

DRAFT

BLUEPRINT 100

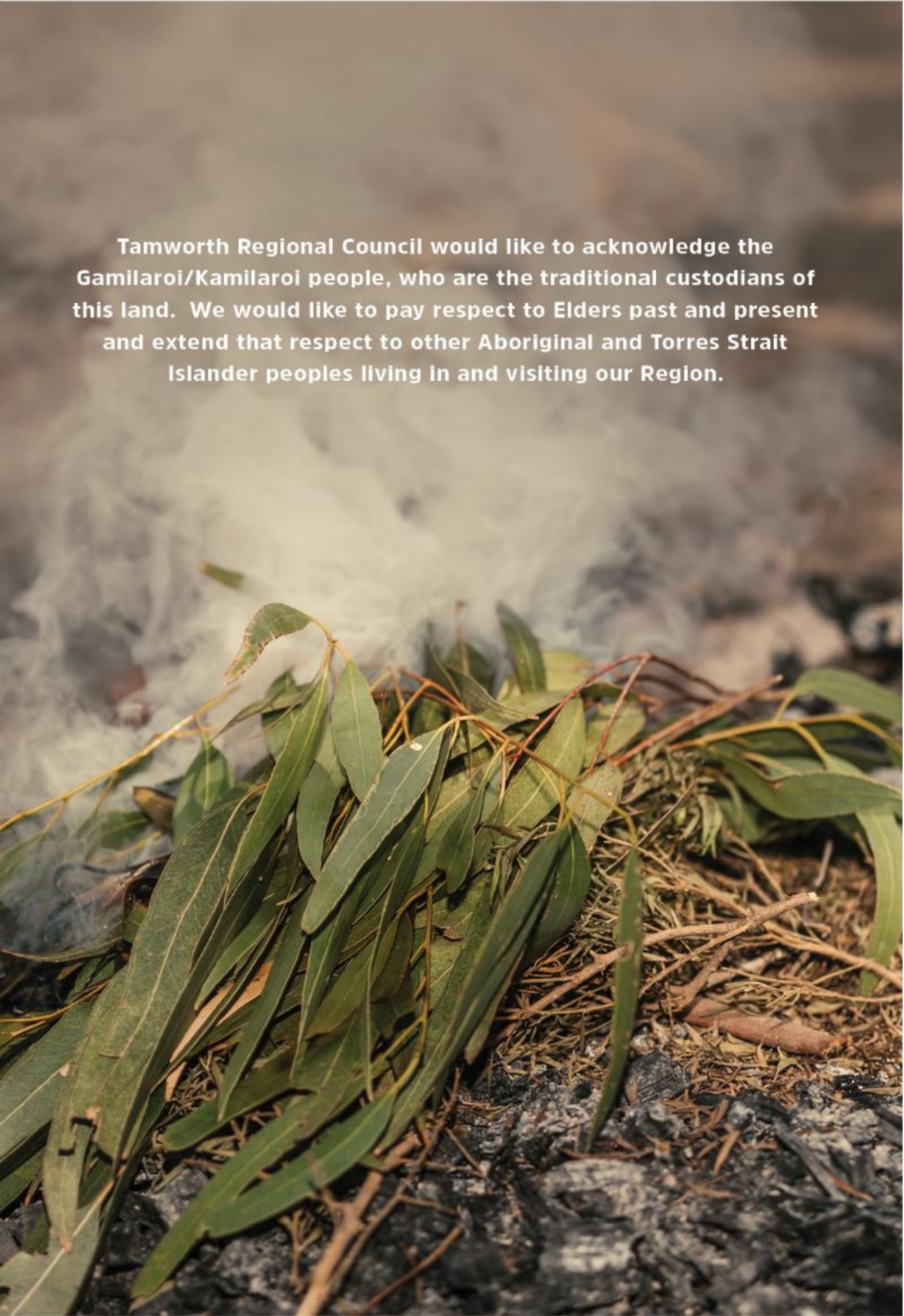
Our Delivery Plan

2023-2025

Our Annual Plan and Budget

2022/23





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.

TABLE OF CONTENTS

OUR VISION	1
PLANNING FOR OUR FUTURE	2
OUR ROLE	3
BUILDING A FUTURE, TOGETHER	4
ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS.....	5
SUMMARY OF OUR DELIVERY PLAN 2023-25	6
FOCUS AREA 1 - Our Water Security “Deliver durable water infrastructure including raw water”	10
FOCUS AREA 2 - A Liveable Built Environment “Facilitate smart growth and housing choices”	13
FOCUS AREA 3 - Prosperity and Innovation “Create a Prosperous Region”	17
FOCUS AREA 4 - Resilient and Diverse Communities “Build resilient communities”	21
FOCUS AREA 5 – Connect Our Region and its Citizens.....	27
FOCUS AREA 6 - Working with and Protecting Our Environment “Design with Nature”	30
FOCUS AREA 7 - Celebrate our cultures and heritage	33
FOCUS AREA 8 - A Strong and Vibrant Identity “Strengthen our proud identity”	36
FOCUS AREA 9 - Open and Collaborative Leadership	38
OUR FORECAST BUDGET 2022-2026 (4 year)	43
CASH RESERVE BALANCES.....	47
KEY PERFORMANCE INDICATORS 2022-26 (4 year)	48
OUR ANNUAL PLAN BASIC BUDGET – 2022-23.....	50
CAPITAL WORKS PROGRAM – 2022-2023.....	52
HAVE YOUR SAY	59

Our Delivery Plan and Our Annual Plan and Budget have been prepared in accordance with the Local Government Act 1993 Section(s) 404 and 405.

An aerial photograph of a city, likely Perth, taken from a high vantage point. The foreground is filled with dense green trees. The middle ground shows a sprawling urban area with numerous houses and buildings. In the background, a range of mountains is visible under a sky with soft, orange and pink hues from a setting or rising sun. The overall scene is peaceful and scenic.

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.

PLANNING FOR OUR FUTURE

What is Integrated Planning & Reporting?

Integrated Planning and Reporting (IP&R) is the framework Tamworth Regional Council uses to work towards achieving our community's vision. It is an opportunity for everyone to join the conversation about the future of our region, what our priorities are, how projects and services are funded, and how we move forward sustainably.

Under NSW Government legislation, every council must prepare a number of connected plans that provide details on how a council intends to deliver works and services in the short and long term.

The plans in the framework are all connected, and are based on the community's priorities.

The plans are designed to cascade through a number of levels of detail, starting with the key Focus Areas in the document "Our Community Plan", and ending in actions and measures set out in the document "Our Annual Plan".

The framework also uses a reporting structure to communicate progress on the plans to our community, as well as a structured timeline for reviewing plans to ensure the goals and actions remain current.

We are continuing to develop tools and methods to improve our ability to measure, monitor and report on our success in achieving the outcomes of Our Community Plan. Our progress reports to our community, published every six months, detail specific measures of success against each of the actions in this plan.

You can find more information about the framework we use at the New South Wales Government website [Integrated Planning and Reporting - Office of Local Government NSW](#)

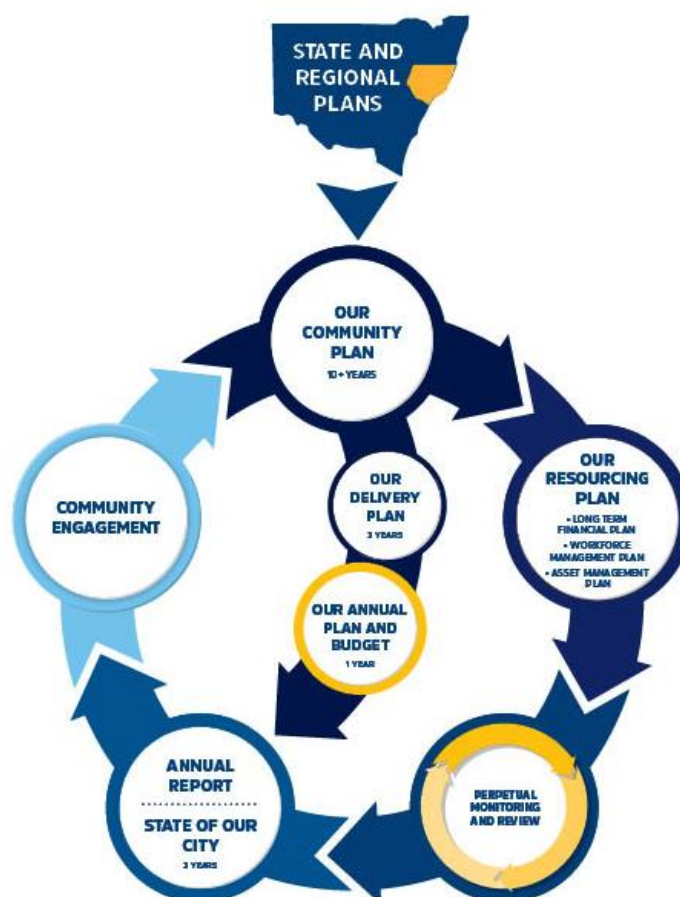
OUR DELIVERY PLAN

Our Delivery Plan (2022-25) is a statement of commitment to the community from the newly elected council and translates the community's aspirations and goals into clear actions.

Our Delivery Plan and is reviewed every year as the council prepares the next Our Annual Plan and Budget. If any significant amendments are proposed to Our Delivery Plan, the council will re-exhibit the plan, explaining the proposed changes and inviting community comment.

OUR ANNUAL PLAN & BUDGET

Our Annual Plan and Budget provides greater detail on the activities, projects and services planned for the current financial year. Financial information included in Our Annual Plan includes a detailed annual budget, Council's Revenue Policy (rates, fees and charges) and estimates of income and expenditure.



OUR ROLE

Our Community Plan has been prepared by Council on behalf of our community. Responsibility for achieving the long-term goals of our community rests with all levels of government, as well as individuals, organisations and industry groups.

Where Council is not the provider of a service or program, we are committed to taking action to facilitate change through advocacy, leadership and collaboration on behalf of our community.



BUILDING A FUTURE, TOGETHER

Council understands that amazing places to live, work and visit don't just happen. They are built using the shared vision, ideas and commitment of the whole community.

In 2019 Council embarked on a journey to set out the shared vision needed for the years ahead as our community grows and evolves. This plan is known as Tamworth Regional Blueprint 100. Extensive community consultation was undertaken to develop Blueprint 100 and it was adopted by Council in 2020.

Blueprint 100 underpins all Council's plans and strategies, and guides the decisions and actions that need to be made now, and into the future, to ensure a prosperous and sustainable region for our community.

And these plans and strategies ensure the community's vision is the focus of everything we do here at council.

The Blueprint framework has nine focus areas, each supporting the Blueprint vision, but also encompassing the day-to-day "business as usual" responsibilities council has to our community.

These focus areas are:

1. Our Water Security
2. A Liveable Built Environment
3. Prosperity and Innovation
4. Resilient and Diverse Communities
5. Connect Our Region and its Citizens
6. Working with and Protecting Our Environment
7. Celebrate Our Cultures and Heritage
8. A Strong and Vibrant Identity
9. Open and Collaborative Leadership

We would like to take this opportunity to genuinely thank each of you involved for sharing your vision, honesty, time and valuable contribution in helping us reshape Our Community Plan 2022-32 and Our Delivery Plan 2022-25.

We hope you enjoy reading this plan and its accompanying suite of documents, and as always, we challenge you to identify one area in which you can play an active role in facilitating change. We are excited about the future of our region.

ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

The SDGs were agreed and adopted by the United Nations in September 2015 as part of the 2030 Agenda for Sustainable Development. Each of the 17 Goals are underpinned by targets. Tamworth Regional Council has identified which of the SDGs are most relevant to our council operations.

Tamworth Regional Council



FOCUS AREA	SDGs
1. Our Water Security "Deliver durable water infrastructure including raw water"	  
2. A Liveable Built Environment "Facilitate smart growth and housing choices"	  
3. Prosperity and Innovation "Create a Prosperous Region"	 
4. Resilient and Diverse Communities "Build resilient communities"	   
5. Connect Our Region and its Citizens	 
6. Working with and Protecting our Environment "Design with Nature"	     
7. Celebrate our Cultures and Heritage	   
8. A Strong and Vibrant Identity "Strengthen our proud identity"	  
9. Open and Collaborative Leadership	  

SUMMARY OF OUR DELIVERY PLAN 2023-25

Our Delivery Plan 2023-2025 responds to a significant community engagement program to better understand the aspirations of our community. This plan consolidates work that is already being delivered to our community and creates frameworks and strategies for delivering excellence into the future.

