Tamworth REGIONAL COUNCIL

2021
2022

BLUEPRINT 100

DRAFT ANNUAL OPERATIONAL PLAN 2021/22

A KEYCHANGE DOCUMENT

LOVE WHERE YOU LIVE!

Your voice is the key to our region's future.

ACKNOWLEDGEMENT TO COUNTRY

Tamworth Regional Council acknowledges the Gamilaroi/Kamilaroi people, who are the Traditional Custodians of this land. Council 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.

ACKNOWLEDGEMENT TO OUR COMMUNITY

Thank you to all the inspired and responsive members of our community who attended meetings, participated in workshops and forums, completed surveys, and/or logged comments online – your contributions are highly valued.

FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about the Delivery Program or Annual Operational Plan to Council by calling (02) 6767 5555, emailing trc@tamworth.nsw.gov.au or visiting www.tamworth.nsw.gov.au.

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BUILDING A FUTURE, TOGETHER

Great places to live don't just happen - they are built upon a shared commitment to our community's future.

In 2017, following the local government election, we took to the streets and asked you to be bold; to share your hopes, aspirations, and vision for our region. We asked "How can we build a region that is a great place to live, work, study and visit?" And from those conversations grew our Community Strategic Plan: Keychange 2017-2027.

Since then Council has been working on achieving the goals set out in the Keychange Strategic Plan. Every year we report back to you on the progress, achievements and challenges in delivering your vision via our Progress Reports and Annual Report

And every year we set out a plan for the next 12 months in this document: the Annual Operating Plan. It is in this Plan we promise you, our community, what actions we will take to work towards the future set out in Keychange, and how they will be financed.

The last year has been an especially challenging one for our community, our nation, and the world. The COVID-19 pandemic has disrupted our everyday lives and routines, challenging us to find new ways of doing things, to adapt, to be resilient.

Here at Council we have continued to deliver all services to our community, with minimal interruption, through all these challenges, and we have continued to plan for a bright future for our region.

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

Following the 2021 Local Government election we will be embarking on a new cycle of planning, where our newly elected government will be asking you what you would like them to deliver during their four-year term as your representatives, underpinned by the long-term vision set out in Blueprint. We hope you enjoy reading this plan and that you are as excited about the bright future ahead of us in the Tamworth region as we are.

Back L to R - Cr Russell Webb, Cr Jim Maxwell, Cr Phil Betts (Deputy Mayor), Cr Glenn Inglis, Cr Mark Rodda
Front L to R - Cr Charles Impey, Cr Helen Tickle, Cr Col Murray (Mayor) and Cr Juanita Wilson

AN EXTRAORDINARY YEAR

THE IMPACT OF COVID-19

In response to COVID-19, Council has diligently complied with advice and direction from the Federal and State Governments, including in matters of Governance. As the pandemic evolved across Australia throughout 2020, the New South Wales Government postponed the scheduled local government elections by one year.

The usual planning cycle in local government is four years – from election to election. However, the addition of a fifth year into this cycle has resulted in a transition year, where many of the strategies and actions identified in 2016 have now been completed.

To bridge the gap Tamworth Regional Council has drawn on the Blueprint 100 strategic vision, adopted in 2020, to establish goals for the 2021/22 financial year, and those goals are reflected in this Annual Operational Plan.

After the election in September 2021 the new Council will revisit these strategies and goals for a new election cycle.

To view these documents visit **www.tamworth.nsw.gov.au/strategies-plans**

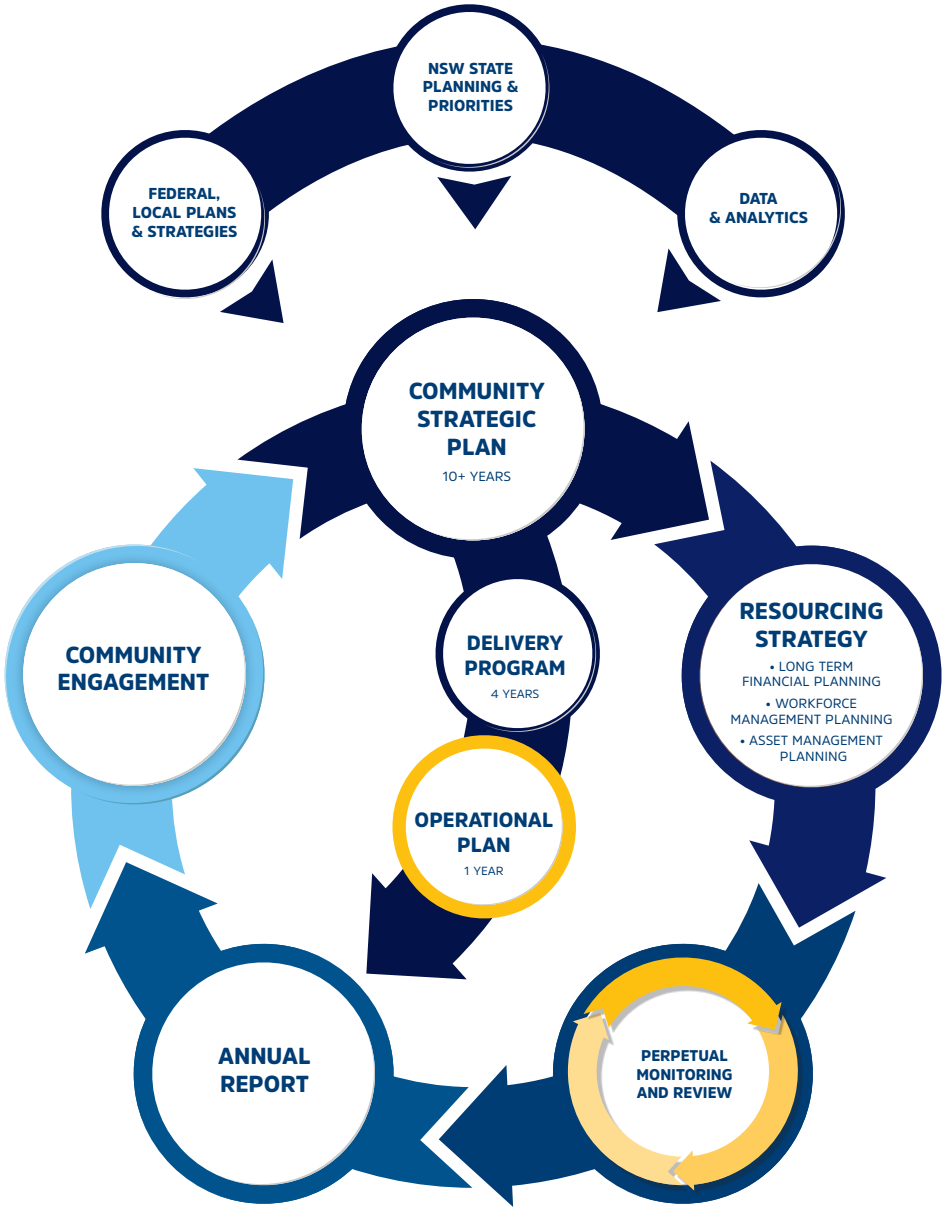
PLANNING FOR THE FUTURE

INTEGRATED PLANNING AND REPORTING FRAMEWORK

This Annual Operational Plan, along with our Community Strategic Plan, and other important documents, are part of the State government's Integrated Planning & Reporting Framework.

The Integrated Planning and Reporting (IP&R) Framework is the way Councils in NSW plan, document and report on their plans for the future. In essence the IP&R Framework begins with the community's aspirations for a period of at least 10 years. It includes a suite of integrated plans that set out a vision, goals, and strategic actions to achieve them. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

If you would like to learn more, you will find links to Tamworth Regional Council's IP&R documents on our website www.tamworth.nsw.gov.au, and via the links at the end of this document.



CASE STUDY:

TAMWORTH PERFORMING ARTS CENTRE AND CULTURAL PRECINCT

A dash of soul is what is proposed for Tamworth with the Tamworth Performing Arts Centre and Cultural Precinct.

The Precinct demonstrates our commitment to providing exceptional arts and cultural facilities and programs which meet the needs of our community and enhances the liveability of our region.

In 2008, we entered a 15 year sub-lease agreement for the Capitol Theatre. With this lease ending in 2023 we are now looking 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.

A new dedicated performing arts centre located alongside the existing Tamworth Library and Tamworth Regional Gallery will deliver an arts precinct that meets the needs of the Tamworth community and greater region for the next 50 years and beyond - a community asset for the future.

Council is working towards securing the necessary funding to deliver the Performing Arts Centre project.

