1,884	1,827

(e) Statement of Cash Flows

Total cash outflow for leases	1,661	1,753
	1,661	1,753

(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 Councils service delivery objective (refer note C1-8).

\$ '000	2024	2023
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(i) Assets held as investment property

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

Lease income (excluding variable lease payments not dependent on an index or rate)	1,208	808
Lease income relating to variable lease payments not dependent on an index or a rate	922	934
Total income relating to operating leases for investment property assets	2,130	1,742

Operating lease expenses

Direct operating expenses that generated rental income	877	564
Total expenses relating to operating leases	877	564

(ii) Assets held as property, plant and equipment

Other leased assets expenses

Other	634	654
Total expenses relating to other leases assets	634	654

(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	2,291	609
1–2 years	1,206	157
2–3 years	1,249	63
3–4 years	1,177	11
4–5 years	466	12
> 5 years	6,549	57
Total undiscounted lease payments to be received	12,938	909

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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Goods and services – operating expenditure	7,968	–	11,560	–
Accrued expenses:				
– Borrowings	226	–	240	–
– Salaries and wages	2,107	–	2,052	–
– Other expenditure accruals	605	–	671	–
Prepaid rates	2,859	–	2,871	–
Security bonds, deposits and retentions	2,508	–	2,459	–
Ticket monies held	625	–	605	–
Other	1,092	–	869	–
Total payables	17,990	–	21,327	–

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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	11,769	—	10,561	—
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	6,030	—	3,975	—
Total grants received in advance		17,799	—	14,536	—
Total contract liabilities		17,799	—	14,536	—

Notes

(i) Council has received funding for a number of projects including Skywalk Construction, Port Stephens Cutting Upgrade, Regional Local Road Repair Program, No. 1 Oval Pavillion Upgrade 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	2024	2023
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	10,561	11,825
Operating grants (received prior to performance obligation being satisfied)	2,992	1,447
Total revenue recognised that was included in the contract liability balance at the beginning of the period	13,553	13,272

C3-3 Borrowings

\$ '000	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Loans – secured ¹	9,602	65,135	9,363	71,389
Total borrowings	9,602	65,135	9,363	71,389

(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	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 C2-1b)	4,833	(1,553)	630	800	–	–	4,710
Total liabilities from financing activities	85,585	(7,568)	630	800	–	–	79,447

\$ '000	2022		Non-cash movements				2023
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	90,024	(9,272)	–	–	–	–	80,752
Lease liability (Note C2-1b)	4,838	(1,648)	1,643	–	–	–	4,833
Total liabilities from financing activities	94,862	(10,920)	1,643	–	–	–	85,585

(b) Financing arrangements

\$ '000	2024	2023
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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	118	9
Total drawn financing arrangements	118	9

Undrawn facilities

Undrawn financing facilities available to Council at the reporting date are:

– Bank overdraft facilities	1,000	1,000
– Credit cards/purchase cards	502	611
Total undrawn financing arrangements	1,502	1,611

(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	2024 Current	2024 Non-current	2023 Current	2023 Non-current
Annual leave	5,501	–	5,154	–
Long service leave	6,800	400	6,545	337
Total employee benefit provisions	12,301	400	11,699	337

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

\$ '000	2024	2023
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	9,841	9,359
	9,841	9,359

Description of and movements in provisions

\$ '000	ELE provisions		
	Annual leave	Long service leave	Total
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
2023			
At beginning of year	4,794	6,671	11,465
Additional provisions	3,700	1,579	5,279
Amounts used (payments)	(3,460)	(1,491)	(4,951)
Remeasurement effects	120	123	243
Total ELE provisions at end of year	5,154	6,882	12,036

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	2024 Current	2024 Non-Current	2023 Current	2023 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	2	19,107	2,007	15,500
Sub-total – asset remediation/restoration	2	19,107	2,007	15,500
Total provisions	2	19,107	2,007	15,500

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
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
2023		
At beginning of year	12,073	12,073
Changes to provision:		
– Revised costs	4,963	4,963
Unwinding of discount	471	471
Total other provisions at end of year	17,507	17,507

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 reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve 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 2024	Water 2024	Sewer 2024
Income from continuing operations			
Rates and annual charges	55,461	8,791	20,949
User charges and fees	35,677	16,459	4,519
Interest and investment revenue	4,295	1,907	4,138
Other revenues	3,171	70	175
Grants and contributions provided for operating purposes	29,170	20	106
Grants and contributions provided for capital purposes	29,261	3,849	2,628
Net gains from disposal of assets	–	430	–
Other income	2,849	–	–
Total income from continuing operations	159,884	31,526	32,515
Expenses from continuing operations			
Employee benefits and on-costs	54,050	3,269	2,623
Materials and services	44,546	16,431	9,861
Borrowing costs	2,252	850	1,517
Depreciation, amortisation and impairment of non-financial assets	34,820	7,686	6,405
Other expenses	4,567	261	170
Net losses from the disposal of assets	1,502	–	200
Total expenses from continuing operations	141,737	28,497	20,776
Operating result from continuing operations	18,147	3,029	11,739
Net operating result for the year	18,147	3,029	11,739
Net operating result attributable to each council fund	18,167	3,029	11,739
Net operating result attributable to non-controlling interests	(20)	–	–
Net operating result for the year before grants and contributions provided for capital purposes	(11,114)	(820)	9,111

D1-2 Statement of Financial Position by fund

\$ '000	General 2024	Water 2024	Sewer 2024
ASSETS			
Current assets			
Cash and cash equivalents	33,205	–	–
Investments	39,751	28,359	74,883
Receivables	14,301	4,448	5,713
Inventories	20,321	–	–
Contract assets and contract cost assets	10,892	–	–
Other	614	–	–
Non-current assets classified as held for sale	50	–	–
Total current assets	119,134	32,807	80,596
Non-current assets			
Investments	12,406	4,823	12,734
Receivables	663	–	4,800
Infrastructure, property, plant and equipment	1,788,974	366,810	339,983
Investment property	25,155	–	–
Intangible assets	294	1,296	1,389
Right of use assets	4,570	–	–
Total non-current assets	1,832,062	372,929	358,906
Total assets	1,951,196	405,736	439,502
LIABILITIES			
Current liabilities			
Payables	17,087	572	331
Contract liabilities	17,008	14	777
Lease liabilities	1,431	–	–
Borrowings	7,619	1,803	3,380
Employee benefit provision	12,301	–	–
Provisions	2	–	–
Total current liabilities	55,448	2,389	4,488
Non-current liabilities			
Lease liabilities	3,279	–	–
Borrowings	33,552	18,716	17,667
Employee benefit provision	400	–	–
Provisions	19,107	–	–
Total non-current liabilities	56,338	18,716	17,667
Total liabilities	111,786	21,105	22,155
Net assets	1,839,410	384,631	417,347
EQUITY			
Accumulated surplus	995,766	190,105	241,110
Revaluation reserves	842,979	194,526	176,237
Council equity interest	1,838,745	384,631	417,347
Non-controlling interests	665	–	–
Total equity	1,839,410	384,631	417,347

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
Borrower (by purpose)	General - land acquisition
Lender (by purpose)	Sewer
Date of Minister's approval	11/06/2021
Date raised	01/03/2021
Term years	5
Dates of maturity	28/02/2026
Rate of interest (%)	Variable
Amount originally raised (\$'000)	16,000
Total repaid during year (principal and interest) (\$'000)	3,620
Principal outstanding at end of year (\$'000)	8,000

(1) For additional information regarding the purpose of this loan refer to item 9.1 of the business papers for the council meeting held 8/9/20 which are available from council's website.

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 2024	Ownership 2023	Principal place of business	Voting rights 2024	Voting rights 2023
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

\$ '000	2024	2023
Summarised statement of comprehensive income		
Revenue	1,721	1,679
Expenses	(1,773)	(1,668)
Profit for the period	(52)	11
Total comprehensive income	(52)	11
Non-controlling interest share - 38%	(20)	4
Summarised statement of financial position		
Current assets	1,075	830
Non-current assets	888	986
Total assets	1,963	1,816
Current liabilities	214	14
Total liabilities	214	14
Net assets	1,749	1,802
Non-controlling interest share - 38%	665	685

D2-1 Subsidiaries (continued)

\$ '000	2024	2023
Summarised statement of cash flows		
Cash flows from operating activities	245	108
Net increase (decrease) in cash and cash equivalents	245	108

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 2024	Carrying value 2023	Fair value 2024	Fair value 2023
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	33,205	15,262	33,205	15,262
Receivables	21,696	18,230	21,696	18,230
Investments				
– Term Deposits	150,000	159,000	150,000	159,000
Fair value through profit and loss				
Investments				
– Floating Rate Notes & Fixed Rate Bonds	22,956	21,898	22,956	21,898
Contract Assets	10,892	16,084	10,892	16,084
Total financial assets	238,749	230,474	238,749	230,474
Financial liabilities				
Payables	17,990	21,327	17,990	21,327
Loans/advances	74,737	80,752	74,737	80,752
Contract Liabilities	17,800	19,604	17,800	19,604
Lease Liabilities	4,711	4,833	4,711	4,833
Total financial liabilities	115,238	126,516	115,238	126,516

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	2024	2023
The impact on 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	2,007	1,996
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 rates and annual charges			Total
	overdue	< 5 years	≥ 5 years	
2024				
Gross carrying amount	–	7,024	365	7,389
2023				
Gross carrying amount	–	5,288	388	5,676

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 2024 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	
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
2023						
Gross carrying amount	20,812	6,280	1,404	321	2,250	31,067
Expected loss rate (%) ¹	0.00%	2.10%	5.40%	3.30%	35.30%	3.26%
ECL provision	–	132	76	11	794	1,013

(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.

	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
\$ '000							
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	92,727
2023							
Payables	0.00%	2,459	16,234	–	–	18,693	21,327
Borrowings	4.39%	–	12,975	45,025	40,266	98,266	80,752
Total financial liabilities		2,459	29,209	45,025	40,266	116,959	102,079

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).

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2024	2023	2024	2023	2024	2023
Investment property	C1-9						
6 Burruulu Close		6,330	–	–	–	6,330	–
561 Peel Street		1,500	1,507	–	–	1,500	1,507
218 Peel Street		1,475	1,406	–	–	1,475	1,406
Pilot Training Facility	C1-9	–	–	15,850	15,850	15,850	15,850
Total investment property		9,305	2,913	15,850	15,850	25,155	18,763
Infrastructure, property, plant and equipment	C1-8						
Plant and equipment		–	–	32,716	29,492	32,716	29,492
Office equipment		–	–	67	77	67	77
Furniture and fittings		–	–	760	928	760	928
Land – operational		195,844	163,865	–	–	195,844	163,865
Land under roads (post 30/6/08)		–	–	4,181	3,714	4,181	3,714
Land improvements – depreciable		–	–	13,095	11,008	13,095	11,008
Buildings		21,245	25,585	182,092	168,459	203,337	194,044
Other structures		–	–	66,132	61,343	66,132	61,343
Roads and Carparks		–	–	436,038	394,290	436,038	394,290
Bridges and Other Transport Infrastructure		–	–	472,087	447,506	472,087	447,506
Stormwater drainage		–	–	270,217	254,850	270,217	254,850
Water supply network		–	–	318,607	300,200	318,607	300,200
Sewerage network		–	–	288,823	275,251	288,823	275,251
Library books		–	–	677	728	677	728
Art collection		–	–	3,804	3,804	3,804	3,804
Other assets		–	–	7,109	6,870	7,109	6,870
Land – community		–	–	57,155	47,020	57,155	47,020
Airport Infrastructure		–	–	41,626	42,129	41,626	42,129
Total infrastructure, property, plant and equipment		217,089	189,450	2,195,186	2,047,669	2,412,275	2,237,119

E2-1 Fair value measurement (continued)

		Fair value measurement hierarchy					
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2024	2023	2024	2023	2024	2023
Non-current assets classified as held for sale							
	C1-7						
Land		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 April, 2024 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 April, 2024 by Preston Rowe Paterson, registered valuer NSW No 186. Due to the specialised nature of the property and the impact of zoning it was difficult to undertake a valuation utilising observable inputs, though limited information was available with regards to previous short term rentals and negotiation with potential tenants. The value adopted for 30 June 2024 is \$15.8M which is the same value adopted for 30 June 2023.