Focus Area	Our Water Security – <i>“Delivery durable water infrastructure including raw water”</i>	A Liveable Built Environment – <i>“Facilitate smart growth and housing choices”</i>	Prosperity and Innovation – <i>“Create a Prosperous Region”</i>	Resilient and Diverse Communities – <i>Build resilient communities</i>	Connect Our Region and its Citizens	Working with and Protecting Our Environment – <i>“Design with Nature”</i>	Celebrate our Cultures and Heritage	A Strong and Vibrant Identity – <i>“Strengthen our proud identity”</i>	Open and Collaborative Leadership
Our Delivery Plan 3-year Service Activities (Strategies)	<p>Establish appropriate Drought Contingency measures in collaboration with the State Government</p> <p>Investigate and develop practical ways to secure our water supply</p> <p>Improve water sustainability across the region</p> <p>Use demand management measures, such as water pricing, to encourage efficient water use</p>	<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> <p>Enhance and revitalise our City and town centres</p> <p>Manage streetscapes to improve the</p>	<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 & Investment Strategy</p> <p>Increase opportunities for aboriginal economic and business growth</p> <p>Improve the availability and access to tertiary</p>	<p>Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and Nundle</p> <p>Deliver inclusive opportunities for local communities to be actively involved in decision-making</p> <p>Develop a framework to improve social and community services in the Tamworth Region</p> <p>Advocate and partner with Government, businesses and community service</p>	<p>Improve connections with capital cities and regions</p> <p>Plan transport infrastructure to meet the needs of our community into the future</p> <p>Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks</p> <p>Partner with NSW Government to deliver efficient future proofed highways across our region</p> <p>Improve local bus services</p>	<p>Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy</p> <p>Make renewable energy available within the Tamworth Global Gateway Park</p> <p>Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy</p>	<p>Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening the creativity across the region</p> <p>Encourage new community arts initiatives and use of public spaces</p> <p>Support local Aboriginal and Torres Strait Islander communities' in the preservation and celebration of their cultures.</p>	<p>Develop and evolve our story to enhance and expand Tamworth's identity through strategies, plans and communications</p> <p>Market Tamworth beyond the region through our Economic and Visitor Economy strategies</p> <p>Develop and implement the Regional Entrance Strategy</p>	<p>Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws</p> <p>Make our Planning and Reporting easy to understand and reflective of the community's wants, needs and aspirations</p> <p>Ensure long term financial sustainability through short-, medium- and</p>

Focus Area	Our Water Security – “Delivery durable water infrastructure including raw water”	A Liveable Built Environment – “Facilitate smart growth and housing choices”	Prosperity and Innovation – “Create a Prosperous Region”	Resilient and Diverse Communities – Build resilient communities	Connect Our Region and its Citizens	Working with and Protecting Our Environment – “Design with Nature”	Celebrate our Cultures and Heritage	A Strong and Vibrant Identity – “Strengthen our proud identity”	Open and Collaborative Leadership
	<p>Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works</p> <p>Plan for and upgrade our waste water infrastructure</p> <p>Water sustainability is included in strategies, plans and policies</p> <p>Implement sustainable water practices across Tamworth Regional Council services and facilities eg convert more TRC sports fields and open spaces to more sustainable</p>	<p>visual appeal of the CBD</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> <p>Deliver more opportunities for affordable housing</p> <p>Encourage the development of diverse housing options</p> <p>A more diverse and denser Long Yard Local Centre</p> <p>Implement the respective strategic plans</p>	<p>educational opportunities</p> <p>Support the ongoing service provisions of TAFE and school based vocational education</p> <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> <p>Make Tamworth the events capital of Country Australia by</p>	<p>organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities</p> <p>Align our services and programs to align with "Close the Gap" targets</p> <p>Advocate to state and federal governments to help secure access to the health services our community needs now and into the future</p> <p>Improve drought resilience of regional communities</p> <p>Support our region's prevention,</p>	<p>Investigate and advocate for the expansion of rail services within and out of our region</p> <p>Increased participation in walking and cycling</p> <p>Support the community through improved digital services that meet the community's needs</p>	<p>Manage stormwater run-off to protect our built and natural environments</p> <p>Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy</p> <p>Ensure that our planning and operational processes minimise and mitigate the impacts to biosecurity and our natural environment</p>	<p>Support the development of museum, gallery and library heritage collections</p> <p>Ensure development controls and zoning protect the heritage significance of items and conservation areas</p>		<p>long-term financial planning</p> <p>Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management</p> <p>Develop and implement a Communications Strategy to help build trust and transparency between our community and Council</p> <p>Provide customer services that are proactive, available, helpful, and accessible to everyone in the region</p> <p>Attract and retain a high performing</p>

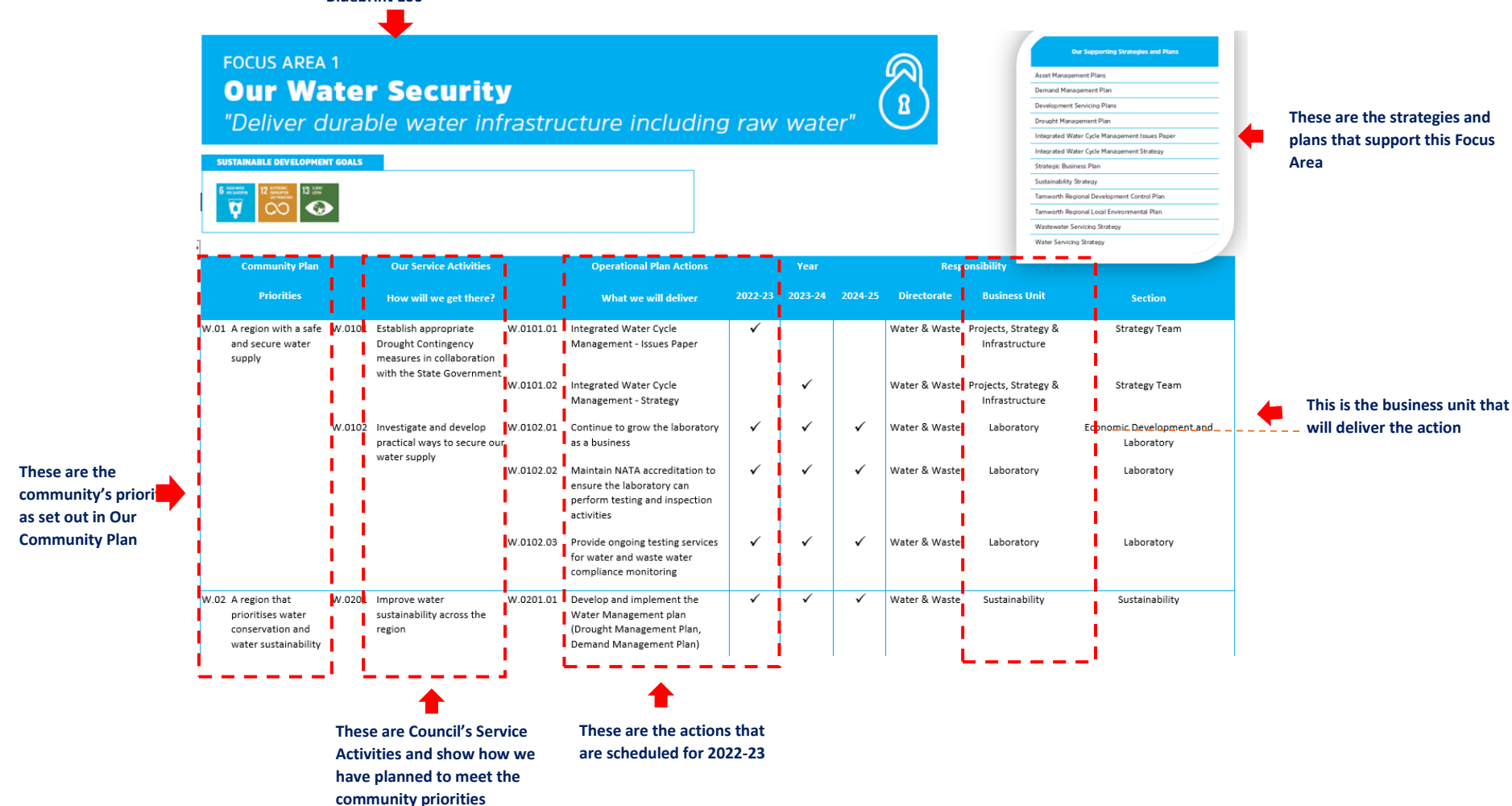
Focus Area	Our Water Security – <i>“Delivery durable water infrastructure including raw water”</i>	A Liveable Built Environment – <i>“Facilitate smart growth and housing choices”</i>	Prosperity and Innovation – <i>“Create a Prosperous Region”</i>	Resilient and Diverse Communities – <i>Build resilient communities</i>	Connect Our Region and its Citizens	Working with and Protecting Our Environment – <i>“Design with Nature”</i>	Celebrate our Cultures and Heritage	A Strong and Vibrant Identity – <i>“Strengthen our proud identity”</i>	Open and Collaborative Leadership
	or non-potable water supplies	<p>and masterplans for our open spaces and recreational facilities</p> <p>Develop an art and learning precinct that includes a performing arts centre and shared cultural facilities</p> <p>Deliver a multipurpose community centre at Kootingal</p> <p>Establish Aquatic facilities as regional sports and recreation attractions</p>	<p>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 their potential for equine, agriculture, sport, education and visitor economy</p>	<p>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>					<p>and engaged workforce</p> <p>Plan for our future workforce</p> <p>Develop and manage relationships with all levels of government and stakeholders</p>

Our Delivery Plan (how to read this document)

This section of the document provides information on each of council's planned actions, including the year of delivery, the business unit responsible for the delivery of the actions, and how the actions connect to the community's priorities set out in "Our Community Plan 2023-2033".

The actions that are indicated with a "✓" will be undertaken in that year. Together the service activities and actions link to the Community Plan through nine Focus Areas and their priorities.

Focus Areas provide the framework for all council activities under Blueprint 100



FOCUS AREA 1

Our Water Security

"Deliver durable water infrastructure including raw water"



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

SUSTAINABLE DEVELOPMENT GOALS



Community Plan	Our Service Activities		Operational Plan Actions		Year			Responsibility	
	Priorities	How will we get there?	What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
W.01 A region with a safe and secure water supply	W.0101 Establish appropriate Drought Contingency measures in collaboration with the State Government		W.0101.01	Integrated Water Cycle Management - Issues Paper	✓			Water & Waste	Projects, Strategy & Infrastructure
			W.0101.02	Integrated Water Cycle Management - Strategy		✓		Water & Waste	Projects, Strategy & Infrastructure
	W.0102 Investigate and develop practical ways to secure our water supply		W.0102.01	Continue to grow the laboratory as a business	✓	✓	✓	Water & Waste	Laboratory
			W.0102.02	Maintain NATA accreditation to ensure the laboratory can perform testing and inspection activities	✓	✓	✓	Water & Waste	Laboratory
			W.0102.03	Provide ongoing testing services for water and waste water compliance monitoring	✓	✓	✓	Water & Waste	Laboratory
W.02 A region that prioritises water conservation and water sustainability	W.0201 Improve water sustainability across the region		W.0201.01	Develop and implement the Water Management plan (Drought Management Plan, Demand Management Plan)	✓	✓	✓	Water & Waste	Sustainability
			W.0201.02	Implement water conservation initiatives identified in the sustainability strategy 2022-2025		✓	✓	Water & Waste	Sustainability

Community Plan		Our Service Activities		Operational Plan Actions		Year		Responsibility	
Priorities		How will we get there?		What we will deliver	2022-23	2023-24	2024-25	Directorate	Business Unit
			W.0201.03	As part of the Regional NSW Pilot Project, Tamworth Regional Council's Sustainability Team are taking the lead to develop a Regional Drought Resilience Plan for Tamworth LGA and Walcha LGA	✓			Water & Waste	Sustainability
			W.0201.04	Work with third parties to develop the economic benefits of a more reliable water supply for Tamworth study	✓			Water & Waste	Sustainability
		W.0202	Use demand management measures, such as water pricing, to encourage efficient water use	W.0202.01 Conduct an annual Pricing Review	✓	✓	✓	Water & Waste	Projects, Strategy & Infrastructure
W.03	Efficient and fit for purpose waste water management	W.0301	Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works	W.0301.01 Complete the Integrated Water Cycle Management - Issues Paper	✓	✓	✓	Water & Waste	Projects, Strategy & Infrastructure
				W.0301.02 Complete the Integrated Water Cycle Management - Strategy	✓	✓	✓	Water & Waste	Projects, Strategy & Infrastructure
		W.0302	Plan for and upgrade our waste water infrastructure	W.0302.01 Update wastewater model and servicing strategy (including calibration)	✓		✓	Water & Waste	Projects, Strategy & Infrastructure
				W.0302.02 Update water model and servicing strategy	✓		✓	Water & Waste	Projects, Strategy & Infrastructure
W.04	Our urban planning, design and operations use sustainable water and waste water approaches	W.0401	Water sustainability is included in strategies, plans and policies	W.0401.01 Integrate sustainability within Tamworth Local Environmental Plan	✓	✓	✓	Water & Waste	Sustainability
				W.0401.02 Integrate sustainability within Tamworth Development Control Plan	✓	✓	✓	Water & Waste	Sustainability
				W.0401.03 Develop Sustainability strategy 2022-2025	✓			Water & Waste	Sustainability

Community Plan		Our Service Activities		Operational Plan Actions			Year		Responsibility	
Priorities		How will we get there?		What we will deliver	2022-23	2023-24	2024-25		Directorate	Business Unit
			W.0401.04	Implement sustainable water and waste water urban planning and design approaches identified in the Sustainability Strategy 2022 - 2025.		✓	✓		Water & Waste	Sustainability
	W.0402	Implement sustainable water practices across Tamworth Regional Council services and facilities e.g. convert more sports fields and open spaces to more sustainable or non-potable water supplies	W.0402.01	Explore sustainable water options for open space areas that have high water consumption	✓	✓	✓		Regional Services	Sports & Recreation



FOCUS AREA 2

A Liveable Built Environment

"Facilitate smart growth and housing choices"



SUSTAINABLE DEVELOPMENT GOALS



Our Supporting Strategies and 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