A New Performing Arts Centre and Cultural Precinct would include;

- 600-seat main theatre (roughly 430 seats in the stalls and 170 seats in the dress circle)
- Professional recording studio
- 200-seat studio theatre
- Commercial tenants including ABC Radio New England North West
- 2 large rehearsal/breakout/function rooms
- Large light-filled entrance foyer.
- 150-seat cafe/restaurant - with indoor and outdoor seating
- Foyer connection to the library
- Creation of a forecourt area running across the front of the library and gallery to the cafe/restaurant creating a piazza feel to the front of the precinct
- Community meeting room
- An inner city conference and seminar venue able to accommodate up to 600 participants
- Dress Circle with upper foyer with bar and function facilities connecting across to the gallery
- Incorporation of Tamworth Regional Conservatorium of Music into the building as a tenant on an upper level
- Outdoor event space

2017

- **May 2017 - Sept 2019** – Consultation
- **April 2017** - Vision documented presented to Councillors.
- **June 2017** – Included in Community Strategic plan
- **July 2017** - Cultural Plan

2018

- **May 2018** – Cultural Plan adopted
- **June 2018** - First steps planning
- **August 2018** - Tender issued
- **October 2018** - Consultants appointed
- **November 2018** - Stakeholder meetings

2019

- **May 2019** - Councillor workshop
- **September 2019** - Councillor workshop
- **October 2019** - Business case to Council
- **December 2019** – Business case approved

2020

- **January 2020 - January 2021** Function and Technical design brief developed

2021

- **February 2021** - Council approves Functional and Technical design brief
- **March - May 2021** - Expressions of Interest sort for the lead architect

2023

- **November 2023** - Capitol Theatre's lease expires

CASE STUDY:

AIMING TO DIVERT ORGANIC MATERIALS FROM BEING LANDFILLED

An Organics Recycling Facility to service the Tamworth region is a topic that has been mooted by Council for some time. In 2019 it was decided to progress this concept with the construction and operation of the proposed facility currently out for tender. If Council does approve the construction of the facility it is anticipated that it will be operating by mid-2022.

This project aims to divert organic materials from being landfilled, process these products at a new purpose-built facility, utilising a Tunnel Composting System to produce an end product, which may include a range of high-grade mulch, compost and soil conditioners for use by local residents, businesses and for commercial and industrial uses.

Currently, our processing and composting of organic material is restricted to green waste only at the Forest Road Waste Management Facility. The current operational footprint of the Composting Facility has reached maximum processing and storage capacity and additional organic waste stream materials, such as food organics and commercial products are currently being landfilled. It is estimated that these additional organic waste streams could be in the order of up to 10,000tpa.

The new facility, if Council elects to proceed will provide the Tamworth region with the first Organic Recycling Facility, suitable to process up to 35,000tpa of a range of organic materials, including: Food and Garden organics and Category 3 organics. Category 3 organics incorporate meat, fish and fatty foods, fatty and oily sludge's and organics of animal and vegetable origin. There is consideration for expansion of the facility's processing capacity to 50,000tpa in the future as the growth of Tamworth region and associated industry expands.

THE PROCESS;

STAGE 1 Lodge request for Secretary's Environmental Assessment Requirements (SEARs) with the department of planning, Industry and Environment (DPIE)

STAGE 2 Hold a Planning Focus Meeting with government departments and agencies.

STAGE 3 Identify a site and prepare an Environmental Impact Statement in accordance with the SEARs. Complete Community and Stakeholder Consultation activities

STAGE 4 Lodge a Development Application supported by an Environmental Impact Statement.

STAGE 5 Public Exhibition of the Development Application and EIS (28 days)

STAGE 6 Council prepares an assessment Report for consideration by the determining authority, the Northern Regional Planning Panel (NRPP)

STAGE 7 Public meeting Northern Regional Planning Panel (NRPP) Wednesday, 23 September 2020

STAGE 8 NRPP Determination

STAGE 9 **CURRENT STAGE**
Following the issue of Development Consent preparation of tender documents for the construction and operation of the facility taking into account the 98 Conditions of Consent issued by the NRPP.

STAGE 10 **CURRENT STAGE**
Tender for Construction and Operation of the Tamworth Organics Recycling Facility. Tender will close in May 2021.

STAGE 11 **Council to consider tenders**
Council will consider the tenders received and decide whether or not to proceed with the project and if proceeding award the contract to the preferred tenderer

STAGE 12 Construction to commence

STAGE 13 Operation of the facility

CASE STUDY:

CELEBRATING 50 YEARS OF THE TAMWORTH COUNTRY MUSIC FESTIVAL

In January 2022, the Tamworth Country Music Festival will celebrate its 50th anniversary; and this milestone calls for a celebration!

For 50 years Tamworth has been proudly supporting country music, and TCMF2022 will be an immersive celebration of all elements that have cemented the region as the home of country music in Australia. From the history of country music, the success of the artists, the evolution of the music, the fans – longstanding and new, the friends made, the memories created, and the experiences shared, patrons will celebrate all that TCMF has created over the past 50 years and what it will continue to create into the future.

With the start of a new era we have given the TCMF logo a fresh new look, revitalising the Festival's brand and giving it a persona that can carry it strongly into the next 50 years.

TOYOTA

TAMWORTH COUNTRY MUSIC FESTIVAL 50 1973-2022

There is no doubt that the 50th anniversary of the biggest music festival in Australia will draw huge crowds. It is expected that Tamworth in January 2022 will play home to hundreds of artists, thousands of events, and tens of thousands of fans.

With the happenings in the world over the last 18 months managing the safety of these thousands of visitors will play a major role in the success of the 2022 event. Our teams are working tirelessly to ensure the milestone event will be able to proceed safely and follow public health guidelines, while also ensuring the integrity and reputation of the Festival is not impacted.

The golden anniversary of the Tamworth Country Music Festival is something for everyone across our region to celebrate. It is a time to reflect on how far the Australian country music industry has come and how we as the country music capital of Australia have contributed to this. It's time to remember all the stars who began their careers busking on our main street and who now fill our biggest venues with sold-out crowds. It is time to appreciate how 10 days a year boosts our economy for the remaining 355 days.

So next January we encourage you to take a stroll down Peel Street, catch a show at the Town Hall, celebrate the night of nights at the Golden Guitar Awards at TRECC, or take a deck chair to Bicentennial Park and enjoy a free show during the 50th Tamworth Country Music Festival, because whether you are a country music fan or not there will sure be a lot to celebrate at TCMF2022.

The 50th Festival also means the 50th Country Music Association of Australia Awards, the Golden Guitar Awards. The awards are the pinnacle event for the Australian country music industry.

CASE STUDY:

TAMWORTH GLOBAL GATEWAY PARK

WHAT IS IT:

Tamworth Global Gateway Park is a multi-stage major enterprise park and logistics hub, which will significantly enhance the economic landscape of the city and be a source of new jobs for the wider region over the next 20 years or more.

It is being established on a 246-hectare parcel of land owned by Council at Westdale – bounded by Goddard Lane, Goonan Street, Marathon Street and the Oxley Highway.

WHAT IS INVOLVED:

There are three different but interconnected projects now underway: Tamworth Global Gateway Park; West Tamworth Rail Line Re-activation; and Tamworth Intermodal Freight Facility.

Construction of infrastructure at the Tamworth Global Gateway Park began in July 2020 with the roundabout at the intersection of Country Road and the Oxley Highway. Since then, construction has also started on the Goddard Lane roadworks, trunk stormwater drainage infrastructure, development of the Intermodal Access Road and re-activation of the old rail line, with these projects to be completed in late 2021.

Projects in the precinct yet to begin include the business park ring road, eastern trunk sewer main and the Jewry Street Extension.

HOW IS IT FUNDED:

The Global Gateway Park development, including the West Tamworth Rail Line reactivation and Tamworth Intermodal Freight Facility, is funded by the three levels of government.

To date the NSW Government has committed a total of $55,496,000 in funding with $6,734,291 from the Australian Government and a $16,556,250 investment from Council.

Council's multi-million dollar purchase of the Westdale land in 2016 is projected to be recouped for the benefit of the community through the sale of land parcels in each stage of the Gateway Park precinct.

WHY ARE WE DOING IT:

Council bought the site primarily to allow the development of the Tamworth Intermodal Freight Facility and is now developing the remainder of the site to provide suitable land for new business or expansion of existing business. The Global Gateway Park development has a key role to play in the region's economic growth and employment opportunities. The Tamworth Global Gateway Park is the centrepiece of Tamworth Regional Council's Blueprint 100, the strategy to build Tamworth into a major inland centre in NSW and accelerate Tamworth's population growth to 100,000.

The projected stage one sales revenue is more than $28.9M with 340 new jobs created and $195M in economic output generated for the Tamworth region.

CASE STUDY:

MAKING HAY WHILE THE SUN SHINES

For more than two years residents across the Tamworth region lived through the worst drought on record, but now the seasons are changing and the rain has finally arrived.

During the two years of drought Council worked with residents and businesses across the region to ensure that there was enough water to meet critical human needs at all times. Residents were audacious in their water saving approach, many making light work of a tight 150L per person per day consumption target. Meanwhile businesses pivoted to reduce water use where they could while still delivering a top-notch operation that continued to contribute positively to our local economy.

