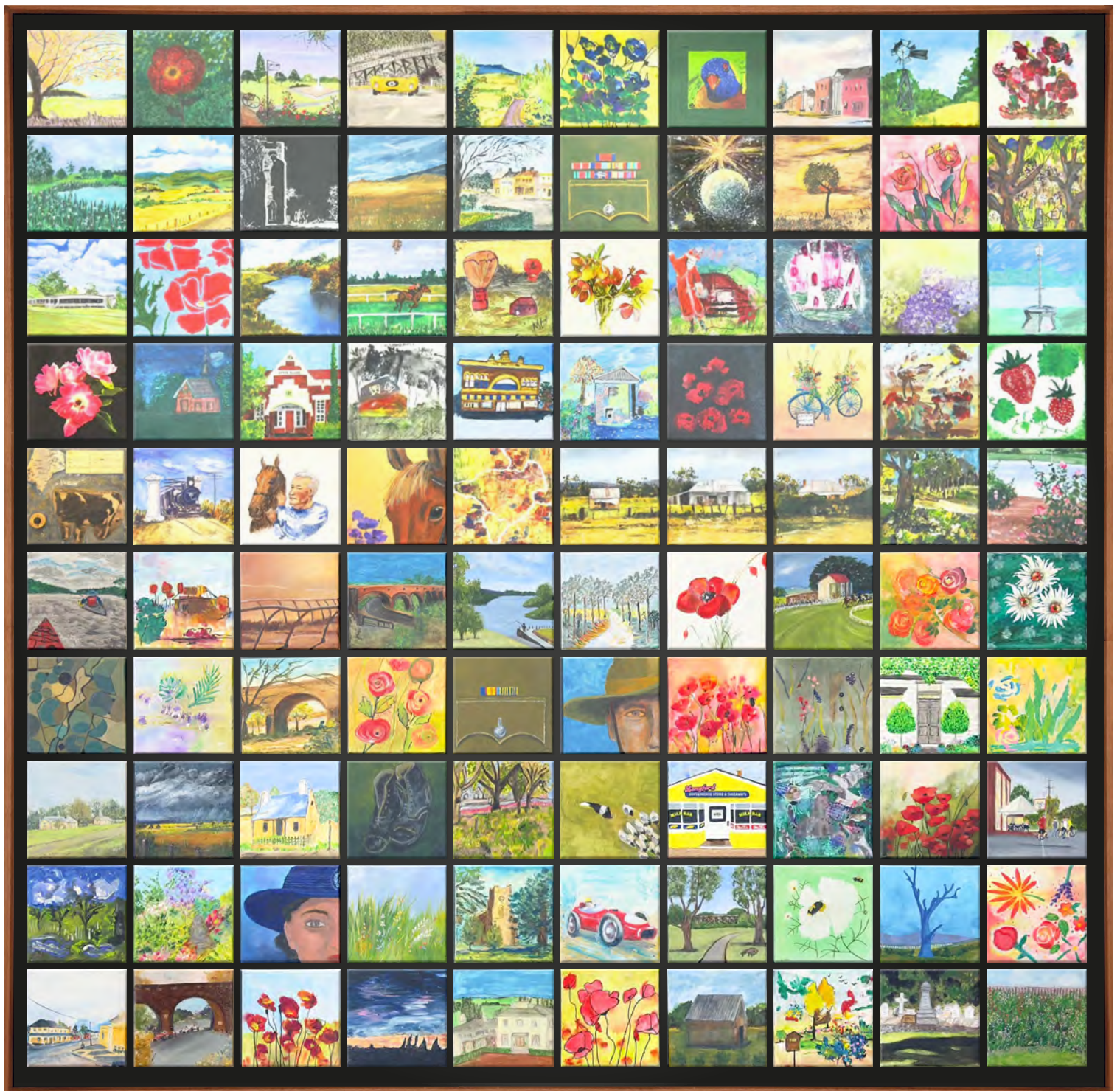


Northern Midlands Council Annual Report

2024/2025





Contents

Vision.....	2
Values.....	2
Mission.....	2
Leadership	2
Progression	2
People	2
Place	2
The Annual Report.....	3
Profile	3
Message from the Mayor	4
General Manager's Message	6
Major event: Visit to the Northern Midlands by her Excellency the Honourable Barbara Baker AC, Governor of Tasmania	8
Our Council, People and Organisation	11
Council Facts in Brief	12
Organisational Structure	13
Role of Council	14
Council Meetings	14
Councillor Attendance	14
Total Reimbursements	14
Number of Resolutions Recorded	14
Councillor Allowances and Reimbursements	14
Meeting Dates: Councillor Attendance	15
Special Committees of Council: Councillor Attendance	15
Conferences, Seminars and Online Learning Completed by Councillors	17
Elected Members of Council	19
Mayor Mary Knowles OAM	19
Councillor Dick Adams OAM	19
Councillor Alison Andrews AM	19
Councillor Richard Archer	20
Councillor Matthew Brooks	20
Councillor Andrew McCullagh	20
Deputy Mayor Janet Lambert	20
Councillor Richard Goss	21
Councillor Paul Terrett	21
Council's Executive Committee	21
Members Serving on District Committees.....	22
Avoca, Royal George and Rossarden Local District Committee	22
Campbell Town District Forum	22
Cressy Local District Committee	22
Evandale Advisory Committee	22
Longford Local District Committee	22
Perth Local District Committee	22
Ross Local District Committee	22
Major Strategic Issues.....	23
Economic Development	24
Sustainable Development	24
Community Wellbeing	24
Climate Change	25
Maintaining Core Functions of Council	26
Future Funding	28
Annual Review of Council Programs	30
Arts and Culture Strategy 2024	31
Communication and Engagement Strategy 2024	32
Economic Development Strategy 2024	33
Health and Wellbeing Strategy 2024	34
Youth Strategy 2024	35
Climate Resilience Strategy 2025.....	36
Governance	38
Integrated Priority Projects and Strategic Projects	38
Governance	40
People and Culture: Human Resources	41
Emergency Management	43
Communication	43
Economic Development	46
Environmental Health	47
Animal Control	48
Recreation	49
Youth Services	51
Committees of Management	53

Projects, Planning and Development Services	54
Integrated Priority Projects and Strategic Projects	54
Land Use, Urban Design and Planning	55
Plumbing and Building Services	56
Compliance	56
Corporate Services Reports.....	57
Integrated Priority Projects and Strategic Projects	57
Financial Management	58
Information Management	61
Work Health and Safety.....	61
Event Management and Tourism Promotion	62
Cemeteries.....	64
Early Childhood Services.....	64
Works and Engineering Infrastructure.....	65
Integrated Priority Projects and Strategic Projects	65
Roads	65
Bridges.....	68
Stormwater and Drainage.....	68
Plant	69
Community Buildings and Amenities	69
Reserves and Public Open Space	70
Waste Management.....	71
Major Projects and Works	72
TRANSlink Intermodal Facility	73
West Perth's Sheepwash Creek Flood Mitigation Strategy	73
Longford Urban Design Project	73
Campbell Town and Perth Main Street Upgrades	74
Northern Midlands Shared Pathways Network	74
Napoleon Street Park, Perth	75
Ross Men's Shed	75
Laycock Street Park, Longford	75
Key achievements for 2024/2025	76
Our priorities for 2025/2026	78
Capital Works: Program Status	79
Reporting on Legislative Requirements.....	84
Public Tenders	84
Attendance at Council and Committee Meetings by Councillors	86
Elected Member Allowances and Expenses	86
Online Learning Modules Completed by Councillors	86
Remuneration Statement	86
Grants and Benefits.....	86
Donation of Land	86
Public Interest Disclosures Statement	86
Environmental Health Statement	86
Right to Information.....	86
Code of Conduct Complaints.....	87
Customer Requests / Complaints Received	87
Understanding the Financial Statements	88
What are the Financial Statements?	88
The Statement of Comprehensive Income	88
Statement of Financial Position	89
Statement of Changes in Equity	91
Statement of Cash Flows	91
Notes to the Accounts	91
Certification	91
Auditor General's Report	91
Financial Report	93
Statement of Comprehensive Income	94
Statement of Financial Position	95
Statement of Cash Flows	96
Statement of Changes in Equity	97
Notes to the Financial Statements	98
Note 1: Overview	98
Note 2: Revenue.....	99
Note 3: Expenses.....	102
Note 4: Current assets.....	103
Note 5: Other investments.....	105
Note 6: Non-current Assets	105
Note 7: Current Liabilities	109
Note 8: Non-current.....	110
Note 9: Other financial information.....	110
Note 10: Other matters.....	117
Management Certification of the Financial Report	121
Independent Auditor's Report	122

Vision

Northern Midlands is an enviable place to live, work and play. Connected communities enjoy safe, secure lives in beautiful historical towns and villages. Our clean, green agricultural products are globally valued. Local business and industry is strongly innovative and sustainable.

Values

- HONESTY

Treat all with honesty, respect and trust.
- INTEGRITY

Listen, learn and proactively deliver Council’s vision.
- INNOVATION

Explore, expand and adapt to achieve a shared vision.
- PRIDE

Serve community with pride and energy.

MUNICIPAL GOALS

- *Bold leadership guides innovation and growth;*
- *Economically sound and flexible management;*
- *Sustainable progress creates a vibrant future;*
- *We strategically plan and deliver infrastructure;*
- *Our culture respects the past in building the future;*
- *Our historical landscapes are cherished and protected;*
- *Connected communities are strong and safe; and*
- *The municipality is diverse and innovative.*

Mission

LEAD AND PROGRESS

Leadership

Serve with honesty, integrity, innovation and pride.
Council is committed to strong advocacy and community collaboration. Living responsibly within our means, through transparent financial planning and governance. Staff culture espouses integrity, honesty and pride.

Progression

Nurture and support economic health and wealth.
Economic health and wealth – grow and prosper.
Our infrastructure growth builds capacity and economic sustainability. We support diverse, innovative, independent business and industry. We thrive with strong collaborative regional partnerships.

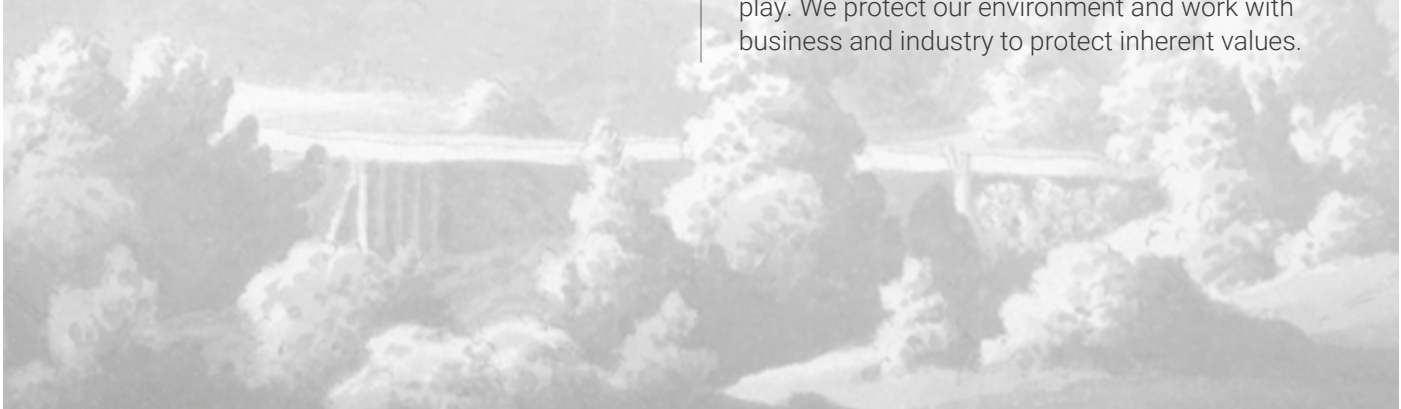
PEOPLE AND PLACE

People

Build a vibrant society that respects the past.
Culture and society – a vibrant future that respects the past.
Diverse towns and villages service a rural-based industry. Connectivity challenges are innovatively managed to unite disparate communities. Equitable delivery of quality assets, programs and services supports sustainability.

Place

Nurture our heritage environment.
We cherish the historical heritage of our culture and all its people. It is firmly embedded in planning for the future – an enviable place to live, work and play. We protect our environment and work with business and industry to protect inherent values.

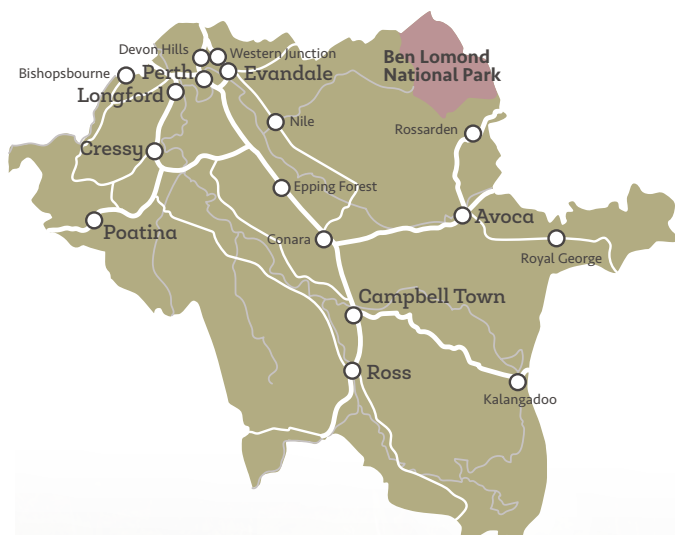


The Annual Report

The Annual Report to the community concludes the annual corporate planning and reporting cycle of Council.