Community Plan		Our Service Activities		Operational Plan Actions			Year			Responsibility	
Priorities		How will we get there?		What we will deliver			2022-23	2023-24	2024-25	Directorate	Business Unit
L.01	The right growth in the right locations	L.0101	Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements	L.0101.01	Complete a comprehensive review of the Tamworth Regional Local Environmental Plan		✓			Liveable Communities	Integrated Planning
				L.0101.02	Review relevant environmental provisions within the Tamworth Regional Local Environmental Plan		✓			Liveable Communities	Integrated Planning and Development
				L.0101.03	Review the Tamworth Regional Development Control Plan to enhance provisions relating to urban design and built form		✓	✓		Liveable Communities	Development and Development Engineering
		L.0102	Ensure sustainability principles are embedded into our policies and planning tools for future developments	L.0102.01	Integrate within Sustainability strategy 2022-2025		✓			Water & Waste	Sustainability
				L.0102.02	Implement Sustainability strategy			✓	✓	Water & Waste	Sustainability
L.02	Vibrant city and town centres	L.0201	Enhance and revitalise our City and town centres	L.0201.01	Complete the CBD precinct masterplan and planning proposal		✓			Liveable Communities	Integrated Planning

Community Plan		Our Service Activities		Operational Plan Actions			Year		Responsibility	
Priorities		How will we get there?		What we will deliver	2022-23	2023-24	2024-25	Directorate	Business Unit	
	L.0202	Manage streetscapes to improve the visual appeal of the CBD	L.0202.01	Maintain Councils CBD's throughout the region to promote visual appeal	✓	✓	✓	Regional Services	Sports & Recreation	
			L.0202.02	Complete a design for the extension of the Peel Street beautification plan from White Street to Murray Street in preparation for grant submissions	✓			Liveable Communities	Integrated Planning	
	L.0203	Encourage night time social connections	L.0203.01	Seek funding to enhance the visitor and local night time engagement	✓	✓	✓	Growth & Prosperity	Economic Development & Investment	
	L.0204	Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan	L.0204.01	Implementation of Urban Street Management Plan and its associated planting priorities	✓	✓	✓	Regional Services	Sports & Recreation	
L.03	More diverse and affordable housing	L.0301 Deliver more opportunities for affordable housing	L.0301.01	Undertake a comprehensive review of Tamworth Local Environmental Plan	✓			Liveable Communities	Integrated Planning	
			L.0301.02	Finalise precinct plans for Arcadia and Stratheden	✓			Liveable Communities	Integrated Planning	
			L.0301.03	Develop an affordable Housing Strategy and commence implementation	✓			Liveable Communities	Integrated Planning	
	L.0302	Encourage the development of diverse housing options	L.0302.01	Undertake a comprehensive review of Tamworth Local Environmental Plan - finalise precinct plan for Stratheden and the rural/rural residential lands review including minimum lot sizes	✓			Liveable Communities	Integrated Planning	
			L.0302.02	Explore partnerships with state government and external housing agencies to expand the supply of affordable housing	✓			Liveable Communities and Growth & Prosperity	Liveable Communities and Growth & Prosperity	

Community Plan		Our Service Activities		Operational Plan Actions		Year			Responsibility	
Priorities		How will we get there?		What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
		L.0303	A more diverse and denser Long Yard Local Centre	L.0303.01	Undertake a comprehensive review of Tamworth Local Environmental Plan	✓			Liveable Communities	Integrated Planning
L.04	Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries	L.0401	Implement the respective strategic plans and masterplans for our open spaces and recreational facilities	L.0401.01	Provide quality sporting fields and facilities in accordance with Sports & Recreation's Strategic Plan	✓	✓	✓	Regional Services	Sports & Recreation
				L.0401.02	Continued development of the Northern Inland Centre of Sporting Excellence	✓	✓	✓	Regional Services	Sports & Recreation
				L.0401.03	Provide public space that is embellished and serviced in accordance with Council's Open Space Management Guide	✓	✓	✓	Regional Services	Sports & Recreation
				L.0401.04	Delivery of Public Amenities renewal program	✓	✓	✓	Regional Services	Sports & Recreation
				L.0401.05	Offer modern and diverse burial services to support our growing community	✓	✓	✓	Regional Services	Sports & Recreation
		L.0402	Develop an art and learning precinct that includes a performing arts centre and shared cultural facilities	L.0402.01	Further advance the performing arts centre Business Case and develop financial modelling	✓			Growth and Prosperity	Entertainment Venues
				L.0402.02	Develop a detailed performing arts centre design		✓		Growth and Prosperity	Entertainment Venues
				L.0402.03	Endorsement of the performing arts centre proposed development			✓	Growth and Prosperity	Entertainment Venues
		L.0403	Deliver a multipurpose community centre at Kootingal	L.0403.01	Deliver a multipurpose facility at Kootingal to provide a modern library, WiFi and learning environment.		✓	✓	Liveable Communities	Cultural & Community Services

Community Plan		Our Service Activities		Operational Plan Actions		Year			Responsibility	
Priorities		How will we get there?		What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
L.05	Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries	L.0501	Establish aquatic facilities as regional sports and recreation attractions	L.05.01.01	Develop a revised Business Case for the aquatic & leisure needs for Tamworth	✓			Regional Services	Sports & Recreation
				L.05.01.02	Develop a detailed design for a new regional Aquatic & Leisure Centre	✓	✓		Regional Services	Sports & Recreation



FOCUS AREA 3

Prosperity and Innovation

"Create a Prosperous Region"



Our Supporting Strategies and 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

SUSTAINABLE DEVELOPMENT GOALS



Community Strategic Plan Priorities			Our Service Activities		Operational Plan Actions			Year			Responsibility	
			How will we get there?		What we will deliver			2022-23	2023-24	2024-25	Directorate	Business Unit
P.01	Be an attractive region for new and existing businesses to invest.	P.0101	Ensure business friendly principles are embedded into our policies, planning and operations, such as fast-tracking development applications	P.0101.01	Consider development of a scaled fee waiver program for business			✓	✓		Growth & Prosperity	Economic Development & Investment
				P.0101.02	Water Saving Rebate Scheme and Smart Water Advice Solutions (The Water Conservancy) <i>Large Water User audits</i>			✓	✓		Water & Waste	Sustainability
				P.0101.03	Develop and implement a commercial property plan including land in the TGGP earmarked to be retained by Council	✓		✓			Growth & Prosperity	Property Development
				P.0101.04	Promote the fast-track process to encourage applicants to utilise the opportunity.	✓		✓	✓		Liveable Communities	Development
				P.0101.05	Deliver timely development approvals and Development Engineering services to meet state government timeframes	✓		✓	✓		Liveable Communities	Development and Development Engineering
		P.0102	Implement actions from the Tamworth Economic Development and Investment Strategy	P.0102.01	Implement investment attraction initiatives identified as part of the Economic Development & Investment Strategy	✓		✓	✓		Growth & Prosperity	Economic Development & Investment
		P.0103	Increase opportunities for aboriginal economic and business growth	P.0103.01	Act as liaison with business and agencies to increase economic opportunities	✓		✓	✓		Growth & Prosperity	Economic Development & Investment

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
P.02	Our community has access to higher education and skills development	P.0201	Improve the availability and access to tertiary educational opportunities	P.0201.01	Support the development of suitable land to establish a university precinct	✓	✓	✓	Growth & Prosperity	Growth & Prosperity
		P.0202	Support the ongoing service provisions of TAFE and school based vocational education	P.0202.01	Advocate and support expansion of industry aligned courses to develop regional skill capabilities and opportunities	✓	✓	✓	Growth & Prosperity	Growth & Prosperity
				P.0202.02	Work proactively with universities and tertiary educational providers to expand current services and educational offerings	✓	✓	✓	Growth & Prosperity	Growth & Prosperity
				P.0202.03	Continue to develop the Tamworth Equine Canine Industry program in partnership with UNE	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
P.03	Our industries are successful and create opportunities for other initiatives/business in the downstream economy	P.0301	Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry	P.0301.01	Improve understanding of barriers that inhibit growth by working proactively and collaboratively across council to address barriers	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
				P.0301.02	Water Management Plan (Drought and Demand Management Plans)		✓	✓	Water & Waste	Sustainability
				P.0301.03	Integrated Water Cycle Management - Issues Paper	✓			Water & Waste	Projects, Strategy & Infrastructure
				P.0301.04	Integrated Water Cycle Management - Strategy		✓		Water & Waste	Projects, Strategy & Infrastructure
		P.0302	Develop our health precinct to attract a range of medical related services	P.0302.01	Implement the Tamworth Story - identify land and include in the review of Tamworth Regional Local Environmental Plan	✓			Liveable Communities	Integrated Planning
		P.0303	Establish a high technology Agribusiness cluster	P.0303.01	Advocate for the ongoing development of the agriculture sector and work proactively with Namoi Unlimited to provide industry opportunities	✓	✓	✓	Growth & Prosperity	Economic Development & Investment

Community Strategic Plan Priorities		Our Service Activities How will we get there?	Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
	P.0304	Grow our aviation sector to support the economy	P.0304.01	Attract and grow the aviation sector activity through investment attractions, business relocation, jobs and skills development.	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
			P.0304.02	Develop a Tamworth Regional Airport Aviation Development Plan, and Airport Business Plan which has a focus on growth and development.	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
			P.0304.03	Increase passenger through put and delivery increased flight schedules and destinations by working productively with airlines and provide support for service growth.	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
			P.0304.04	Manage, upgrade and maintain the airport infrastructure so it remains one of the best equipped airports in regional Australia.	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
			P.0304.05	Explore funding options and secure financial support to deliver improvements and upgrades	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
P.04	The Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy	P.0401 Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events	P.0401.01	Develop the Hats Off to Country Festival into a more broader appeal festival in July.	✓	✓	✓	Growth & Prosperity	Events
			P.0401.02	Continue to develop relationships with the country music industry leaders to ensure a foundation is maintained for Golden Guitar Awards.	✓	✓	✓	Growth & Prosperity	Events
			P.0401.03	Investigate, encourage and promote additional country music activities throughout the year.	✓	✓	✓	Growth & Prosperity	Events
		P.0402 Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences	P.0402.01	Create a new annual Motorcycle event utilising AELEC and featuring the unique brand of country music.	✓	✓	✓	Growth & Prosperity	Events

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
P.0403	Activate our assets and precincts to maximise the potential for equine, agri, sport, education and visitor economy	P.0402.02 Include surrounding towns in activities associated.	✓	✓	✓	Growth & Prosperity	Events
		P.0402.03 Host Citizenship Ceremonies	✓	✓	✓	Growth & Prosperity	Events
		P.0403.01 Develop AELEC's 5 year Strategic and Master Plan	✓			Growth and Prosperity	AELEC
		P.0403.02 Maintain and update the AELEC strategic and master plan		✓	✓	Growth and Prosperity	AELEC
		P.0403.03 Implement AELEC events that contribute to the Tamworth Region Community and Economy	✓	✓	✓	Growth and Prosperity	AELEC
		P.0403.04 Increase Conferences and Events across the region hosted at the AELEC	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
		P.0403.05 Identify funding opportunities to continue to grow the tourism sector by actively seeking funding that aligns with Tamworth VIP and NSW VES 2030	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
		P.0403.06 Develop Tamworth Region Visitor Economy Plan and implement actions identified as part of the plan to grow visitor experiences and visitation across the region	✓	✓	✓	Growth & Prosperity	Economic Development & Investment

FOCUS AREA 4

Resilient and Diverse Communities

"Build resilient communities"



SUSTAINABLE DEVELOPMENT GOALS



Our Supporting Strategies and 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
 Western Freight Link Corridor Identification

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
R.01 Our towns, villages and communities grow and prosper	R.0101 Establish local strategies for towns and villages – Kootingal, Manilla, Barraba and Nundle	R.0101.01 Encourage and support activation of the Region's towns and villages	✓	✓	✓	Liveable Communities	Place Management
	R.0102 Deliver inclusive opportunities for local communities to be actively involved in decision-making	R.0102.01 Finalise Community Resilience Plans for Manilla, Barraba, Kootingal and Nundle	✓			Liveable Communities	Place Management
		R.0102.02 Commence implementation of Community Resilience plans subject to funding opportunities		✓	✓	Liveable Communities	Place Management
		R.0102.03 Develop a service model to include face to face touch points throughout Council's Assets (Libraries and Sports Dome)	✓	✓	✓	Liveable Communities	Customer Service
R.02 Our community has improved outcomes and access to community and social services that are inclusive and meet their needs and expectations	R.0201 Develop a framework to improve social and community services in the Tamworth Region	R.0201.01 Establish the Advisory Committee framework based on the Section 355 Committee review	✓			Liveable Communities	Place Management
		R.0201.02 Support continuing Section S355 Committees to appropriately deliver their delegated functions	✓	✓	✓	Liveable Communities	Place Management

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
R.0202	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	R.0201.03 Develop and commence implementation of a Tamworth Region Community Development Strategy		✓	✓	Liveable Communities	Cultural & Community Services
		R.0202.01 Commence implementation of the Tamworth Region Disability Inclusion Action Plan 2022-2026	✓	✓	✓	Liveable Communities	Cultural & Community Services
		R.0202.02 Consult with the "Tamworth Region Inclusive Culture Advisory Committee" quarterly	✓	✓	✓	Liveable Communities	Cultural & Community Services
		R.0202.03 Commence implementation of the Tamworth Region Volunteer Strategy 2022-2026	✓	✓	✓	Liveable Communities	Cultural & Community Services
		R.0202.04 Finalise the Tamworth Region Youth Strategy as a stakeholder in collaboration with local, state, university and NFP partners	✓			Liveable Communities	Cultural and Community Services and Growth and Prosperity
		R.0202.05 Explore external partnerships to create an integrated model for the delivery of youth services across the region	✓			Liveable Communities	Cultural and Community Services
		R.0202.06 Develop and commence implementation a 'Learning Region' plan	✓	✓	✓	Liveable Communities	Cultural & Community Services
		R.0202.07 Embed outcome based learning activities at Libraries, Youth Centre, Outside School Hours Care (OSHC), Gallery, Museums and Outreach locations.	✓	✓	✓	Liveable Communities	Cultural & Community Services