In all dark situations there are silver linings and for the drought and Council it was the speed at which water security infrastructure was considered, approved and built across the region. The 120ML raw water storage dam at the Calala Water Treatment Plant, the temporary weir at Dungowan, the Chaffey Dam to Dungowan emergency pipeline, and the pipeline from the Manilla River to Namoi River are just some examples of this.

Whilst infrastructure helped minimise water losses and increased the lifespan of the available water supplies, it was Council's Drought Management Plan (DMP) that led the decision making in regards to when water restrictions should be implemented, increased and decreased. The purpose of the DMP is to ensure Council is able to fulfil its responsibility as the local water utility and continue to provide potable water to its customers. In regards to this the DMP was hugely successful with all six water supplies managed by Council being able to meet demand throughout the drought.

In recent months weather patterns have changed and our region has welcomed downpours, recharging our rivers and inflows topping up our dams. This rain has seen all water supplies across the region return to Permanent Water Conservation Measures. This breathing room has allowed for us to reflect and consider what different actions can be taken next time.

This reflection and consideration has led to the review of the Drought Management Plan, Demand Management Plan, Emergency Water Supply Plan and Water Restrictions Communications and Engagement Plan. Moving forward it will be proposed that these four plans are encompassed under a Water Management Plan.

We are working to explore and understand how we can better manage the water supplies and allocations we have access to and how we can better implement water restrictions and targets for residents and business moving forward.

Our goal will always be to ensure we are able to supply our residents and businesses with potable water. These plans are the playbooks of how we can achieve our goal now and into the future.

CASE STUDY:

CREATING FOUNDATIONS FOR THE FUTURE COMMUNITY

At Council our home is our community. A homes blueprint guides its development and ensures it has solid foundations. Solid foundations are what gives a home its integrity, strength, and longevity. The blueprint for our home is Blueprint100; a future-focused strategy that will help us to develop our infrastructure and build our services to cater for a growing community.

The foundations for our home are our diverse range of strategies and plans. While we have started developing these foundations there are some gaps to be filled. Over the next 12 months we are aiming to fills these gaps. Some of the strategies and plans that we will be working on include:

WATER MANAGEMENT PLAN:

As our region recovers from the worst drought on record we are reviewing and reconfigure the documents that guide our decision-making process when it comes to drought and demand management. The new Water Management Plan will encompass the Drought Management Plan, Demand Management Plan, Emergency Water Supply Plan, and the Water Restrictions Communications and Engagement Plan.

CITY ENTRANCE STRATEGY:

This strategy will create a plan that guides the embellishment of the key entry points into Tamworth and the surrounding villages. This includes but is not limited to signage and flora. The strategy will result in improved physical amenity with statement landscaping, strengthened Tamworth brand with city and town signage, and a celebration of our culture through recognition of the lands Traditional Owners.

SUSTAINABILITY STRATEGY:

Tamworth Regional Council's Sustainability Strategy was developed in 2017 and provides an integrated and coordinated approach to advancing sustainability in our region. In 2021 we will be reviewing and adapting the strategy where necessary to align it with Blueprint100.

OPEN SPACE REINVESTMENT STRATEGY:

Feeding on from the Open Space Management Plan the Open Space Reinvestment Strategy will identify any excess parcels of open space and assess if these can be reinvested. This reinvestment could potentially allow for embellishment of other open spaces.

YOUTH STRATEGY:

The Tamworth Regional Youth Strategy will demonstrate Councils strong commitment to young people and will include a number of actions for improving outcomes for young people in the Tamworth Region. It will encourage our youth to participate and contribute to community life, build their resilience, and help empower them to make positive decisions about their future.

RECONCILIATION ACTION PLAN:

Council's vision for reconciliation is *"a region that is moving forward, responding to the changing needs of the community. A place everyone can be proud to call home"*. To achieve this vision Council's first Reconciliation Action Plan was adopted in 2018. This was a two year plan the now requires review following a number of actions being completed and further actions to be added for Council to achieve in the coming years.

VOLUNTEER STRATEGY:

The Regional Volunteer Strategy will set out Councils strategic vision for growing volunteering across the region for 2021-2022, ensuring that volunteering is encouraged, supported and recognised.

DISABILITY INCLUSION ACTION PLAN:

The purpose of Council's Disability Inclusion Action Plan (DIAP) is to set out the strategies and actions for Council and the community to deliver on, enabling people with a disability to have greater access to information, services and facilities throughout the Tamworth Regional Council area. Council's current DIAP was produced in 2017 and is up for review in 2021.

OUR STRATEGIC DIRECTION

UNDER THE KEYCHANGE 2017-2027 COMMUNITY STRATEGIC PLAN

OUR VISION

A REGION OF OPPORTUNITY AND PROSPERITY, A PLACE TO CALL HOME

KEY THEMES / **STRATEGY**

A SPIRIT OF COMMUNITY

- Active healthy communities
- Promote our region's heritage, character and culture
- Safe places to live, work, play and visit

A PROSPEROUS REGION

- A strong and diverse economic base
- Promote "Destination Tamworth" as a great place to visit, a great place to live
- Quality, affordable lifelong education and learning opportunities
- Make Tamworth the next major freight distribution centre in Regional NSW

AN ACCESSIBLE REGION

- Safe and efficient transport network
- Improve choice, availability and quality of transport options for our region
- Functional communications and technology for the region

A REGION FOR THE FUTURE

- Sound asset and land planning to facilitate future community needs
- Promote sustainable living to protect and support our environment, heritage and resources

A REGION OF PROGRESSIVE LEADERSHIP

- Community feel well informed, heard, valued and involved in the future of the region
- Our region is well led and managed

HOW WE WILL MEASURE OUR SUCCESS

Council is continuing to develop tools and methods to improve the ability to measure, monitor and report on our success in achieving the outcomes of the Community Strategic Plan, and the projects contained within this plan.

EFFECTIVE REPORTING

Regular monitoring and reporting are at the heart of an effective performance monitoring framework. The ongoing evolution of a thorough and transparent reporting process is helping Council and the community understand the progress of major projects, highlights, good news stories as well as issues and setbacks faced by Council in its service and project delivery.

We do this using;

- Biannual Progress Reports
- Annual Report
- Quarterly Financial Reports to Council

COMMUNITY ENGAGEMENT

Council seeks constant feedback on its service delivery, overall performance and plans for the future. The best way for Council to achieve this is to have a consistent and open conversation with its community and stakeholders. Council has prioritised this as a key opportunity and focus area as the city grows and reaches its potential.

Tools used for community engagement include;

- Regular community engagement via surveys, website, and social media.
- “Pop-up” information days across the region
- MyTRC app feedback and reporting

DATA AND SMART SOLUTIONS

Modern organisations are increasingly using data and smart solutions to make better decisions and be better informed about key focus areas. Council is working to further incorporate data and analytics as tools to help guide our planning and decision-making processes.

CONTINUOUS IMPROVEMENT

Council has established a Strategy & Performance business unit to integrate the Blueprint 100 strategic vision into the operational activities of council, as well as enhance performance monitoring, facilitate continuous improvement, and support quality reporting to our community.

OUR PLAN FOR DELIVERING PROGRAMS AND SERVICES IN 2021/22

CSP THEME	OBJECTIVE	STRATEGY	ACTION	RESPONSIBLE DIRECTORATE
A PROSPEROUS REGION *LINK TO BLUEPRINT 100:* • *Create a prosperous region* • *Facilitate smart growth and housing choices* • *Strengthen our proud identity*	**P1** A strong and diverse economic base	**P11** Support and facilitate economic development and employment opportunities	**P1101.01** Implement actions from Council's Regional Economic Development Strategy "Tamworth Tomorrow"	Growth & Prosperity
			P1101.02 Build relationships with local businesses and facilitate opportunities for growth	Growth & Prosperity
			P1102.01 Maintain and update strategic land use plans	Planning & Compliance
			P1104.01 Support and facilitate economic development and employment opportunities	Growth & Prosperity
			P1104.02 Activate the Tamworth Global Gateway Park through tailored land releases	Regional Services
			P1105.01 Attract and grow aviation activity at Tamworth Regional Airport through existing businesses and positioning the airport as the aviation maintenance and training centre for regional NSW	Growth & Prosperity
	P2 Promote region as a great place to visit a great place to live	**P21** Utilise the Destination Tamworth brand to market the region as a destination for living, working and leisure	**P2101.02** Advocate, as part of membership of Regional Cities NSW, for growth, regional infrastructure and investment	Growth & Prosperity
			P2102.01 Promote the region as a destination to visit	Growth & Prosperity
			P2102.02 Deliver the 50th Tamworth Country Music Festival (TCMF) and identify opportunities to grow the TCMF brand all year round across local, national and international audiences	Growth & Prosperity
	P3 Quality, affordable lifelong education and learning opportunities	**P31** Provide quality and choice in education and vocation pathways including University options	**P3101.01** Continue to support and advocate for the establishement of the University of New England campus in the region.	Growth & Prosperity
	P4 To develop Tamworth as the next major freight distribution centre in regional NSW	**P41** To establish rail, air, land connections to enable local, national and international trade	**P4101.01** Progress the planning and construction of an intermodal facility in Tamworth	Regional Services