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 2023/24. 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 2023/24 utilising the Gross Land Value movement 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 2023/24, 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.

E2-1 Fair value measurement (continued)

Community Land was indexed in 2023/24 utilising the Gross Land Value movement published by the Valuer General New South Wales.

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 2023/24, 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 Rawlinson's Construction Handbook Edition 32 2014 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 2019/20 reporting period. Stormwater assets were revalued during the 2018/19 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.

E2-1 Fair value measurement (continued)

Water and Sewer Networks

The water and sewer network of Council is also 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. 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 2023/24.

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 2023/24, 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

E2-1 Fair value measurement (continued)

	Valuation technique/s	Unobservable inputs
Land Improvements	Depreciated Replacement Cost	• Gross Replacement Cost
	Depreciated Historical Cost	• Remaining Useful Life
Buildings	External Valuation	• Gross Replacement Cost
		• Remaining Useful Life
		• Residual Value
		• Sale of Comparable Properties
Other Structures	Depreciated Replacement Cost	• Gross Replacement Cost
	Depreciated Historical Cost	• Remaining Useful Life
		• Residual Value
Roads, Bridges, Footpaths	Depreciated Replacement Cost	• Gross Replacement Cost
		• Remaining Useful Life
Stormwater Drainage	Depreciated Replacement Cost	• Gross Replacement Cost
		• Remaining Useful Life
Water Network	Depreciated Replacement Cost	• Gross Replacement Cost
		• Remaining Useful Life
Sewer Network	Depreciated Replacement Cost	• Gross Replacement Cost
		• Remaining Useful Life
Other Assets	Depreciated Replacement Cost	• Gross Replacement Cost
		• Remaining Useful Life
Art Collections	External Valuation	• Insurance valuation
Library Books	Depreciated Historical Cost	• Gross Replacement Cost
		• Remaining Useful Life
Airport Infrastructure	External Valuation	• 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 is provided below:

\$ '000	Level 3 asset class	
	2024	2023
Opening balance	2,047,669	1,780,955
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	118,987	197,461
Other movements		
Transfers from/(to) another asset class	53,386	86,626
Purchases (GBV)	31,265	32,990
Disposals (WDV)	(9,235)	(6,583)
Depreciation and impairment	(46,886)	(43,780)
Closing balance	2,195,186	2,047,669

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 8.5% of salaries for the year ending 30 June 2024 (increasing to 9.0% in line with the increase in the Superannuation Guarantee) 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 2023. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation, the next of which is due effective 30 June 2024, and monitored annually between triennials.

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 2024 was \$315,691.45. The last formal valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2023. Council's expected contribution to the plan for the next annual reporting period is \$214,744.46.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2024 is:

E3-1 Contingencies (continued)

Employer reserves only *	\$millions	Asset Coverage
Assets	2,237.5	
Past Service Liabilities	2,141.9	104.5%
Vested Benefits	2,159.8	103.6%

* 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 0.92%.

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	3.5% for FY 23/24 2.5% per annum thereafter

* Plus promotional increases

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 2024.

(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.

(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 30/6/2024 is \$159,601.43
At June 30, 2024 Councils guarantee is limited to \$159,601.43

Tamworth Gymnastics Club. Drawn in 2019/20 Financial year. Balance as at 30/6/2024 is \$67,786.65
Councils guarantee is limited to \$84,881.51

Council does not expect to incur any loss from these guarantees.

E3-1 Contingencies (continued)

(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:

\$ '000	2024	2023
Compensation:		
Short-term benefits	2,242	1,794
Post-employment benefits	212	169
Other long-term benefits	55	84
Total	2,509	2,047

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		Value of transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000	Ref					
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	–	–
2023						
Employee expenses for close family members of KMP	1	333	–	Local Government Award	–	–
Contractor expenses for close family members of KMP	2	1	–	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	2024	2023
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	64	63
Councillors' fees	235	228
Other Councillors' expenses (including Mayor)	162	181
Total	461	472

F2 Other relationships

F2-1 Audit fees

\$ '000	2024	2023
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	141	144
Remuneration for audit and other assurance services	141	144
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Other audit and assurance services – internal auditors	50	57
Total remuneration of non NSW Auditor-General audit firms	50	57
Total audit fees	191	201

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of Operating Result

\$ '000	2024	2023
Net operating result from Income Statement	32,915	39,144
Add / (less) non-cash items:		
Depreciation and amortisation	48,911	44,395
(Gain) / loss on disposal of assets	1,272	4,442
Non-cash capital grants and contributions	(11,796)	(13,470)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(637)	5,402
Unwinding of discount rates on reinstatement provisions	715	471
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(2,619)	(3,675)
Increase / (decrease) in provision for impairment of receivables	(61)	(54)
(Increase) / decrease of inventories	(433)	106
(Increase) / decrease of other current assets	(144)	90
(Increase) / decrease of contract asset	5,192	(4,103)
Increase / (decrease) in payables	(3,592)	1,672
Increase / (decrease) in accrued interest payable	(14)	(28)
Increase / (decrease) in other accrued expenses payable	(11)	862
Increase / (decrease) in other liabilities	280	854
Increase / (decrease) in contract liabilities	3,263	(4,050)
Increase / (decrease) in employee benefit provision	665	571
Increase / (decrease) in other provisions	887	4,963
Net cash flows from operating activities	74,793	77,592

(b) Non-cash investing and financing activities

Other dedications	11,796	13,470
Total non-cash investing and financing activities	11,796	13,470

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2024	2023
---------	------	------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Airport Infrastructure	96	—
Buildings	636	1,696
Information Technology	—	125
Parks & Recreation	456	1,193
Plant & Equipment	2,604	5,148
Roads, Bridges & Footpaths	4,326	3,671
Tamworth Global Gateway Park (TGGP)	441	3,544
Waste Infrastructure	556	401
Water & Sewer Infrastructure	1,962	9,190
Total commitments	11,077	24,968

These expenditures are payable as follows:

Within the next year	11,077	24,968
Total payable	11,077	24,968

Sources for funding of capital commitments:

Externally Restricted Reserves	2,399	5,212
Future Grants & Contributions	4,094	6,646
Internally restricted reserves	4,466	8,544
Loans	—	495
Section 64 Contributions	118	4,071
Total sources of funding	11,077	24,968

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 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024
		Cash	Non-cash Land	Non-cash Other				
Roads	5,432	765	–	–	261	(13)	–	6,445
Parking	234	–	–	–	11	–	–	245
Open space	569	46	–	–	27	–	–	642
Community facilities	127	1	–	–	6	(12)	–	122
Rural Fire Service	311	23	–	–	15	–	–	349
Studies	175	–	–	–	9	(11)	–	173
Garbage Disposal – Nundle	4	–	–	–	–	–	–	4
Mines & Extractive Industry – Parry	893	246	–	–	43	–	–	1,182
Rural Traffic Generating – Parry	3	–	–	–	–	–	–	3
Cycleways	53	1	–	–	2	–	–	56
Tamworth Regional S94 Direct Plan	570	304	–	–	28	(136)	–	766
Tamworth Regional S94 Indirect Plan	3,669	754	–	–	177	–	–	4,600
S7.11 contributions – under a plan	12,040	2,140	–	–	579	(172)	–	14,587
Total S7.11 and S7.12 revenue under plans	12,040	2,140	–	–	579	(172)	–	14,587
S7.11 not under plans	148	37	–	–	7	66	–	258
S7.4 planning agreements	2	–	–	–	–	–	–	2
S64 contributions	33,592	3,677	–	–	1,617	(6,552)	–	32,334
Total contributions	45,782	5,854	–	–	2,203	(6,658)	–	47,181

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. 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

	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024
\$ '000		Cash	Non-cash Land	Non-cash Other				
CONTRIBUTION PLAN								
Parking	234	–	–	–	11	–	–	245
Garbage Disposal – Nundle	4	–	–	–	–	–	–	4
Mines & Extractive Industry – Parry	893	246	–	–	43	–	–	1,182

G4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024
		Cash	Non-cash Land	Non-cash Other				
Rural Traffic Generating – Parry	3	–	–	–	–	–	–	3
Tamworth Regional S7.11 Indirect Plan	3,669	754	–	–	177	–	–	4,600
Total	4,803	1,000	–	–	231	–	–	6,034
CONTRIBUTION PLAN – ROADS								
Roads – Hills Plain East	3	–	–	–	–	–	–	3
Roads – Manilla	14	–	–	–	1	–	–	15
Roads – Parry	250	–	–	–	11	–	–	261
Roads – Tamworth Urban	662	3	–	–	32	–	–	697
Hills Plains Roads	4,503	762	–	–	217	(13)	–	5,469
Total	5,432	765	–	–	261	(13)	–	6,445
CONTRIBUTION PLAN – OPEN SPACE								
Drainage Hills Plains	5	–	–	–	–	–	–	5
Open Space – Tamworth	21	–	–	–	1	–	–	22
Open Space – Tamworth Urban	252	5	–	–	12	–	–	269
Hills Plains Open Space & Recreation	291	41	–	–	14	–	–	346
Total	569	46	–	–	27	–	–	642
CONTRIBUTION PLAN – COMMUNITY FACILITIES								
Community Facilities – Hills Plain	3	–	–	–	–	–	–	3
Community Facilities – Tamworth	29	–	–	–	1	–	–	30
Community Facilities – Tamworth Urban	95	1	–	–	5	(12)	–	89
Total	127	1	–	–	6	(12)	–	122
CONTRIBUTION PLAN – RURAL FIRE SERVICE								
Rural Fire Service – Barraba	21	–	–	–	1	–	–	22
Rural Fire Service – Manilla	7	–	–	–	–	–	–	7
Rural Fire Service – Nundle	10	–	–	–	1	–	–	11
Rural Fire Service – Parry	273	23	–	–	13	–	–	309
Total	311	23	–	–	15	–	–	349
CONTRIBUTION PLAN – STUDIES								
Studies – Hills Plain East	35	–	–	–	2	(11)	–	26
Studies – Tamworth Urban	140	–	–	–	7	–	–	147
Total	175	–	–	–	9	(11)	–	173

CONTRIBUTION PLAN – CYCLEWAYS

continued on next page ...