Community Strategic Plan Priorities			Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
				R.0202.08	Lead and develop library resource sharing arrangements	✓	✓	✓	Liveable Communities Cultural & Community Services
				R.0202.09	Work towards meeting <i>"Living Learning Libraries Standards and Guidelines for NSW public libraries"</i>	✓	✓	✓	Liveable Communities Cultural & Community Services
				R.0202.10	Develop a homelessness protocol for Council's interaction with homeless people	✓			Liveable Communities Cultural & Community Services
R.03	Meet the 17 targets of the "Closing the Gap" national agreement for our community	R.0301	Align our services and programs to align with "Close the Gap" targets	R.0301.01	Ensure low socio-economic pockets and homelessness are addressed in the Tamworth Region Community Development Strategy		✓	✓	Liveable Communities Cultural & Community Services
				R.0301.02	Improve the level of information on social issues and services by completing community service mapping and gap analysis for the Tamworth region.	✓			Liveable Communities Cultural & Community Services
R.04	Improve the health outcomes for all residents	R.0401	Advocate to state and federal governments to help secure access to the health services our community needs now and into the future	R.0401.01	Advocate to government to ensure adequate resources are allocated to plan for, and provide, health services appropriate to the projected regional population.	✓	✓	✓	Liveable Communities Cultural & Community Services
				R.0401.02	Promote and increase awareness of healthy living.	✓	✓	✓	Liveable Communities Cultural & Community Services
R.05	Be a safer and more resilient community	R.0501	Improve drought resilience of regional communities	R.0501.01	Implement Tamworth Regional Drought Resilience Plan (TRDRP)	✓			Regional services Strategy and Assets
		R.0502	Support our region's prevention, preparedness, response and recovery	R.0502.01	Support the various Emergency Services as required	✓	✓	✓	Regional services Operations & Construction

Community Strategic Plan Priorities		Our Service Activities		Operational Plan Actions	Year			Responsibility	
		How will we get there?		What we will deliver	2022-23	2023-24	2024-25	Directorate	Business Unit
	measures to help build our resilience to disasters	R.0502.02	Update Emergency plans for the region, towns and villages	✓	✓	✓	Regional services	Operations & Construction	
		R.0502.03	Review and update the Onsite Sewerage & Management Strategy	✓	✓	✓	Liveable Communities	Compliance	
		R.0502.04	Produce a prioritised flood management works program derived from flood studies across the region including a flood awareness program	✓	✓	✓	Regional services	Strategy and Assets	
		R.0502.05	Work with Woolomin community to raise flood awareness	✓			Regional services	Strategy and Assets	
		R.0502.06	Align replacement program with deliveries	✓	✓	✓	Regional Services	Plant Fleet & Building Services	
		R.0502.07	Improve the regional preparedness and response to natural disasters based on risk management principles			✓	Water & Waste; Regional Services & Liveable Communities	Sustainability and , Waste & Resource Recovery	
R.0503	Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime	R.0503.01	Ensure CCTV footage is downloaded by Council staff and provided to NSW Police when requested.	✓	✓	✓	Growth and Prosperity	Compliance	
		R.0503.02	Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	✓	✓	✓	Regional services	Operations	
		R.0503.03	Review and update the Crime Prevention Plan	✓	✓	✓	Liveable Communities	Compliance	
		R.0503.04	Review and update the Graffiti Management Plan	✓	✓	✓	Liveable Communities	Compliance	

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
R.0504	Use education and enforcement of State and Local regulations to deliver equitable outcomes for individuals and the community	R.0503.05 Enforcement of safety in school zones by patrolling areas	✓	✓	✓	Liveable Communities	Compliance
		R.0503.06 Continue collaboration through the Crime Prevention Working Group and Youth Interagency meetings	✓	✓	✓	Liveable Communities	Cultural & Community Services
		R.0504.01 Promote Food Safety scores on doors	✓	✓	✓	Liveable Communities	Compliance
		R.0504.02 Review the Companion Animals Management Plan and commence implementation	✓			Liveable Communities	Compliance
		R.0504.03 Increase the percentage of companion animals re-homed in compliance with the Companion Animals Act	✓	✓	✓	Liveable Communities	Compliance
		R.0504.04 Prepare a design for an expanded Companion Animal Shelter to comply with the Companion Animals Act and to enable readiness for potential grant submissions	✓			Liveable Communities	Compliance
		R.0504.05 Develop partnerships with external community groups to support the Animal Pound	✓	✓	✓	Liveable Communities	Compliance
		R.0504.06 Fully implement the swimming pool audit program in compliance with legislation	✓			Liveable Communities	Compliance

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
		R.0504.07 Promote awareness of policy, procedure and laws relating to fire safety regulations through submissions of Annual Fire Safety Statements and through the Fire Safety Statement program	✓	✓	✓	Liveable Communities	Development
		R.0504.08 Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage compliant activity	✓	✓	✓	Liveable Communities	Compliance & Development



FOCUS AREA 5

Connect Our Region and its Citizens



SUSTAINABLE DEVELOPMENT GOALS



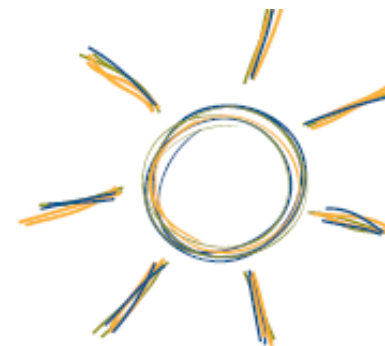
Our Supporting Strategies and Plans

Active Transport Strategy
 Airport Masterplan
 Airport to CBD Corridor Strategy
 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

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver		Year			Responsibility	
						2022-23	2023-24	2024-25	Directorate	Business Unit
C.01	A thriving aviation hub supporting travel and investment in our region	C.0101	Improve connections with capital cities and regions	C.0101.01	Provide a regional airport with a reputation for safety, comfort and reliability	✓	✓	✓	Growth & Prosperity	Director Commercial – Airport & Aviation
C.02	A safe and efficient transport network	C.0201	Plan transport infrastructure to meet the needs of our community into the future	C.0201.01	Develop a Regional Transport Strategy	✓			Regional services	Strategy Assets & Design
				C.0201.02	Implement the Regional Transport Strategy		✓	✓	Regional services	Operations & Construction and Project Planning
		C.0202	Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks	C.0202.01	Pavement Management System	✓	✓	✓	Regional services	Strategy Assets & Design
				C.0202.02	Sealed Road Maintenance	✓	✓	✓	Regional services	Operations & Construction
				C.0202.03	Sealed Road Renewal	✓	✓	✓	Regional services	Operations & Construction
				C.0202.04	Unsealed Road Maintenance	✓	✓	✓	Regional services	Operations & Construction
				C.0202.05	Gravel Renewal	✓	✓	✓	Regional services	Operations & Construction
				C.0202.06	Review the Bridge & Culverts Strategy	✓			Regional services	Strategy Assets & Design

Community Strategic Plan Priorities			Our Service Activities		Operational Plan Actions		Year			Responsibility	
			How will we get there?		What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
		C.0203	Partner with NSW Government to deliver efficient future proofed highways across our region	C.0202.07	Bridge Maintenance	✓	✓	✓	Regional services	Operations & Construction	
				C.0202.08	Bridge Renewal	✓	✓	✓	Regional services	Operations & Construction and Project Planning	
				C.0202.09	Implement the Carparking Strategy	✓	✓	✓	Regional services	Operations & Construction	
				C.0203.01	Continue to grow and connect our region in partnership with NSW Government	✓	✓	✓	Regional services	Strategy Assets & Design	
C.03	Expanded public transport options to meet the needs of our community now and in the future	C.0301	Improve local bus services	C.0301.01	Advocate for improved bus services	✓	✓	✓	Regional services	Strategy Assets & Design	
		C.0302	Investigate and advocate for the expansion of rail services within and out of our region	C.0302.01	Advocate for improved rail services	✓	✓	✓	Regional services	Strategy Assets & Design	
C..04	Improved access to active transport options for movement between places	C.0401	Increased participation in walking and cycling	C.0401.01	Review Active Transport Strategy			✓	Regional services	Strategy Assets & Design	
				C.0401.02	Implement Active Transport Strategy	✓	✓	✓	Regional services	Operations & Construction and Project Planning	
C.05	Our community is enabled by technology	C.0501	Support the community through improved digital IT services that meet the community's needs	C.0501.01	Develop and Implement an ICT Operating Model	✓	✓	✓	Growth & Prosperity	Information Technology	
				C.0501.02	Define and establishing ICT and Data Governance and Architecture	✓	✓	✓	Growth & Prosperity	Information Technology	
				C.0501.03	Deliver the Technology One Program	✓	✓	✓	Growth & Prosperity	IT Information Technology	
				C.0501.04	Manage the Applications Portfolio at the enterprise level	✓	✓	✓	Growth & Prosperity	Information Technology	
				C.0501.05	Formalise and embed Change Management and Training practices	✓	✓	✓	Growth & Prosperity	Information Technology	

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
	C.0501.06	Adopt IT Service Management practices	✓	✓	✓	Growth & Prosperity	Information Technology
	C.0501.07	Develop and implement a Data and Information Management Operating Model	✓	✓	✓	Growth & Prosperity	Information Technology
	C.0501.08	Enable and support BI, Reporting and Analytics capabilities	✓	✓	✓	Growth & Prosperity	Information Technology
	C.0501.09	Formalise and deliver Cybersecurity	✓	✓	✓	Growth & Prosperity	Information Technology
	C.0501.10	Review and update Council ICT Infrastructure and Networks	✓	✓	✓	Growth & Prosperity	Information Technology



FOCUS AREA 6

Working with and Protecting our Environment

"Design with Nature"



SUSTAINABLE DEVELOPMENT GOALS



Our Supporting Strategies and 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

Community Strategic Plan Priorities	Our Service Activities How will we get there?	Operational Plan Actions What we will deliver	Year			Responsibility	
			2022-23	2023-24	2024-25	Directorate	Business Unit
E.01 Increase the take up and use of affordable and clean energy across the region	E.0101 Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy	E.0101.01 Implement Energy efficiency and renewable energy projects, programs and initiatives identified in the Sustainability Strategy 2022 - 2025.	✓	✓	✓	Water & Waste	Sustainability
	E.0102 Make renewable energy available within the Tamworth Global Gateway Park	E.0102.01 Implement renewable energy within the Tamworth Global Gateway Park.			✓	Water & Waste	Sustainability
E.02 A region where sustainable design of facilities, infrastructure and development are the rule not the exception	E.0201 Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy.	E.0201.01 Implement relevant initiatives, plans and programs identified within the Sustainability Strategy.		✓	✓	Water & Waste	Sustainability
		E.0201.02 Integrate sustainability within the DCP.	✓			Water & Waste	Sustainability
		E.0201.03 Integrate sustainability within the LEP.	✓			Water & Waste	Sustainability
		E.0201.04 Plan critical infrastructure placement in advance	✓	✓	✓	Water & Waste	Waste & Resource Recovery
		E.0201.05 Develop and Maintain Forest Road Master Plan	✓			Water & Waste	Waste & Resource Recovery

Community Strategic Plan Priorities			Our Service Activities	Operational Plan Actions		Year			Responsibility	
			How will we get there?	What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
		E.0202	Manage stormwater run-off to protect our built and natural environments	E.0201.06	Develop and Maintain a Rural Small Vehicle Transfer Station Master Plan	✓			Water & Waste	Waste & Resource Recovery
				E.0201.07	Develop and insert enhanced environmental provisions in the Tamworth Regional Local Environmental Plan in accordance with government policy	✓			Liveable Communities	Integrated Planning
				E.0201.08	Develop an Environmental Offsets Strategy for inclusion in the Tamworth Regional Local Environmental Plan	✓			Liveable Communities	Integrated Planning
				E.0202.01	To compile a prioritised list of stormwater management options based on the output from the local stormwater management plans.	✓			Regional services	Strategy Assets & Design
				E.0202.02	Implement in conjunction with regional services operations area to develop a delivery plan for the stormwater management plan actions	✓	✓	✓	Regional services	Strategy Assets & Design
				E.0202.03	Develop Stormwater Management Plans	✓			Regional services	Strategy Assets & Design
				E.0202.04	Implement Stormwater Management Plans	✓	✓	✓	Regional services	Operations & Construction and Project Planning
				E.0202.05	Maintain existing stormwater infrastructure	✓	✓	✓	Regional services	Operations & Construction
E.03	Reduce our waste and manage it responsibly	E.0301	Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy	E.0301.01	Working towards achieving the targets within State Governments NSW Plastics Actions plan.	✓	✓	✓	Water & Waste	Sustainability
				E.0301.02	Working towards achieving the targets within State Governments Waste and sustainability strategy 2041.	✓	✓	✓	Water & Waste	Sustainability