As a Council we have a statutory duty to annually report on how well we have performed as an organisation. The Annual Report is Council's report card and provides Council with the opportunity to formally inform the community of the achievements of Council over the past year and how the monies raised via rates, charges, fees and from grants received have been expended. It is specifically required by the *Local Government Act 1993* that Council report on:

- The context in which Council worked
- An organisational overview
- Council's operations, our achievements
- The key activities and priorities identified in the budget
- A set of audited standard, financial and performance statements
- Each year Council, in consultation with the community, prepares an Annual Budget within the context of the actions identified in the Strategic Plan 2021-2027.



Profile

The Northern Midlands Council was created on the 2nd April 1993 from the merger of the former Municipalities of Longford, Evandale, Campbell Town and Ross, together with the towns of Rossarden, Avoca and Royal George from the Fingal municipality.

The municipal area covers an area of 5,130 square kilometres, extending from Liffey Bluff in the west to Mount St John in the east (150 kms) and from Relbia in the north to Tooms Lake in the south (95 kms). Northern Midlands is one of the largest and most diverse municipal areas in Tasmania.

It ranges from mountainous country on its eastern and western boundaries to extensive grazing lands renowned for fine wool production, the rich agricultural river flats of the Esk, Lake and Macquarie Rivers; historic towns and villages, and from small businesses to multi-million dollar enterprises.

The 'jewel in the Northern Midlands crown' is the TRANSlink commercial, industrial and logistics precinct adjacent to Launceston Airport which is now homebase for close to 100 businesses.

Our towns and villages have distinctive heritage qualities which make them attractive places to live. Residents in the Northern Midlands relish the benefits of rural lifestyle living within easy reach of the services, facilities and employment.

The Northern Midlands was one of the only regions in Northern Tasmania to record strong increases across all components of annual population change from 2019-2023. It was also the only LGA in the region to grow the number of residents under the age of 15 years (source: Tasmanian Policy Exchange, UTAS).

The 2024 ABS data records the Northern Midlands' population estimate as 14,428: with the population growing 1% over the previous year (compared to a state growth average of 0.3%).

The Northern Midlands strong population growth is predicted to continue. For example, the extent of investor confidence in Perth due to its close proximity to Launceston is predicted to result in the town's population increasing from the 2021 ABS Census total of 3,472, to 6,300 by 2041.

Message from the Mayor

It is my pleasure to reflect on the achievements of the Northern Midlands Council over the past year. In 2024/2025, Council progressed numerous projects of varying sizes across our municipality, demonstrating our commitment to enhancing infrastructure, community engagement, and sustainable growth.

A major highlight was the official reopening of the Longford Memorial Hall in September 2024. Already a popular venue, it successfully hosted the second annual Illuminate program, uniting students from across the Northern Midlands in a powerful youth-driven creative collaboration initiated by the Northern Midlands Business Association (NMBA). The NMBA have been invaluable in promoting economic development through programs and projects that have contributed to over \$2.5 million to the Northern Midlands businesses and the local economy.

Planning for Stage 1 of the TRANSlink Intermodal Facility is underway. Immediate investment in enabling infrastructure—gas reticulation, electricity upgrades, and road/rail connections—is essential to support construction and attract future private investment. These foundational investments are essential to support facility construction and build confidence in the precinct's growth potential.

Upgrades to Victoria Square (Village Green) in Longford have provided an enhanced space for outdoor gatherings and events. The upgraded BBQ area has been well-utilised, with successful events such as the Community Pacific Festival, which celebrated our Pacific Island and Timor-Leste seasonal workers, and Scots Day Oot, featuring highland dancing and pipe band performances held in February 2025.

A particularly proud moment was the hosting of Her Excellency, the Governor of Tasmania, Barbara Baker

- Illuminate Youth Leadership Program attendees on the lawn of Longford's Village Green



AC, at a civic reception on the Village Green following her tour of the Northern Midlands. This tour showcased our region's rich heritage and innovative community initiatives, including the Evandale Community and Information Centre, X Hemp, Missiondale, and Eskleigh. Key stops also included Ross Village Green, the Midlands Arboretum and Species Hotel Sculpture Walk, and TasWater's floating wetlands project, reinforcing our commitment to sustainability and cultural preservation. Education and housing remained key focus areas. The Governor's visit to Campbell Town included the District High School where students demonstrated hands-on learning programs, and discussions on an affordable housing expansion initiative to support growing community needs.



Council successfully delivered its annual Footpath Program (2024/2025), improving pedestrian safety across the municipality. Specific projects included the crossing upgrade at Campbell Town District High School, Lytton Street, Latour Street and Pakenham Street in Longford and Wilson Street in Cressy.

Stormwater and drainage improvements were a priority, enhancing flood mitigation efforts. Major road upgrades included Ashby Road, which has been graded and sealed. Additionally the approach to Woolmers bridge was improved to ensure reliability during flood events.

Our focus on community resilience led to the establishment of the Poatina Evacuation Centre and procurement of additional equipment for Northern Midlands Evacuation Centres. Solar and backup battery installations at Longford Town Hall are underway.

- Performers at the Community Pacific Festival



Other key infrastructure developments included a new RV dump point in Cressy which will help promote tourism for the town. The expansion of the Ross Men's Shed is key to supporting social connection, supporting better mental health and skill-sharing among residents.

Local sporting clubs are integral to our community, promoting physical activity, inclusivity, and social cohesion. Council has actively supported these clubs through key infrastructure improvements:

- Completion of the Perth Junior Soccer Field, including goalposts, nets, and irrigation.
- Construction of four new basketball/netball courts in Ross, Longford, Perth, and Cressy.
- Installation of new play equipment, toilets, and BBQ amenities at Laycock Street Park, Longford, creating a safe and inclusive space for families.

Council remains committed to long-term strategic planning in alignment with the Northern Midlands Council Strategic Plan 2021–2027. Over the past year, community feedback was incorporated into draft strategies for Council's consideration, including the Napoleon Street Playground consultation, Youl Road closure and reserve planning, the ongoing Significant Tree Register review and the Pioneer Park Masterplan development.

Additionally, new strategic initiatives have been developed to further guide Council's strategic policy:

- Weed Management Strategy
- Climate Resilience Strategy

2024/2025 has been a year of successful community events and celebrations. Council was proud to host and support:

- Citizenship Ceremonies, welcoming new Australians and fostering a sense of belonging.
- The Pacific Australia Labour Mobility Community Event, recognizing our diverse workforce.
- Australia Day Celebrations, honouring outstanding citizens and volunteers.
- Iconic cultural events such as Scots Day Oot, the Verandah Music Festival, the Penny Farthing Championships, Longford Blooms, Cressy Trout Festival, Racing and Cycling events as well as truck and agricultural shows across the municipality.

Volunteers play an important role in supporting the Council through their participation in community events and community groups. The Council also acknowledges those dedicated to emergency services. On behalf of the council, I would like to express our gratitude to all volunteers for their dedication, time and commitment.

Northern Midlands Council is devoted to retaining young people in our region by fostering local career pathways and strengthening connections between education and industry. Through education bursaries and the Illuminate program, we support students and schools in their learning and employment endeavors. Our Youth Officer continues to assist young people, supporting mental health and wellbeing through a variety of activities and events.

I would like to sincerely thank our Council management and staff for their unwavering dedication in achieving these milestones. Their hard work ensures that our community continues to thrive.

I also extend my gratitude to my fellow Councillors for their commitment and support, which enables the Northern Midlands to remain a leader in regional growth and development.

Together, we continue to build a stronger, more connected, and prosperous future for all.



Mary Knowles OAM, Mayor

- Tour of the Midlands Arboretum and Species Hotel Sculpture Walk with Her Excellency, the Governor of Tasmania



General Manager's Message

Council's Annual Report for the year 2024-2025 highlights many of the year's achievements and outlook for the future.

It continues to be an exciting time for the Northern Midlands Council, with the continued transformation of our infrastructure and open spaces; and to recognise our economic future through the support for the growth of the municipality's agricultural, industrial and commercial activities. The many dynamic and diverse industries across the Northern Midlands, in particular those located within the TRANSlink Industrial and Launceston Airport precincts, play a key role in the economic growth in the north of the state.

The Northern Midlands Council continues to maintain its forward-looking approach to the delivery of our vision, continuing to work on the ground to improve the appearance and presentation of our towns, and develop community facilities we can all enjoy and be proud of.

Work continues on the Perth main street upgrade. The key improvements being undertaken as part of this project include upgraded footpaths, additional street furniture, improved landscaping, interpretive signage and enhanced pedestrian crossings. In addition, the upgrade project aligns with Perth's rapid growth, noting that the town's population increased by 35% between 2011 and 2021. The Perth main street upgrade project, which is jointly funded by Council and the Australian Government, is expected to be finished by the end of 2025.

The revitalisation of the main street of Campbell Town has also been long in the planning and in July 2025 Council considered tenders for the Campbell Town Streetscape Redevelopment Project. The second stage of these planned works is approximately 380 metres long, commencing at William Street in the north, and concluding north of King Street to the south.

● Perth Main Street upgrade



The streetscape improvement project is designed to promote the economic growth of this rural hub; and to enhance safety and accessibility. Improved landscaping, additional outdoor seating and signage are included in the project; however, the widening of footpaths, upgrade of pedestrian crossings, and addressing the long-standing traffic and safety concerns, most notably in the vicinity of Valentine Park, are an integral part of the project. While there is to be a small reduction in the number of parking spaces available to provide for the improvements to safety and access, Council has planned for the provision of additional parking nearby to mitigate the effect. The project is jointly funded by Council and the Australian Government, the works are expected to take 9 months from commencement.

Council has continued with its footpath connectivity strategy throughout the municipality, in particular,

- the Northern Midlands Shared Pathways Network, which is developing safe, accessible, off-road shared pathways between and within the towns in the 'top end' of the Northern Midlands. This project has two components and relates to the shared pathways proposed between Pateena Road and Longford and includes the river crossing, linking the townships of Longford and Perth (with the potential to complete the link to Launceston via Youngtown), and Longford to Bishopsbourne Road will provide a key link to popular cycling routes/loops in the north of the Council area; and
- the Mill Dam Recreation Area which is a highly popular recreation area for local walkers, cyclists, kayakers, picnickers, and families seeking an open space area to play. Council is seeking to develop and implement a Mill Dam Recreation Area Master Plan. Improvements to the site include shared pathways, flood debris deflectors, landscaping, and furniture.

Many playgrounds throughout the municipality benefitted from considerable improvement. The new Laycock Street Park at Longford was completed and features a modern playground, together with a native garden, has made it ideal for social interactions, gatherings and outdoor fun. The project was funded by Council and the Australian Government Local Roads and Community Infrastructure Fund.





Council continued its work on upgrading roads by upgrading a section of Ashby Road near Ross which was reconstructed to improve road safety and failing subbase. Council also completed the reconstruction of a section of Elphinstone Road near the intersection of Green Rises Road at Cressy, and sealed gravel sections of Burghley Street to the Cemetery at Longford and Macquarie Street to the Macquarie River Reserve in Cressy to improve safety and reliability for road users.

Some of the key capital works projects carried out by Council in 2024-2025 include:

• Four half basketball courts at Cressy, Longford, Perth & Ross	\$154,500
• Upgraded BBQ shelter at Longford's Victoria Square	\$200,000
• Ross Mens Shed building extension	\$173,000
• Replacement of Cressy Pool solar heating system	\$73,000
• Junior Soccer Ground, Perth	\$191,000
• Development of a new playground, corner Laycock/Pultney streets, Longford	\$617,000
• Replacement of Caravan Park amenities, Longford	\$740,000
• Stormwater improvements	\$337,000
• Ashby Road Bridge replacement	\$242,000
• Road Resealing Program	\$746,000
• Footpath Program	\$945,000
• Heavy plant & fleet replacement	\$1.4 million
• Perth Main Street Upgrade Project	\$1.2 million
• Reconstruction of a section of Elphinstone and Ashby roads	\$1.9 million

We are in a strong financial position with assets including property, infrastructure plant and equipment at some \$512,879 million, a balanced long-term operating budget, with cash to cover our commitments. Revenue for 2024-2025 financial year was \$32.5 million, against expenditure of \$26.6 million, resulting in an operating surplus of \$5.9 million. Most of this surplus is committed to projects which are underway.

As outlined in our 2025-2026 Budget, Northern Midlands has a budgeted Operating Revenue for the year of \$35.7 million (2024-2025 \$40.1 million); Operating Expenditure of \$27.9 million including depreciation of \$8.0 million (2024-2025 \$7.6 million) which results in an operating surplus of \$7.8 million or an underlying deficit of \$1.0 million. Council also has a large capital works budget of \$25.5 million which includes some carried forward works.

There have been many achievements in the 2024-2025 reporting period and I would like to thank the staff and elected members for their dedication and contribution in achieving these improvements for our community.

Des Jennings, General Manager

- Senator Richard Colbeck MP, Mayor Mary Knowles OAM and General Manager, Des Jennings, at Longford's Memorial Hall to discuss Council's priority projects and opportunities for the region



MAJOR EVENT

Visit to the Northern Midlands by her Excellency the Honourable Barbara Baker AC, Governor of Tasmania

A Day of Connection and Celebration: The Governor's Visit to the Northern Midlands

On Tuesday, 25 March 2025, the Northern Midlands proudly welcomed Her Excellency the Honourable Barbara Baker AC, Governor of Tasmania, accompanied by Emeritus Professor Don Chalmers AO for a full-day municipal tour hosted by Mayor Mary Knowles OAM.

The visit was a significant milestone for the municipality, offering an opportunity to showcase the diversity, innovation, and community spirit of the Northern Midlands.

From the moment Her Excellency arrived, the day unfolded as a rich tapestry of local pride and regional achievement. The tour began with an early morning walk-through of the Ross Village Green, where the Governor admired the township's heritage charm. This was followed by the Species Hotel Sculpture Walk, a collaborative art and design initiative with highlights and insights from Julian and Annabel von Bibra.