G4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2023	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2024
		Cash	Non-cash Land	Non-cash Other				
Tamworth Urban Cycleway	44	1	–	–	2	–	–	47
Cycleways – Tamworth	9	–	–	–	–	–	–	9
Total	53	1	–	–	2	–	–	56
CONTRIBUTION PLAN – TAMWORTH REGIONAL S7.11 DIRECT PLAN								
Tamworth Regional (Roads)	(316)	203	–	–	(15)	(68)	–	(196)
Tamworth Regional (Open Space & Rec)	664	67	–	–	32	–	–	763
Tamworth Regional (Plan Preparation)	222	34	–	–	11	(68)	–	199
Total	570	304	–	–	28	(136)	–	766

G4-3 Contributions not under plans

Payments Arising From Developer Consents

Drainage	67	–	–	–	3	–	–	70
Roads	106	–	–	–	5	–	–	111
Subdivision Works	(25)	37	–	–	(1)	66	–	77
Total	148	37	–	–	7	66	–	258

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	18,276	2,745	–	–	880	(6,336)	–	15,565
Sewer	15,314	932	–	–	737	(216)	–	16,767
Total	33,590	3,677	–	–	1,617	(6,552)	–	32,332

G5 Statement of performance measures

G5-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2024	Indicator 2024	Indicators 2023 2022		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2}	(1,653)	(0.90)%	0.99%	0.37%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	183,405				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	155,150	70.81%	62.41%	59.59%	> 60.00%
Total continuing operating revenue ¹	219,106				
3. Unrestricted current ratio					
Current assets less all external restrictions	49,856	2.05x	2.12x	2.48x	> 1.50x
Current liabilities less specific purpose liabilities	24,276				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	51,515	3.36x	3.33x	3.22x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	15,348				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	7,826	8.59%	7.00%	6.68%	< 10.00%
Rates and annual charges collectable	91,095				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	206,161	15.10 months	15.80 months	18.77 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities	13,650				

(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

G5-2 Statement of performance measures by fund

\$ '000	General Indicators		Water Indicators		Sewer Indicators		Benchmark
	2024	2023	2024	2023	2024	2023	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses	(7.72)%	(1.38)%	(4.52)%	(17.65)%	31.15%	27.10%	> 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	63.01%	55.07%	87.73%	81.02%	91.59%	83.07%	> 60.00%
Total continuing operating revenue							
3. Unrestricted current ratio							
Current assets less all external restrictions	2.05x	2.12x	13.73x	7.82x	17.96x	16.23x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation	2.08x	4.03x	8.57x	1.23x	11.36x	3.24x	> 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	8.88%	7.30%	8.69%	7.01%	7.78%	6.23%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	8.37 months	8.73 months	17.17 months	20.28 months	57.73 months	56.43 months	> 3.00 months
Monthly payments from cash flow of operating and financing activities							

End of the audited financial statements

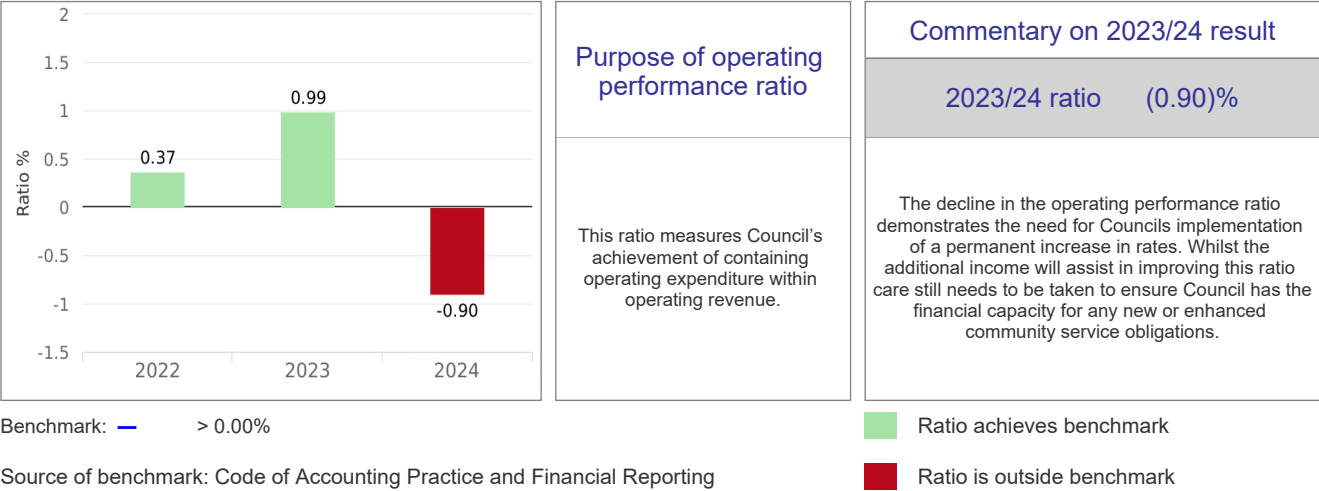
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Additional Council disclosures (unaudited)

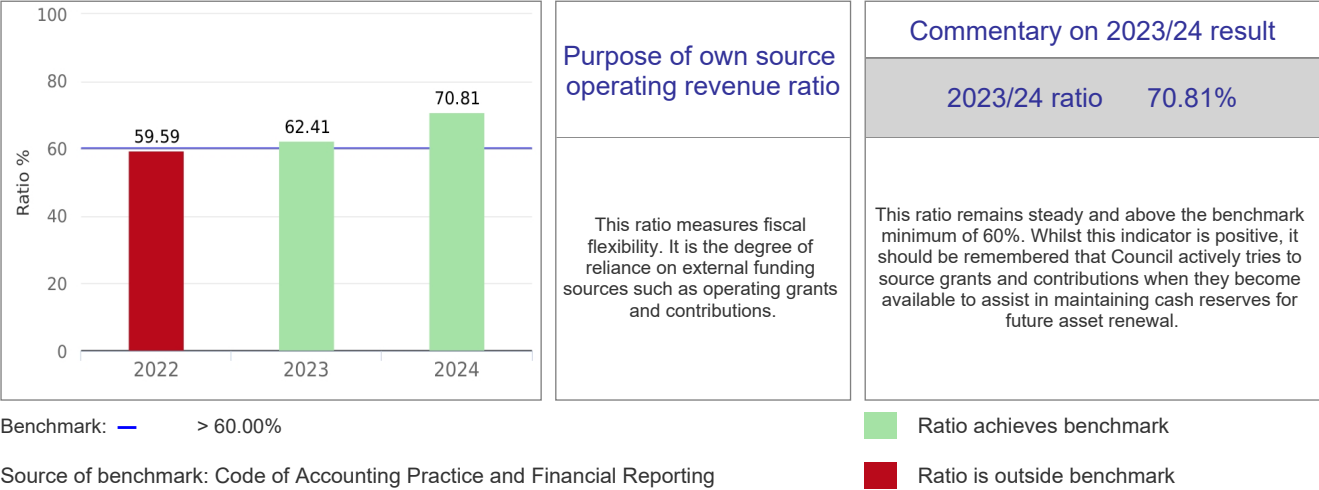
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Statement of performance measures – consolidated results (graphs)

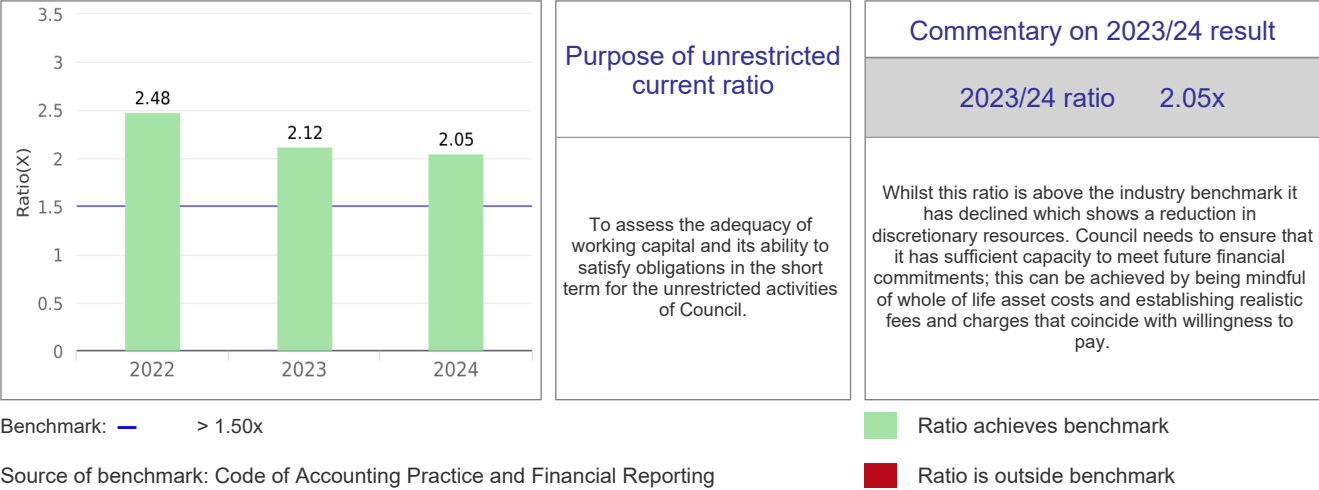
1. Operating performance ratio



2. Own source operating revenue ratio

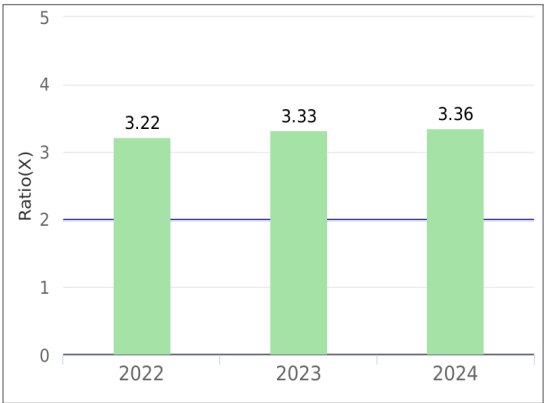


3. Unrestricted current ratio



H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of debt service cover ratio

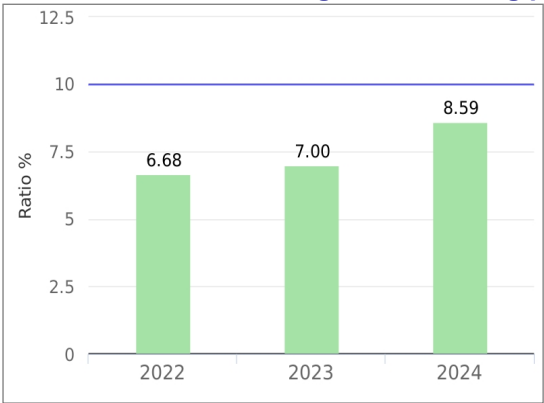
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2023/24 result

2023/24 ratio	3.36x
Council continues to maintain borrowings at a sustainable level and is above the acceptable benchmark set by the Office of Local Government.	

- Ratio achieves benchmark
- Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of rates and annual charges outstanding percentage

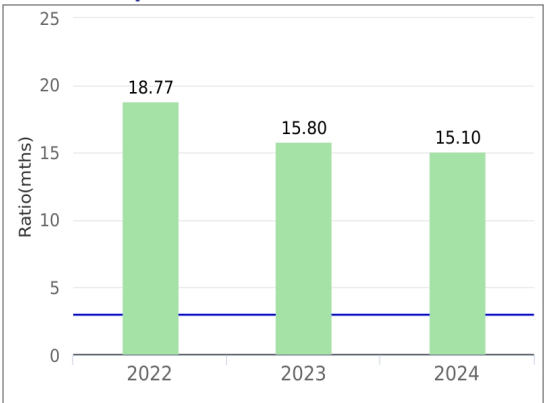
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2023/24 result

2023/24 ratio	8.59%
Whilst this ratio remains below the benchmark set for a rural Council the increase is concerning. Additional work needs to be undertaken in accordance with Councils Ratepayer Hardship and Pensioner Policies.	