CSP THEME	OBJECTIVE	STRATEGY	ACTION	RESPONSIBLE DIRECTORATE
A REGION FOR THE FUTURE *LINK TO BLUEPRINT 100:* • *Design with nature* • *Create a prosperous region* • *Deliver durable water infrastructure including raw water*	**F1** Sound asset and land planning to facilitate future community needs	**F11** Sound asset management planning	**F1101.01** Improve storm water management to reduce the risk to the community from storms	Regional Services
			F1103.01 Support potential industrial, residential and commercial land expansion in the region	Planning & Compliance
	F2 To promote sustainable living to protect and support our environment, heritage and resources	**F21** Protect our natural environment	**F2101.01** Ensure that our planning and operational processes consider the impacts to biosecurity and our natural environment	Planning & Compliance
		F22 Encourage efficient use of resources to improve environmental sustainability	**F2201.02** Grow the laboratory business	Water & Waste
			F2202.03 Monitor and report on Council's environmental performance	Water & Waste
			F2202.02 Improve environmental sustainability across the region through promotional and educational activities and programs	Water & Waste
			F2205.02 Delivery new raw water supply (New Dungowan Dam) for Tamworth in partnership with other Government Agencies	Water & Waste

CSP THEME	OBJECTIVE	STRATEGY	ACTION	RESPONSIBLE DIRECTORATE
A REGION OF PROGRESSIVE LEADERSHIP *LINK TO BLUEPRINT 100:* • *Facilitate smart growth and housing choices* • *Create a prosperous region* • *Strengthen our proud identity* • *Build resilient communities*	**L1** Our community feel well informed, heard, valued and involved in the future of the region	**L11** Provide quality customer service	**L1101.02** Promote and Encourage Fast Track Development Applications	Planning & Compliance
		L13 Provide inclusive opportunities for the community to get actively involved in decision-making	**L1301.01** Develop and implement a communication plan to facilitate the exchange if information between the community and Council	Office of the General Manager
			L1302.01 Support Section 355 Committees and encourage the development of services and facilities in our communities	Planning & Compliance
			L1302.03 Encourage and support activation of the Region's towns and villages	Planning & Compliance
			L1302.02 Improve community participation in the decision making process of Local Government	Office of the General Manager
	L2 Our region is well led and managed.	**L21** Transparency and accountability of government	**L2103.02** To manage Council's income and expenditure inline with Treasury guidelines	Corporate & Governance
			L2105.01 Improve and expand Council's CCTV network	Corporate & Governance

CSP THEME	OBJECTIVE	STRATEGY	ACTION	RESPONSIBLE DIRECTORATE
A SPIRIT OF COMMUNITY *LINK TO BLUEPRINT 100:* • *Build resilient communities* • *Celebrate our culture and heritage*	**C1** Active Healthy Communities	**C11** Provide high-quality open spaces, parks and reserves suitable and accessible to all	**C1101.02** Provide Public Space in accordance with Council's Open Space Management Guide	Regional Services
		C12 Provide high-quality sporting facilities to meet the diverse needs of the community	**C1201.01** Provide quality sporting fields and facilities in accordance with Sports & Recreation's Strategic Plan	Regional Services
			C1202.02 Advocate for the development of a new Aquatics Centre	Regional Services
		C14 Meet social justice principles through the provision of accessible and inclusive high-quality, integrated community services that meet current and emerging needs	**C1401.01** Increases volunteerism across the region with a focus on participation by under 30s	Growth & Prosperity
			C1402.01 Deliver programs for Youth in the Tamworth region with a focus on accessibility	Growth & Prosperity
			C1404.01 Provide affordable outside school hours care (OSHC) in Tamworth	Growth & Prosperity
	C2 Promote our region's heritage, character and culture	**C21** Preserve and celebrate the character, heritage and culture of our city, towns and villages	**C2101.01** Deliver the Annual Donations program	Office of the General Manager
			C2102.01 Plan, manage and promote a variety of local community events across the region	Growth & Prosperity
			C2103.01 Update and deliver the Cultural Plan to facilitate cultural inclusion across the Tamworth region	Growth & Prosperity
			C2104.01 Continue to deliver actions from Tamworth Regional Council's Reconciliation Action Plan	Growth & Prosperity
			C2106.01 Manage the Region's streetscapes to improve the visual appeal of our CBD, neighbourhoods, towns and villages	Regional Services
			C2106.02 Improve the greening of the region through the implementation of the Urban Street Tree Management Plan	Regional Services
	C3 Safe places to live, work, play and visit	**C31** Create safe environments to live, work and play	**C3101.03** Promote safe parking practices at school drop off zones	Planning & Compliance
		C32 Provide responsive, effective emergency management and emergency prevention services	**C3201.01** Produce a prioritised flood management works program derived from flood studies across the region	Regional Services
			C3202.01 Coordinate Council response and assist combat agencies during emergencies and disasters	Regional Services

CSP THEME	OBJECTIVE	STRATEGY	ACTION	RESPONSIBLE DIRECTORATE
AN ACCESSIBLE REGION *LINK TO BLUEPRINT 100:* • *Connect our region and its citizens*	**A1** Safe and efficient transport network	**A11** Maintain and improve the region's transport infrastructure in response to the community's current and future needs	**A1101.01** Provide safe and efficient sealed roads to the community	Regional Services
			A1102.01 Provide safe and efficient unsealed roads to the community	Regional Services
			A1103.01 Provide a safe and efficient active transport network to the community	Regional Services
			A1104.01 Ensure the integrity and functionality of the region's bridges	Regional Services
			A1105.01 Implement actions from the Tamworth CBD Parking Startegy to ensure the community's parking requirements are met	Regional Services
			A1106.01 Partner with Transport for New South Wales to identify and plan the future transport projects required as the city grows	Regional Services
	A2 Improve choice, availability and quality of transport options in our region, intra and interstate	**A21** Improve connections with capital cities, other regions and within the region	**A2101.01** Provide a regional airport with a reputation for safety, comfort and reliability	Growth & Prosperity
		A23 Traffic management and traffic safety planning	**A2301.01** Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	Regional Services

BUDGET AND FINANCIAL INFORMATION

As part of Council's Operational Plan, a detailed breakdown of Council's finances helps to give context to the planned projects and activities as well as Council's proposed capital spending. The data details the funding required for Council's services and functions for the 2021-2022 financial year to achieve the objectives and strategies set out in the Community Strategic Plan. Forward projections have also been included, as well as Key Financial Performance indicators.

On the following pages you will find;

- Our 4 year forecast budget 2021 – 2025
- Cash reserve balances
- Projected financial key performance indicators for 2021 - 2025
- Planned capital programs
- Annual Operational Plan Budget

For a guide to the meaning of our Financial Information, please follow the link below:
www.tamworth.nsw.gov.au/strategies-plans

OUR FORECAST BUDGET 2021-2025

The tables below show the budget summary by fund:

GENERAL FUND	2021/2022	2022/2023	2023/2024	2024/2025
Operating Income	(100,757,062)	(106,516,778)	(108,486,943)	(109,998,488)
Operating Expenditure	104,978,009	105,699,130	107,101,955	108,208,057
Operating Result before Capital: (Surplus)/Deficit	4,220,947	(817,648)	(1,384,988)	(1,790,431)
Capital Income	(28,910,485)	(2,574,018)	(2,602,271)	(2,612,757)
Operating Result: (Surplus)/Deficit	(24,689,538)	(3,391,666)	(3,987,259)	(4,403,188)
Non-Cash Adjustments: Depreciation/Leave Accruals	(27,969,959)	(28,610,965)	(28,838,498)	(28,925,329)
Non Operating Cash Adjustments				
Loans Raised to Fund Capital Expenditure	(5,007,540)	0	0	0
Proposed Land Sales	(3,166,404)	(4,750,403)	(4,942,404)	(4,846,405)
Leave Paid on Termination	550,000	561,000	572,220	583,664
Loan Principal Payments	6,038,768	8,237,755	7,888,753	7,342,062
Capital Expenditure	65,174,704	25,659,507	20,694,943	21,960,006
Net Cash Result: (Surplus)/Deficit	**10,930,031**	**(2,294,772)**	**(8,612,245)**	**(8,289,190)**
Funding of Net Cash Result				
Current Cash: (Surplus)/Deficit	(149,980)	(300,973)	(439,908)	(489,119)
Unexpended Grants: (Surplus)/Deficit	(2,000)	(2,000)	(2,000)	(28,000)
Reserves: (Surplus)/Deficit	12,472,814	(1,101,721)	(6,954,919)	(6,540,090)
Developer Contributions: (Surplus)/Deficit	(1,390,803)	(890,078)	(1,215,418)	(1,231,981)
Unexpended Loans: (Surplus)/Deficit	0	0	0	0
Net Cash Result	**10,930,031**	**(2,294,772)**	**(8,612,245)**	**(8,289,190)**