Environmental innovation took centre stage at the TasWater Floating Wetlands, where Her Excellency learned about pioneering efforts in Ross, Fingal, and Western Junction to enhance water ecosystems. The visit continued with a heartfelt stop at an affordable housing initiative, where future plans for accessible living were discussed and new residents shared their stories.

At Campbell Town District High School, the Governor engaged with students and educators, exploring literacy development and hands-on learning in classrooms and the workshop. The energy carried through to the Evandale Information and Community Centre, where Her Excellency met with passionate volunteers from the Centre, the History Committee, Verandah Festival Committee, and the iconic Penny Farthing group—complete with a photo opportunity featuring the famous bicycles.

A scenic lunch at the Tasmanian Gourmet Sauce Company offered a moment of reflection amid the region's natural beauty overlooking the South Esk River, before the tour resumed at Missiondale Therapeutic Community, Tasmania's only facility of its kind. Here, the Governor explored rehabilitation programs and future plans for independent living.

The journey continued to Eskleigh Foundation Inc., a 42-bed disability support facility, where discussions focused on expanding services for short-term accommodation.

At Mountford Berry Farm, Her Excellency experienced the intersection of agriculture and culture, enjoying a meet and greet with East Timorese and Samoan seasonal workers.

Sustainability was showcased at X Hemp Construction, where tamped hemp materials demonstrated their carbon-absorbing potential—an inspiring example of green innovation.

The day culminated in a Civic Reception at Longford Memorial Hall, where guests were treated to a historic racing car exhibition and simulators of the original Longford Grand Prix Track. Attendees had the rare opportunity to virtually race 1954-era cars, bringing history to life in thrilling fashion.

Her Excellency and Mayor Knowles officially unveiled the Longford Memorial Mosaic—artwork created by local artists and the community.

Mayor Knowles expressed deep gratitude to Her Excellency and Professor Chalmers for their genuine interest, engagement, and support of our regional initiatives.

- Bottom image: Deputy Mayor Janet Lambert, Federal Member for Lyons, Brian Mitchell MP and Mayor Mary Knowles OAM with performers representing Longford Primary School
- Des Jennings, David Downie OAM and Deputy Mayor Janet Lambert







Our Council, People and Organisation

COUNCIL FACTS IN BRIEF

Approximately 60% of the population resides in 5% of the area, that is, generally in the north which includes Longford, Perth and Evandale.

Council is responsible for maintenance of 960 kms of roads and 13,186 m² bridge deck area; **more than any other council in the state.**

Council’s annual turnover (all functions) in 2024/2025 was **\$24.1 million** (2023/2024: \$25.1 million).

In 2024/2025, **61% of the total recurrent revenue of the municipality came from rates**; 21% from Government Grants, the remainder from user fees and other sundry revenue.

Many of the features that make the Northern Midlands unique also present some challenges for Council and residents, such as

- the size of the Council area: although large, is an area with overall low population density, generating its financial resources from a comparatively small number of ratepayers;
- the various constituent communities: these have different levels of involvement in local government activities and services, and vary widely in their priorities and objectives.

Facilities maintained:

585 kms of sealed roads



385 kms of unsealed roads



253 concrete bridge structures and 1 heritage timber bridge (total 13,186 m²)



8 ovals for sporting activities



8 residential units

24 community halls/centres

4 waste transfer stations

2 caravan parks

3 swimming pools



19 public toilet facilities

5 visitor information centres/kiosks

100 parks and reserves



- Early Learning Services – Perth and Cressy five days per week
- Midlands Kids Club Before and After School Care Services, Perth
- Midlands Kids Club Vacation Care Services, Perth

- Lawn Cemetery, Rose Garden and Niche Wall, Longford
- Rose Garden, Evandale
- Bishopsbourne Cemetery
- Lawn Cemetery and Niche Wall, Perth



Council controls written down value of property, plant and infrastructure assets amounting to **\$513 million**; including:

\$135.4 million of land (including land under roads) and buildings

\$315.7 million of roads and bridges

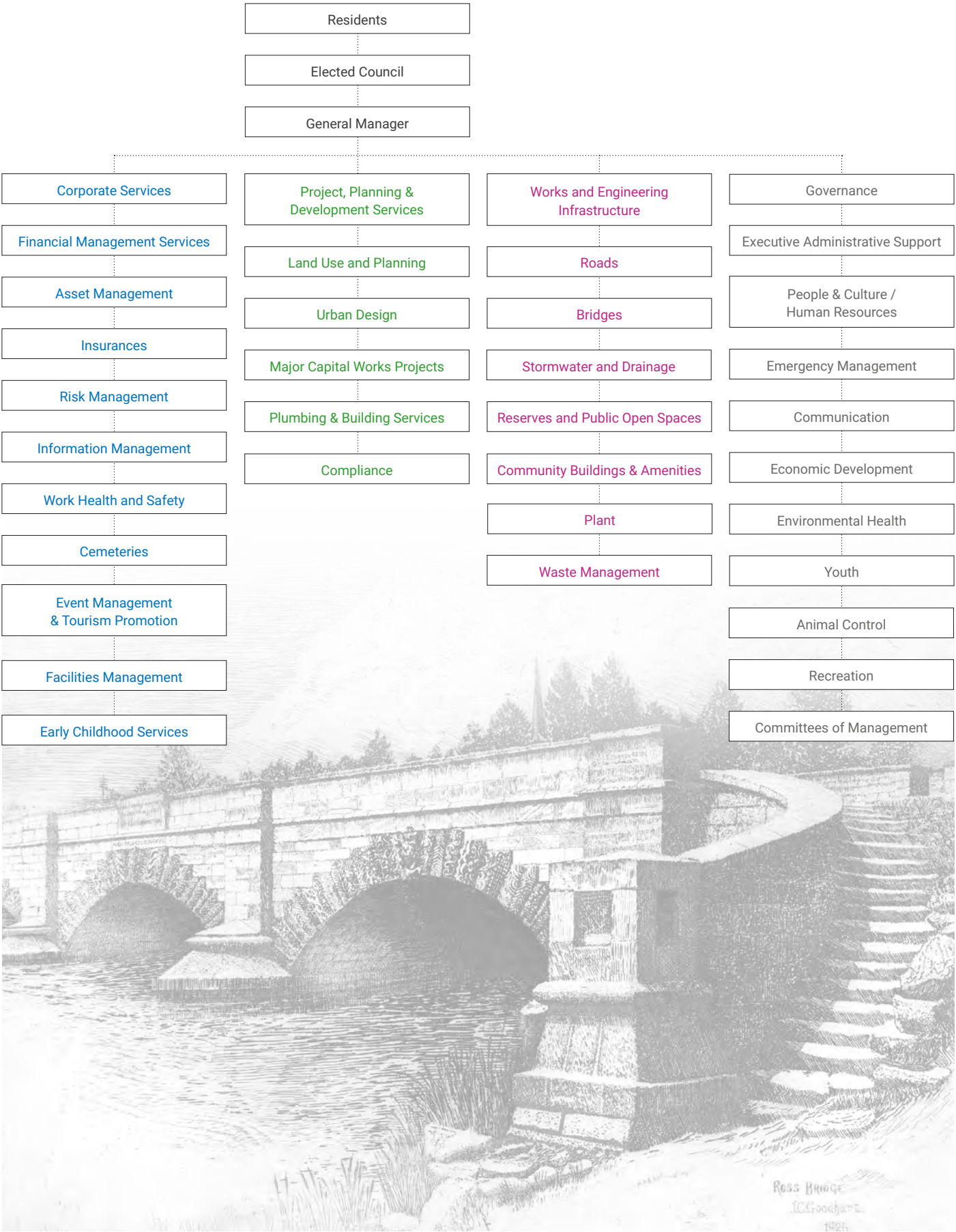
\$48.9 million of stormwater infrastructure

\$12.9 million of other assets and works in progress

Our staff:

2024/25	Employees	FTE
Permanent	97	91
Casual	13	5
Total	110	96
2023/24	Employees	FTE
Permanent	91	87
Casual	14	4
Total	105	91

Organisational
Structure



Role of Council

Council Meetings

- The *Local Government Act 1993* provides that Councillors have the following functions:
- to represent the community;
 - to act in the best interests of the community;
 - to facilitate communication by the council with the community;
 - to participate in the activities of the council;
 - to undertake duties and responsibilities as authorised by the council.

In performing its functions, the Councillors are to consult, involve and be accountable to the community.

The Northern Midlands Council held Ordinary Council meetings monthly in accordance with the following schedule for 2024/2025:

- Monday 22 July 2024;
- Monday 19 August 2024;
- Monday, 16 September 2024;
- Monday 21 October 2024;
- Monday 18 November 2024;
- Monday 9 December 2024;
- Monday 20 January 2025;
- Monday 17 February 2025;
- Monday 17 March 2025;
- Monday, 14 April 2025;
- Monday 19 May 2025; and
- Monday 23 June 2025.

No Special Council Meetings were held during the reporting period.

Council’s Annual General Meeting was held on 9 December 2024.

At the monthly meetings officers of Council provide Councillors with reports on a range of issues which are dealt with under the following Business Units:

- Governance;
- Corporate Services;
- Projects, Planning & Development Services; and
- Works & Engineering Infrastructure.

Ordinary Council meetings are open to the general public and commence at 5pm. At 5.30pm Council holds Public Question Time, at this time members of the public are given the opportunity to ask questions, make a representation and/or present information, on a matter in which they have an interest, which is before the Council for decision e.g. development applications.

Council adjourns the meeting for a 30 minute meal break at a convenient time after 6pm.

Proceedings of the open session of Council Meetings are audio live-streamed and made available on Council’s website.

Generally two Councillor workshops are held monthly, one immediately prior to the Council meeting and the other two weeks before. At this time Councillors and Officers meet to discuss forthcoming reports, key strategies and receive presentations from industry stakeholders and community groups.

Councillor Attendance

2024/2025	88.9%
2023/2024	88.7%
2022/2023	88.9%
2021/2022	93.8%

Total Reimbursements

2024/2025	\$250,821
2023/2024	\$253,479
2022/2023	\$229,710
2021/2022	\$221,216

Number of Resolutions Recorded

2024/2025	418
2023/2024	485
2022/2023	414
2021/2022	497

Councillor Allowances and Reimbursements

	2024/2025	2023/2024	2022/2023
Mayor	82,448	84,586	75,274
Deputy Mayor	35,333	38,596	48,678
Councillors	133,041	130,296	105,759

Meeting Dates: Councillor Attendance

Council Meeting Date	Meeting Type	Mayor Knowles	Deputy Mayor Lambert	Cr Adams	Cr Andrews	Cr Archer	Cr Brooks	Cr Goss	Cr McCullagh	Cr Terrett
22/7/2024	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
19/8/2024	Ordinary	✓	✓	✓	✗	✓	✓	✓	✗	✓
16/9/2024	Ordinary	✓	✓	✓	✓	✓	✓	✓	✗	✓
21/10/2024	Ordinary	✓	✓	✓	✓	✗	✗	✓	✓	✓
18/11/2024	Ordinary	✓	✓	✓	✓	✗	✓	✓	✗	✓
09/12/2024	AGM	✓	✓	✓	✓	✓	✓	✗	✗	✓
09/12/2024	Ordinary	✓	✓	✓	✓	✓	✓	✗	✗	✓
20/1/2025	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
17/2/2025	Ordinary	✓	✓	✓	✓	✓	✓	✓	✗	✓
17/3/2025	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
14/4/2025	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
19/5/2025	Ordinary	✓	✓	✓	✓	✓	✓	✓	✓	✓
23/6/2025	Ordinary	✓	✓	✓	✓	✓	✗	✓	✓	✓

Special Committees of Council: Councillor Attendance

Committee	Mayor Knowles	Deputy Mayor Lambert	Cr Adams	Cr Andrews
Council's Executive Committee	11/9/2024; 7/10/2024; 5/11/2024; 25/11/2024; 28/11/2024; 23/4/2025	11/9/2024; 7/10/2024; 5/11/2024; 25/11/2024; 28/11/2024; 2/12/2024; 23/4/2025		5/11/2024
Avoca District Committee	In recess			
Campbell Town District Committee	4/2/2025	BGM 6/8/2024; 6/8/2024; 1/10/2024; 1/4/2025; 6/5/2025		BGM 6/8/2024; 6/8/2024; 17/9/2024; 1/10/2024; 12/11/2024; 3/12/2024; 4/2/2025; 1/4/2025; 6/5/2025; 3/6/2025
Cressy District Committee		BGM 28/8/2024; 28/8/2024; 26/3/2025		
Evandale District Committee	4/2/2025	BGM 6/8/2024; 6/8/2024; 1/10/2024; 3/12/2024; 4/2/2025; 1/4/2025; 3/6/2025		
Longford District Committee			2/10/2024; 6/11/2024; 8/1/2025; 5/2/2025; 2/4/2025; 7/5/2025; 4/6/2025	
Perth District Committee	In recess			
Ross District Committee		BGM 6/8/2024; 6/8/2024; 1/10/2024		BGM 6/8/2024; 6/8/2024; 3/9/2024; 1/10/2024; 3/12/2024; 4/2/2025; 1/4/2025; 3/6/2025
Bicycle Advisory Committee	In recess			
Local Recycling Committee	In recess			
About Campbell Town Inc./ Campbell Town Museum & Info Centre				
Avoca Museum & Information Centre Inc	8/4/2025			
Cressy War Memorial Swimming Pool Committee				
Devon Hills Neighbourhood Watch & Residents Committee		BGM 11/8/2024; 11/8/2024; 8/12/2024; 13/4/2025		
Evandale Community Centre & Memorial Hall Management Committee				

Special Committees of Council: Councillor Attendance (continued)