- Ratio achieves benchmark
- Ratio is outside benchmark

6. Cash expense cover ratio



Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2023/24 result

2023/24 ratio	15.10 months
A decline in this ratio is not unexpected given the impact of inflationary pressures as well as the increase in Council's outstanding rates and annual charges percentage shown above. Despite the decline the ratio is still well above the industry benchmark.	

- Ratio achieves benchmark
- Ratio is outside benchmark

H1-2 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

H1-2 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

Judy Coates, Deputy Mayor

Phil Betts, Councillor

Bede Burke, Councillor

Steve Mears, Councillor

Mark Rodda, Councillor

Brooke Southwell, Councillor

Marc Sutherland, Councillor

Helen Tickle, 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 2024, the Statement of Financial Position as at 30 June 2024, 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 this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2024, 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 2024 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 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 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 Note H 'Additional Council disclosures (unaudited)'
- 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

30 October 2024
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: R008-2124742775-7409 / 1792

30 October 2024

Dear Mayor Webb

Report on the Conduct of the Audit
for the year ended 30 June 2024
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 2024 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council’s GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2024 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2024	2023	Variance
	\$m	\$m	%
Rates and annual charges revenue	84.5	80.5	5.1
Grants and contributions revenue	64.0	85.1	(24.8)
Operating result from continuing operations	32.9	39.1	(15.9)
Net operating result before capital grants and contributions	(2.8)	(8.2)	(66.0)

Rates and annual charges revenue (\$84.5 million) increased by \$4.1 million (5.1 per cent) in 2023–24 mainly due to a rate increase of 3.7 per cent and increases to domestic waste management services and water supply services.

Grants and contributions revenue (\$64 million) decreased by \$21.1 million (24.8 per cent) in 2023–24 mainly on account of lower operational and capital grants (particularly roads and bridges funding and financial assistance grants) as well as decreased developer contributions recognised during the year.

Council’s operating result from continuing operations (\$32.9 million including depreciation, amortisation and impairment expense of \$48.9 million) was \$6.2 million lower than the 2022–23 result. Increases in rates, annual charges and user fees were offset by reductions in grant and contributions revenue; higher depreciation charges and higher employee benefit costs.

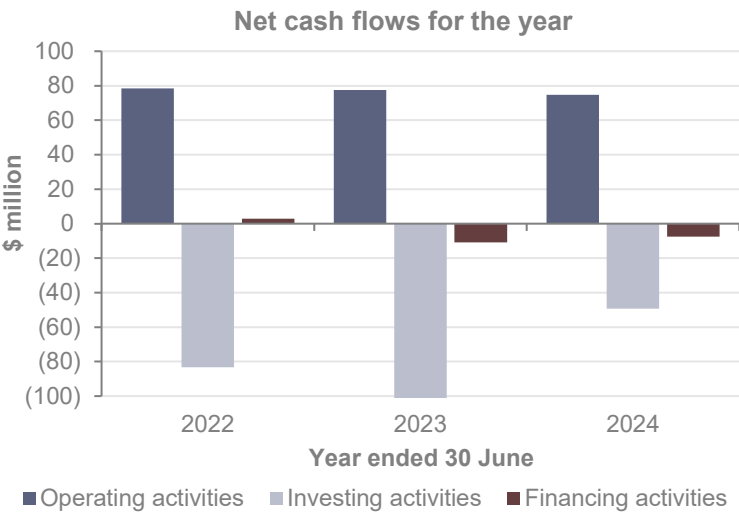
The net operating result before capital grants and contributions (\$2.8 million) was \$5.4 million higher than the 2022–23 result mainly on account of the lower proportion of grants and contributions received relative to the prior year.

STATEMENT OF CASH FLOWS

Net cashflows from operating activities were predominantly impacted by higher inflows mainly from user charges and fees which were offset by higher payments to employees and payments for materials and services – leading to a decrease of \$2.8 million in net operating cash flows for the year then ended 30 June 2024.

Net cash outflows from investing activities decreased by \$54.5 million mainly due to an increase in the sale of financial investments and lower purchases of infrastructure, property, plant and equipment when compared with the prior year.

Net cash outflows from financing activities decreased by \$3.4 million. This was because the repayment of existing borrowings were offset by new borrowings totalling \$3.5 million in the current year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	206.2	196.2	Externally restricted balances comprise mainly of specific purpose unexpended grants, water, sewer, and waste funds.
Restricted and allocated cash, cash equivalents and investments:			Internal allocations are determined by council policies or decisions, which are subject to change.
• External restrictions	182.2	166.6	At 30 June 2024 the Council holds \$1.5 million in unrestricted and unallocated cash, cash equivalents and investments, higher than the \$821,000 in 2022–23.
• Internal allocations	22.4	28.7	

Debt

At 30 June 2024, Council had:

- \$74.7 million in secured loans (\$80.8 million in 2022-23)
- \$1.0 million in borrowing facility with no funds withdrawn as at 30 June 2024
- \$620,000 in credit card facility with \$118,000 used.

PERFORMANCE

Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

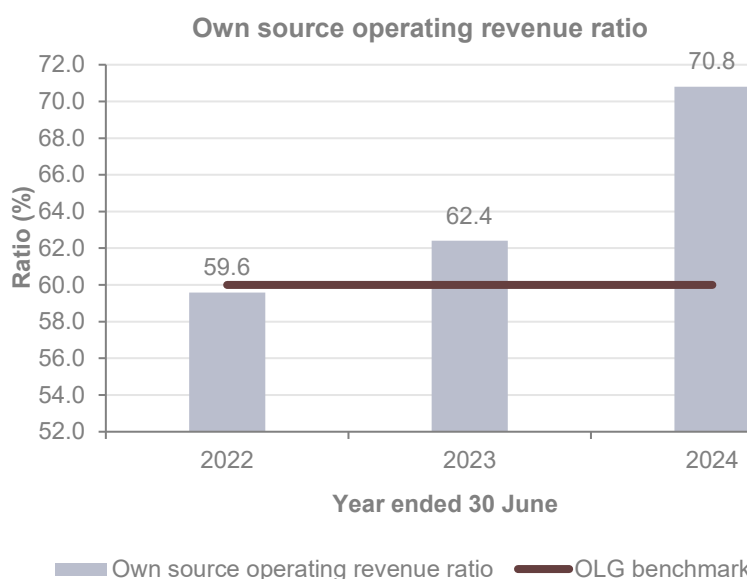
The Council did not meet the OLG benchmark for the current reporting period. The higher operating expense over the operating revenue, resulted in a negative ratio for the current financial year 2023–24.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

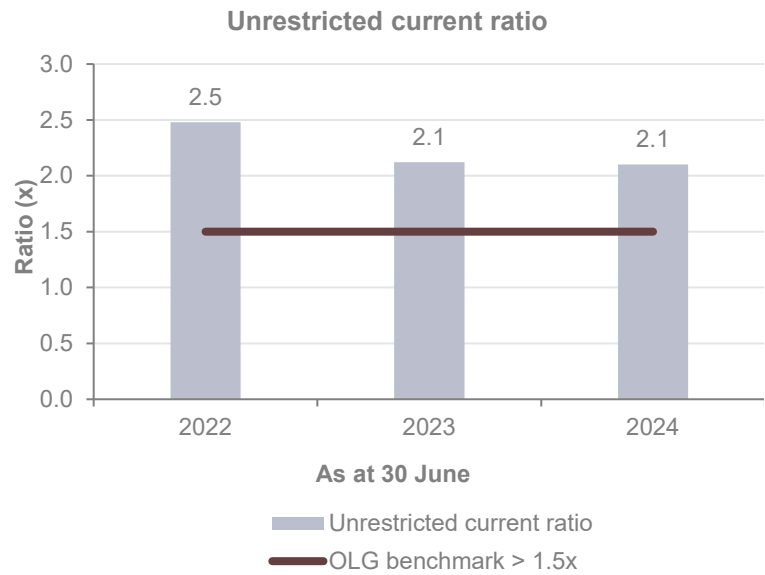
The Council met the benchmark for the current reporting period. The result was mainly driven by higher user charges and fees relative to the amount of grants and contributions recognised in the current year.



Unrestricted current ratio

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 benchmark set by OLG is greater than 1.5 times.

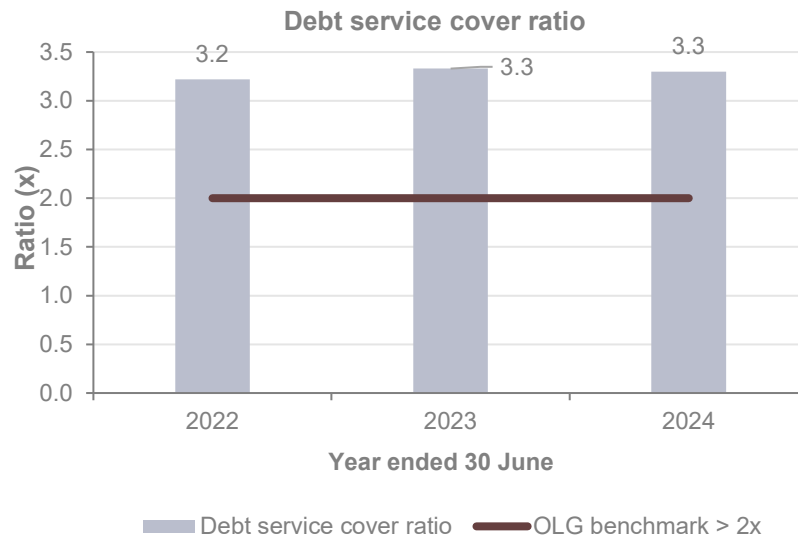
The Council met the benchmark for the current reporting period.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

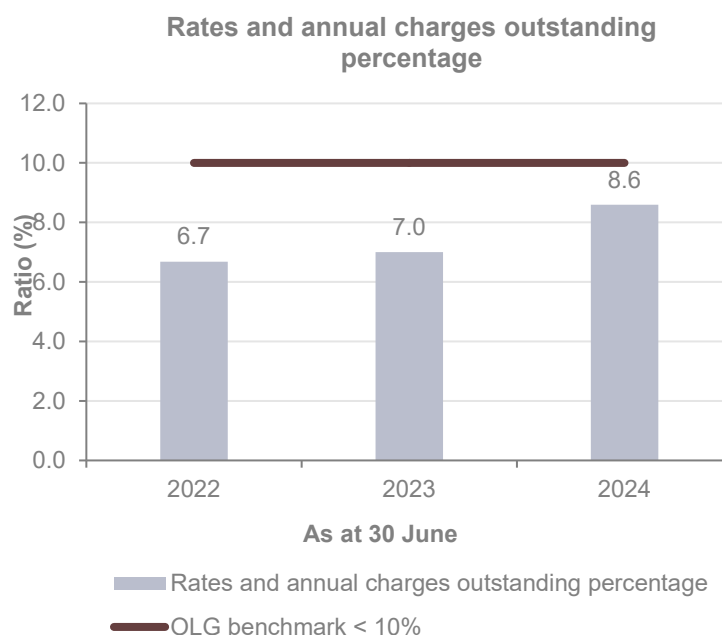
The Council met the benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

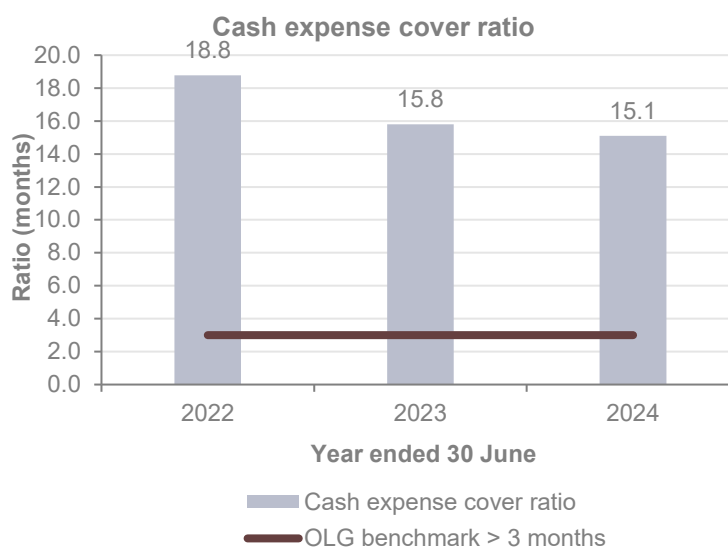
The Council met the benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council met the benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

Council renewed \$38.4 million of infrastructure, property, plant and equipment during the 2023–24 financial year (2022–23 \$42.6 million). A further \$40.0 million was spent on new assets across variety of asset classes during the current year.