WATER FUND	2021/2022	2022/2023	2023/2024	2024/2025
Operating Income	(20,932,874)	(22,310,225)	(22,763,219)	(23,225,316)
Operating Expenditure	21,381,389	22,260,547	22,430,728	22,636,971
Operating Result before Capital: (Surplus)/Deficit	448,515	(49,678)	(332,491)	(588,345)
Capital Income	(2,028,047)	(1,864,608)	(1,901,900)	(1,939,937)
Operating Result: (Surplus)/Deficit	(1,579,532)	(1,914,286)	(2,234,391)	(2,528,282)
Non-Cash Adjustments: Depreciation/Leave Accruals	(5,711,630)	(6,289,505)	(6,290,822)	(6,290,822)
Non Operating Cash Adjustments				
Loans Raised to Fund Capital Expenditure	(6,500,000)	0	0	0
Proposed Land Sales	0	0	0	0
Leave Paid on Termination	0	0	0	0
Loan Principal Payments	1,248,315	1,897,881	1,970,173	2,017,938
Capital Expenditure	23,789,000	4,673,428	4,570,857	5,055,378
Net Cash Result: (Surplus)/Deficit	**11,246,153**	**(1,632,482)**	**(1,984,183)**	**(1,745,788)**
Funding of Net Cash Result				
Current Cash: (Surplus)/Deficit	(137,799)	(434,763)	(537,120)	(534,755)
Unexpended Grants: (Surplus)/Deficit	0	0	0	0
Reserves: (Surplus)/Deficit	6,070,032	688,141	485,304	768,814
Developer Contributions: (Surplus)/Deficit	5,313,920	(1,885,860)	(1,932,367)	(1,979,847)
Unexpended Loans: (Surplus)/Deficit	0	0	0	0
Net Cash Result	**11,246,153**	**(1,632,482)**	**(1,984,183)**	**(1,745,788)**

SEWER FUND	2021/2022	2022/2023	2023/2024	2024/2025
Operating Income	(24,300,887)	(24,722,869)	(25,375,078)	(25,778,745)
Operating Expenditure	18,291,654	18,497,842	19,527,582	18,893,781
Operating Result before Capital: (Surplus)/Deficit	(6,009,233)	(6,225,027)	(5,847,496)	(6,884,964)
Capital Income	(943,000)	(961,860)	(981,097)	(1,000,720)
Operating Result: (Surplus)/Deficit	(6,952,233)	(7,186,887)	(6,828,593)	(7,885,684)
Non-Cash Adjustments: Depreciation/Leave Accruals	(5,946,991)	(6,168,484)	(6,297,959)	(6,365,286)
Non Operating Cash Adjustments				
Loans Raised to Fund Capital Expenditure	0	(6,987,000)	(4,750,000)	0
Proposed Land Sales	0	0	0	0
Leave Paid on Termination	0	0	0	0
Loan Principal Payments	1,212,736	(236,360)	260,820	668,415
Capital Expenditure	17,434,500	19,896,120	13,178,748	8,247,709
Net Cash Result: (Surplus)/Deficit	**5,748,012**	**(682,611)**	**(4,436,984)**	**(5,334,846)**
Funding of Net Cash Result				
Current Cash: (Surplus)/Deficit	(359,990)	(533,940)	(599,554)	(505,844)
Unexpended Grants: (Surplus)/Deficit	0	0	0	0
Reserves: (Surplus)/Deficit	(1,983,718)	(6,204,165)	(2,854,678)	(3,822,291)
Developer Contributions: (Surplus)/Deficit	7,513,502	4,970,029	(982,178)	(1,006,711)
Unexpended Loans: (Surplus)/Deficit	578,218	1,085,465	(574)	0
Net Cash Result	**5,748,012**	**(682,611)**	**(4,436,984)**	**(5,334,846)**

CONSOLIDATED FUND	2021/2022	2022/2023	2023/2024	2024/2025
Operating Income	(145,990,823)	(153,549,872)	(156,625,240)	(159,002,549)
Operating Expenditure	144,651,052	146,457,519	149,060,265	149,738,809
Operating Result before Capital: (Surplus)/Deficit	(1,339,771)	(7,092,353)	(7,564,975)	(9,263,740)
Capital Income	(31,881,532)	(5,400,486)	(5,485,268)	(5,553,414)
Operating Result: (Surplus)/Deficit	(33,221,303)	(12,492,839)	(13,050,243)	(14,817,154)
Non-Cash Adjustments: Depreciation/Leave Accruals	(39,628,580)	(41,068,954)	(41,427,279)	(41,581,437)
Non Operating Cash Adjustments				
Loans Raised to Fund Capital Expenditure	(11,507,540)	(6,987,000)	(4,750,000)	0
Proposed Land Sales	(3,166,404)	(4,750,403)	(4,942,404)	(4,846,405)
Leave Paid on Termination	550,000	561,000	572,220	583,664
Loan Principal Payments	8,499,819	9,899,276	10,119,746	10,028,415
Capital Expenditure	106,398,204	50,229,055	38,444,548	35,263,093
Net Cash Result: (Surplus)/Deficit	**27,924,196**	**(4,609,865)**	**(15,033,412)**	**(15,369,824)**
Funding of Net Cash Result				
Current Cash: (Surplus)/Deficit	(647,769)	(1,269,676)	(1,576,582)	(1,529,718)
Unexpended Grants: (Surplus)/Deficit	(2,000)	(2,000)	(2,000)	(28,000)
Reserves: (Surplus)/Deficit	16,559,128	(6,617,745)	(9,324,293)	(9,593,567)
Developer Contributions: (Surplus)/Deficit	11,436,619	2,194,091	(4,129,963)	(4,218,539)
Unexpended Loans: (Surplus)/Deficit	578,218	1,085,465	(574)	0
Net Cash Result	**27,924,196**	**(4,609,865)**	**(15,033,412)**	**(15,369,824)**

CASH RESERVE BALANCES

These tables show for 2021/22 the net movements to and from cash reserves per fund and the forecast balances.

- Minimum levels of Current Cash reserves are required for short term liquidity;
- Grants, Developer Contributions and Loans must be used for the purpose they were received; and
- Reserves are needed for future commitments mostly related to asset renewals.

General Fund	Forecast Opening Balance	Forecast Net Movements	Closing Balance
Current Cash	4,768,017	149,980	4,917,997
Unexpended Grants	1,515,024	2,000	1,517,024
Reserves	44,469,149	(12,472,814)	31,996,335
Developer Contributions	6,956,056	1,390,803	8,346,859
Unexpended Loans	438	0	438
Total	**57,708,684**	**(10,930,031)**	**46,778,653**

Water Fund	Forecast Opening Balance	Forecast Net Movements	Closing Balance
Current Cash	1,441,718	137,799	1,579,517
Unexpended Grants	0	0	0
Reserves	18,248,906	(6,070,032)	12,178,874
Developer Contributions	11,716,012	(5,313,920)	6,402,092
Loans	100,000	0	100,000
Total	**31,506,636**	**(11,246,153)**	**20,260,483**

Sewer Fund	Forecast Opening Balance	Forecast Net Movements	Closing Balance
Current Cash	2,378,485	359,990	2,738,475
Unexpended Grants	628,412	0	628,412
Reserves	40,681,403	1,983,718	42,665,121
Developer Contributions	12,699,637	(7,513,502)	5,186,135
Loans	1,663,683	(578,218)	1,085,465
Total	**58,051,620**	**(5,748,012)**	**52,303,608**

KEY PERFORMANCE INDICATORS – 2021-2025

This table shows industry standard measures of financial performance and position by fund:

GENERAL FUND	2021/22	2022/23	2023/24	2024/25
Operating Performance	-4.18%	0.77%	1.28%	1.63%
Debt Service Ratio*	8.33%	9.75%	9.22%	8.25%
Debt Cover Ratio	3.27	3.13	3.33	3.68
Own Source Operating Revenue Ratio	78.02%	81.50%	81.61%	82.11%
Buildings and Infrastructure Renewals	159.59%	65.75%	62.63%	62.36%

WATER FUND	2021/22	2022/23	2023/24	2024/25
Operating Performance	-2.15%	0.22%	1.47%	2.54%
Debt Service Ratio	9.30%	11.97%	11.72%	11.45%
Debt Cover Ratio	3.07	2.67	2.75	2.83
Own Source Revenue Ratio	99.00%	99.04%	99.04%	99.04%
Buildings and Infrastructure Renewals	96.34%	72.60%	72.66%	70.73%

SEWER FUND	2021/22	2022/23	2023/24	2024/25
Operating Performance	24.79%	25.24%	23.10%	26.77%
Debt Service Ratio*	19.46%	19.01%	20.21%	21.03%
Debt Cover Ratio	2.94	3.01	2.70	2.74
Own Source Revenue Ratio	99.18%	99.18%	99.19%	99.18%
Buildings and Infrastructure Renewals	94.00%	210.30%	152.09%	89.71%

*Debt levels in the Sewer Fund are high due to loan funding for major network upgrades. This is sufficiently covered by the operating results.