Committee	Mayor Knowles	Deputy Mayor Lambert	Cr Adams	Cr Andrews	
Liffey Hall Management Committee			AGM 8/10/2024		
Longford Town Hall Committee					
Morven Park Management Committee		AGM 11/6/2025; 11/6/2025			
Perth Community Centre Management Committee			1/4/2025; 3/6/2025		
Ross Community Sports Club Inc.					
Committee	Cr Archer	Cr Brooks	Cr Goss	Cr McCullagh	Cr Terrett
Council's Executive Committee	11/9/2024; 7/10/2024; 25/11/2024; 28/11/2024; 2/12/2024; 23/4/2025				5/11/2024; 25/11/2024; 2/12/2024
Avoca District Committee	In recess				
Campbell Town District Committee					17/9/2024; 1/10/2024; 12/11/2024; 3/12/2024; 4/2/2025; 1/4/2025; 6/5/2025; 3/6/2025
Cressy District Committee			BGM 28/8/2024; 28/8/2024; 30/10/2024; 29/1/2025; 26/3/2025; 28/5/2025		30/10/2024; 29/1/2025; 28/5/2025
Evandale District Committee					1/10/2024; 3/12/2024; 4/2/2025; 1/4/2025; 3/6/2025
Longford District Committee		BGM 7/8/2024; 7/8/2024; 4/9/2024; 6/11/2024; 2/4/2025; 7/5/2025			6/11/2024; 7/5/2025
Perth District Committee	In recess				
Ross District Committee	BGM 6/8/2024; 6/8/2024; 3/9/2024; 1/10/2024; 3/12/2024; 4/2/2025				
Bicycle Advisory Committee	In recess				
Local Recycling Committee	In recess				
About Campbell Town Inc./Campbell Town Museum & Info Centre					3/7/2024
Avoca Museum & Information Centre Inc					
Cressy War Memorial Swimming Pool Committee			AGM 26/11/2024		
Devon Hills Neighbourhood Watch & Residents Committee					13/10/2024; 8/12/2024; 13/2/2025; 15/6/2025
Evandale Community Centre & Memorial Hall Management Committee					9/7/2024; 10/9/2024; 28/1/2025; 11/2/2025 11/3/2025; AGM 24/6/2025
Liffey Hall Management Committee					
Longford Town Hall Committee					
Morven Park Management Committee					10/7/2024; 11/9/2024; 9/10/2024; 13/11/2024; 12/3/2025; 14/5/2025; AGM 11/6/2025; 11/6/2025
Perth Community Centre Management Committee					
Ross Community Sports Club Inc.	14/1/2025				

Conferences, Seminars and Online Learning Completed by Councillors

Conferences and Seminars

Councillors attended the following conferences and seminars during the year:

- 2-4 July 2024 Mayor Knowles and Deputy Mayor Lambert attended National General Assembly 2024
- 26 July 2024: Mayor Mary Knowles attended LGAT General Management Committee Meeting, Devonport
- 26 July 2024: Mayor Mary Knowles and Councillor Terrett attended LGAT General Meeting and AGM, Devonport
- 9 August 2024: Mayor Mary Knowles attended ALGWA Meeting, online
- 4-5 September 2024: Mayor Mary Knowles and Councillor Terrett attended LGAT Conference and General Meeting, Hobart
- 20 September 2024: Mayor Mary Knowles and Councillor Terrett attended NMBA Annual Business Leader Event and AGM, Perth
- 24 September 2024: Mayor Mary Knowles attended LGAT Health and Wellbeing Workshop
- 25 September 2024: Mayor Mary Knowles attended NRM North AGM, Launceston
- 14 October 2024: Mayor Mary Knowles, Deputy Mayor Lambert, Councillors Adams, Andrews and Goss attended Worksafe Training Workshop, Longford
- 15 October 2024: Mayor Mary Knowles attended LGAT General Management Committee Meeting, Hobart
- 29 October 2024: Mayor Mary Knowles attended NTDC Northern Tasmania Population Forum, Launceston
- 8 November 2024: Mayor Mary Knowles attended ALGWA Forum, online
- 14 November 2024: Mayor Mary Knowles attended NTDC Northern Tasmanian Regional Land Use Strategy Review, Longford
- 14 November 2024: Mayor Mary Knowles attended NTDC Members Representatives Group Meeting, Launceston
- 20 November 2024: Mayor Mary Knowles attended LGAT Mayors Workshop, Launceston
- 21 November 2024: Mayor Mary Knowles attended LGAT General Meeting, Launceston
- 25 November 2024: Mayor Mary Knowles attended LGAT Housing Position Statement Launch, Longford
- 3-4 December 2024: Councillor Brooks attended ALGA National Roads, Transport & Infrastructure Congress, Margaret River
- 4 December 2024: Mayor Mary Knowles and Councillor Terrett attended LGAT Communities of Practice learning, online
- 12 December 2024: Mayor Mary Knowles attended LGAT General Management Committee Meeting, Hobart
- 12 December 2024: Mayor Mary Knowles attended Premiers Local Government Committee Meeting, Hobart
- 13 December 2024: Mayor Mary Knowles attended LGAT Communities of Practice Psychological Safety session, online
- 28 January 2025: Mayor Mary Knowles attended LGAT Tas Women in Leadership Summit, online
- 29 January 2025: Mayor Mary Knowles attended LGAT LG Meeting & General Regulations Forum, online
- 5 February 2025: Mayor Mary Knowles attended Dept. of Premier and Cabinet Engagement Workshop, online
- 18 February 2025: Mayor Mary Knowles attended Inaugural Tas Women In Leadership Summit, Hobart
- 20 February 2025: Mayor Mary Knowles attended LGAT General Management Committee Meeting, online
- 4 March 2025: Mayor Mary Knowles attended LGAT Identification of Child Abuse Workshop, Launceston
- 12 March 2025: Mayor Mary Knowles attended LGAT Climate Change Forum, Hobart
- 25 March 2025: Mayor Mary Knowles attended LGAT Preventative Health and Local Government Workshop, online
- 28 March 2025: Mayor Mary Knowles attended LGAT Community Practice for Mayors, online
- 2 April 2025: Mayor Mary Knowles attended LGAT General Meeting, Hobart
- 2 April 2025: Mayor Mary Knowles and Deputy Mayor Lambert attended LGAT Mayors and Deputy Mayors Workshop, Hobart
- 9 April 2025: Mayor Mary Knowles attended ALGWA Dealing with Difficult People Workshop, online
- 7 May 2025: Mayor Mary Knowles and Councillor Terrett attended Northern Tasmania Regional Land Use Strategy Workshop, Launceston
- 8 May 2025: Mayor Mary Knowles attended ALGWA Women In Leadership Breaking Down Barriers Workshop

- 16 May 2025: Mayor Mary Knowles attended Local Government Guideline for Community Engagement, Benefit Sharing and Local Procurement Workshop
- 27 May 2025: Mayor Mary Knowles attended LGAT Health and Wellbeing Workshop, online
- 28 May 2025: Mayor Mary Knowles attended LGAT Procurement 101 Webinar, online
- 18 June 2025: Mayor Mary Knowles attended LGAT General Management Committee Meeting, online
- 24-27 June 2025: Mayor Mary Knowles and Deputy Mayor Lambert attended National General Assembly of Local Government (NGA), Canberra

Online Learning Completed by Councillors

The following data is provided by the Department of Premier and Cabinet and is included in the Annual Report in compliance with the new regulation 37(d) of the Local Government (General) Regulations 2025 which requires the inclusion of the information in Council’s Annual Report.

Only online learning modules completed by councillors are included in this report. Partial completion of modules is not provided in this report.

LP	Role	First name	Last name	Progress %	LP1 M1	LP1 M2	LP2 M1	LP2 M2	LP2 M3	LP3 M1	LP3 M2	LP3 M3	LP3 M4	LP3 M5	LP3 M6	LP3 M7	LP3 M8	LP3 M9	LP3 M10
LP1	Councillor	Alison	Andrews	75	Y														
LP1	Mayor	Mary	Knowles	100	Y	Y													
LP1	Deputy Mayor	Janet	Lambert	100	Y	Y													
LP1	Councillor	Paul	Terrett	100	Y	Y													
LP2	Councillor	Alison	Andrews	100			Y	Y	Y										
LP2	Mayor	Mary	Knowles	100			Y	Y	Y										
LP2	Deputy Mayor	Janet	Lambert	100			Y	Y	Y										
LP2	Councillor	Paul	Terrett	100			Y	Y	Y										
LP3	Councillor	Alison	Andrews	58						Y	Y	Y	Y	Y					
LP3	Mayor	Mary	Knowles	58						Y	Y	Y	Y	Y					
LP3	Deputy Mayor	Janet	Lambert	50						Y	Y	Y	Y						
LP3	Councillor	Paul	Terrett	100						Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

- Mayor Mary Knowles and Prime Minister Anthony Albanese at the ALGA Conference in Canberra



Elected Members of Council



● Councillors L–R: Richard Goss, Matthew Brooks, Janet Lambert (Deputy Mayor), Andrew McCullagh, Mary Knowles OAM (Mayor), Richard Archer, Alison Andrews AM, Dick Adams OAM, Paul Terrett

Mayor Mary Knowles OAM

Elected to Council in 2009 and serving as Mayor since 2018, Mary Knowles OAM is committed to fostering sustainability, health, and community wellbeing. She has been a dedicated volunteer with Ambulance Tasmania for 28 years, and TasFire for 10 years. With a strong focus on progressive development, she champions essential infrastructure to support farmers, industry, small business, tourism, and youth, ensuring the long-term vibrancy and viability of our towns.

Having lived off-grid in a bush environment for 37 years, Mary brings valuable insights into environmental stewardship and climate resilience. Her contributions to community have been widely recognised; she was inducted onto the Honour Roll of Women in 2011, awarded the Medal of the Order of Australia (OAM) for community service in 2018, and named Inspiring Leader in Local Government on International Women's Day 2021. In 2025, she spoke at the inaugural Tasmanian Women in Leadership Summit alongside Jacinda Ardern and Julie Bishop.

As the representative for all 29 Tasmanian councils on the Family and Sexual Violence Consultative Group, Mary is a strong advocate for families facing homelessness, violence, trauma, and housing insecurity. Her leadership continues to drive meaningful change across the Northern Midlands and beyond.

Councillor Dick Adams OAM

Elected in 2014, I was the former Federal Member for Lyons for twenty years and also previously served with the State Government. I have lived most of my life in Northern Midlands, starting work at the Longford meatworks, and I am currently again living in Longford. I know the Northern Midlands very well and want to see it develop as an exciting place to live while valuing the heritage and tourism opportunities more fully. I believe we need greater investment and more careful planning to ensure Northern Midlands goes forward itself before involving us with other Northern Tasmania priorities.

Councillor Alison Andrews AM

The former Northern Midlands Courier editor and publisher Alison Andrews (nee Carins) has been a journalist and writer since she started her journalism cadetship at The Examiner Newspaper, Launceston, Tasmania in 1970.

She has worked for a number of media organisations both locally and interstate, is a published author and has run her own media and public relations company.

Alison worked for many years as The Examiner's chief reporter and chief of staff and in media and communications in federal politics before taking over ownership and operation of The Courier. She sold The Courier to a Tasmanian independent publishing company in 2022 after a record couple of years for circulation and advertising revenue for the newspaper.



The following month she was elected as one of the Northern Midlands Council's new councillors.

Alison and her husband Rex Heathcote, moved home to Longford to live nearly 10 years ago.

She grew up here and is the third generation of her family to live on Wellington Street, Longford and serve as a local government councillor.

Councillor Richard Archer

I am a farmer at Longford, married with three adult children, and elected to Council in 2022. Our family also runs a heritage/agri-tourism business which was started in 1987.

I am determined to preserve the environment, lifestyle and prosperity that we enjoy in the Northern Midlands and have been involved in many community groups over the years. Good management is increasingly complex around the key issues of governance, planning, financial sustainability and climate change.

Councillor Matthew Brooks

I was born in Longford and, 53 years later, I am proud to still call it home. For the past 14 years, I have worked diligently in local government, committed to serving the Northern Midlands community.

As an active councillor, I have consistently listened to residents and advocated on the issues that matter most to everyday people. My broad knowledge of legislation and policy, combined with years of experience, enables me to effectively represent the community and deliver outcomes across the municipality.

I make myself available 24/7, seven days a week, with no exceptions. Residents know they can rely on me to stand with them and champion their concerns. I am deeply passionate about the Northern Midlands and remain committed to supporting its growth and prosperity.

I want to continue building a strong and vibrant community where the Northern Midlands remains a special place to live, work, and raise a family.

Councillor Andrew McCullagh

Born and bred in the township of Longford, attended Longford Primary, before moving onto St Patricks College for secondary education.

Although having significant business interests beyond the NMC district, Longford and the Northern Midlands will always truly be home.

Up until 2022, I was privileged to play in Longford Football Club's last premiership in 1991 and before that the 1986 NTFA Centenary Premiership Cup.

Having the utmost confidence and passion for the long terms opportunities the Northern Midlands District presents, I will do all possible to seek the highest levels of Governance to ensure the growth and confidence of residents and businesses residing under this great Historical Municipality.

Deputy Mayor Janet Lambert

Elected to council in October 2011. My family and I are proud to call the Northern Midlands home. I am passionate about continuing the work I have started in the local government sector, not only being a strong voice for regional and rural communities but also a person of action, ensuring positive change happens and communities thrive.

This is a wonderful place to live — and I want to do all I can to secure our community's long-term future.

Through my community activities and role within the council, I hope to leave a lasting legacy for the future, ensuring our region is strong and sustainable. I consider myself very approachable, honest and transparent; applying a common sense point of view towards all issues put forward. It is important to me that I demonstrate these values at all times to the communities I am privileged to represent.