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
				E.0301.03	Implement waste minimisation projects, programs and initiatives identified in the Sustainability Strategy (2022-2025)	✓	✓	✓	Water & Waste	Sustainability
				E.0301.04	Rolling out the FOGO trial to selected Tamworth residents	✓			Water & Waste	Sustainability
				E.0301.05	Implementation of Food Organic, Garden Organic (FOGO) within the Tamworth Region through green bins system.			✓	Water & Waste	Sustainability
				E.0301.06	Implementation of Curby (soft plastics recycling) through yellow bins system.	✓	✓	✓	Water & Waste	Sustainability
				E.0301.07	Establish a FOGO pressing facility	✓	✓	✓	Water & Waste	Waste & Resource Recovery
				E.0301.08	Establish a Small Material Reuse Facility	✓	✓	✓	Water & Waste	Waste & Resource Recovery
				E.0301.09	Form a Waste Local Community Management Solutions Panel	✓			Water & Waste	Waste & Resource Recovery
				E.0301.10	Develop a New Waste Strategy 2030	✓			Water & Waste	Waste & Resource Recovery
E.04	We care for our natural environment, including flora, fauna and habitat	E.0401	Ensure that our planning and operational processes minimise and mitigate the impacts to biosecurity and our natural environment	E.0401.01	Implement actions from the sustainability strategy 2022 – 2025 related to biodiversity		✓	✓	Waste & Water	Sustainability
				E.0401.02	Provide education to the community through weeds management and encourage land owners to uphold their obligations in compliance with Biosecurity legislation	✓	✓	✓	Liveable Communities	Compliance

FOCUS AREA 7

Celebrate our Cultures and Heritage



SUSTAINABLE DEVELOPMENT GOALS



Our Supporting Strategies and Plans

Australian Country Music Hall of Fame Strategic Plan
 Aboriginal Cultural Heritage Study
 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

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver		Year			Directorate	Business Unit
						2022-23	2023-24	2024-25		
H.01	Enhance our lives through the lived experience of arts and culture	H.0101 Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region	H.0101.01	Continue to implement the Tamworth Region Cultural Plan 2018-2023	✓				Liveable Communities	Cultural & Community Services
			H.0101.02	Review and implement a Tamworth Region Cultural Plan for 2023-2028			✓	✓	Liveable Communities	Cultural & Community Services
			H.0101.03	Review the Tamworth Regional Gallery Acquisitions Policy	✓				Liveable Communities	Cultural & Community Services
			H.0101.04	Implement the Tamworth Regional Gallery Strategic Plan	✓	✓		✓	Liveable Communities	Cultural & Community Services
			H.0101.05	Review the Public Art Policy	✓				Liveable Communities	Cultural & Community Services
			H.0101.06	Develop a new Public Art Engagement Strategy 2022-2027	✓				Liveable Communities	Cultural & Community Services
			H.0101.07	Provide and support activities that celebrate cultural diversity	✓	✓		✓	Liveable Communities	Cultural & Community Services
	H.0102	Encourage new community arts initiatives and use of public spaces	H.0102.01	Deliver and promote a curated Annual Season and performing arts program across a diverse range of genres.	✓	✓		✓	Growth and Prosperity	Entertainment Venues

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver	2022-23	Year 2023-24 2024-25		Responsibility Directorate Business Unit	
				H.0102.02	Develop entertainment venues five-year strategic plan			✓	Growth and Prosperity Entertainment Venues
				H.0102.03	Ensure sound, lighting, staging and venue assets are maintained and renewed	✓	✓	✓	Growth and Prosperity Entertainment Venues
				H.0102.04	Review Council's grants and fee waiver policies	✓			Liveable Communities Cultural & Community Services
				H.0102.05	Provide financial assistance for the community through the annual donations program	✓	✓	✓	Liveable Communities Liveable Communities
H.02	Our aboriginal community's history and culture is protected and celebrated	H.0201	Support local Aboriginal and Torres Strait Islander communities' in the preservation and celebration of their cultures.	H.0201.01	Reinvigorate Council's Reconciliation Action Working Group	✓	✓	✓	Liveable Communities Cultural & Community Services
				H.0201.02	Develop and implement a second Innovate Reconciliation Action Plan	✓	✓	✓	Liveable Communities Cultural & Community Services
				H.0201.03	Establish the Tamworth Aboriginal Consultative Committee	✓			Liveable Communities Cultural & Community Services
				H.0201.04	Observe dates of significance and participate in celebrations as advised by local Aboriginal and Torres Strait Islander communities	✓	✓	✓	Liveable Communities Cultural & Community Services
				H.0201.05	Work with local Aboriginal and Torres Strait Islander communities to progress their vision for an Aboriginal Cultural Centre	✓	✓	✓	Liveable Communities Cultural & Community Services
				H.0201.06	Investigate a framework for enhancing organisational cultural capacity including Cultural Awareness training and cultural employment programs	✓			Liveable Communities Cultural & Community Services

Community Strategic Plan Priorities		Our Service Activities How will we get there?		Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
H.03	Our region's heritage assets are protected and celebrated	H.0301	Support the development of museum, gallery and library heritage collections	H0301.01	Continue to implement the Tamworth Regional Museum Engagement Strategy (2019 - 2024)	✓	✓	✓	Liveable Communities	Cultural & Community Services
				H0301.02	Develop a Tamworth Region Museum and Archive Strategy 2024-2029			✓	Liveable Communities	Cultural & Community Services
				H0301.03	Continue to implement the PowerStation Museum Strategic Plan 2021-2025	✓	✓	✓	Liveable Communities	Cultural & Community Services
				H0301.04	Develop the Library's Local Studies Collection.	✓	✓	✓	Liveable Communities	Cultural & Community Services
		H.0302	Ensure development controls and zoning protect the heritage significance of items and conservation areas	H.0302.01	Complete the review of Tamworth Development Control Plan and Tamworth Local Environmental Plan	✓			Liveable Communities	Development & Integrated Planning
				H.0302.02	Complete the development of an Aboriginal Cultural Heritage Study and implement relevant recommendations in the Tamworth Local Environmental Plan	✓			Liveable Communities	Development and Integrated Planning
				H.0302.03	Continue to provide assistance through the Annual Heritage Assistance Fund	✓	✓	✓	Liveable Communities	Development & Integrated Planning

FOCUS AREA 8

A Strong and Vibrant Identity

"Strengthen our proud identity"



Our Supporting Strategies and 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

SUSTAINABLE DEVELOPMENT GOALS



Community Strategic Plan		Our Service Activities		Operational Plan Actions		Year			Responsibility	
Priorities		How will we get there?		What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
S.01	Be known for country music and so much more	S.0101	Develop and evolve our story to expand Tamworth's identity through strategies, plans and communications	S.0101.01	Ensure Economic Development campaigns are clearly aligned to market segments	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
				S.0101.02	Align and promote new narrative in all marketing campaigns	✓	✓	✓	OGM	Communications
				S.0101.03	Manage good branding principles through the branding guidelines	✓	✓	✓	OGM	Communications
				S.0101.04	Develop a Tamworth Regional Council Branding Strategy		✓		OGM	Communications
				S.0101.05	Provide inclusive opportunities through engagement processes for the community to get actively involved in decision-making	✓	✓	✓	OGM	Communications
				S.0101.06	Implement a Communications Strategy to facilitate the exchange of information between the community and Council	✓	✓	✓	OGM	Communications

Community Strategic Plan			Our Service Activities		Operational Plan Actions	Year			Responsibility	
Priorities			How will we get there?		What we will deliver	2022-23	2023-24	2024-25	Directorate	Business Unit
S.02	Tell the world who we are and what we have	S.0201	Market Tamworth beyond the region through our Economic and Visitor Economy strategies	S.0201.01	Ensure marketing plans differentiate between the tourism and economic sectors as guided by the strategies	✓	✓	✓	Growth & Prosperity	Economic Development & Investment
				S.0201.02	Review, develop and implement annual marketing plans	✓	✓	✓	OGM	Communications
S.03	Show who we are when people arrive by land or air to our towns and region	S.0301	Develop and implement the Regional Entrance Strategy	S.0301.01	Develop and implement the Regional Entrance Strategy	✓			Regional Services	Sports & Recreation
				S.0301.02	Implement the Regional Entrance Strategy	✓	✓	✓	Regional Services	Sports & Recreation

FOCUS AREA 9

Open and Collaborative Leadership



Our Supporting Strategies and Plans

Annual Operational Plans

Communications Strategy

Community Engagement Strategy

Internal Audit Program

Resourcing Strategy

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

SUSTAINABLE DEVELOPMENT GOALS



Community Strategic Plan		Our Service Activities		Operational Plan Actions		Year			Responsibility	
Priorities		How will we get there?		What we will deliver		2022-23	2023-24	2024-25	Directorate	Business Unit
T.01	Conduct the business of Council with transparency and accountability	T.0101	Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws	T.0101.01	Manage access to information and privacy processes	✓	✓	✓	Office General Manager	Governance
				T.0101.02	Review Council's Code of Meeting Practice and Code of Conduct annually	✓	✓	✓	Office General Manager	Governance
				T.0101.03	Provide Council's Ordinary Council meeting business papers to the public at least 3 days prior to the scheduled meeting date	✓	✓	✓	Office General Manager	Governance
				T.0101.04	Review the General Policy Register annually	✓	✓	✓	Office General Manager	Governance
				T.0101.05	Review the Operational Policy register annually	✓	✓	✓	Office General Manager	Governance
				T.0101.06	Provide independent and objective internal audit function that adds value and improves Council's operations.	✓	✓	✓	Office General Manager	Audit, Risk and Improvement
				T.0101.07	Implement the mandatory Internal Audit Guidelines issued by the Office of Local Government	✓	✓	✓	Office General Manager	Audit, Risk and Improvement
				T.0101.08	Complete the 2022-2023 Internal Audit program	✓	✓	✓	Office General Manager	Audit, Risk and Improvement

Community Strategic Plan Priorities		Our Service Activities How will we get there?	Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
		T.0102 Make our Planning and Reporting easy to understand and reflective of the community's wants, needs and aspirations	T.0101.09	Facilitate and provide advice and support to the Audit, Risk and Improvement Committee and Council on governance, process, procedures and the implementation of audit recommendations.	✓	✓	✓	Office General Manager	Audit, Risk and Improvement
			T.0101.10	Manage risk to our community, workforce and partners	✓	✓	✓	Office General Manager	Risk Management
			T.0101.11	Develop and implement a Risk Management Strategy	✓	✓	✓	Office General Manager	Risk Management
			T.0102.01	Utilise the Integrated Planning and Reporting Framework to guide our community's long-term vision for the region.	✓	✓	✓	Office General Manager	Strategy & Performance
			T.0102.02	Ensure strategies and plans are aligned with our community's priorities	✓	✓	✓	Office General Manager	Strategy & Performance
			T.0102.03	Develop and implement a plan for undertaking service reviews to encourage continuous improvement across council's operations	✓	✓	✓	Office General Manager	Strategy & Performance
			T.0102.04	Develop and implement Business Unit business plans		✓	✓	Office General Manager	Strategy & Performance
			T.0102.05	Continue to improve our asset management processes to align with and support Long Term Financial Planning	✓	✓	✓	Regional Services	Strategy Assets & Design
			T.0102.06	Incorporate Sustainability and SDG's within council's decision making process			✓	Water & Waste	Sustainability
T.02	Our financial position is strong and able to meet our current and future obligations to our community	T.0201 Ensure long term financial sustainability through short-, medium- and long-term financial planning	T.0201.01	Manage councils' income and expenditure in-line with Treasury guidelines	✓	✓	✓	Office General Manager	Financial Services
			T.0201.02	Manage and update the Long-Term Financial Plan	✓	✓	✓	Office General Manager	Financial Services
			T.0201.03	Develop a streamlined procurement procedure		✓		Office General Manager	Financial Services

Community Strategic Plan Priorities		Our Service Activities How will we get there?	Operational Plan Actions What we will deliver		Year 2022-23 2023-24 2024-25			Responsibility Directorate Business Unit	
	T.0202	Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management	T.0202.01	Manage Council's plant and fleet	✓	✓	✓	Regional Services	Plant Fleet & Buildings
			T.0202.02	Manage Councils' building's	✓	✓	✓	Regional Services	Plant Fleet & Buildings
T.03	Everyone in our community feels informed, heard and understood.	T.0301	Develop and implement a Communications Strategy to help build trust and transparency between our community and Council	T.0301.01	Communicate to the Community via channels identified in Communications strategy	✓	✓	✓	Office General Manager Communications
				T.0301.02	Provide better and more efficient services to our community through customer service	✓	✓	✓	Liveable Communities Customer Service
				T.0301.03	Undertake a review to develop a framework for enhanced customer/library/visitor information services to regional offices and commence implementation	✓			Liveable Communities Customer Service
T.04	Our workforce is agile and future ready	T.0401	Attract and retain a high performing and engaged workforce	T.0401.01	Develop a framework that addresses recruitment, retention, development, leadership and culture	✓	✓	✓	Office General Manager People and Culture
		T.0402	Plan for our future workforce	T.0402.01	Develop a Strategic Workforce Plan in consultation with leaders and employees to ensure our workforce is sustainable	✓	✓		Office General Manager People and Culture
T.05	Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard	T.0501	Develop and manage relationships with all levels of government and stakeholders	T.0501.01	Continue to develop and manage relationships with all levels of government and stakeholders	✓	✓	✓	Office General Manager Office General Manager
				T.0501.02	Participate in the Namoi Joint Organisation of Councils	✓	✓	✓	Office General Manager Office General Manager

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 2022-2023 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
- Cash reserve balances
- Projected financial key performance indicators
- Planned capital programs
- Annual Operational Plan Budget