CAPITAL WORKS PROGRAM

The table below provides a list of the capital works planned for 2021/22:

AN ACCESSIBLE REGION

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
A1101.CW.001	TRC-Pavement Renewal Program-Northern	Reserves	606,000	0	606,000
A1101.CW.002	TRC-Asset Data Improvement Program	Reserves	150,000	0	150,000
A1101.CW.002	TRC-Pavement Renewal Program-Southern	Reserves/DevCont/ Grant	3,003,987	0	3,003,987
A1101.CW.003	TRC-Sealed Road Reseals Program	Reserves	1,671,816	0	1,671,816
A1101.CW.004	TRC-Regional Road-Reseal Program	Grants	1,010,211	0	1,010,211
A1101.CW.006	TRC-Classified Roads-Repair Projects	Grants	203,076	0	203,076
A1101.CW.006	Werris Creek Road Upgrade - Economic Stimulus Grant	Grants	9,000,000	0	9,000,000
A1101.CW.007	Kerb and Gutter Program	Reserves	0	100,000	100,000
A1101.CW.007	Road Upgrades - Various - Budget Control	Reserves	75,000	75,000	150,000
A1101.CW.007	Moore Creek Rd Widening - Browns to Bournes	Reserves/DevCont	0	900,000	900,000
A1101.CW.007	Rangari Road Upgrade	Grants	1,076,500	1,076,500	2,153,000
A1101.CW.007	Retreat Road Upgrade	Reserves/Grants	1,241,875	1,241,875	2,483,750
A1101.CW.007	Route Upgrade - Moonbi to Hallsville	Reserves/Grants	2,000,000	2,000,000	4,000,000
A1102.CW.001	TRC-Gravel Renewal Program-Northern	Grants	900,000	0	900,000
A1102.CW.002	TRC-Gravel Renewal Program-Southern	Grants	1,300,000	0	1,300,000
A1103.CW.001	TRC-Pedestrian Improvement Works	Reserves	0	30,000	30,000
A1104.CW.001	Piallamore - Fishers Bridge Replacement	Grants	1,177,500	0	1,177,500

AN ACCESSIBLE REGION

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
A1104.CW.001	Retreat Bridge - Renewal	Grants	2,232,500	0	2,232,500
A1104.CW.001	Halls Creek - Hidden Bridge Replacement	Grants	238,507	0	238,507
A1104.CW.001	Bendemeer - Allambie Bridge Replacement	Grants	333,025	0	333,025
A1104.CW.001	Warrabah - Warrabah Bridge Replacement	Grants	438,165	0	438,165
A1104.CW.001	Nundle - Benama Bridge Replacement	Grants	860,000	0	860,000
A1105.CW.001	Car Park Equipment Upgrade	Reserves	0	50,000	50,000
A1105.CW.001	Car Parks - Capital Budget Control	Reserves	100,000	0	100,000
A2101.CW.001	Tamworth-Airport-Building - Renewal Works	Reserves	30,000	0	30,000
A2101.CW.001	Airport - Code B taxiway SEST (TWY B3 & D)	Reserves	20,000	0	20,000
A2101.CW.001	Airport - Reseal TWY D	Reserves	70,358	0	70,358
A2101.CW.001	Airport - CCTV camera renewal	Reserves	10,000	0	10,000
A2101.CW.001	Airport - Upgrade ELCB Protection	Reserves	0	30,000	30,000
A2101.CW.001	Airport - General Aviation Apron	Reserves/Grants	0	1,147,500	1,147,500
A2101.CW.001	Airport - SEST 30R Run-up A1/A2	Reserves	30,000	0	30,000
A2101.CW.001	Airport - Helipads SEST	Reserves	20,000	0	20,000
A2101.CW.001	Airport - Hand-held Metal Detector x 4	Reserves	3,000	0	3,000
A2101.CW.001	Airport - Walk Through Metal Detector	Reserves	22,000	0	22,000
A2101.CW.001	Airport - SEST Hangar 6/7/9 Aprons	Reserves	30,000	0	30,000

A SPIRIT OF COMMUNITY

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
C1101.CW.001	TRC-Water Efficiency Projects-Control	Reserves	0	50,000	50,000
C1101.CW.002	TRC-Parks and Recreation Asset Renewal-Control	Reserves	173,318	0	173,318
C1202.CW.001	TRC-Aquatic facilities-Asset renewal Budget-Control	Reserves	125,775	0	125,775
C1302.CW.001	AELEC - Cattle Yard Panels - Renewal	Reserves	20,000	0	20,000
C1302.CW.001	AELEC - Indoor Main Area - Fire Doors	Reserves	70,000	0	70,000
C1302.CW.001	AELEC - Indoor Main Arena Internal Paintwork	Reserves	12,430	0	12,430
C1302.CW.001	AELEC - Washbays Renewal Works	Reserves	15,000	0	15,000
C1403.CW.001	TRC-Disability Action Plan - Capital Works	Reserves	8,006	8,005	16,011
C2201.CW.002	Town Hall - Power Outlet Bank, Upper Stage	Reserves	3,000	0	3,000
C2201.CW.002	Town Hall - Main Hall & Foyer Lower Section	Reserves	10,000	0	10,000
C2201.CW.002	Town Hall - Coil Fan Unit Air-Con Unit	Reserves	16,000	0	16,000
C2201.CW.002	Entertainment Venues - LED Screen & Accessories	Reserves	0	130,000	130,000
C2201.CW.003	TRECC - Side Door Renewal - Stage 2	Reserves	30,000	0	30,000
C2201.CW.003	TRECC - Paint Foyer	Reserves	5,000	0	5,000
C2201.CW.003	TRECC - Foyer Carpet	Reserves	50,000	0	50,000
C2201.CW.003	TRECC - Main External Aluminium Doors	Reserves	54,000	0	54,000
C2202.CW.001	Tamworth City Library - Equipment	Reserves	0	10,000	10,000
C2202.CW.002	CNRL - Library Materials	Reserves	283,139	0	283,139
C2202.CW.002	CNRL - Computer Equipment	Reserves	10,000	0	10,000
C2202.CW.002	CNRL - Ebook/Eaudio Purchases	Reserves	60,000	0	60,000
C2203.CW.001	TRC - Public Art Work	Reserves	0	24,000	24,000
C2203.CW.001	Tamworth-Art Gallery - External Signage & Acquisitions	Reserves	0	3,000	3,000
C2203.CW.002	Tamworth-Powerstation Museum - Exhibition Display	Reserves	5,000	0	5,000

A REGION FOR OUR FUTURE

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
F1101.CW.001	TRC-Drainage Renewal-Northern-Control	Reserves	190,000	0	190,000
F1101.CW.001	TRC-Drainage Renewal-Southern-Control	Reserves	370,000	0	370,000
F1101.CW.002	Drainage Levy Works	Reserves	0	150,000	150,000
F1102.CW.001	Limbri Hall - Toilet Renewal	Reserves	13,994	0	13,994
F1102.CW.001	Nemingha Hall - Sub Structure, Piers & Stage Renewal	Reserves	99,591	0	99,591
F1102.CW.001	Nemingha Hall - Toilet Renewal	Reserves	80,000	0	80,000
F1102.CW.001	TRC Buildings - Asset Renewal Program - SRV Funded Works	Reserves	793,430	0	793,430
F1102.CW.002	TRC-Regional Halls & Facility - Improvements	Reserves	0	50,000	50,000
F1104.CW.001	TRC-Plant Replacement (Large)	Reserves	5,185,572	272,925	5,458,497
F1104.CW.002	TRC-Plant Replacement (Small)	Reserves	167,820	8,833	176,653
F1104.CW.003	TRC-Replace Sedans/Light Commercial	Reserves	1,134,465	59,709	1,194,174
F1104.CW.004	TRC-Upgrade Depots/Workshops	Reserves	158,916	8,364	167,280
F2201.CW.001	Lab - Laboratory Dishwasher	Reserves	0	17,000	17,000
F2201.CW.001	Lab - Replacement Field Meters	Reserves	4,875	2,625	7,500
F2201.CW.001	Lab - Replacement Refrigerators	Reserves	6,000	0	6,000
F2201.CW.001	Lab - Office/Reception Refit	Reserves	0	30,000	30,000
F2202.CW.001	Waste Efficiency Projects - Budget Control	Reserves	0	20,000	20,000
F2202.CW.002	Water Efficiency Projects - Budget Control	Reserves	0	50,000	50,000
F2203.CW.001	Forest Road Landfill - Staged Capping and Rehab	Reserves	0	2,414,508	2,414,508
F2203.CW.001	Forest Road Landfill-Excavation Western Void	Reserves	0	100,000	100,000
F2203.CW.001	Forest Road Landfill - Litter Fencing	Reserves	0	34,739	34,739
F2203.CW.001	Forest Road Landfill - C38 Pipe Renewal	Reserves	8,119	0	8,119
F2203.CW.001	Forest Road Landfill - Electricity Pole Renewal	Reserves	9,000	0	9,000