OTHER MATTERS

Legislative compliance

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.



Jan-Michael Perez
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

TAMWORTH REGIONAL COUNCIL

Special Purpose Financial Statements

for the year ended 30 June 2024



Tamworth Regional Council

Special Purpose Financial Statements

for the year ended 30 June 2024

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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 2024

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 Planning and Environment, *Water's Regulatory and assurance framework for local water utilities*.

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 10 September 2024.



Russell Webb
Mayor
10 September 2024



Judy Coates
Councillor
10 September 2024



Paul Bennett
General Manager
10 September 2024



Sherrill Young
Responsible Accounting Officer
10 September 2024

Tamworth Regional Council

Income Statement of water supply business activity

for the year ended 30 June 2024

\$ '000	2024	2023
Income from continuing operations		
Access charges	8,791	7,940
User charges	15,767	12,283
Fees	692	554
Interest and investment income	1,907	1,639
Grants and contributions provided for operating purposes	20	458
Net gain from the disposal of assets	430	–
Other income	70	48
Total income from continuing operations	27,677	22,922
Expenses from continuing operations		
Employee benefits and on-costs	3,269	3,260
Borrowing costs	850	908
Materials and services	14,930	15,233
Depreciation, amortisation and impairment	7,686	6,160
Water purchase charges	1,501	1,382
Net loss from the disposal of assets	–	989
Calculated taxation equivalents	500	437
Debt guarantee fee (if applicable)	107	115
Other expenses	261	24
Total expenses from continuing operations	29,104	28,508
Surplus (deficit) from continuing operations before capital amounts	(1,427)	(5,586)
Grants and contributions provided for capital purposes	3,849	4,805
Surplus (deficit) from continuing operations after capital amounts	2,422	(781)
Surplus (deficit) from all operations before tax	2,422	(781)
Surplus (deficit) after tax	2,422	(781)
Plus accumulated surplus	187,149	187,450
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	500	437
– Debt guarantee fees	107	115
Less:		
– Tax equivalent dividend paid	(73)	(72)
Closing accumulated surplus	190,105	187,149
Return on capital %	(0.2)%	(1.4)%
Subsidy from Council	16,350	18,531
Calculation of dividend payable:		
Surplus (deficit) after tax	2,422	(781)
Less: capital grants and contributions (excluding developer contributions)	(3,849)	(4,805)
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 2024

\$ '000	2024	2023
Income from continuing operations		
Access charges	20,949	20,722
User charges	3,455	3,381
Liquid trade waste charges	960	1,199
Fees	104	151
Interest and investment income	4,138	2,410
Grants and contributions provided for operating purposes	106	56
Other income	175	73
Total income from continuing operations	29,887	27,992
Expenses from continuing operations		
Employee benefits and on-costs	2,623	2,273
Borrowing costs	1,517	1,724
Materials and services	9,861	10,326
Depreciation, amortisation and impairment	6,405	5,858
Net loss from the disposal of assets	200	542
Calculated taxation equivalents	754	599
Debt guarantee fee (if applicable)	113	129
Other expenses	170	224
Total expenses from continuing operations	21,643	21,675
Surplus (deficit) from continuing operations before capital amounts	8,244	6,317
Grants and contributions provided for capital purposes	2,628	5,637
Surplus (deficit) from continuing operations after capital amounts	10,872	11,954
Surplus (deficit) from all operations before tax	10,872	11,954
Less: corporate taxation equivalent (25%) [based on result before capital]	(2,061)	(1,579)
Surplus (deficit) after tax	8,811	10,375
Plus accumulated surplus	229,438	216,823
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	754	599
– Debt guarantee fees	113	129
– Corporate taxation equivalent	2,061	1,579
Less:		
– Tax equivalent dividend paid	(68)	(67)
Closing accumulated surplus	241,109	229,438
Return on capital %	2.9%	2.5%
Subsidy from Council	4,858	4,692
Calculation of dividend payable:		
Surplus (deficit) after tax	8,811	10,375
Less: capital grants and contributions (excluding developer contributions)	(2,628)	(5,637)
Surplus for dividend calculation purposes	6,183	4,738
Potential dividend calculated from surplus	3,092	2,369

Tamworth Regional Council

Income Statement of Airport

for the year ended 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
Income from continuing operations		
Fees	4,886	4,220
Grants and contributions provided for operating purposes	166	671
Fair Value Increment on Investment Property	–	820
Other income	54	49
Total income from continuing operations	5,106	5,760
Expenses from continuing operations		
Employee benefits and on-costs	837	888
Borrowing costs	96	104
Materials and services	2,957	2,473
Depreciation, amortisation and impairment	3,066	3,313
Calculated taxation equivalents	267	216
Debt guarantee fee (if applicable)	10	11
Other expenses	139	8
Total expenses from continuing operations	7,372	7,013
Surplus (deficit) from continuing operations before capital amounts	(2,266)	(1,253)
Grants and contributions provided for capital purposes	3	772
Surplus (deficit) from continuing operations after capital amounts	(2,263)	(481)
Surplus (deficit) from all operations before tax	(2,263)	(481)
Surplus (deficit) after tax	(2,263)	(481)
Plus accumulated surplus	23,324	23,578
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	267	216
– Debt guarantee fees	10	11
Closing accumulated surplus	21,338	23,324
Return on capital %	(2.4)%	(1.3)%
Subsidy from Council	6,020	4,619

Tamworth Regional Council

Income Statement of Waste

for the year ended 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
Income from continuing operations		
Annual charges	12,378	11,446
Fees	8,813	7,974
Grants and contributions provided for operating purposes	14	56
Other income	57	57
Total income from continuing operations	21,262	19,533
Expenses from continuing operations		
Employee benefits and on-costs	2,285	2,276
Borrowing costs	736	504
Materials and services	13,945	12,928
Depreciation, amortisation and impairment	2,881	1,835
Net loss from the disposal of assets	25	–
Calculated taxation equivalents	79	99
Other expenses	21	–
Total expenses from continuing operations	19,972	17,642
Surplus (deficit) from continuing operations before capital amounts	1,290	1,891
Grants and contributions provided for capital purposes	652	73
Surplus (deficit) from continuing operations after capital amounts	1,942	1,964
Surplus (deficit) from all operations before tax	1,942	1,964
Less: corporate taxation equivalent (25%) [based on result before capital]	(323)	(473)
Surplus (deficit) after tax	1,619	1,491
Plus accumulated surplus	26,093	24,030
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	79	99
– Corporate taxation equivalent	323	473
Closing accumulated surplus	28,114	26,093
Return on capital %	5.2%	6.6%

Tamworth Regional Council

Income Statement of Pilot Training Facility
for the year ended 30 June 2024

\$ '000	2024 Category 2	2023 Category 2
Income from continuing operations		
Fees	93	12
Grants and contributions provided for operating purposes	–	8
Rental Income	820	653
Total income from continuing operations	913	673
Expenses from continuing operations		
Employee benefits and on-costs	124	98
Borrowing costs	693	404
Materials and services	1,415	810
Debt guarantee fee (if applicable)	42	44
Fair Value Decrement on Investment Property	–	6,495
Total expenses from continuing operations	2,274	7,851
Surplus (deficit) from continuing operations before capital amounts	(1,361)	(7,178)
Grants and contributions provided for capital purposes	–	5
Surplus (deficit) from continuing operations after capital amounts	(1,361)	(7,173)
Surplus (deficit) from all operations before tax	(1,361)	(7,173)
Surplus (deficit) after tax	(1,361)	(7,173)
Plus accumulated surplus	(8,969)	(1,840)
Plus adjustments for amounts unpaid:		
– Debt guarantee fees	42	44
Closing accumulated surplus	(10,288)	(8,969)
Subsidy from Council	668	6,774

Tamworth Regional Council

Statement of Financial Position of water supply business activity

as at 30 June 2024

\$ '000	2024	2023
ASSETS		
Current assets		
Investments	28,359	30,591
Receivables	4,448	3,226
Contract assets and contract cost assets	—	20
Total current assets	32,807	33,837
Non-current assets		
Investments	4,823	6,882
Infrastructure, property, plant and equipment	366,810	344,599
Intangible assets	1,296	1,183
Total non-current assets	372,929	352,664
Total assets	405,736	386,501
LIABILITIES		
Current liabilities		
Contract liabilities	14	217
Payables	572	2,414
Borrowings	1,803	1,698
Total current liabilities	2,389	4,329
Non-current liabilities		
Borrowings	18,716	20,587
Total non-current liabilities	18,716	20,587
Total liabilities	21,105	24,916
Net assets	384,631	361,585
EQUITY		
Accumulated surplus	190,105	187,149
Revaluation reserves	194,526	174,436
Total equity	384,631	361,585

Tamworth Regional Council

Statement of Financial Position of sewerage business activity

as at 30 June 2024

\$ '000	2024	2023
ASSETS		
Current assets		
Investments	74,883	64,072
Receivables	5,713	5,521
Contract assets and contract cost assets	–	62
Total current assets	80,596	69,655
Non-current assets		
Investments	12,734	14,369
Receivables	4,800	8,000
Infrastructure, property, plant and equipment	339,983	316,744
Intangible assets	1,389	1,386
Total non-current assets	358,906	340,499
Total assets	439,502	410,154
LIABILITIES		
Current liabilities		
Payables	331	320
Contract liabilities	777	798
Borrowings	3,380	3,174
Total current liabilities	4,488	4,292
Non-current liabilities		
Borrowings	17,667	21,047
Total non-current liabilities	17,667	21,047
Total liabilities	22,155	25,339
Net assets	417,347	384,815
EQUITY		
Accumulated surplus	241,110	229,438
Revaluation reserves	176,237	155,377
Total equity	417,347	384,815

Tamworth Regional Council

Statement of Financial Position of Airport

as at 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
ASSETS		
Current assets		
Investments	986	—
Receivables	1,400	1,302
Contract assets and contract cost assets	—	645
Total current assets	2,386	1,947
Non-current assets		
Infrastructure, property, plant and equipment	89,538	86,328
Investment property	2,345	2,345
Total non-current assets	91,883	88,673
Total assets	94,269	90,620
LIABILITIES		
Current liabilities		
Payables	295	137
Bank overdraft	—	349
Borrowings	199	190
Total current liabilities	494	676
Non-current liabilities		
Borrowings	1,686	1,884
Total non-current liabilities	1,686	1,884
Total liabilities	2,180	2,560
Net assets	92,089	88,060
EQUITY		
Accumulated surplus	21,338	23,324
Revaluation reserves	70,751	64,736
Total equity	92,089	88,060