OUR FORECAST BUDGET DEFINITIONS

Operating Income	Income generated from the regular business of Council. Includes rates, annual charges, user charges and fees for facilities and services, investment income, grants not for capital purposes and other revenue.
Operating Expenditure	Expenses generated from the regular business of Council. Includes wages and salaries, materials and contracts, interest on borrowings, depreciation and other expenses
Operating Result before Capital: (Surplus)/Deficit	Operating Income less Operating Expenditure
Capital Income	Grants and Contributions for Capital Works and Assets 'Gifted' to Councils
Operating Result: (Surplus)/Deficit	Operating Result before Capital plus Capital Income
Non-Cash Adjustments: Depreciation/Leave Accruals	Adjustments for Non-Cash items, that appear in Operating Expenditure, in order to derive an overall cash Budget Result
Non-Operating Cash Adjustments	Adjustments for cash Items that do not appear in Operating Income, Operating Expenditure or Capital Income
Loans Raised to Fund Capital Expenditure	Loan Receipts for Capital Purposes eg Infrastructure Acquisition/Construction
Proposed Land Sales	Sale of Council Land Assets
Leave Paid on Termination	Payment of Leave for Employees exiting Council. Funded by Employee Leave Entitlements Reserve
Loan Principal Payments	Payment of Principal on Loans
Capital Expenditure	Expenditure for the purposes of acquiring, constructing or replacing/upgrading infrastructure and other assets
Net Cash Result: (Surplus)/Deficit	Operating Result plus/minus Non-Cash and Non-Operating Cash Adjustments
Funding of Net Cash Result	How the Net Cash Result is funded by the following classifications of cash held
Current Cash: (Surplus)/Deficit	Discretionary Cash that has no restriction over usage
Unexpended Grants: (Surplus)/Deficit	Unexpended Grants and Contributions that must be spent for a specific purpose
Reserves: (Surplus)/Deficit	Cash Restricted by Council for a specific purpose - eg Leave Entitlements, Asset Renewal
Developer Contributions: (Surplus)/Deficit	Developer Contributed funds that must be spent for a specific purpose
Unexpended Loans: (Surplus)/Deficit	Unexpended Loans that must be spent for a specific purpose
Net Cash Result	Total of Cash Funds Used to Fund Net Cash Result

OUR FORECAST BUDGET 2022-2026 (4 year)

The tables below show the budget summary by fund.

GENERAL FUND

Budget Results Original Budget	2022-2023	2023-2024	2024-2025	2025-2026
Operating Income	(103,712,505)	(106,966,211)	(111,002,807)	(114,101,671)
Operating Expenditure	106,802,390	109,337,818	112,924,297	113,432,089
Operating Result before Capital	3,089,885	2,371,607	1,921,490	(669,582)
Capital Income	(26,063,995)	(2,578,098)	(2,570,019)	(6,112,756)
Operating Result	(22,974,110)	(206,491)	(648,529)	(6,782,338)
Non-Cash Adjustments: Depreciation/Leave Accruals	(27,004,948)	(27,966,798)	(28,298,877)	(28,408,838)
<i>Non-Operating Cash Adjustments</i>				
Loans Raised to Fund Capital Expenditure	(22,700,000)	0	0	(3,500,000)
Proposed Land Sales	(4,871,768)	(4,808,085)	(4,756,126)	(4,680,554)
Leave Paid on Termination	561,000	572,220	583,664	595,337
Loan Principal Repayments	8,060,734	8,467,062	7,954,345	8,068,922
Capital Expenditure	83,402,803	27,711,338	22,005,156	28,048,123
Net Cash Result	14,473,711	3,769,246	(3,160,367)	(6,659,348)
Breakup of Cash Result				
Current Cash	202,803	632,230	65,918	(390,738)
Unexpended Grants	1,011,374	0	0	0
Reserves	20,794,588	(977,446)	(1,498,855)	(3,958,434)
Developer Contributions	(1,735,054)	(1,685,538)	(1,727,430)	(2,310,176)
Unexpended Loans	(5,800,000)	5,800,000	0	0
Net Cash Result	14,473,711	3,769,246	(3,160,367)	(6,659,348)

OUR FORECAST BUDGET SUMMARY 2022-2026 continued ...

The tables below show the budget summary by fund

WATER FUND

Budget Results Original Budget	2022-2023	2023-2024	2024-2025	2025-2026
Operating Income	(21,641,410)	(23,039,260)	(23,524,849)	(24,049,352)
Operating Expenditure	23,368,411	23,350,595	23,544,722	23,894,821
Operating Result before Capital: (Surplus)/Deficit	1,727,001	311,335	19,873	(154,531)
Capital Income	(1,828,047)	(1,864,608)	(1,901,900)	(1,939,937)
Operating Result: (Surplus)/Deficit	(101,046)	(1,553,273)	(1,882,027)	(2,094,468)
Non-Cash Adjustments: Depreciation/Leave Accruals	(5,849,028)	(6,387,885)	(6,389,973)	(6,399,469)
<i>Non-Operating Cash Adjustments</i>				
Loans Raised to Fund Capital Expenditure	0	0	0	0
Proposed Land Sales	0	0	0	0
Leave Paid on Termination	0	0	0	0
Loan Principal Repayments/Receipts	1,640,632	1,712,865	1,760,748	1,811,325
Capital Expenditure	22,087,379	4,594,900	5,132,806	12,945,731
Net Cash Result: (Surplus)/Deficit	17,777,937	(1,633,393)	(1,378,446)	6,263,119
Breakup of Cash Result				
Current Cash: (Surplus)/Deficit	368,657	(328,531)	(287,895)	(324,169)
Unexpended Grants: (Surplus)/Deficit	0	0	0	0
Reserves: (Surplus)/Deficit	3,745,401	820,048	1,111,457	2,022,344
Developer Contributions: (Surplus)/Deficit	7,663,879	(2,124,910)	(2,202,008)	4,564,944
Unexpended Loans: (Surplus)/Deficit	6,000,000	0	0	0
Net Cash Result	17,777,937	(1,633,393)	(1,378,446)	6,263,119

OUR FORECAST BUDGET SUMMARY 2022-2026 continued ...

The tables below show the budget summary by fund

SEWERAGE FUND

Budget Results Original Budget	2022-2023	2023-2024	2024-2025	2025-2026
Operating Income	(26,184,854)	(26,555,668)	(26,998,487)	(27,545,149)
Operating Expenditure	17,735,899	18,630,919	17,910,965	17,921,795
Operating Result before Capital: (Surplus)/Deficit	(8,448,955)	(7,924,749)	(9,087,522)	(9,623,354)
Capital Income	(943,000)	(961,860)	(981,097)	(1,000,719)
Operating Result: (Surplus)/Deficit	(9,391,955)	(8,886,609)	(10,068,619)	(10,624,073)
Non-Cash Adjustments: Depreciation/Leave Accruals	(5,885,053)	(6,163,987)	(6,227,289)	(6,271,903)
<i>Non-Operating Cash Adjustments:</i>				
Loans Raised to Fund Capital Expenditure	0	0	0	0
Proposed Land Sales	0	0	0	0
Leave Paid on Termination	0	0	0	0
Loan Principal Repayments/Receipts	(236,360)	(26,456)	180,066	185,305
Capital Expenditure	22,897,000	14,706,980	12,989,911	8,762,039
Net Cash Result: (Surplus)/Deficit	7,383,632	(370,072)	(3,125,931)	(7,948,632)
Breakup of Cash Result				
Current Cash: (Surplus)/Deficit	(470,368)	(304,592)	(314,133)	(319,328)
Unexpended Grants: (Surplus)/Deficit	0	0	0	0
Reserves: (Surplus)/Deficit	725,817	(2,785,580)	(1,831,876)	(7,900,552)
Developer Contributions: (Surplus)/Deficit	5,464,500	2,720,100	(979,922)	271,248
Unexpended Loans: (Surplus)/Deficit	1,663,683	0	0	0
Net Cash Result	7,383,632	(370,072)	(3,125,931)	(7,948,632)

OUR FORECAST BUDGET SUMMARY 2022-2026 continued

The tables below show the budget summary by fund

CONSOLIDATED FUND

Budget Results Original Budget	2022-2023	2023-2024	2024-2025	2025-2026
Operating Income	(151,538,769)	(156,561,139)	(161,526,143)	(165,696,172)
Operating Expenditure	147,906,700	151,319,332	154,379,984	155,248,705
Operating Result before Capital: (Surplus)/Deficit	(3,632,069)	(5,241,807)	(7,146,159)	(10,447,467)
Capital Income	(28,835,042)	(5,404,566)	(5,453,016)	(9,053,412)
Operating Result: (Surplus)/Deficit	(32,467,111)	(10,646,373)	(12,599,175)	(19,500,879)
Non-Cash Adjustments: Depreciation/Leave Accruals	(38,739,029)	(40,518,670)	(40,916,139)	(41,080,210)
<i>Non-Operating Cash Adjustments</i>				
Loans Raised to Fund Capital Expenditure	(22,700,000)	0	0	(3,500,000)
Proposed Land Sales	(4,871,768)	(4,808,085)	(4,756,126)	(4,680,554)
Leave Paid on Termination	561,000	572,220	583,664	595,337
Loan Principal Repayments/Receipts	9,465,006	10,153,471	9,895,159	10,065,552
Capital Expenditure	128,387,182	47,013,218	40,127,873	49,755,893
Net Cash Result: (Surplus)/Deficit	39,635,280	1,765,781	(7,664,744)	(8,344,861)
Breakup of Cash Result				
Current Cash: (Surplus)/Deficit	101,092	(893)	(536,110)	(1,034,235)
Unexpended Grants: (Surplus)/Deficit	1,011,374	0	0	0
Reserves: (Surplus)/Deficit	25,265,806	(2,942,978)	(2,219,274)	(9,836,642)
Developer Contributions: (Surplus)/Deficit	11,393,325	(1,090,348)	(4,909,360)	2,526,016
Unexpended Loans: (Surplus)/Deficit	1,863,683	5,800,000	0	0
Net Cash Result	39,635,280	1,765,781	(7,664,744)	(8,344,861)

CASH RESERVE BALANCES

These tables show for 2022-23 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.
- Reserves are needed for future commitments mostly related to asset renewals.



General Fund	Forecast Opening Balance	Forecast Net Movements Surplus/(Deficit)	Closing Balance
Current Cash	6,542,261	(202,803)	6,339,458
Unexpended Grants	1,424,256	(1,011,374)	412,882
Reserves	41,142,597	(20,794,588)	20,348,009
Developer Contributions	8,736,821	1,735,054	10,471,875
Unexpended Loans	70,477	5,800,000	5,870,477
Total	57,916,412	(14,473,711)	43,442,701

General Fund	Forecast Opening Balance	Forecast Net Movements Surplus/(Deficit)	Closing Balance
Current Cash	2,172,889	(368,657)	1,804,232
Unexpended Grants	0	0	0
Reserves	13,671,269	(3,745,401)	9,925,868
Developer Contributions	21,109,138	(7,663,879)	13,445,259
Loans	6,000,000	(6,000,000)	0
Total	42,953,296	(17,777,937)	25,175,359

General Fund	Forecast Opening Balance	Forecast Net Movements Surplus/(Deficit)	Closing Balance
Current Cash	2,997,189	470,368	3,467,557
Unexpended Grants	681,669	0	681,669
Reserves	44,268,474	(725,817)	43,542,657
Developer Contributions	11,598,709	(5,464,500)	6,134,209
Loans	1,663,683	(1,663,683)	0
Total	61,209,724	(7,383,632)	53,826,092

KEY PERFORMANCE INIDCATORS 2022-26 (4 year)

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

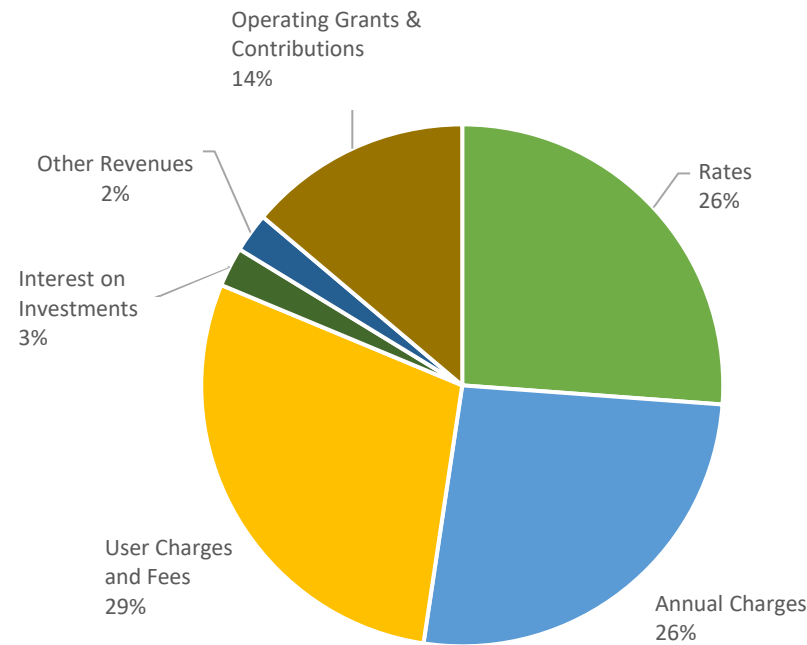
GENERAL FUND	2022-2023	2023-2024	2024-2025	2025-2026
Operating Performance	-2.98%	-2.21%	-1.73%	0.59%
Debt Service Ratio	10.11%	10.72%	9.50%	9.03%
Debt Cover Ratio	2.57	2.54	2.79	3.10
Own Source Operating Revenue Ratio	63.69%	78.86%	79.98%	77.92%
Buildings and Infrastructure Renewals	87.97%	56.64%	56.02%	52.79%