A REGION FOR OUR FUTURE

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
F2203.CW.001	225 Forest Road - Waste Property Remediation	Reserves	45,611	0	45,611
F2203.CW.001	Forest Road Landfill - Leachate Management Infrastructure	Reserves	0	500,000	500,000
F2203.CW.001	Forest Road Landfill - Heavy Vehicle Access Road Construct	Reserves	0	1,130,000	1,130,000
F2203.CW.001	Forest Road - Green Waste Disposal Infrastructure Upgrade	Reserves	250,000	250,000	500,000
F2203.CW.001	Tamworth Landfill - Materials Recycling Facility Works	Reserves	0	1,000,000	1,000,000
F2203.CW.002	Kootingal Landfill - Landfill Capping	Reserves	0	50,000	50,000
F2203.CW.002	Bendemeer Landfill - Capping	Reserves	0	50,000	50,000
F2203.CW.002	Nundle Landfill - Small Vehicle Transfer Station	Reserves	0	133,000	133,000
F2203.CW.002	Barraba Landfill - CCTV Security System	Reserves	0	25,000	25,000
F2203.CW.002	Barraba Landfill - Site Access Road Seal	Reserves	0	100,000	100,000
F2203.CW.002	Kootingal Landfill - 2 coat seal full site	Reserves	0	100,000	100,000
F2203.CW.002	Barraba Landfill - Community Recycling Centre Facility	Reserves	0	75,000	75,000
F2203.CW.002	Kootingal Landfill - Storage Cages	Reserves	0	5,000	5,000
F2203.CW.002	Kootingal Landfill - Community Resource Centre Shed	Reserves	0	60,000	60,000
F2203.CW.002	Kootingal Landfill - WTS Electricity Supply/Installation	Reserves	0	45,000	45,000
F2203.CW.002	Kootingal Landfill - Facility Signage Upgrades	Reserves	3,000	7,000	10,000
F2203.CW.002	Bendemeer Landfill - Storage Cages	Reserves	0	5,000	5,000
F2203.CW.002	Bendemeer Landfill - Facility Signage Upgrades	Reserves	3,000	7,000	10,000
F2203.CW.002	Bendemeer Landfill - Community Resource Centre Shed	Reserves	0	60,000	60,000
F2203.CW.002	Bendemeer Landfill - WTS Electricity Supply/Installation	Reserves	0	40,000	40,000
F2203.CW.002	Barraba Landfill - Construction of SVTS	Reserves	0	500,000	500,000
F2203.CW.002	Barraba Landfill - WTS Electricity Supply/Installation	Reserves	0	70,000	70,000
F2203.CW.002	Barraba Landfill - Facility Signage Upgrades	Reserves	5,000	5,000	10,000

A REGION FOR OUR FUTURE

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
F2203.CW.002	Barraba Landfill - Storage Cages	Reserves	0	5,000	5,000
F2203.CW.002	Barraba Landfill - Capping and Rehabilitation Old Cells	Reserves	0	850,000	850,000
F2203.CW.002	Manilla Landfill - WTS Electricity Supply/Installation	Reserves	0	60,000	60,000
F2203.CW.002	Somerton Landfill - Facility Signage Upgrades	Reserves	5,000	5,000	10,000
F2203.CW.002	Somerton Landfill - Storage Cages	Reserves	0	5,000	5,000
F2203.CW.002	Nundle Landfill - Storage Cages	Reserves	0	5,000	5,000
F2203.CW.002	Nundle Landfill - WTS Electricity Supply/Installation	Reserves	0	83,000	83,000
F2203.CW.002	Nundle Landfill - Facility Signage Upgrades	Reserves	5,000	5,000	10,000
F2203.CW.002	Nundle Landfill - Capping and Rehabilitation Old Cells	Reserves	280,000	420,000	700,000
F2204.CW.001	Tam Sew - Trickling Filter - Replace pumps and electrics	Reserves	153,000	0	153,000
F2204.CW.002	Tam Sew - Construct New Rising Main SPS8 to Westdale	Reserves/DevCont	0	4,117,500	4,117,500
F2204.CW.002	Tam Sew-New Lead-In Mains for Warwick/Bylong/Smiths	Reserves	0	2,700,000	2,700,000
F2204.CW.003	Tam Sew - SPS8 Construct Storm Flow Station	Reserves/DevCont	0	3,080,000	3,080,000
F2204.CW.003	Tam Sew - SPS3C - Upgrade Pump Station/Add Storage	Reserves/DevCont	425,000	425,000	850,000
F2204.CW.004	Barraba Sew - Pump - Cooper Street Pump station - Construct	Reserves/Loans	1,145,000	0	1,145,000
F2204.CW.004	Tam Sew - Pump Station Improvements	Reserves	53,000	0	53,000
F2204.CW.004	Tam Sew -SPS Swan St - Upgrade to 440L/s at 19m	Reserves/DevCont	380,000	380,000	760,000
F2204.CW.005	TRC-Sewer-Mains Reconstruction-Control	Reserves	734,000	0	734,000
F2204.CW.005	TRC - Sewer Mains Rehabilitation/Reconstruction	Reserves	1,575,000	0	1,575,000
F2204.CW.005	Tam Sew - SPS8 4250m DN525 Parallel Main	Reserves	0	304,000	304,000
F2204.CW.006	Tam Sew - Westdale Repl Electrics, VSD, Switchboards	Reserves	115,000	0	115,000
F2204.CW.006	Tam Sew - Replace Screens/Screen Handling WWTP	Reserves	760,000	0	760,000
F2204.CW.006	Tam Sew - Effluent Reuse Farm Pivots - Additional	Reserves	0	838,000	838,000

A REGION FOR OUR FUTURE

AOP Code	Description of works	2021/22 Planned Expenditure			
		Funding Source	Renewal	New/Upgrade	Budget
F2204.CW.006	Tam Sew - Upgrade Effluent Reuse Farm Irrigation	Reserves	250,000	0	250,000
F2205.CW.005	Tamworth Water - Mains - Bournes Lane to New Reservoir	Reserves	0	100,000	100,000
F2205.CW.005	Tamworth Water-New Lead-In Mains for Warwick/Bylong/Smiths	Reserves	0	2,205,000	2,205,000
F2205.CW.005	TRC - Water Mains Renewal - Control	Reserves	2,305,000	0	2,305,000
F2205.CW.005	Tamworth Water - Hills Plain - Council Cont. - Upsizing Mains	Reserves	0	105,000	105,000
F2205.CW.006	Kootingal Water - 3.5ML Storage at Kootingal Twins Site	Reserves	0	2,000,000	2,000,000
F2205.CW.006	Tamworth Water - Pump Station Oxley Park (Victoria Pk) Renew	Reserves	158,000	0	158,000
F2205.CW.006	Tamworth Water – Reservoir One Tree Hill 9ML - Roof Replace	Reserves	140,000	0	140,000
F2205.CW.006	Tamworth Water - Hills Plain Bournes Lane Reservoir-Construct	DevCont	0	3,000,000	3,000,000
F2205.CW.006	Tamworth Water Pump Station - Hills Plain (Victoria Pk) Construct	Reserves	0	290,000	290,000
F2205.CW.006	TRC - Automatic Water Meters	Loans	0	6,500,000	6,500,000
F2205.CW.007	Tamworth Water - Dungowan Dam Improvements	Reserves	116,000	0	116,000
F2205.CW.007	Tamworth Water - Dungowan Pipe Line - Renewals	Reserves	100,000	0	100,000
F2205.CW.007	Tamworth Water - Dungowan Dam Pipeline - Replacement	Reserves	230,000	0	230,000
F2205.CW.008	Bendemeer Water - Process/Treatment Improvements	Reserves	137,000	0	137,000
F2205.CW.008	Tamworth Water - AELEC Pump & Treatment Plant Renewals	Reserves	63,000	0	63,000
F2205.CW.008	Tamworth Water - Treatment Plant Renewal Works	Reserves	524,000	0	524,000