Councillor Richard Goss

First elected in 2007, I am a high school teacher with a mechanical and construction trade background.

I gained a tertiary education at the University of Tasmania (Bachelor of Education). I am married with three children and live at Longford. I grew up at Cressy and I have gained first hand experience living, working and building my dreams and hopes in the Northern Midlands. I have a strong commitment to the environment and heritage and will ensure that all residents and businesses are fairly represented and consulted on the future decisions of the Northern Midlands Council.

Councillor Paul Terrett

I was privileged to have been elected in 2022. I spent my career in Local Government working as an Inspector, Finance Manager and Policy Officer. I held positions as Senior Ministerial Advisor working

in several portfolios including Local Government, Primary Industries, Small Business, and Water.

I worked to facilitate a number of initiatives and strategies for the betterment of communities, and I am a strong advocate for transparency and accountability.

I know the challenges facing farmers, have run a sheep and cattle property. In my spare time I enjoy, volunteering at heritage properties informing visitors on Tasmania's colonial and convict history.

I am passionate about serving the community and listening to what matters to you, so we can make the Northern Midlands an even better place to live.

Council's Executive Committee

Council's executive committee consists of Mayor Mary Knowles, Deputy Mayor Janet Lambert and Councillor Richard Archer.

● Award recipients and attendees at the 2025 Australia Day event in Perth



Members Serving on District Committees

Membership of Committees spans a 2-year period (1 July 2024 to 30 June 2026). The following memberships were active at 30 June 2025:

Avoca, Royal George and Rossarden Local District Committee

This Committee was placed in recess in July 2024 due to membership applications/appointments not meeting the requirements of the Memorandum of Understanding.

Campbell Town District Forum

Chairperson

- Acting Chair Jill Davis

Members

- Danny Saunders
- Sally Hills
- Elizabeth Porter
- Kenneth Reid
- Barry Pyke
- Nicole Anne Graham

Councillor Representative

- Councillor Alison Andrews AM
- Councillor Paul Terrett

Secretary

- Vivien Tan

Council Contact

- Vivien Tan

Cressy Local District Committee

Chairperson

- Andy Byard

Members

- Angela Jenkins
- Helen Williams
- Peter Goss
- Maurita Taylor
- Ann Green
- Toni Burton
- Daniel Rowbottom
- Petrina Goss
- Lyndy Pinner

Council Representative

- Councillor Richard Goss

Secretary

- Daniel Rowbottom

Council Contact

- Vivien Tan

Evandale Advisory Committee

Chairperson

- John Lewis

Members

- Geoffrey Divall
- Barry Lawson
- Stephanie Kensit
- Bruce Argent Smith
- Josephine Archer
- Andrea Westbrook
- Jen-Luc Curtis-Godillon
- Alison Curtis-Godillon

Councillor Representatives

- Deputy Mayor Janet Lambert
- Councillor Paul Terrett

Secretary

- Vivien Tan

Council Contact

- Vivien Tan

Longford Local District Committee

Chairperson

- Peter Munro

Members

- Neil Tubb
- Bronwyn Baker
- Christine Darke
- Joanne Clarke
- Frances Stewart
- Annette Aldersea
- Kenneth Richards

Councillor Representatives

- Councillor Dick Adams OAM
- Councillor Matthew Brooks

Secretary

- Frances Stewart

Council Contact

- Vivien Tan

Perth Local District Committee

This Committee was placed in recess in July 2024 due to membership applications/appointments not meeting the requirements of the Memorandum of Understanding.

Ross Local District Committee

Chairperson

- Nigel Davies

Members

- Sally Langridge
- Helen Davies
- Michael Smith
- Debra Cadogan-Cowper
- Marcus Rodrigues
- Rodney Haigh

Councillor Representatives

- Councillor Alison Andrews AM
- Councillor Richard Archer

Council Contact

- Vivien Tan

Major Strategic Issues

Major Strategic Issues

Across 2024/2025 Council addressed a number of key issues which were identified in the Strategic Plan 2021-2027; with the projects undertaken to address the matters incorporated in Council's Annual Plan for 2024/2025.

The Annual Plan sets out the objectives as listed in Council's Strategic Plan and shows the performance in each activity.

Economic Development

The Northern Tasmania Regional Economic Development Strategy was adopted in 2019. It sets a vision for Northern Tasmania to be Australia's most liveable and innovative region by 2031, with growing incomes and falling levels of disadvantage. Council's Integrated Priority Projects Plan together, with Council's Economic Development Strategy adopted in April 2024, articulate how Council is contributing to achieving this vision for Northern Tasmania.

The purpose of local economic development is to further build the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which the public, businesses and the non-government sector work collaboratively to create better conditions for economic growth and employment generation.

Council continues to work in partnership with all stakeholders to ensure the Northern Midlands economy develops in a way that, insofar as possible, meets the needs and aspirations of the municipality's people and businesses.

Council welcomed the Federal Government's announcement in May 2020 of a new multi-million dollar Local Roads and Community Infrastructure Program. The program is supporting local councils to deliver priority road and infrastructure projects thus supporting jobs and the resilience of local economies to bounce back from the pandemic. Council has been allocated four rounds of this funding to date; totalling \$5.39 million.

A number of factors which influence economic development are outside of Council's control; however, through long-term planning, strategies and the nurturing of partnerships, Council does its utmost to ensure it is well-placed to sustain our diverse economy and facilitate future development within our region.

Sustainable Development

Council is committed to a sustainable approach to economic development that fosters economic growth whilst preserving the quality of the environment for future generations.

Council ensures environmental and social issues are taken into account not only when encouraging economic development, but also in the provision of land use planning, engineering infrastructure, waste management and environmental health.

The community also looks to Council to play a pro-active role in natural resource management through programs such as landcare initiatives.

Council has worked closely with NRM North and local community groups to facilitate and administer a number of projects including Perth's Sheepwash Creek Water Sensitive Urban Design project, the West Perth urban drainage improvements and solar energy on new buildings.

Community Wellbeing

Council's ambition is that everyone in our community has the opportunity to lead a happy and healthy life. In April 2024 Council adopted a Health and Wellbeing Strategy that sets the direction for achieving this ambition, building on the great strengths within our community as well as addressing the challenges and causes that can lead to poor health outcomes.

Council is committed to improving the quality of life within the local areas through building strong partnerships, delivering programs, services and events, providing vital infrastructure, and advocating on behalf of the Northern Midlands community.

Across 2024/2025 Council actively advocated for the provision of locally based health and wellbeing services, with the priority being seeking to partner with the State Government to develop a community/neighbourhood house at Longford.

Council promotes community capacity building by continuing to resource District Committees representing the communities of Campbell Town, Cressy, Evandale, Longford and Ross, and the surrounding areas.

Climate Change

Carbon Emission accounts

The Tasmanian Government has committed to net zero emissions by 2050. Local Government have a role to play in reducing emissions over time. Annual carbon accounting is an important step in understanding the sources and magnitudes of Council's carbon emissions. Tracking changes in our emissions over time allows us to assess the impacts of investments we have already undertaken as well as to identify areas where future emissions reduction activities should focus.

The annual report card is published on Council's website.

What activities do we account for?

Northern Midlands Council's carbon emissions come from 3 main activities:

- Fuel used by our vehicle fleet;

The council's fuel consumption was approximately 8,081 GJ, with total usage of 190,523 litres of diesel and 21,254 litres of petrol. Of this fuel use, around 39% for heavy machinery, 50% for trucks, and the remaining 11% for cars and utes.

- Electricity used by streetlights; and

Northern Midlands Council is invoiced for approximately 1,260 unmetered streetlights, most of which have already been upgraded to energy-efficient LED technology. The total electricity consumption for streetlighting is 190,404 kWh, equivalent to 685.5 GJ.

- Electricity used by our properties, inclusive of pools, recreation facilities/areas, community buildings and depots/offices.

This includes pools, recreation facilities/areas, community buildings, and depots/offices. In total, corporate operations consumed 10,115 GJ of energy. Of this, properties accounted for 1,349 GJ (13.3%).

Fuel use remains the largest contributor, at 8,081 GJ (79.9%).

What have we done to reduce emissions?

Council has undertaken a program of replacement of streetlights with more energy efficient models. This has seen the replacement of a number of sodium vapour, mercury vapour bulbs and fluorescent bulbs with more energy efficient LED models. This program is ongoing and expected to lead to further reductions in future years.

Investment in carbon reducing internal activities is also being undertaken by Council such as tree planting, urban stormwater design activities, reuse and recycling programs.

Council employees are already undertaking a range of actions to reduce corporate energy use and emissions and are investigating further cost-effective opportunities. This includes regularly reviewing, and where appropriate implementing, more efficient and lower emission technology in the fleet, including hybrid or electric powered vehicles and plant. They are also considering how the fleet can be used more effectively in delivering services and undertaking projects, through better project planning and optimising use.

Council's asset managers have completed a range of works to improve energy efficiency and reduce emissions at Council facilities. This has included the delivery of major refurbishments and new build projects, and also through smaller energy retrofit projects, such as replacing older technology lights with more efficient LED alternatives and installing occupant sensors for lighting.

There also appeared to be a good level of awareness of the benefits of reducing energy use amongst the managers and users of buildings, as evidenced in discussions and by observed actions such as lights and heating/cooling being turned off in unoccupied rooms.

The Council's main priority to date has been a focus on its facilities and fleet that have higher energy use and emissions. These typically provide the best potential for more savings and the most cost-effective measures.

What further actions are we planning?

Emissions from our fleet through fuel usage have been increasing over time and remain an issue. We are investigating options for reducing emissions from our fleet including progressing the transition to lower emissions vehicles, hybrids or electric vehicles, with the purchase of at least 2 hybrid vehicles.

Council is exploring partnerships to facilitate larger-scale renewable energy projects. Notably, the Northern Midlands Solar Farm – a 288 MW project approved in December 2023—is set to be Tasmania's largest solar farm, capable of powering up to a quarter of the state's homes. This project underscores the region's potential for significant renewable energy generation.

The council remains committed to expanding its renewable energy portfolio recognizing the environmental and economic benefits of such investments. Future includes assessing the feasibility of additional solar installations across council facilities

and collaborating with stakeholders to support regional renewable energy initiatives.

Northern Tasmanian Alliance for Resilient Councils

The Tasmanian local government sector, Northern Tasmanian Alliance for Resilient Councils (NTARC) is leveraging key elements of the Southern Council's Climate Collaboration across the eight northern councils. NTARC considers this to be critical in strengthening and bringing consistency to Tasmanian local government climate action, and to finding local solutions and increasing the corporate capability and capacity of councils to develop climate responses that are scalable and increase resource efficiencies.

NTARC has reviewed and made minor updates to the Council Carbon and Energy Footprints Calculator and Fact Sheets which are being used to develop inventories for councils. Consideration is also being given toward the inclusion of climate risks assessments in the development of Individual Support Plans for NTARC member councils.

The role of the Southern Tasmanian Councils Authority is acknowledged in the development of NTARC's key resources. The Northern Midlands Council, together with

the NTARC member group, look forward to opportunities to collaborate and cooperate in climate and resilient action that supports thriving and resilient communities.

Maintaining Core Functions of Council

One of the Council's core responsibilities is the ongoing management of its total asset base. While Council has acknowledged its expanding role in community development, it must balance this with adequate maintenance and renewal of its assets.

Council maintained its Long-Term Financial Plan and Asset Management Plans during 2024/2025 which provide a framework for Council to create, renew and maintain major infrastructure in a sustainable manner.

During 2024/2025 Council recognised \$6.4 million (2023/2024 \$5.11m) towards expanding and renewal of Council's Road network and \$2.4 million (2023/2024 \$2.05m) towards maintaining the road asset base. In addition, an amount of \$0.24 million (2023/2024 \$1.09m) was expended on replacement of one new bridge, and \$2.9 million (2023/2024 \$0.54m) on additional stormwater assets recognised. Building assets recognised totalled \$2.3 million (2023/2024 \$3.94m).

● Midlands Arboretum and Species Hotel, Ross



- Longford Primary School and Cressy District High School tree planting day



Future Funding

Council is appreciative of the external funding programs offered by the State and Federal Governments which enables Council to advance the progress of many priority projects. However, Council continues to object to the ongoing reallocation of responsibilities to Local Government from the State and Federal Governments without commensurate financial support.

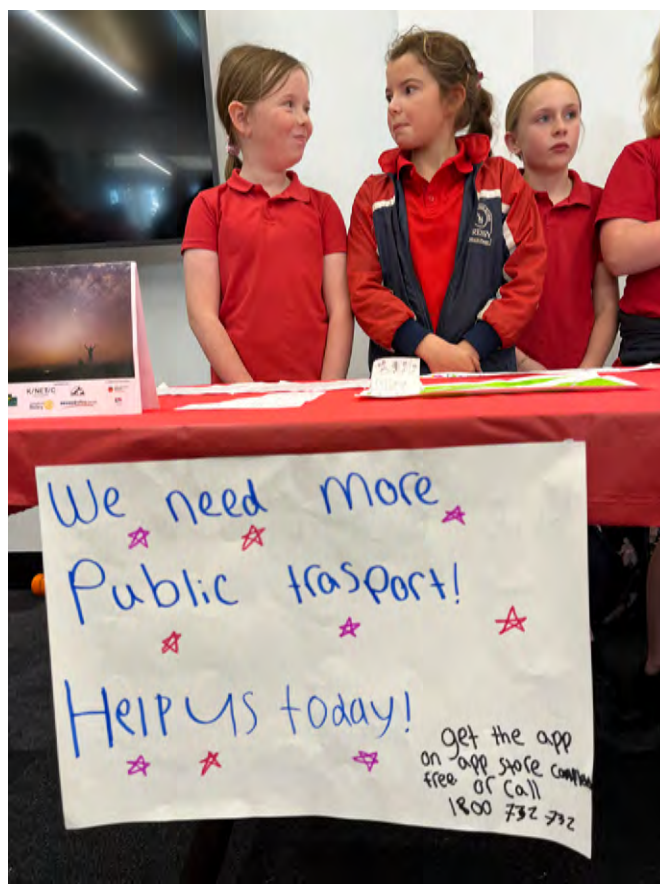
In 2024/2025 Council completed the fourth phase of projects funded through the Local Roads and Community Infrastructure Program (LRCI). This non-competitive, formula-based structured funding program was introduced by the Australian Government in 2020 to assist a community-led recovery from the COVID-19 pandemic by supporting local jobs, businesses and procurement. Council was allocated \$5.39 million through the four annual funding rounds. Council is appreciative of the Australian Government's announcement that the LRCI program will continue beyond the initial four-year period.