WATER FUND	2022-2023	2023-2024	2024-2025	2025-2026
Operating Performance	-8.01%	-1.36%	-0.08%	0.64%
Debt Service Ratio	11.60%	10.88%	10.62%	10.29%
Debt Cover Ratio	1.99	2.75	2.85	2.92
Own Source Operating Revenue Ratio	91.32%	91.65%	91.66%	91.68%
Buildings and Infrastructure Renewals	98.89%	84.50%	74.52%	96.46%

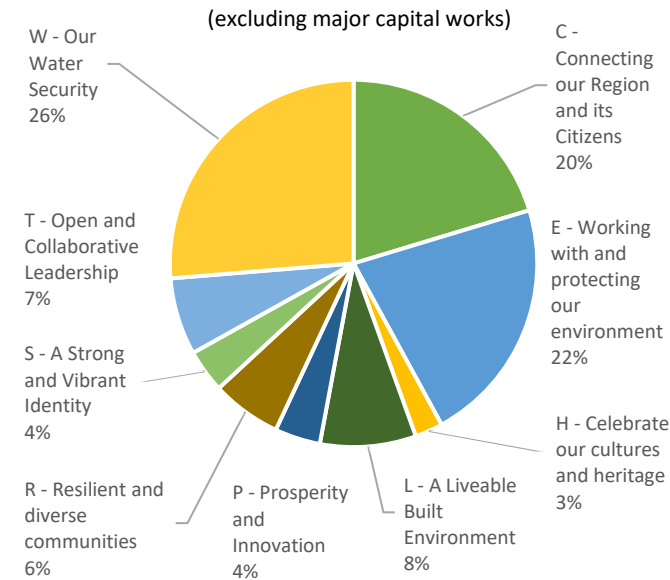
SEWER FUND	2022-2023	2023-2024	2024-2025	2025-2026
Operating Performance	32.35%	29.91%	33.74%	35.02%
Debt Service Ratio	17.95%	17.70%	17.42%	16.28%
Debt Cover Ratio	3.43	3.33	3.54	3.80
Own Source Operating Revenue Ratio	95.79%	95.77%	95.76%	95.76%
Buildings and Infrastructure Renewals	141.09%	201.23%	146.24%	74.22%

FINANCIAL OVERVIEW

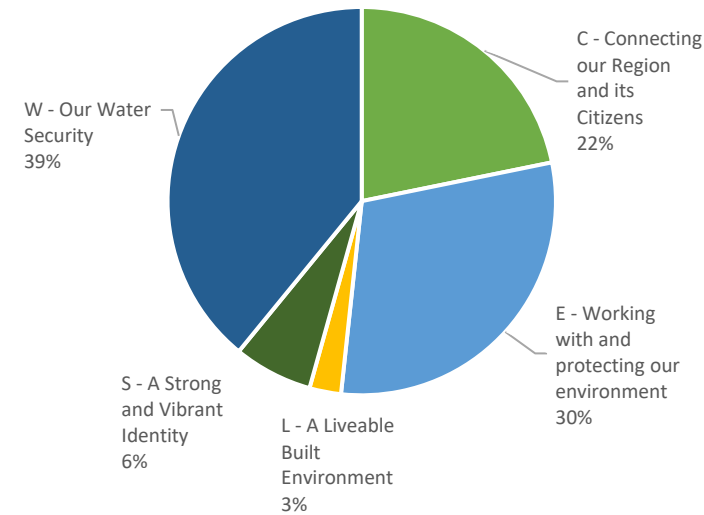
Breakdown of Operating Revenue (2022-23)



Direct net expenditure by Focus Area (2022-23)



Major Capital Works by Focus Area (2022-23)



OUR ANNUAL PLAN BASIC BUDGET – 2022-23

Column Heading	Description
Operating Expenses	All costs to provide services and operate facilities including depreciation
Operating Income	All income received that is not specifically for asset acquisitions
Net Operating Result	Shows the resilience on General Purpose Income to cover expenses
Capital Income	Income received specifically for asset acquisitions
Capital Expenditure	Costs associated with the renewal, upgrade or acquisition of assets
Operating Expenditure and Income	Includes internal charge's which are eliminated in the Forecast report

Our Delivery Plan Description	Operating Expenses	Operating Income	Net Operating Result	Capital Income	Capital Expenses	Loan Principal Repayments
Aboriginal Liaison	4,046	0	4,046	0	0	0
Art Gallery and Museums	1,644,368	(164,764)	1,479,604	0	32,000	0
Australian Equine Livestock and Events Centre	3,434,038	(1,768,318)	1,665,720	0	57,350	726,651
Care for our natural environment	372,551	(99,700)	272,851	0	0	0
Community Care, Library, Year-Round Care and Youth Services	6,225,535	(2,983,915)	3,241,620	0	389,262	0
Community Events	1,289,782	(45,300)	1,244,482	0	0	0
Community Safety and Crime Prevention	778,819	(170,500)	608,319	0	0	199,449
Country Music Activities	2,377,812	(1,699,000)	678,812	0	0	0
Customer Services	73,092	(73,092)	0	0	0	0
Cycleways and Footpaths	272,785	0	272,785	0	120,000	0
Economic Development	3,865,206	(1,867,296)	1,997,910	0	0	98,678
Emergency Services	1,778,933	(415,281)	1,363,652	0	0	190,080
Entertainment venues	3,743,853	(945,350)	2,798,503	0	123,000	158,228
Environment and Health Services	2,581,259	(791,075)	1,790,184	0	0	0
Expand Airport Services and the Aviation Industry	4,864,575	(5,177,562)	(312,987)	(571,800)	1,536,508	181,714
Finance	267,400	(212,400)	55,000	0	0	0

Our Delivery Plan Description	Operating Expenses	Operating Income	Net Operating Result	Capital Income	Capital Expenses	Loan Principal Repayments
Fit for Purpose Transport Infrastructure	30,231,699	(11,646,985)	18,584,714	(15,708,105)	28,949,704	1,054,528
Grow local communities	535,080	(7,500)	527,580	0	50,000	0
Heritage Programs	67,200	(11,500)	55,700	0	0	0
Information and Technology	(58,688)	(336,390)	(395,078)	0	1,332,510	158,188
Informed Communities	1,291,139	(3,000)	1,288,139	0	0	0
Integrated Planning and Reporting	524,637	0	524,637	0	0	0
Kootingal Multi-Purpose Facility	0	0	0	0	200,000	0
Maintain & manage CBD's	2,133,388	(28,000)	2,105,388	0	0	0
Maintain upgrade and renew stormwater infrastructure	3,797,833	(628,510)	3,169,323	0	1,560,000	237,263
People and Culture	75,581	(170,000)	(94,419)	0	0	0
Pilot Training Facility	1,275,822	(228,500)	1,047,322	0	0	388,653
Plan, construct, maintain and manage the wastewater infrastructure	17,393,336	(25,719,854)	(8,326,518)	0	22,897,000	2,963,640
Plan, construct, maintain and manage the Water Infrastructure	24,944,720	(23,193,760)	1,750,960	(10,547)	22,256,379	1,640,632
Plant, Fleet and Buildings	(1,016,502)	(2,174,269)	(3,190,771)	0	11,013,831	544,557
Promote the region through economic and tourism strategies	2,531,044	(482,071)	2,048,973	(4,500,000)	5,000,000	1,191,148
Public amenities	12,559,307	(1,398,850)	11,160,457	(1,902,090)	2,406,983	400,084
Strategic Planning	996,839	(19,000)	977,839	0	0	0
Sustainable energy	2,500	0	2,500	0	0	0
Transparent and accountable Governance	4,719,504	(3,430)	4,716,074	0	0	0
Transport Strategies	829,384	0	829,384	0	0	0
Waste management and resource recovery	20,474,053	(21,249,315)	(775,262)	(1,500,000)	30,412,655	0
Water Sustainability	(41,786)	0	(41,786)	0	50,000	0
General Purpose Income and Reserve Transfers	(3,946,625)	(52,811,101)	(56,757,726)	(4,642,500)	0	(668,487)
TOTAL	152,893,519	(156,525,588)	(3,632,069)	(28,835,042)	128,387,182	9,465,006

CAPITAL WORKS PROGRAM – 2022-2023

The table below provides a list of the capital works planned for 2022-23.

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
FOCUS AREA 1 – OUR WATER SUPPLY					
W.0102.CW	Lab - Replace AAS Fume Extraction Hood	Reserves	14,000	0	14,000
W.0102.CW	Lab - Mass Spectrometer - IC	Reserves	0	100,000	100,000
W.0102.CW	Lab - Graphite Furnace - AAS	Reserves	0	55,000	55,000
W.0102.CW	SCADA Strategy Implementation	Reserves	37,500	37,500	75,000
W.0102.CW	Reservoir Improvements & Renewals	Reserves	100,000	0	100,000
W.0102.CW	Bendemeer Water - Process/Treatment Improvements	Reserves	80,000	0	80,000
W.0102.CW	Kootingal Water - 3.5ML Storage at Kootingal Twins Site	Reserves	0	1,500,000	1,500,000
W.0102.CW	Nundle Water – Treatment Improvements	Reserves	79,000	0	79,000
W.0102.CW	Tamworth Water - Dungowan Dam Improvements	Reserves	137,000	0	137,000
W.0102.CW	Tamworth Water - Pump Station - Peel Intake - Renewals	Reserves	53,000	0	53,000
W.0102.CW	Tamworth Water - Mains - Bournes Lane to New Reservoir	DevCont	0	198,000	198,000
W.0102.CW	Tamworth Water-New Lead-In Mains for Warwick/Bylong/Smiths	DevCont	0	1,705,000	1,705,000
W.0102.CW	Tamworth Water - Dungowan Pipe Line - Renewals	Reserves	105,000	0	105,000
W.0102.CW	TRC - Water Mains Renewal - Control	Reserves	2,305,000	0	2,305,000
W.0102.CW	Calala WTP - HV Major Maintenance	Reserves	40,000	0	40,000
W.0102.CW	Tamworth Water - AELEC Pump & Treatment Plant Renewals	Reserves	110,000	0	110,000
W.0102.CW	Tamworth Water - Treatment Plant Renewal Works	Reserves	524,000	0	524,000
W.0102.CW	Tamworth Water - Hills Plain Bournes Lane Reservoir-Const	DevCont	0	3,536,379	3,536,379
W.0102.CW	Tamworth Water Pump Station - Hills Plain (Victoria Pk) Cons	DevCont	0	290,000	290,000
W.0102.CW	Tamworth Water - Calala Treatment 3.3kw to 415V Conversion	DevCont	400,000	3,600,000	4,000,000
W.0102.CW	TRC - Automatic Water Meters	Loans	0	6,000,000	6,000,000
W.0102.CW	Tamworth Water - Hills Plain - Council Cont - Upsizing Mains	DevCont	0	105,000	105,000

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
W.0102.CW	Tamworth Water- Carthage St (Kitchener to Darling) - Reline	Reserves	1,145,000	0	1,145,000
W.0201.CW	Water Efficiency Projects - Budget Control	Reserves	0	50,000	50,000
W.0302.CW	TRC-Sewer-Mains Reconstruction-Control	Reserves	734,000	0	734,000
W.0302.CW	Barraba Sew - WWTP Upgrade/Reuse Augmentation - Construct	Reserves/Loans	2,000,000	0	2,000,000
W.0302.CW	Manilla Sew - WWTP Effluent Reuse Upgrade - Design	Reserves/Loans	285,500	285,500	571,000
W.0302.CW	Kootingal Sew - WWTP/Effluent Reuse Augmentation - Const	Reserves/Loans	1,008,000	672,000	1,680,000
W.0302.CW	Tam Sew - Diffuser Replacement	Reserves	393,000	0	393,000
W.0302.CW	TRC - Sewer Mains Rehabilitation/Reconstruction	Reserves	1,575,000	0	1,575,000
W.0302.CW	Tam Sew - SPS8 Construct Storm Flow Station	DevCont	0	2,580,000	2,580,000
W.0302.CW	Tam Sew - Construct New Rising Main SPS8 to Westdale	DevCont	0	3,585,000	3,585,000
W.0302.CW	Tam Sew-New Lead-In Mains for Warwick/Bylong/Smiths	Reserves	0	2,200,000	2,200,000
W.0302.CW	Tam Sew - Pump Station Improvements	Reserves	50,000	0	50,000
W.0302.CW	Tam Sew - SPS6 - Construct new Pump Station	DevCont	10,500	10,500	21,000
W.0302.CW	Tam Sew - Westdale Repl Electrics, VSD, Switchboards	Reserves	685,000	0	685,000
W.0302.CW	Tam Sew - SPS New Oxley Vale - Pump Station & Pipework Const	DevCont	0	150,000	150,000
W.0302.CW	Tam Sew - SPS Oxley Vale - Rising main to Westdale WWTP	DevCont	0	250,000	250,000
W.0302.CW	Tam Sew - SPS8 4250m DN525 Parallel Main SMH0091776-0088478	Reserves	0	5,820,000	5,820,000
W.0302.CW	Tam Sew - South Tamworth Commercial Area	DevCont	32,000	0	32,000
W.0302.CW	Tam Sew - Centre Pivot Irrigators - Renewal	Reserves	571,000	0	571,000