Tamworth Regional Council

Statement of Financial Position of Waste

as at 30 June 2024

\$ '000	2024 Category 1	2023 Category 1
ASSETS		
Current assets		
Investments	20,591	17,615
Receivables	2,339	2,251
Other	–	6
Total current assets	22,930	19,872
Non-current assets		
Right of use assets	1,921	2,401
Investments	3,688	4,118
Infrastructure, property, plant and equipment	39,024	36,378
Total non-current assets	44,633	42,897
Total assets	67,563	62,769
LIABILITIES		
Current liabilities		
Payables	781	353
Lease liabilities	480	472
Contract liabilities	518	1,215
Provisions	2	2,007
Total current liabilities	1,781	4,047
Non-current liabilities		
Lease liabilities	1,491	1,971
Provisions	18,551	15,073
Total non-current liabilities	20,042	17,044
Total liabilities	21,823	21,091
Net assets	45,740	41,678
EQUITY		
Accumulated surplus	28,114	26,093
Revaluation reserves	17,626	15,585
Total equity	45,740	41,678

Tamworth Regional Council

Statement of Financial Position of Pilot Training Facility

as at 30 June 2024

\$ '000	2024 Category 2	2023 Category 2
ASSETS		
Current assets		
Receivables	172	52
Total current assets	172	52
Non-current assets		
Investment property	13,505	13,505
Total non-current assets	13,505	13,505
Total assets	13,677	13,557
LIABILITIES		
Current liabilities		
Payables	94	96
Borrowings - External	411	400
Monies Owed to General Fund	5,715	3,874
Total current liabilities	6,220	4,370
Non-current liabilities		
Borrowings - Internal ¹	10,000	10,000
Borrowings - External	7,745	8,156
Total non-current liabilities	17,745	18,156
Total liabilities	23,965	22,526
Net assets	(10,288)	(8,969)
EQUITY		
Retained earnings	(10,288)	(8,969)
Total equity	(10,288)	(8,969)

(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.

Category 2

(where gross operating revenue is less than \$2 million)

1. Tamworth Regional Pilot Training Facility

Maintain and operate the Tamworth Regional Pilot Training Facility

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.

Note – Material accounting policy information (continued)

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% (22/23 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 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.

Note – Material accounting policy information (continued)

(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 4.30% at 30/6/24.

(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 2024 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 2024, the Statement of Financial Position of each Declared Business Activity as at 30 June 2024 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 2024, 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 2023–24 (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 2024 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 dark ink, appearing to read 'JMP', is positioned above the printed name and title.

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

30 October 2024
SYDNEY

TAMWORTH REGIONAL COUNCIL

Special Schedules

for the year ended 30 June 2024



Tamworth Regional Council

Special Schedules

for the year ended 30 June 2024

Contents	Page
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Tamworth Regional Council

Permissible income for general rates

\$ '000	Notes	Calculation 2023/24	Calculation 2024/25
Notional general income calculation ¹			
Last year notional general income yield	a	41,246	42,730
Plus or minus adjustments ²	b	—	435
Notional general income	c = a + b	41,246	43,165
Permissible income calculation			
Percentage increase	d	3.70%	18.50%
Plus percentage increase amount ³	f = d x (c + e)	1,526	7,986
Sub-total	g = (c + e + f)	42,772	51,151
Plus (or minus) last year's carry forward total	h	(42)	3
Less valuation objections claimed in the previous year	i	(1)	(4)
Sub-total	j = (h + i)	(43)	(1)
Total permissible income	k = g + j	42,729	51,150
Less notional general income yield	l	42,730	51,106
Catch-up or (excess) result	m = k - l	(1)	44
Plus income lost due to valuation objections claimed ⁴	n	4	—
Adjustment Due to Conservation Agreements		—	—
Carry forward to next year ⁵	p = m + n + o	3	44

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. Amendments have been made to the 2023/24 amounts that were reported in the Permissible Income for General Rates for the year ended 30 June 2023. This was due to a discrepancy in the workpapers provided by the Office of Local Government providing an incorrect amount of catch-up.
- (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).
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (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 2025.

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 2023–24 (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).

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 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 2024 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 2024.

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.

A handwritten signature in dark ink, appearing to read 'JMP', is positioned above the printed name and title.

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

30 October 2024
SYDNEY

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2024

Asset Class	Asset Category	Estimated cost		2023/24 Required maintenance ^a	2023/24 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Buildings	Buildings – non-specialised	–	–	4,193	3,965	158,349	229,373	15.0%	59.0%	15.0%	8.0%	3.0%
	Buildings – specialised	–	–	629	623	44,988	57,444	78.0%	21.0%	1.0%	0.0%	0.0%
	Sub-total	–	–	4,822	4,588	203,337	286,817	27.6%	51.4%	12.2%	6.4%	2.4%
Other structures	Other structures	–	–	1,734	2,014	10,150	23,468	25.0%	56.0%	18.0%	1.0%	0.0%
	Sub-total	–	–	1,734	2,014	10,150	23,468	25.0%	56.0%	18.0%	1.0%	0.0%
Roads	Sealed roads	–	–	18,383	17,570	355,110	475,927	66.0%	12.0%	12.0%	7.0%	3.0%
	Unsealed roads	–	–	1,033	1,142	72,259	102,340	71.0%	13.0%	16.0%	0.0%	0.0%
	Bridges	–	–	258	228	259,204	405,298	49.0%	47.0%	3.0%	0.0%	1.0%
	Footpaths	–	–	513	335	33,548	55,729	58.0%	15.0%	19.0%	5.0%	3.0%
	Other road assets	–	–	1,144	1,149	188,002	269,616	67.0%	24.0%	4.0%	1.0%	4.0%
	Sub-total	–	–	21,331	20,424	908,123	1,308,910	61.0%	25.5%	8.2%	3.0%	2.3%
Water supply network	Water supply network	–	–	7,479	6,079	318,608	588,168	28.0%	45.0%	21.0%	6.0%	0.0%
	Sub-total	–	–	7,479	6,079	318,608	588,168	28.0%	45.0%	21.0%	6.0%	0.0%
Sewerage network	Sewerage network	–	–	5,697	3,702	288,823	442,620	62.0%	18.0%	17.0%	3.0%	0.0%
	Sub-total	–	–	5,697	3,702	288,823	442,620	62.0%	18.0%	17.0%	3.0%	0.0%
Stormwater drainage	Stormwater drainage	–	–	1,067	1,036	270,216	387,850	66.0%	29.0%	1.0%	4.0%	0.0%
	Sub-total	–	–	1,067	1,036	270,216	387,850	66.0%	29.0%	1.0%	4.0%	0.0%
Open space / recreational assets	Swimming pools	–	–	648	710	4,290	12,391	3.0%	7.0%	7.0%	39.0%	44.0%
	Open Space Assets	–	–	5,637	5,435	51,691	82,523	63.0%	17.0%	11.0%	5.0%	4.0%
	Sub-total	–	–	6,285	6,145	55,981	94,914	55.2%	15.7%	10.5%	9.4%	9.2%
Airport Infrastructure Assets	Airport	–	–	412	493	41,626	73,962	3.0%	63.0%	33.0%	1.0%	0.0%
	Sub-total	–	–	412	493	41,626	73,962	3.0%	63.0%	33.0%	1.0%	0.0%
Total – all assets		–	–	48,827	44,481	2,096,864	3,206,709	50.9%	31.6%	12.0%	4.1%	1.4%

(a) Required maintenance is the amount identified in Council's asset management plans.

Tamworth Regional Council

Report on infrastructure assets as at 30 June 2024 (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 2024

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2024	Indicator 2024	Indicators 2023 2022		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	30,589	74.59%	101.68%	75.66%	> 100.00%
Depreciation, amortisation and impairment	41,009				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	–	0.00%	0.39%	0.38%	< 2.00%
Net carrying amount of infrastructure assets	2,170,468				
Asset maintenance ratio					
Actual asset maintenance	44,481	91.10%	92.06%	87.76%	> 100.00%
Required asset maintenance	48,827				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	–	0.00%	0.00%	0.00%	
Gross replacement cost	3,280,311				

(*) 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 2024

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2024	2023	2024	2023	2024	2023	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	88.55%	130.31%	45.50%	44.31%	50.49%	34.16%	> 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	0.00%	0.00%	0.00%	0.92%	0.00%	1.82%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	97.33%	98.76%	81.28%	78.18%	64.98%	56.56%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Gross replacement cost							