Funding of \$8 million was secured in 2022 through the new Australian Government Priority Community Infrastructure Program (PCIP) for the upgrade of the main streets of Campbell Town and Perth. At 30 June 2025 the Perth project was close to 80% complete, and the tender for the Campbell Town project was on track to be awarded in July/August 2025. Both projects are due for completion by or before 31 December 2026.

A PCIP grant of \$5 million has been secured to undertake the planning stage for an intermodal facility at, or adjacent to, the TRANSlinc Precinct. The project was 20% complete at 30 June 2025, and is due for completion by 31 December 2026. The Australian Government has committed a further \$30 million towards enabling infrastructure for the intermodal facility, contingent on the successful outcome of the planning stage for the project.

Council is responsible for the maintenance of 585 kilometres of sealed roads and 385 kilometres of unsealed roads, making this the Council with the most road length in the state. Council welcomes the additional Australian Government Roads to Recovery funding up until 2029 and lobbies for the continuation of this grants program.

An Australian Government Disaster Ready Fund grant of \$1.86 million, matched by Council, has been secured to enable the further implementation of the West Perth Flood Mitigation Strategy. The final phase of the strategy, the construction of road and rail culverts and swales, is due for completion in the 2025/2026 reporting period.



Attendees participating in the Illuminate Youth Leadership Program activities

An Active Transport in Tasmania grant of \$436,500 has been secured to assist with the development of stage one of a shared pathway on the western side of Hobart Road, connecting Youngtown to Breadalbane. The onsite works are due to commence in the first quarter of 2025/2026. Council will continue to make applications to relevant grant programs for funding to enable the implementation of the Northern Midlands Shared Pathways Network Project in its entirety, this project aims to create an off-road shared pathways network connecting Longford to Launceston city at Youngtown.

In November 2021, stage one of the REASSIGN Heritage Tourism Interpretation Project was launched. It is proving highly successful at engaging locals and tourists with the intriguing stories of the assignment and gentry systems, and the Aboriginal significance of the northern landscape. Council is collaborating with Visit Northern Tasmania to seek funding for REASSIGN stages two and three.

An application has been lodged with the Australian Government Community Energy Upgrade Fund Round Two to assist with the cost of making the Northern Midlands Sports Centre at Longford energy efficient. The outcome of the application is anticipated in early 2025/2026.

In October 2024 Council lodged an application for a grant of \$2.2 million through the Australian Government's Regional Precincts and Partnership Program to fund the develop of an investment-ready Precinct Plan for Perth. The project will take a partnership approach to developing a comprehensive plan to activate community spaces, improve amenities and access, and stimulate economic growth whilst reducing the impact of urban development on the town's ecosystem.

Council will continue to apply for grant funding to existing, and newly emerging, funding programs in order to secure external financial revenue streams for projects and thus lighten the rate burden on its residents.



• Mayor Knowles and Deputy Mayor Lambert together with Prime Minister Anthony Albanese at the ALGA Conference in Canberra

- Upgrade of Burghley Street Longford (Cemetery Road)



Annual Review of Council Programs

Arts and Culture Strategy 2024

Strategic Context

The Arts and Culture Strategy reflects the Northern Midlands Council Strategic Plan 2021-2027.

Northern Midlands Council seeks to support the provision of vibrant, inclusive, accessible, innovative and collaborative arts and cultural programs and services, recognising the role arts and culture plays in developing individual wellbeing, building community connectivity, contributing to a vibrant and dynamic community and creating jobs in the arts and tourism sectors.

Liveability is in many ways a response to local culture, how we feel in our living and working neighbourhoods, how we interact with others, and how well we believe our towns and rural landscapes support our identity and values. Northern Midlands is a local government area that is enjoyed and valued by residents, workers and visitors. Culture plays a central role in how it is experienced. Managing and supporting the culture of the Northern Midlands will ensure the area remains desirable to residents and visitors.



● Opening of Longford Racecourse History Board – Minister Howlett and Deputy Mayor Lambert with attendees

Schedule of strategic projects

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26
Provide funds to local arts and culture organisations through the Major Festivals, Events and Promotions Grants Program	Ongoing	<div></div>	<div></div>
Collaborate with Visit Northern Tasmania on the implementation of the 2022-2026 Northern Tasmania Destination Management Plan that includes seeking funding to implement stages 2 and 3 of the REASSIGN project	Ongoing	<div></div>	<div></div>
Redevelop the Longford Memorial Hall and its infrastructure	Complete		
Employ a 0.6FTE Tourism and Events Officer	Complete		
Advocate for the development of a Neighbourhood House/Community Hub at Longford	Ongoing	<div></div>	<div></div>
Actively promote the "Choose the Scenic Route" Northern Midlands marketing campaign and expand the campaign as funding allows	Ongoing	<div></div>	<div></div>
Continue to update and promote the Heritage Highway Events Calendar on a weekly basis	Ongoing	<div></div>	<div></div>
Fund and administratively support the Heritage Highway Tourism Region Association to promote the region as a 'must-see' destination	Ongoing	<div></div>	<div></div>
Continue the development/upgrading of town entry statements and monuments	Ongoing	<div></div>	<div></div>
Advocate for the implementation of the Longford Racecourse Masterplan	Ongoing	<div></div>	<div></div>
Pursue opportunities to attract major cultural events to the Northern Midlands including Ten days on the Island performances	Ongoing	<div></div>	<div></div>

Communication and Engagement Strategy 2024

Strategic Context

This Communication & Engagement Strategy supports objectives in the Northern Midlands Strategic Plan 2021-2027. Effective communication is essential in the delivery of local government services and good governance.













Through strong and effective communication with our community, Council to:

- Keep all stakeholders, including our residents, councillors, staff, government agencies, non-government community organisations and businesses informed about our plans, policies and decisions

- Engage with residents to improve community awareness of our programs, activities and services
- Provide mechanisms for effective and timely feedback to encourage active participation and support of projects
- Actively promote the municipality widely in Tasmania and Australia as a place to live, invest in existing businesses and new projects, and visit.

Council is committed to communication and engagement methods which are inclusive and accessible to all community members.

Schedule of strategic projects

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26
Communicate the latest information on projects, services, activities and issues to the community through a diverse range of channels including Council's website and Facebook page, Council's page in the fortnightly Northern Courier section of the Tasmanian Country newspaper and other media outlets – online and hard copy – as required	Ongoing		
Continually review Council's communication methods to ensure they are cost effective and meet community needs	Ongoing		
As required, prepare press releases to ensure accurate representation of Council to the media and public, utilising public relations consultants as required	Ongoing		
Continue to develop Council's website and social media platforms, and consider allocating funds in the 2024-2025 budget for a significant upgrade/replacement of Council's website	Ongoing		
Produce an Annual Report that informs the community of the achievements of Council over the past year, and how the monies raised via rates, charges, fees and from grants received have been expended.	Ongoing		
Progress the Northern Midlands Liveability campaign by creating a photography competition to encourage public engagement	Ongoing		
Enable community participation in celebrating Northern Midlands' achievements through project launches, and events eg. Australia Day	Ongoing		
Resource and support the Council's District Committees	Ongoing		
Resource and support the Heritage Highway Tourism Region Association to promote the region as a 'must see' destination	Ongoing		
With regard to specific Council projects, undertake community engagement at an appropriate time in the decision making or project planning process, that ensures Council's decisions can be influenced by the outcome of the engagement	Ongoing		
Resource and support Council's facilities and services local management committees	Ongoing		
Work with other government and non-government organisations to distribute positive information about the Northern Midlands	Ongoing		

Economic Development Strategy 2024

Strategic Context

The Economic Development Strategy reflects the Northern Midlands Council Strategic Plan 2021-2027.

The purpose of local economic development is to further build the economic capacity of a local area to improve its economic future and the quality of life for all.

It is a process by which the public, businesses and the non-government sector work collaboratively to create better conditions for economic growth and employment generation.

Council will continue to work in partnership with all stakeholders to ensure the Northern Midlands economy develops in a way that, insofar as it is possible, meets the needs and aspirations of the municipality's people and businesses.

Schedule of strategic projects

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26
Progress the feasibility study for the TRANSlink Intermodal Facility	Ongoing		
Implement the TRANSlink Stormwater Renewal Program as funding allows	Ongoing		
Continue advocating for a tyre recycling solution in Tasmania	Ongoing		
Advocate with key agencies, including TasWater, TasNetworks and NBN for infrastructure upgrades/ expansion to support future growth, residential and business, in the Northern Midlands	Ongoing		
Secure funding to enable the development of the Northern Midlands Shared Pathways Network	Ongoing		
Council's Planning and Development staff continue to proactively work with potential investors in the Northern Midlands	Ongoing		
Continue the roll out of the rural roads maintenance/improvement program, and advocate for the sealing of Nile Road	Ongoing		
Undertake the main street upgrade projects in Campbell Town and Perth	Start		Complete
Complete the Longford Urban Design Project			Complete
Progress the Northern Midlands Liveability campaign by production of promotional videos	Ongoing		
Advocate for Ben Lomond to become an all year round tourism destination	Ongoing		
Collaborate with Visit Northern Tasmania on the implementation of the 2022-2026 Northern Tasmania Destination Management Plan that includes seeking funding to implement stages 2 and 3 of the REASSIGN project	Ongoing		
Resource and support the Northern Midlands Business Association in general and the Business Enablement, Growth and Resilience Programs specifically	Ongoing		
Resource and support the Heritage Highway Tourism Region Association to promote the region as a 'must-see' destination	Ongoing		
Review Council's Waste Management Plan	Start	Complete	
Resource Council's Environmental Health Officer to provide services relating to public and environmental health	Ongoing		
Develop a Business Plan for the proposed Campbell Town Tourist Park	Complete		
Seek funding for further implementation of the recreation grounds' master plans	Ongoing		
Develop a Weed Management Strategy	Start	Complete	
Advocate for implementation of the Longford Racecourse Masterplan	Ongoing		
Collaborate with other key stakeholders to implement the Greater Launceston Plan and the Launceston City Deal	Ongoing		

Health and Wellbeing Strategy 2024

Strategic Context

The Health & Wellbeing Strategy 2024 reflects the Northern Midlands Council Strategic Plan 2021-2027.

Northern Midlands Council's ambition is that everyone in our community has the opportunity to lead a happy and healthy life. This Strategy sets the direction for achieving this ambition, building on the great strengths within our community, as well as addressing the challenges and causes that lead to poor health outcomes.

Northern Midlands Council is committed to improving the quality of life within the local areas through building strong partnerships, delivering programs, services and events, and providing vital infrastructure and places.



• Mayor Mary Knowles OAM met with participants in the Pollie Pedal at Woolmers Estate

Schedule of strategic projects

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26
Advocate for the development of a Neighbourhood House/Community Hub at Longford	Ongoing		
Advocate for the maintenance of services at/from Campbell Town Health and Community Service, and the provision of services at/from Longford Community Health Centre	Ongoing		
Advocate for viable and sustainable local general practice services	Ongoing		
Seek funding to develop the Northern Midlands Shared Pathways Network	Ongoing		
Upgrade the Longford Village Green infrastructure by implementation of the Longford Urban Design Project	Start		Complete
Seek funding to enable further implementation of the Recreation Grounds and Swimming Pools Master Plans	Ongoing		
Develop the Northern Midlands Domestic and Family Violence Strategy, Disability Action Plan and Positive Ageing Plan	Start		Complete
Advocate for, and seek funding towards the further development of local recreational spaces including the new Perth Recreation Precinct, new playgrounds, a junior soccer field, pump tracks and half basketball courts	Ongoing		
Seek funding for the further implementation of the Longford Community Sports Centre Master Plan and the Perth South Esk River Reserve Master Plan	Ongoing		
Seek funding to enable the implementation of the Healthy Northern Midlands Program	Ongoing		
Promote the health and wellbeing of local youth through the ongoing provision of Free2B Girl Programs, PCYC activity sessions, Mental Health and Youth Week events, and support of Inspiring Futures Programs at the local district high schools	Ongoing		
Assist with sustaining viable local community organisations through grants to support capital improvements of assets and local community events, and regularly organising Northern Midlands Community Volunteer expos	Ongoing		
Engage with the community to encourage responsible dog and cat ownership	Ongoing		

Youth Strategy 2024












Strategic Context

The Youth Strategy reflects the Northern Midlands Council Strategic Plan 2021-2027.

Council strives to make the Northern Midlands a place where young people are valued, supported and celebrated. To achieve this goal Council will work with young people and their families to enhance their participation across all aspects of life including social, cultural, environmental and economic.

Council's Youth Strategy is designed with young people at its heart, and raising the wellbeing of Northern Midlands' young people is its core mission. Council values our young people, and we are committed to supporting and empowering them to develop and thrive.