FOCUS AREA 2 – A LIVEABLE BUILT ENVIRONMENT

L.0401.CW	TRC-Water Efficiency Projects-Control	Reserves	0	50,000	50,000
L.0401.CW	TRC-Parks and Recreation Asset Renewal-Control	Reserves	175,221	0	175,221
L.0401.CW	Botanic Gardens Pond Lining	Reserves	4,286	0	4,286
L.0401.CW	TRC-Aquatic Facilities-Asset renewal Budget-Control	Reserves	127,476	0	127,476
L.0401.CW	Tamworth Riverside 3 Lighting - Exp	Grants	0	50,000	50,000

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
L.0401.CW	Treloar Tennis Redevelopment - Exp	Reserves/Grants	0	2,000,000	2,000,000
L.0403.CW	Kootingal Hall multi-purpose centre	Grants	0	200,000	200,000

FOCUS AREA 3 – PROSPERITY AND INNOVATION

P.0403.CW	AELEC - Garbage Bins	Reserves	11,000	0	11,000
P.0403.CW	AELEC - Cattle Yard Panels - Renewal	Reserves	20,000	0	20,000
P.0403.CW	AELEC - Sand Drag	Reserves	26,350	0	26,350

FOCUS AREA 4 – RESILIENT AND DIVERSE COMMUNITIES

R.0101.CW	TRC-Regional Halls & Facility - Improvements	Reserves	0	50,000	50,000
R.0202.CW	Tamworth City Library - Equipment	Reserves	0	10,000	10,000
R.0202.CW	TRC-Disability Action Plan - Capital Works	Reserves	0	6,123	6,123
R.0202.CW	CNRL - Library Materials	Reserves	283,139	0	283,139
R.0202.CW	CNRL - Computer Equipment	Reserves	2,000	0	2,000
R.0202.CW	CNRL - Ebook/Eaudio Purchases	Reserves	80,000	0	80,000
R.0202.CW	Makerspace Resources	Reserves	0	8,000	8,000

FOCUS AREA 5 – CONNECT OUR REGION AND ITS CITIZENS

C.0101.CW	Airport - Landside Renewal Works	Reserves	56,000	0	56,000
C.0101.CW	Tamworth-Airport-Airside Renewal Works	Reserves	56,000	0	56,000
C.0101.CW	Tamworth-Airport-Building - Renewal Works	Reserves	56,000	0	56,000
C.0101.CW	Airport - Reseal TWY D	Reserves	70,358	0	70,358
C.0101.CW	Airport - CCTV camera renewal	Reserves	9,550	0	9,550
C.0101.CW	Airport - General Aviation Apron	Reserves/Grants	0	1,143,600	1,143,600
C.0101.CW	Airport - SEST Taxiways Bravo1, A1,A2 & 30R Run-Up Bay	Reserves	100,000	0	100,000
C.0101.CW	Airport - Helipads SEST	Reserves	20,000	0	20,000

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
C.0101.CW	Airport - Hand-held Metal Detector x 4	Reserves	3,000	0	3,000
C.0101.CW	Airport - Walk Through Metal Detector	Reserves	22,000	0	22,000
C.0202.CW	TRC-Regional Road-Reseal Program	Grants	893,911	0	893,911
C.0202.CW	TRC-Classified Roads-Repair Projects	Grants	866,076	0	866,076
C.0202.CW	Werris Creek Road Upgrade - Economic Stimulus Grant - Exp	Reserves	2,000,000	0	2,000,000
C.0202.CW	Rangari Road Upgrade - Exp	Reserves	331,667	331,666	663,333
C.0202.CW	Retreat Road Upgrade/Retreat Bridge Renewal - Exp	Reserves	500,000	500,000	1,000,000
C.0202.CW	Route Upgrade - Moonbi to Hallsville - Exp	Reserves/Grants	1,750,000	1,750,000	3,500,000
C.0202.CW	Mick Mahers Bridge - Renewal - Exp	Reserves	330,745	0	330,745
C.0202.CW	Waters Bridge - Renewal - Exp	Reserves	302,152	0	302,152
C.0202.CW	Duri-Dungowan Road Upgrade - Fixing Local Roads - Exp	Reserves/Grants	1,470,250	1,470,250	2,940,500
C.0202.CW	Watsons Creek Road Upgrade - Fixing Local Roads - Exp	Reserves/Grants	566,242	2,264,968	2,831,210
C.0202.CW	LRCI Phase 3 Community Infrastructure - Budget Control - Exp	Grants	0	5,305,066	5,305,066
C.0202.CW	Hills Plain Road Upgrades - Budget Control	Reserves/DevCont	0	500,000	500,000
C.0202.CW	TRC-Asset Data Improvement Program	Reserves	150,000	0	150,000
C.0202.CW	TRC-Sealed Road Reseals Program	Reserves	1,708,573	0	1,708,573
C.0202.CW	TRC-Gravel Renewal Program-Northern	Grants	900,000	0	900,000
C.0202.CW	TRC-Gravel Renewal Program-Southern	Grants	1,222,026	0	1,222,026
C.0202.CW	TRC-Pavement Renewal Program-Southern	Reserves/DevCont/Grants	3,230,112	0	3,230,112
C.0202.CW	TRC-Pavement Renewal Program-Northern	Reserves	606,000	0	606,000
C.0401.CW	TRC-Pedestrian Improvement Works	Reserves	0	30,000	30,000
C.0401.CW	Footpath Construction Program	Reserves	0	90,000	90,000
C.0501.CW	Server and Storage Upgrade	Reserves	600,000	0	600,000
C.0501.CW	IT Workstation Upgrade	Reserves	169,380	0	169,380
C.0501.CW	TRC - Mobile Phone Replacements	Reserves	46,974	11,744	58,718
C.0501.CW	TRC - Tablet Replacements	Reserves	3,530	882	4,412

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
C.0501.CW	Technology One SaaS Project Management	Reserves	0	300,000	300,000
C.0501.CW	Application Managed Services (External Resource CIA)	Reserves	0	200,000	200,000

FOCUS AREA 6 – WORKING WITH AND PROTECTING OUR ENVIRONMENT

E.0202.CW	Drainage Levy Works	Reserves	0	700,000	700,000
E.0202.CW	Kerb and Gutter Program	Reserves	0	400,000	400,000
E.0202.CW	TRC-Drainage Renewal-Northern-Control	Reserves	160,000	0	160,000
E.0202.CW	TRC-Drainage Renewal-Southern-Control	Reserves	300,000	0	300,000
E.0301.CW	Waste Efficiency Projects - Budget Control	Reserves	0	20,000	20,000
E.0301.CW	Forest Rd Landfill - Staged Capping and Rehab	Reserves	0	3,384,859	3,384,859
E.0301.CW	Kootingal Landfill - Landfill Capping	Reserves	0	150,000	150,000
E.0301.CW	Forest Road Landfill-Excavation Western Void	Reserves	0	90,000	90,000
E.0301.CW	Forest Road Landfill - Litter Fencing	Reserves	0	20,000	20,000
E.0301.CW	Bendemeer Landfill - Capping	Reserves	0	150,000	150,000
E.0301.CW	Forest Road Landfill - C38 Pipe Renewal	Reserves	16,238	0	16,238
E.0301.CW	Forest Road Landfill - Electricity Pole Renewal	Reserves	9,000	0	9,000
E.0301.CW	Barraba Landfill - CCTV Security System	Reserves	0	25,000	25,000
E.0301.CW	Barraba Landfill - Site Access Road Seal	Reserves	0	80,000	80,000
E.0301.CW	Forest Road Landfill - Additional Site amenities	Reserves	0	450,000	450,000
E.0301.CW	Kootingal Landfill - 2 coat seal full site	Reserves	0	80,000	80,000
E.0301.CW	Forest Road Landfill Perimeter Wall Construction	Reserves	0	125,000	125,000
E.0301.CW	Barraba Landfill - Community Recycling Centre Facility	Reserves	0	65,000	65,000
E.0301.CW	Forest Road Landfill - Access and Egress Upgrades	Reserves	150,000	150,000	300,000
E.0301.CW	Forest Road Landfill - Leachate Management Infrastructure	Reserves	0	1,290,000	1,290,000
E.0301.CW	Kootingal Landfill - Storage Cages	Reserves	0	3,000	3,000
E.0301.CW	Kootingal Landfill - Community Resource Centre Shed	Reserves	0	115,000	115,000

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
E.0301.CW	Kootingal Landfill - WTS Electricity Supply/Installation	Reserves	0	75,000	75,000
E.0301.CW	Kootingal Landfill - Facility Signage Upgrades	Reserves	600	1,400	2,000
E.0301.CW	Bendemeer Landfill - Community Resource Centre Shed	Reserves	0	55,000	55,000
E.0301.CW	Barraba Landfill - Construction of SVTS	Reserves	0	742,429	742,429
E.0301.CW	Barraba Landfill - WTS Electricity Supply/Installation	Reserves	0	100,000	100,000
E.0301.CW	Barraba Landfill - Facility Signage Upgrades	Reserves	600	1,400	2,000
E.0301.CW	Barraba Landfill - Capping and Rehabilitation Old Cells	Reserves	0	900,000	900,000
E.0301.CW	Manilla Landfill - SVTS Waste Disposal Area Structure	Reserves	116,972	175,457	292,429
E.0301.CW	Manilla Landfill - WTS Electricity Supply/Installation	Reserves	0	105,000	105,000
E.0301.CW	Manilla Landfill - CCTV Security System	Reserves	0	25,000	25,000
E.0301.CW	Nundle Landfill - Storage Cages	Reserves	0	1,000	1,000
E.0301.CW	Nundle Landfill - WTS Electricity Supply/Installation	Reserves	0	105,000	105,000
E.0301.CW	Nundle Landfill - Facility Signage Upgrades	Reserves	600	1,400	2,000
E.0301.CW	Nundle Landfill - Capping and Rehabilitation Old Cells	Reserves	240,000	360,000	600,000
E.0301.CW	Tamworth Landfill - Materials Recycling Facility Works	Reserves	0	750,000	750,000
E.0301.CW	Forest Road Landfill - Stormwater Dam Construction	Reserves	0	200,000	200,000
E.0301.CW	Purchase - Lot 2 DP876543 Forest Road	Reserves	0	50,000	50,000
E.0301.CW	Stage 1 Works - Upgrade Challenge site	Reserves	0	600,000	600,000
E.0301.CW	TRC - Organics Recycling Facility Construction	Reserves/Loans/Grants	0	19,357,700	19,357,700
E.0301.CW	Forest Road - Highflow Stormwater Transfer Line	Reserves	0	75,000	75,000

FOCUS AREA 7 – CELEBRATE OUR CULTURES AND HERITAGE

H.0102.CW	Town Hall - Curtains & Gallery Drape	Reserves	30,000	0	30,000
H.0102.CW	Town Hall - Electrical Cable Management	Reserves	8,000	0	8,000
H.0102.CW	TRECC - Foyer Furniture	Reserves	5,000	0	5,000
H.0102.CW	TRECC - Stage Truss	Reserves	10,000	0	10,000

AP Code	Description of works	Funding Source	Renewal	New/Upgrade	Budget
H.0102.CW	TRECC - Chain Motors	Reserves	20,000	0	20,000
H.0102.CW	TRECC - Roof & Foyers Amps	Reserves	10,000	0	10,000
H.0102.CW	TRECC - Air-Conditioning	Reserves	40,000	0	40,000
H.0301.CW	TRC - Public Art Work	Reserves	0	24,000	24,000
H.0301.CW	Tamworth-Art Gallery - Acquisitions	Reserves	0	3,000	3,000
H.0301.CW	Tamworth-Power station Museum - Exhibition Display	Reserves	5,000	0	5,000

FOCUS AREA 8 – A STRONG AND VIBRANT IDENTITY

S.0201.CW	Precinct Management and Consultants - Exp	Reserves	0	0	0
S.0201.CW	Taminda Ring Road (Jewry Street) Extension - Exp	Reserves/Grants	0	5,000,000	5,000,000

FOCUS AREA 9 – OPEN AND COLLABORATIVE LEADERSHIP

T.0202.CW	TRC Buildings - Asset Renewal Program - SRV Funded Works	Reserves	807,480	0	807,480
T.0202.CW	TRC-Plant Replacement (Large)	Reserves	8,205,608	431,874	8,637,482
T.0202.CW	TRC-Plant Replacement (Small)	Reserves	171,177	9,009	180,186
T.0202.CW	TRC-Replace Sedans/Light Commercial	Reserves	1,157,154	60,903	1,218,057
T.0202.CW	TRC-Upgrade Depots/Workshops	Reserves	162,095	8,531	170,626

	TOTAL		42,869,042	85,518,140	128,387,182
--	--------------	--	-------------------	-------------------	--------------------



ENGAGE WITH US

You can be actively involved in decision making for your region through the MyTRC Online Community, Council's online engagement platform <https://haveyoursay.tamworth.nsw.gov.au/>

CONTACTING US

Phone (02) 6767 5555 or 1300 733 625

Email trc@tamworth.nsw.gov.au

Postal Address PO Box 555, Tamworth NSW 2340

Visit us

- » Ray Walsh House, 437 Peel Street, Tamworth NSW 2340
- » Barraba Branch Office, 108 Queen Street, Barraba NSW 2340
- » Manilla Branch Office, 210 Manilla Street, Manilla NSW 2346
- » Nundle Branch Office, 58 Jenkins Street, Nundle NSW 2340





tamworth.nsw.gov.au