(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

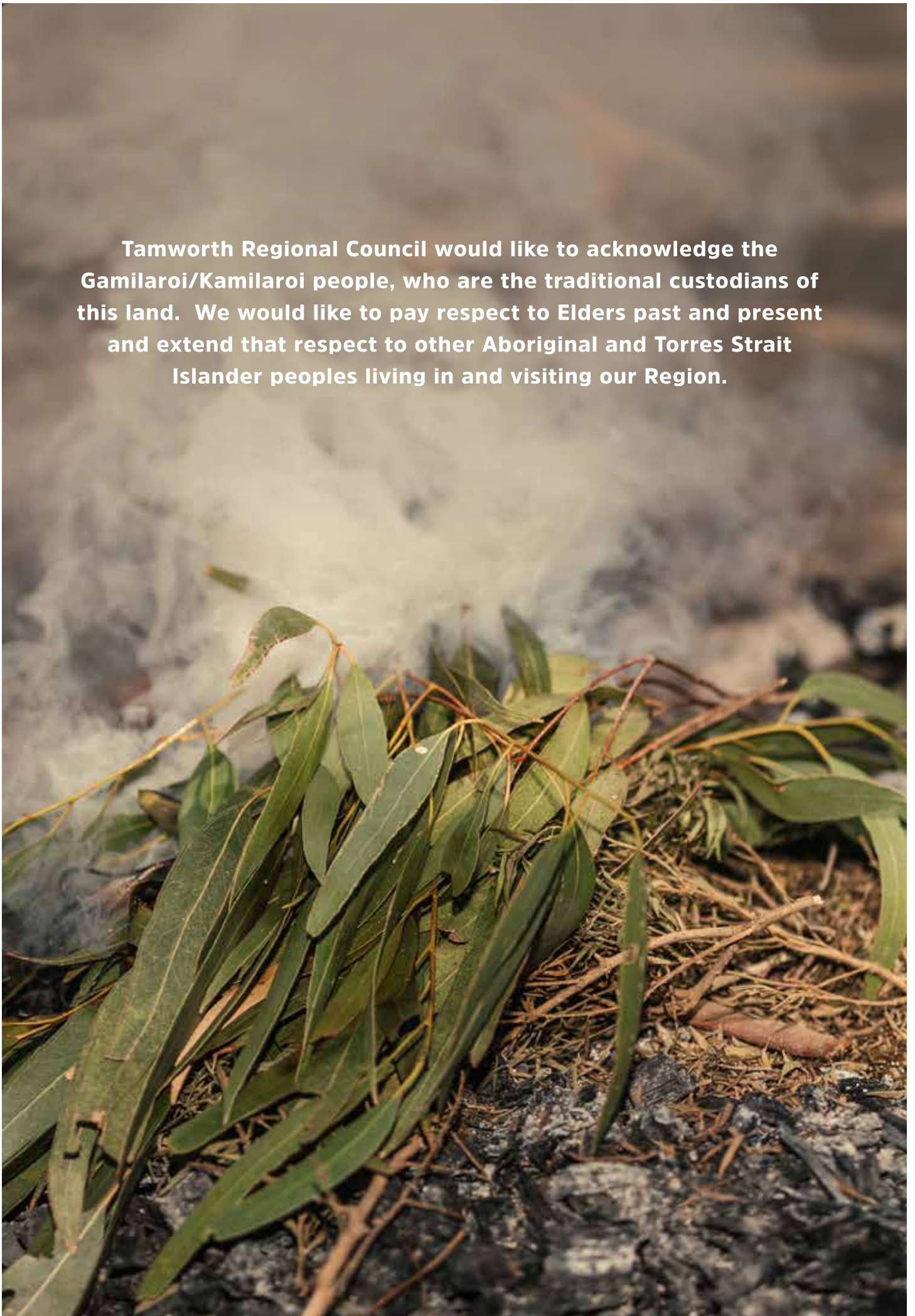
STATE OF OUR REGION

2021 - 2024



Fiesta La Peel Multicultural Street Festival

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



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MESSAGE FROM THE GENERAL MANAGER, PAUL BENNETT

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

OUR VISION

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

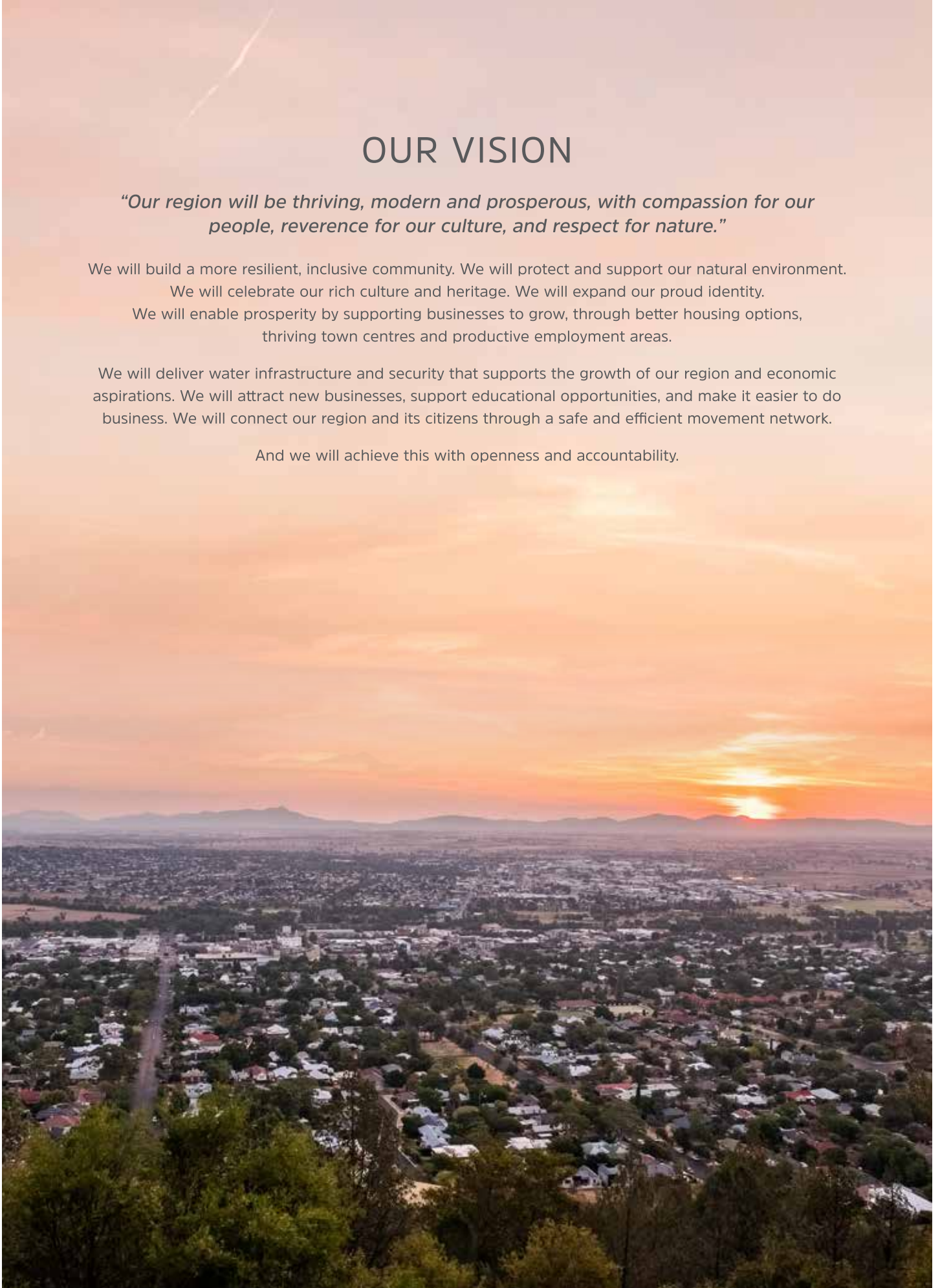
We will build a more resilient, inclusive community. We will protect and support our natural environment.

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

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

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

And we will achieve this with openness and accountability.



OUR COUNCILLORS



Councillor Russell Webb
Mayor



Councillor Mark Rodda
Deputy Mayor

January 2022 - September 2023



Councillor Judy Coates
Deputy Mayor

September 2023 - September 2024



**Councillor
Phil Betts**



**Councillor
Bede Burke**



**Councillor
Steve Mears**



**Councillor
Brooke Southwell**



**Councillor
Marc Sutherland**



**Councillor
Helen Tickle**

OUR REGION

TAMWORTH LGA AT A GLANCE 23/24



343

Bridges & Major
Culverts



7

Timber Bridges



175,339

Airport passenger
'movements'



38,228

Gallery Visitors



13,930

Museum Visitors



577

Buildings & Facilities



65,246

Population



31,417

Local jobs



91%

AELEC utilisation rate



77

Playspaces



597

Employees



311

Development Approvals



\$223.7M

Development Approvals



66 days

DA average processing
time



6

Libraries



105,556

Library visits



144kms

Footpaths



69.7kms

Cycleways & Shared
Paths



310

CCTV Cameras



616kms

Sewer Mains



823kms

Water Mains



3,241kms

Roads



9,984kms²

Total LGA area



92,396

Attendees across Capitol,
TRECC and Town Hall
entertainment venues



114

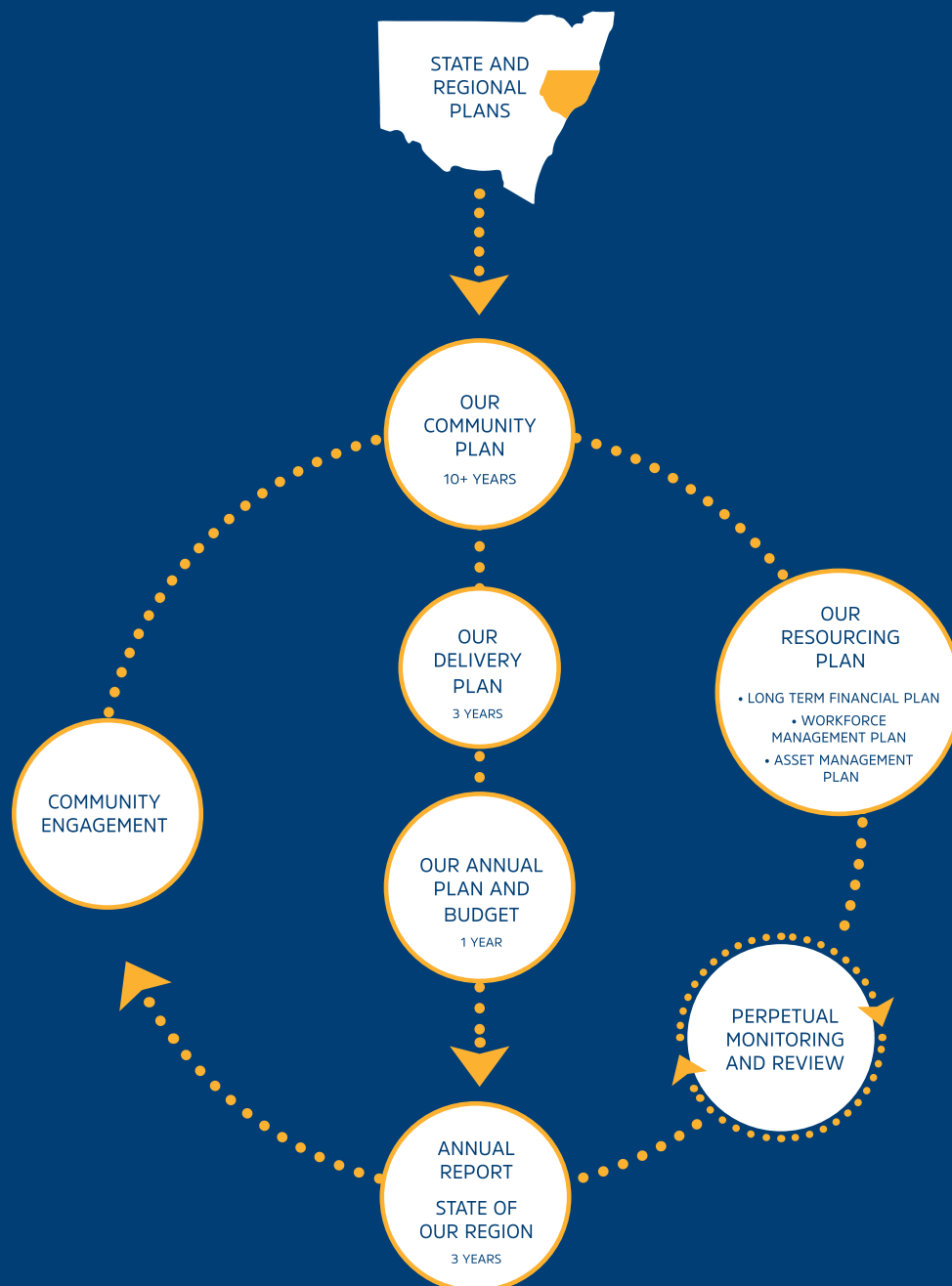
Bus shelters



STRATEGIC PLANNING FRAMEWORK

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

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



STRATEGIC PLANNING FRAMEWORK

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

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

Blueprint 100 Focus Areas



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



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



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



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



FOCUS AREA 5
CONNECT OUR REGION AND ITS CITIZENS



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



FOCUS AREA 7
CELEBRATE OUR CULTURES AND HERITAGE



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



FOCUS AREA 9
OPEN AND COLLABORATIVE LEADERSHIP

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



WHAT YOU TOLD US YOU WANT:

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

SUSTAINABLE DEVELOPMENT GOALS



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

Our Supporting Strategies and Plans

Asset Management Plans

Demand Management Plan

Development Servicing Plans

Drought Management Plan

Integrated Water Cycle Management Issues Paper

Integrated Water Cycle Management Strategy

Strategic Business Plan

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Wastewater Servicing Strategy

Water Servicing Strategy

Council Business Units responsible for delivering outcomes:

Compliance

Development

Economic Development and Investment

Integrated Planning

Laboratory Services

Projects, Strategy & Infrastructure

Sports and Recreation

Sustainability

96%

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

91%

of residents said water management was important/very important

75%

of resident said waste water services were important/very important



120ML raw water storage dam at Calala Water Treatment Plant

Achievements

Smart Meter Installation

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

Open Space Management Guide

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

Calala Water Treatment Plant Electrical Upgrade

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

Evaporative Air-conditioner Study

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

Non-residential Water Efficiency Benchmarking Project

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

Sewer Main Renewal Program

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

Water Main Renewal Program

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

Hills Plains Water Supply Upgrade

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

Barraba Wastewater Treatment Upgrade

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

Bendemeer Treatment Plant Renewal

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

FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



WHAT YOU TOLD US YOU WANT:

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

85%

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

SUSTAINABLE DEVELOPMENT GOALS



PERCENTAGE OF OUR COMMUNITY SATISFIED WITH COUNCIL SERVICES



98%

Library services



93%

Ovals/sportsgrounds



92%

Parks/playgrounds



91%

Community buildings/halls



89%

Arts/entertainment

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

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

Our Supporting Strategies and Plans

Asset Management Plans

CBD Masterplan

NSW Visitor Economy Strategy

Northern Inland Centre of Sporting Excellence Masterplan

Peel Street Revitalisation Plan

Sport & Recreation Open Space Management Guide

Sports & Recreation Strategic Plan

Tamworth Economic Development & Investment Strategy

Tamworth Region Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Cemeteries

Cultural and Community Services

Development

Economic Development & Investment

Events

Financial Services

Integrated Planning

Library Services

Sports & Recreation

Sustainability

Tamworth Regional Housing Strategy 2024

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

Tamworth Global Gateway Park

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

Viaduct Park Development

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

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

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

Kootingal Multipurpose Centre Redevelopment

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

Tamworth BMX Track Remediation

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

Chaffey Park Manilla Additions

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

- New cricket practice facility
- Sports field lights upgrade

Achievements

Treloar Park Tennis Redevelopment

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

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

Tamworth CBD Tree Planting

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

Greening our Region

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

Attunga Tennis Courts Surface Replacement

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

Public Amenities Upgrades

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

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

Weabonga Shed

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

Arcadia Development Trunk Water and Sewer Main Construction

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

FOCUS AREA 3

PROSPERITY AND INNOVATION

"Create a Prosperous Region"



WHAT YOU TOLD US YOU WANT:

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

SUSTAINABLE DEVELOPMENT GOALS



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

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

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

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

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

Tamworth Tomorrow Strategy

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

Visitor Economy Plan

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

Electric Vehicle Strategy

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

Vibrant Streets Grant

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

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

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

UNE Campus Demolition works

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

OUR EVENTS

2022	
Heritage Festival & Awards	April
Tamworth Country Music Festival - 50th Celebration	April
Citizenship Ceremony	April
Hats off to Country	June
NAIDOC Week	June
Young Drivers Expo	August
TASTE	10 - 18 September
National Thunder Motorcycle Rally	30 September – 3 October
Citizenship Ceremony	October
Tamworth Regional Sports Awards	25 November
Tamworth Community Christmas Tree Lighting	1 December

2023	
Toyota Tamworth Country Music Festival	13-22 January
Australia Day Awards and Celebrations (Tamworth, Manilla, Barraba, Nundle, Kootingal, Woolomin, Bendemeer)	26 January
TASTE	10-19 March
Heritage Festival	12-23 April
City of Light: Next Gen	21 April
Skywhales: Every Heart Sings	6 May
Hats Off to Country	6 – 9 July
NAIDOC week	7 – 14 July
Citizenship Ceremony	23 July
A Winter's Night on Fitzroy	29 July
Young Drivers Expo	29 August – 1 September
Saturday Sounds – live music Fitzroy Street	Oct, Nov and Dec
New Residents Event – Viaduct Park	15 October
Fiesta La Peel	21 October
Citizenship Ceremony	23 October
Local Legends Awards	23 November
Sports Awards	24 November
Lighting of the Christmas Tree	7 December

2024	
Tamworth Country Music Festival (TCMF)	19 -28 January
Australia Day Celebrations and Citizenship Ceremony	26 January
TASTE	5 – 14 April
Citizenship Ceremony	18 April
Heritage Week	19 – 28 April
Heritage Awards	19 April
New Residents Event	20 May
Hats off to Country	19-21 July
Citizenship Ceremony	25 July
A Winter's Night	10 August
Young Drivers Expo	27 – 30 August

FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



WHAT YOU TOLD US YOU WANT:

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

89%

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

SUSTAINABLE DEVELOPMENT GOALS



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

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

Our Supporting Strategies and Plans
Asset Management Plans
Bridge & Major Culverts Strategy
Crime Prevention Plan
Graffiti Management Plan
Nundle & Woolomin Flood Early Warning System
Onsite Sewerage Management Strategy
Reconciliation Action Plan
Regional Resilience plans for Towns and Villages
Strategic Companion Animal Management Plan
Tamworth City Wide Flood Risk Management Plan & Study
Tamworth City Wide Transport Model (Part 1 and Part 2)
Tamworth Region Disability Inclusion Action Plan
Tamworth Region Drought Resilience Plan
Tamworth Region Volunteer Strategy 2

Council Business Units responsible for delivering outcomes:
Communications
Compliance
Cultural and Community Services
Environmental Health
Place Management
Strategy and Assets
Sustainability

Achievements

Community Safety and Crime Prevention Plan

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

Changing Places and Accessible Transport Hub – Bicentennial Park

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

Tamworth Regional Youth Strategy and Action Plan

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

Aboriginal Liaison Officer

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

Young Driver Expo 2024

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

Dolly Parton's Imagination Library

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

Paws for Life – Animal Shelter and Boarding Kennels

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

Achievements

Companion Animals - Healthy Pet Days

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

Infrastructure Around Schools Program 2023

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

Road safety treatments included:

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

Flood Early Warning System – Nundle & Woolomin

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



Changing Places and Accessible Transport Hub – Bicentennial Park

FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS



WHAT YOU TOLD US YOU WANT:

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

SUSTAINABLE DEVELOPMENT GOALS



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

Our Supporting Strategies and Plans

Active Transport Strategy

Airport Masterplan

Airport to CBD Corridor Strategy

Asset Management Plans

Bridges & Major Culverts Strategy

Calala Corridor Strategy

CBD Parking Strategy

Disability Inclusion Action Plan

Hills Plain & Stratheden Corridor Strategy

Road Infrastructure Strategy

Tamworth City Wide Transport Model (Part 1)

Tamworth City Wide Transport Model (Part 2)

Technology Strategy and Roadmap

Tamworth Global Gateway Park & Jewry Street Corridor Strategy

Transport Masterplan

Western Freight Link Corridor Identification

Council Business Units responsible for delivering outcomes:

Aviation, Events & Projects

Business Systems & Solutions

Communications

Customer Service

Economic Development and Investment

Financial Services

Operations & Construction

Plant, Fleet & Building Services

Risk & Compliance

Sports & Recreation

Strategy, Assets & Design

86%

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



Tamworth Regional Parking Strategy

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

Jewry Street Heavy Vehicle Bypass

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

Allambie Bridge

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

Watsons Creek Road

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

Moonbi to Hallsville Route Upgrade

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

Footpath Network

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

Tamworth Integrated Transport Plan

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

Pavement Management System

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

WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



WHAT YOU TOLD US YOU WANT:

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

SUSTAINABLE DEVELOPMENT GOALS



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

Our Supporting Strategies and Plans

Asset Management Plans

East & North Tamworth Drainage Study

Economic Development and Investment Strategy

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

Kerb & Gutter Priority Program

Local Environmental Plan

Sport & Recreation Open Space Management Guide

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

Council Business Units responsible for delivering outcomes:

Communications

Compliance

Construction/ Projects

Development

Economic Development

Integrated Planning

Strategy and Assets

Sustainability

Waste and Resource Recovery

87%

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



Achievements

Environmental Sustainability Strategy and Action Plan

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

Urban Stormwater Management Plans

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

Free Asbestos Test Kits for Residents

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

Waste Wagon Service Trial

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

Curby Program Trial

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

Give a Sheet for the Planet Event

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

AELEC LED Lighting Upgrades

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

Scour Protection Work - Tamworth and Moore Creek

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

Tree Planting – Tamworth Global Gateway Park

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

**WHAT YOU TOLD US YOU WANT:**

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

SUSTAINABLE DEVELOPMENT GOALS

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

Our Supporting Strategies and Plans

Australian Country Music Hall of Fame Strategic Plan

Aboriginal Cultural Heritage Study

Asset Management Plans

NSW Visitor Economy Strategy

Powerstation Museum Strategic Plan

Reconciliation Action Plan

Tamworth Economic Development and Investment Strategy

Tamworth Regional Gallery Strategic Plan

Tamworth Regional Museums Engagement Strategy

Tamworth Region Visitor Economy Plan

The Tamworth Region Cultural Plan

Tamworth Regional Local Environmental Plan

Tamworth Regional Development Control Plan

Council Business Units responsible for delivering outcomes:

Communications

Cultural and Community Services

Development

Economic Development and Investment

Entertainment

Gallery and Museums

Inclusive Community

Integrated Planning

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



Len Waters Cultural Tour at Boundary Rock

Creative Communities Plan

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

Tamworth Region Public Art Strategy

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

Tamworth Region Museum and Archive Strategy

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

Tamworth Regional Heritage Festival

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

New Residents Events

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

First Nations

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

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

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

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

Fiesta La Peel

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

Nundle Community Garden Mural

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

A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



WHAT YOU TOLD US YOU WANT:

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

SUSTAINABLE DEVELOPMENT GOALS



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

76%

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

Our Supporting Strategies and Plans

Asset Management Plans

Communications Strategy

Community Engagement Strategy

Community Participation Plan

Regional Entrance Strategy

Tamworth Economic Development and Investment Strategy

Tamworth Region Prospectus

Tamworth Region Visitor Economy Plan

Council Business Units responsible for delivering outcomes:

Communications

Economic Development

Economic Development and Investment

Events

Operations and Construction

Place Management

Sports and Recreation

Visitor Services

Achievements

2023 NSW Tourism Awards - Gold Major Festivals and Events

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

Reviving Tourism Focus Groups

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

Tamworth Regional Council Entrance Strategy

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

New Tourism Branding

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

Renewal of Town Clocks – Manilla & Barraba

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



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

**WHAT OUR COMMUNITY TOLD US:**

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

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

SUSTAINABLE DEVELOPMENT GOALS

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

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

Our Supporting Strategies and Plans

Annual Operational Plans

Asset Management Plans

Communications Strategy

Community Engagement Strategy

Internal Audit Program

Resourcing Strategy

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

Council Business Units responsible for delivering outcomes:

Asset Management

Audit Services

Business Systems and Solutions

Communications

Customer Service

Financial Services

Governance

Legal Services

People & Culture

Risk & Compliance

Strategy & Performance

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



Blueprint 100 Community pop-up, Manilla

Achievements

Communications Strategy

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

Tamworth Regional Council Trainee Campaign

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

Councillor Catch-up

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

2024 Local Government Professionals, NSW Excellence Awards

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

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

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

FINANCIAL OVERVIEW

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

3 Year Actuals

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

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



Bicentennial Park, Tamworth

LOOKING AHEAD

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

Future planning highlights:

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

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

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

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

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

Tamworth Regional Aquatic Centre

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

Northern Inland Centre of Sport and Health

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

Tamworth Performing Arts Centre and Cultural Precinct

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

Tamworth Regional Skywalk

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

Nundle Recreation Ground and Peel River Park Master Plan

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

Sheba Dams and Hanging Rock Lookout Master Plan

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

Regional Events Strategy

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

Disability Inclusion and Access Plan

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

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

Calala to CBD Recreational Path

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

Purified Water Facility Design

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

Organics Recycling Facility

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

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



tamworth.nsw.gov.au