Schedule of strategic projects

	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26
Expand Youth Officer position from 0.6FTE to full-time	Complete		
Establish and resource a Northern Midlands Youth Advisory Group	Complete		
Foster education and employment opportunities through Council's Further education Bursary Program, trainee apprenticeship program and support of Breakfast Clubs at local schools	Ongoing		
Support the implementation in the Northern Midlands of the framework established by the Youth Safe Organisations 2023 Act	Complete		
Advocate for services and support for Northern Midlands youth by Youth Officer actively participating on the Northern Youth Coordinating Committee and Northern Midlands Interagency Group	Ongoing		
Support local district high schools Student Representative Councils, including by funding and managing the SPARKS grants program	Ongoing		
Facilitate and manage Free2B Girl Programs at Longford and Campbell Town, and seek funding to expand the program into other communities	Ongoing		
Facilitate and assist with the provision of Mental Health Week and Youth Week activities across the Northern Midlands	Ongoing		
Encourage youth to be physically active through facilitation of Active Northern Midlands programs, PCYC sessions on a weekly (school term) basis at Northern Midlands venues, and continuation of Council's policy of providing grants to assist with interstate sport representations	Ongoing		
Advocate for, and seek funding towards the development of youth appropriate spaces including half basketball courts, a junior soccer field, shared pathways and pump tracks	Ongoing		
Engage with city-based services to scope, and support their capacity, to provide outreach to youth in the Northern Midlands	Ongoing		
Work in collaboration with the wider community, local schools, Tas Police and local service providers to identify and support meeting the needs of local youth	Ongoing		
Update Council's Youth Policy and Guide	Complete		
Encourage recognition of the achievements and contributions of local youth via the Australia Day Awards and School Leavers' Achievement Awards	Ongoing		
Facilitate youth-focussed cultural activities including town banners, murals and general artworks	Ongoing		

Climate Resilience Strategy 2025

Strategic Context

The Climate Resilience Strategy furthers the Northern Midlands Strategic Plan 2025–2028.

Across our municipality we are experiencing the changing climate through increasing intensity of floods, droughts, heatwaves and bushfires. We are also seeing secondary or indirect climate impacts as insurance premiums rise and the regulatory environment that we operate in requires the council to demonstrate how we are responding and to update our procedures and systems to reduce the impacts across our operations, assets and services.













As our climate changes, we are responding. We are taking action to improve the energy efficiency of our assets and services. Our streetlighting has reduced its emissions by more than 12% following upgrades.

And whilst there were increases following COVID as our council works program returned, we are starting to see reductions across our fleet. We are already working to increase the resilience of our communities our programs that helps to build social networks and improved responses to emergencies. We are delivering on grants to strengthen our flood defences, and we have joined the northeast councils in a partnership to coordinate and strengthen climate action.

This strategy formalises our response to these challenges and helps us to navigate across the council and our community the local and regional responses. It provides the commitment to participate locally and regionally to finding solutions and responses that will benefit our current and future generations.

• Ross Waste Water Treatment Plant



Strategic projects	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
NMC			
ENERGY USE: Audit, carbon and energy, of council facilities to prioritise upgrades to: lighting, heating and hot water systems			
FLEET: Review the delivery of Council services and projects and whether there are ways to reduce the kilometres travelled through increased coordination and planning, or the hours plant is being operated			
STREET LIGHTING: Audit streetlights and advocate to TasNetworks via NTARC to accelerate the replacement of remaining non-LED streetlights.			
RENEWABLE ENERGY: Investigate the installation of solar panels at the Campbell Town Recreation Ground Complex.			
ANNUAL CARBON AND ENERGY REPORTING: Undertake annual carbon and energy reporting to monitor progress to reduce corporate emissions and energy use	Ongoing		
ADVOCACY: Support regional work by NTARC to advocate for the Council's electricity retailer to provide consolidated data on an ongoing basis.	Ongoing		
Council Climate Governance			
LEADERSHIP: Establish internal Climate Change Working Group.			
EMPLOYEE AWARENESS: Include climate awareness/information in Employee Inductions as they are onboarded, and in position descriptions as appropriate			
STRATEGIC RISK: Integrate climate change risk management into existing Council wide risk assessment framework	Ongoing		
STRATEGIES AND PLANS: Consideration of climate change risks and impacts during the development of other Council strategies, policies and plans	Ongoing		
TRANSPARENCY & REPORTING: Work with NTARC to develop climate maturity measures as part of regional reporting framework and report annually			
EMERGENCY MANAGEMENT: Ensure that the projected climate impacts are properly considered in the Council's emergency management planning			
REGIONAL COLLABORATION: Support the implementation of Northern Tasmanian Alliance for Resilient Councils and its delivery of programs across the region	Ongoing		
Climate Change Adaptation			
FLOODING: Use an array of data and flood studies to inform the decision making with regards to planning and development and municipal risks.*	Ongoing		
FLOODING: Continue to engage with SES to ensure for the levee protected area of Longford is remodelled in the Detailed Flood Studies Funding Program.	Ongoing		
FLOODING: Complete the significant climate change adaptation project for Sheepwash Creek at west Perth.	Ongoing		

Governance

Governance includes provision of elected representation, executive support, strategic planning, economic development, community development and public relations.

Integrated Priority Projects and Strategic Projects

PROGRESS REPORT:

Project	Status		Budget 2024-25	\$	Scheduled
Lead: <i>Serve with honesty, integrity, innovation and pride</i>			–	–	–
Progress: <i>Economic health and wealth – grow and prosper</i>					
Foundation Projects					
4.4 TRANSLink Intermodal Facility	On Track	Included in NMC Priority Projects document. Business Case and application submitted 20 November 2023 to secure the 2022 Election Commitment. Funding secure and funding agreement finalised. Approved by NTDC as a Northern Tas Priority Project.	Federal Election commitment of \$5m for planning stage. No Council funded Budget allocation 2024/2025. Further \$30m commitment subject to planning stage.	5,000,000	Funding agreement signed. Contract signed with preferred external service provider – NTDC. Work underway. First milestone report submitted 11 June 2025.
Enabling Projects					
5.1 Perth Sports Precinct and Community Centre	On Track	Concept master plan developed October 2020. Included in NMC Priority Projects document.	Valuation received.	–	Nominated as a Project of Regional Priority
5.1 Ben Lomond Public Shelter Development	On Hold	Feasibility Study: Investment in Ben Lomond Ski Field Northern Tasmania Included in NMC Priority Projects document. Government has completed new public shelter. Government has committed to development of a master plan.	No budget allocation 2024/25 - Staff resources only to support grant funding applications.		Not progressed.
5.3 Campbell Town – Town Hall Sale or Lease	On Track	Agent appointed – all offers to be presented to Council.			Ongoing
5.3 Longford Library and exhibition Building on the Village Green	On Track	Longford Motor Sport Museum Included in NMC Priority Projects document.	No budget allocation in 2024/25 Staff resources only.	–	Community based committee formed.

Project	Status	Budget 2024-25	\$	Scheduled
People: Cultural and society – a vibrant future that respects the past				
Enabling Projects				
5.1 Recreation Ground Upgrades)	On Hold	Campbell Town, Evandale and Cressy NMC Priority Projects document. Funding to be sought for oval upgrades.		Not scheduled at this stage.
	On Hold	Cressy Recreation Ground Cricket Australia & State Govt funding secured towards the upgrade of the practice facility, car park and dump point.	Allocation for sealing of car park area for future budget consideration.	Not scheduled at this stage.
	Completed	Perth Recreation Ground Amenities, topdressing, cricket net upgrade.		Completed.
	Completed	Longford Recreation Ground Irrigation system install and preparation for 2nd ground.		Completed.
5.1 Swimming Pool Upgrades (several)	On Hold	Covering of Campbell Town and Cressy Swimming Pools Included in NMC Priority Projects document.	–	Not scheduled at this stage
	Completed	Cressy Solar system replacement	Allocation 2024/25 50,000	Completed.
	Completed	Ross Pool operation to continue (as per the current funding model) whilst structurally/operationally safe to do so.		Completed.
5.2 Shared Pathways	On Track	Applications submitted to Growing Regions Program and Better Active Transport Tas Program. Included in NMC Priority Projects document. Hobart Road shared pathway submitted to NTDC as a Northern Tas Priority Project.	Funding secured through the Better Active Transport Tas grant program: Funding applications submitted to Active Transport Fund. Illawarra Road shared pathway submitted for State Government 2025/26 Budget consideration.	Hobart Road shared pathway design 90% complete. Awaiting communication with State Growth regarding land consent/ agreement.
Place: Nurture our heritage environment				
Foundation Projects				
4.2 Perth South Esk River Parklands	Completed	Building Better Regions Fund grant secured towards the extension of the walkway, installation of footbridge and BBQ. Included in NMC Priority Projects document.		Completed.
4.3 Sheepwash Creek Corridor and Open Space	On Track	Grants secured for major new/ improved infrastructure. Included in NMC Priority Projects document.	Commonwealth Government Disaster Ready funding successfully sought.	3,700,000 Scheduled.
Enabling Projects				
5.1 Conara Park Upgrade	On Hold	Concept prepared: awaiting funding opportunities. Included in NMC Priority Projects	Negotiating with State Growth. Awaited	Agreement for Council to take control of park and improve as funds permit.
5.3 Redevelop Bartholomew Park Cressy	Completed	Liaising with District Committee to establish/ prepare plans for upgrade.		Completed.

Governance

Objective:

Provision of quality governance and effective leadership to support and enrich community life.

Performance:

- Our decision making processes will be fair and accountable and will always take account of the economic, environmental and social sustainability of any proposed action.
- Council is committed to provide innovative, efficient, equitable and quality service for all the community and respect for each and every customer.
- Staff will deal with customers in an open, honest and courteous manner and respect their privacy at all times.
- Council's administrative headquarters is based at 13 Smith Street, Longford, with some administrative services provided by Service Tasmania at the Town Hall, Campbell Town.
- Council reviews and implements organisational values in its day to day operations.
- Nine Councillors represent the Northern Midlands municipal area.
- 12 Ordinary Meetings were held during 2024/2025.
- No Special Meetings were held during the 2024/2025 year.
- Council held its 2024 Annual General Meeting on 9 December 2024.
- Council generally meets on the third Monday of each month with public agendas, together with supporting documentation, available prior to each meeting.

- Avoca Bus Shelter gets a community upgrade



- Attendance by the public at Council Meetings is welcomed and at 5.30pm a twenty (20) minute public question time is provided at each Council meeting.
- This year, Council determined to hold the annual Councillors Bus Tour on 26 March 2025.
- District Committees at Evandale, Campbell Town, Ross, Longford and Cressy, continued to provide valuable input into various issues considered by Council.
- Council updates its Delegations Register as required.
- Council adopted/reviewed the following policies during the year:
 - Whistleblower on 19 August 2024
 - Safeguarding Children & Young People on 19 August 2024
 - Workplace Behaviour and Employee Code of Conduct on 19 August 2024
 - Australia Day Awards and Volunteer Recognition on 16 September 2024
 - Use of Council Chambers, Longford on 16 September 2024
 - People Management on 21 October 2024
 - Copyright on 9 December 2024
 - Live Streaming of Council Meetings on 9 December 2024
 - Mobile Food Vendors on 9 December 2024
 - Festivals, Events and Promotions on 20 January 2025
 - Dispute Resolution for Elected Members on 17 March 2025

- Municipal bus tour



People and Culture: Human Resources

Council allocated Special Project grants totalling \$15,421 in 2024/2025 to sporting and community groups as follows:

Nile Deddington Chapel – cordless garden trimmer	\$1,000
Morven Park Management Committee – mower upgrade	\$5,000
Evandale Light Rail & Steam Society – safety materials and signage	\$2,850
Soaring Club of Tasmania Inc – hot water system	\$909
Avoca Museum & Information Centre – painting of bus shelter	\$662
Longford Legends Committee – plaques and stands	\$5,000

In 2024/2025 Council provided donations totalling \$18,378 under Section 77 of the Local Government Act to:

Campbell Town District High School	Inspiring Positive Futures Program	\$7,273
Cressy District High School	Inspiring Positive Futures Program	\$8,000
Campbell Town District High School	End of year school presentation – Secondary	\$100
Campbell Town District High School	End of year school presentation – Primary	\$50
Perth Primary School	End of year school presentation – Primary	\$50
Longford Primary School	End of year school presentation – Primary	\$50
Cressy District High School	End of year school presentation – Secondary	\$100
Cressy District High School	End of year school presentation – Primary	\$50
Evandale Primary School	End of year school presentation – Primary	\$50
Helping Hand Association	Contribution	\$1,500
Perth Fire Brigade	Contribution towards Christmas Lolly Run 2024	\$200
Longford Fire Brigade	Contribution towards Christmas Lolly Run 2024	\$200
Longford Show Society	Planning Permit Amendment fee remission	\$450
Cressy Bowls Club	Planning Application remission for clubhouse alterations	\$305

Objective:

People and Culture generates professionalism: staff are engaged, committed, stable and innovative; employment relations are fair and consistent; the People and Culture framework is best practice; organisational and personal development is valued.

Performance:

Council continues to operate in a competitive market for talent, resulting in significant challenges for both recruitment and retention. Increasing compliance and legislative requirements has also seen a growth in overall staffing numbers to meet service requirements. In response, Council focused on expanding existing workforce capacity through training and development, and strengthening organisational culture.

Council invested in two new trade apprenticeships for existing employees, whilst continuing to support the existing trainee and apprentice in the works team. Two indoor staff completed their traineeships, and two staff gained AQF qualifications in Government Investigations this year.

Childcare services continued to face recruitment challenges in a competitive market with industry-wide skills shortages. Council restructured leadership through internal promotions and invested in upskilling, with four staff starting Diploma traineeships, alongside a new trainee and continued support for an existing one.

Experienced staff were leveraged to mentor new hires, and training was delivered across Work Health and Safety (WHS), customer service, and operational/vocational skills. These efforts are building a more capable and resilient workforce.