	AOP Code	Description of works	2021/22 Planned Expenditure			
			Funding Source	Renewal	New/Upgrade	Budget
A REGION FOR OUR FUTURE	F2205.CW.008	Tamworth Water - Calala Treatment Plant - Storage Facility	Reserves	100,000	0	100,000
	F2205.CW.008	Tamworth Water - Calala Treatment 3.3kw to 415V Conversion	DevCont	419,000	3,771,000	4,190,000
	F2205.CW.009	Bendemeer Water - Pump Station Upgrades	Reserves	115,500	115,500	231,000
	F2205.CW.010	Tamworth Water - Pump Station - Peel Intake - Renewals	Reserves	95,000	0	95,000
	F2205.CW.012	Manilla Water - New 4ML/d Water Treatment Plant	Grants	0	200,000	200,000
	F2205.CW.012	Manilla Water -Treatment Plant - Renewal Works	Reserves	1,000,000	0	1,000,000
A REGION OF PROGRESSIVE LEADERSHIP	L2105.CW.001	Sophos UTM Replacement (IT)	Reserves	35,000	0	35,000
	L2105.CW.001	Core Switches Replacement (IT)	Reserves	200,000	0	200,000
	L2105.CW.001	Uninterruptible Power Supply Replacement (IT)	Reserves	120,000	0	120,000
A PROSPEROUS REGION	P4101.CW.001	Taminda Ring Road (Jewry Street) Extension	Reserves/Grants	0	3,440,000	3,440,000
	P4101.CW.001	TGGP - Trunk Stormwater Main - Exp	Reserves/Grants	0	3,000,000	3,000,000
	P4101.CW.001	TGGP - Goddard Lane Construction	Loans	0	2,602,734	2,602,734
	P4101.CW.001	TGGP - Intermodal Access Road Construction	Loans	0	2,256,109	2,256,109
	P4101.CW.001	TGGP - Business Park Stage 1 Construction	Loans	0	148,697	148,697
	Grand Total			**49,070,081**	**57,328,123**	**106,398,204**

OPERATIONAL BUDGET

	Delivery Program	Delivery Program Description	Operating Expenses	Operating Income	Net Operating Result	Capital Income	Capital Expenses	Loan Principal Repayments
AN ACCESSIBLE REGION	A1101	Sealed Roads	21,348,779	(11,023,461)	10,325,318	(15,348,038)	25,331,840	0
	A1102	Unsealed Roads	5,126,917	(12,000)	5,114,917	0	2,200,000	0
	A1103	Cycleways and Footpaths	257,551	0	257,551	0	30,000	0
	A1104	Bridges	3,821,762	(32,160)	3,789,602	(5,279,697)	5,279,697	984,847
	A1105	Safe, Convenient Car Parking	700,570	(672,430)	28,140	0	150,000	0
	A2101	Expand Airport Services and the Aviation Industry	4,200,335	(4,378,909)	(178,574)	(573,750)	1,412,858	173,643
	A2201	Public and Community Transport Services	58,163	(3,000)	55,163	0	0	0
	A2301	Traffic Management	598,309	0	598,309	0	0	0
A SPIRIT OF COMMUNITY	C1101	Quality Parks, Gardens, Reserves, Showgrounds and Open Space	4,797,015	(32,400)	4,764,615	0	223,318	0
	C1102	Public Amenities	295,200	0	295,200	0	0	86,396
	C1201	Active sporting facilities and grounds	4,025,694	(531,700)	3,493,994	0	0	224,917
	C1202	Active aquatic facilities	2,221,214	(457,150)	1,764,064	0	125,775	0
	C1302	Australian Equine Livestock and Events Centre	3,367,658	(1,649,811)	1,717,847	0	117,430	650,879
	C1402	Youth Services	531,658	(31,525)	500,133	0	0	0
	C1403	Community Care and Development	99,512	0	99,512	0	16,011	0
	C1404	Year Round Care	818,727	(885,048)	(66,321)	0	0	0
	C2101	Donations Program	142,650	0	142,650	0	0	0
	C2102	Community Events	85,000	(18,000)	67,000	0	0	0
	C2103	Cultural Services	24,602	0	24,602	0	0	0
	C2104	Aboriginal Liaison	4,046	0	4,046	0	0	0

	Delivery Program	Delivery Program Description	Operating Expenses	Operating Income	Net Operating Result	Capital Income	Capital Expenses	Loan Principal Repayments
A SPIRIT OF COMMUNITY	C2105	Heritage Programs	71,700	(16,000)	55,700	0	0	0
	C2106	Streetscapes	2,440,632	(28,000)	2,412,632	0	0	0
	C2107	Public Affairs	41,017	(750)	40,267	0	0	0
	C2108	Cemetery Services	595,927	(346,600)	249,327	0	0	72,423
	C2201	Entertainment Venues	3,589,436	(1,010,350)	2,579,086	0	298,000	146,904
	C2202	Library Services	4,520,977	(1,923,963)	2,597,014	0	363,139	0
	C2203	Art Gallery and Powerstation Museum	1,505,479	(202,216)	1,303,263	0	32,000	0
	C3101	Community Safety and Crime Prevention	735,757	(170,500)	565,257	0	0	196,295
	C3102	Companion Animals	92,112	(64,955)	27,157	0	0	0
	C3103	Environment and Health Services	2,319,607	(908,753)	1,410,854	0	0	0
	C3201	Floodplain Management	136,803	(98,387)	38,416	0	0	174,003
	C3202	Emergency services	1,986,334	(316,250)	1,670,084	0	0	0
A REGION FOR OUR FUTURE	F1101	Maintain, upgrade and renew stormwater infrastructure	3,746,182	(647,696)	3,098,486	0	810,000	233,512
	F1102	Asset Management	1,366,089	(1,856,663)	(490,574)	0	1,037,015	515,983
	F1103	Strategic Planning	85,849	0	85,849	0	0	94,949
	F1104	Plant and Fleet	(2,650,358)	(73,000)	(2,723,358)	0	6,996,604	0
	F2101	Biosecurity	370,778	(97,502)	273,276	0	0	0
	F2201	Environmental Laboratory Services	1,763,853	(2,001,500)	(237,647)	0	60,500	0
	F2202	Sustainability	(70,000)	0	(70,000)	0	70,000	0
	F2203	Waste management and resource recovery	17,810,580	(18,789,537)	(978,957)	0	8,817,977	0
	F2204	Plan, construct, maintain and manage the Wastewater Infrastructure	18,026,654	(23,972,389)	(5,945,735)	0	17,434,500	2,812,736
	F2205	Plan, construct, maintain and manage the Water Infrastructure	21,294,363	(20,701,597)	592,766	(210,547)	23,789,000	1,248,315

	Delivery Program	Delivery Program Description	Operating Expenses	Operating Income	Net Operating Result	Capital Income	Capital Expenses	Loan Principal Repayments
A REGION OF PROGRESSIVE LEADERSHIP	L1101	Regulatory Development and Approval Services	3,034,319	(1,534,780)	1,499,539	0	0	0
	L1102	Customer Service Centre	72,232	(72,732)	(500)	0	0	0
	L1301	Informed communities	1,191,002	0	1,191,002	0	0	0
	L1302	Empowered communities	526,504	(6,750)	519,754	0	0	0
	L2101	Legal services and Property Management	887,335	(304,722)	582,613	0	0	719,580
	L2102	Governance	4,319,645	(500)	4,319,145	0	0	0
	L2103	Financial Services	159,400	(159,400)	0	0	0	0
	L2104	Risk and Compliance	321,444	0	321,444	0	0	0
	L2105	Business Systems and Solutions	64,714	(331,077)	(266,363)	0	355,000	155,687
	L2106	People and Culture	(133,444)	(170,000)	(303,444)	0	0	0
	L2201	Leadership	747,861	0	747,861	0	0	0
A PROSPEROUS REGION	P1101	Tamworth Regional Economic Development	440,015	0	440,015	0	0	0
	P1102	Land use and Infrastructure planning	810,374	(18,500)	791,874	0	0	0
	P1103	Pilot Training Facility	2,018,713	(1,010,600)	1,008,113	0	0	666,667
	P2101	The region will be promoted as a destination for relocation	4,160	0	4,160	0	0	0
	P2102	Promotion of the region as a tourist destination	4,405,073	(2,087,671)	2,317,402	0	0	0
	P4101	Intermodal Facility in Tamworth	1,997,809	(1,798,128)	199,681	(5,796,000)	11,447,540	0
	General Purpose Income and Reserve Transfers		**(3,737,773)**	**(50,325,225)**	**(54,062,998)**	**(4,673,500)**	**0**	**(657,917)**
	Grand Total		**149,434,516**	**(150,774,287)**	**(1,339,771)**	**(31,881,532)**	**106,398,204**	**8,499,819**

To view these and supporting documents online visit
www.tamworth.nsw.gov.au/strategies-plans

Tamworth REGIONAL COUNCIL

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