In November, Council endorsed the Northern Midlands Council Workforce Plan 2025–2029. The plan identifies strategies to attract, develop, and retain an effective workforce over the next five years, and addresses challenges such as regional skills shortages, an ageing workforce, and increasing competition for talent. This forward-looking plan ensures that the achievements of this year are built upon sustainably, ensuring Council will be able to meet future demands on services.

Enterprise Agreement negotiations began in March 2025. The negotiations focused on increasing remuneration to competitive levels in line with Council's Workforce Plan, and improved flexibility and enhanced leave provisions to target retention. A vote is expected in July. The new agreement, once approved, will help

address wage pressures that contributed to higher turnover by bringing Council's rates closer to market levels.

Key Human Resources policies were introduced or updated, including the *Safeguarding Children & Young People* policy, aligned with new legislation; and revised policies on *Workplace Behaviour and Employee Code of Conduct* policy, *Work, Health and Safety & Employee Wellbeing* policy. These policies were endorsed on 19 August 2024. In addition, review of the Council endorsed *Whistleblower* and *People Management* policies were reviewed and endorsed on 18 September and 21 October 2024 respectively. These new policies and updates reinforce governance, compliance, and a culture of safety and integrity.

Service milestones were celebrated for David Tyrrell, Matthew Sytsma, and Gail Eacher (20 years), and Linda Little and Colby Spencer (10 years).

As at 30 June 2025, Northern Midlands Council had a full-time equivalent of 91 staff, which was comprised of 97 Permanent Full-time and Part-time Staff, and 13 Casuals. The turnover rate for the reporting period was 21% (2023/24 25%), which is lower than the previous reporting period.

Specific data	2024/25	2023/24	2022/23
Total Payroll Costs	9,648,925	8,465,328	7,058,106
Including: Superannuation contributions	926,754	845,922	698,803
Workers Compensation insurance and expenses	206,554	178,622	124,762
Leave – annual, long service and sick and provisions	1,650,007	1,219,530	1,032,026
State Government payroll tax and other employee costs	444,469	399,344	323,423
% of total payroll costs capitalised	4.8%	6.5%	6.4%
Permanent staff EFTs (at year end)	91	87	80
Casual Staff EFTs (at year end)	5	4	5
Sick leave taken (permanent employees – paid days)	3.9	3.1	2.6

- Top and below: Linda Little and Colby Spencer receiving their 10 year service certificates from Leigh McCullagh, Works Manager



- Gail Eacher receiving her 20 year service certificated from General Manager, Des Jennings

Emergency Management

Objective:

The framework that provides for planned and coordinated measures that reduce vulnerabilities and enhance capacities to withstand emergencies, as well as cope with and recover from their impacts.

Performance:

Council has continued involvement in emergency management planning.

Council financially supports, via a Memorandum of Understanding, the Emergency Unit at Campbell Town, and its role is to provide roadside rescue assistance and other needs as per the *Emergency Services Act 1976*.

Fire hazards are identified within the municipal area and abatement notices are issued.

The General Manager is appointed as the Municipal SES Co-ordinator, with Corporate Services Manager appointed as Deputy Municipal SES Co-ordinator and the Work Health & Safety Officer as assistant SES Co-ordinator.

Council staff participated in Regional Social Recovery training, networking forums and exercises, and provided social recovery services.

Council has continued to participate in the Launceston Airport Emergency Management Committee.



● Restart a Heart CPR

Communication

Objective:

Council engages and connects Councillors and the organisation with the community to maximise participation and increase community satisfaction.

Performance:

During the year, Council:

- Supported coherent regional leadership and collaborative planning to promote the region's potential.
- Actively participated as a member of the Local Government Association of Tasmania (LGAT) and Northern Tasmania Development Corporation (NTDC); and continued to support Visit Northern Tasmania and the Northern Tasmanian Alliance for Resilient Councils (NTARC).
- Investigated and maximised opportunities for resource sharing with neighbouring councils and partners.
- Played a vital role in working with residents and businesses to shape a shared future, including undertaking public consultation on major plans and programs.
- Progressed master planning and design projects in conjunction with community consultation across the municipal area.
- Maintained regular engagement with State and Federal Ministers on issues of importance to the Northern Midlands community.
- Encouraged and supported active local committees to strengthen community involvement.
- Continued to provide an environment that is safe and conducive to a high quality of life, fostering community pride and appreciation of local assets.

Council also provided a 20-minute Public Question and Statement Time at all Council Meetings to encourage community awareness and input into decision-making.

Council adopted/reviewed the following policies during the year:

- Australia Day Awards and Volunteer Recognition on 16 September 2024
- Live Streaming of Council Meetings on 9 December 2024
- Copyright on 9 December 2024
- Festivals, Events and Promotions on 20 January 2025
- Information and Communication Technology Resources and Electronic Communications Acceptable Use on 20 January 2025

Council news and activities are brought to the attention of residents via:

- One page in fortnightly publication of the Tasmanian Country newspaper and online papers
- Council's website
- via Facebook
- media releases

Council lobbied Government for support and/or funding for:

- Additional Independent Living Units in Evandale and Campbell Town
- Proposed development of a tourist park in Campbell Town
- Sports Oval Upgrade at Campbell Town Recreation Ground
- Redevelopment of the Harold Gatty Memorial Reserve in Campbell Town
- Further implementation of the Campbell Town Urban Design and Traffic Management Strategy
- Upgrade of Evandale's Pioneer Park and Medical Centre expansion
- Evandale sports oval drainage and irrigation upgrades
- Development of Honeysuckle Banks Recreation Area
- Further implementation of the Cressy Recreation Ground Master Plan
- Shared Pathway connecting Cressy to Longford
- Transfer of the former Longford Police Station to Council to enable the development of a Northern Midlands Community Hub/ Neighbourhood House
- Duplication of Longford Sports Centre Stadium
- Sports Oval Upgrade in Longford
- Shared Pathway from Pateena Road to Longford; and Longford to Bishopsbourne Road
- Development of the Mill Dam Recreation Area
- Longford Racecourse Master Plan Implementation
- Development of the green-field Perth Recreation Precinct and Community Centre
- Development of the Napoleon Street Park, Perth – final stage
- Further development of the Town's Shared Pathway Network
- Implementation of Stage 2 of Perth's South Esk River Parklands Master Plan
- Development of a Pump Track in Perth
- Further Implementation of the Perth Streetscape Development Plan
- Ross Recreation Ground Facility Upgrades

- Upgrades and service delivery to Western Junction and TRANSLink, including Electricity Grid Network, Gas Reticulation and Intermodal Facility

Council consulted extensively with stakeholders in relation to the following proposed municipal development plans and community strategies:

- Napoleon Street Park in Perth
- Closure of Youl Road and creation of park / reserve in Perth
- Proposed Upgrades to Pioneer Park in Evandale
- Proposed Campbell Town Tourist Park
- Weed Management Strategy
- Perth Streetscape Upgrade
- Campbell Town Streetscape Upgrade
- Dog Management Policy proposed amendments

Council's Annual Awards and Australia Day event

The Northern Midlands Council celebrated Australia Day with its annual community event, this year the event was held at the Train Park on Main Road, Perth. The event started with a Citizenship Ceremony where the Northern Midlands warmly welcomed a new citizen, congratulated and thanked the volunteers that help support Northern Midlands communities, followed by the Citizen of the Year and Event of the Year awards.

The formal proceedings included an address by Australia Day Ambassador John Kamara. John was named as the 2023 Tasmanian Australian of the Year. John Kamara escaped war-torn Sierra Leone and started a new life in Tasmania in 2004. He now does all he can to assist migrants, refugees and people from culturally diverse communities.

The event included a breakfast barbecue hosted by the Lions Club of Perth, children's games and face painting by the Perth Progress Association.

Each year the Northern Midlands Council presents three awards at its annual Australia Day Event acknowledging the significant contribution that volunteers and volunteer organisations make to the Northern Midlands Community.

- Citizen of the Year – the nominee is to have made a significant contribution to the Northern Midlands community; and is, or has the potential to be, a role model for the Northern Midlands community.
- Young Citizen of the Year – the nominee is to have made a significant contribution to the Northern Midlands community and is, or has the potential to be, a role model for the Northern Midlands community; and

- Community Event of the Year – The community event is to have attracted a broad cross section of the Northern Midlands community and is a community event attracting widespread publicity for the Northern Midlands.

In addition, Council also recognises Volunteers that have made a significant contribution to a community group and/or organisation within the Northern Midlands, in an unpaid capacity.

CITIZEN OF THE YEAR

Aubrey Morgan

One of our oldest nominations Aub, at aged 93 was conferred Citizen of the Year 2025 for his more than decade-long voluntary service caring for the Anglican Church cemetery on Wellington Street Longford. His dedication to maintaining the grounds, cleaning and restoring the graves and headstones, tending the rose gardens, and honouring veterans with poppies on ANZAC Day has brought comfort to many families and ensured the dignity of those laid to rest.

Vina Kathryn (Kathy) Henry

Kathy Henry was also recognised as Citizen of the Year 2025 for her remarkable 26 years of voluntary service with the Toosey Foundation, including two decades as chairperson. Under her leadership, the foundation has expanded its aged care services significantly, improving the lives of hundreds across the region. Kathy was further acknowledged for her role in co-founding Proactive Agricultural Safety and Support (PASS).

- Citizenship Ceremony held at Council Chambers in Longford



YOUNG CITIZEN OF THE YEAR

Ollie Morrison

At just 16 years of age, Ollie has already made an outstanding contribution to our community while excelling in academics, sport, and personal development. A lifelong resident of Campbell Town and recent Grade 10 graduate from Campbell Town District High School, Ollie has earned numerous Academic Achievement Awards, consistently demonstrating dedication and excellence.

EVENT OF THE YEAR

Longford Show

For nearly 170 years, the Longford Show has been a beloved tradition in our community, showcasing our rich agricultural heritage while bringing people together from near and far. Held on the third Saturday in October, this event is one of Tasmania's oldest and most cherished agricultural shows. From livestock competitions, horse events, and dog trials to sideshow alley, show bags, and delicious local food, the Longford Show truly offers something for everyone. This award is a tribute to the hardworking Longford Show Society, volunteers, and supporters who continue to make this event a success year after year.

NORTHERN MIDLANDS COUNCIL VOLUNTEER RECOGNITION AWARDS

Volunteer Recognition Awards were also presented, celebrating individuals who have selflessly dedicated their time and skills to local groups and initiatives. Nominations came from all over the Northern Midlands. Each recipient's contributions have strengthened the community. Gaye Anderson, Elizabeth Clark, Jenny Ivey, Sally Langridge, Margaret Chilcott, Ian l'Anson and Nicholas Evans were nominated and recognised this year for receipt of this Award.

- Tasmanian of the Year 2023 and Australia Day Ambassador John Kamara with Jenny Ivey and Mayor Mary Knowles OAM at Council's 2025 Australia Day event



Economic Development

Objective:

To continue to build the economic capacity of the Northern Midlands in order to improve its economic future and the quality of life for all. To achieve this, Council will continue to work in partnership with all stakeholders to ensure the Northern Midlands economy develops in a way that, in so far as it is possible, meets the needs and aspirations of the municipality's people and businesses.

Performance:

Council is a member and shareholder of Northern Tasmania Development Corporation (NTDC) that has the primary objective of providing proactive, engaged and strategic regional economic leadership in order to facilitate significant improvement in prosperity in Northern Tasmania. Council ratepayers benefit from the investment via direct and material economic, employment and investment outcomes. Council's annual fees for 2024/2025 were \$58,524.

Council collaborated with NTDC, Regional Development Australia and other Northern Councils to:

- Continue the implementation of the Northern Tasmania Regional Development Plan which identifies where future economic growth and employment is likely to come from, and ensures the Launceston City Deal is beneficial to the surrounding region;
- Review and commence the updating of the Northern Tasmania Population Strategy that focuses on attracting working age population to the region by promoting the region's lifestyle, liveability and diverse employment opportunities;
- Continue advocating for the upgrade and expansion of infrastructure in the TRANSlink commercial, industrial and logistics precinct adjacent to Launceston Airport, including promoting the stormwater renewal program, the need for gas reticulation and the upgrade of the TasNetworks Electricity Network to the precinct;
- Continue working in accordance with Council's Economic Development Strategy (adopted by Council in April 2024) that dovetails with the regional economic development plan, and clearly articulates Council's role in improving the Northern Midlands' economic future;
- Continue to advocate for funding to implement the recommendations of the Ben Lomond Tourism Feasibility Studies;
- Plan and implement priority natural resource management projects in collaboration with NRM North.

Contracted NTDC to project manage the undertaking of a feasibility study and development of a business case for a TRANSlink Intermodal Facility, funded by an Australian Government grant of \$5 million through the Priority Community Infrastructure Program. This project is due for completion in December 2026, and if successfully completed, will enable Council to access a further grant of \$30 million to deliver enabling infrastructure to the intermodal facility site.

Made application to the Australian Government's Regional Precincts and Partnerships Program for a grant to enable the development of an investment-ready Precinct Plan for Perth: a plan that will ensure Perth is positioned to become a highly accessible, sustainable and vibrant Green Star Certified community precinct. The outcome of the application is anticipated early in 2026.

Collaborated with TasRacing to continue to advocate for funding to enable the staged implementation of the Longford Race Course Master Plan.

Provided funding to the Northern Midlands Business Association to enable the association to undertake activities to foster economic activity in the Northern Midlands including implementing the Business Enabling and Resilience Program, the TRANSlink Promotional Program, and the 2025 Illuminate Youth Leadership Program.

Council officers continue to proactively work with potential investors interested in establishing businesses, or undertaking developments, in the Northern Midlands.

Collaborated with the Heritage Highway Tourism Region Association to market the Northern Midlands/ Heritage Highway Region as a 'must-see' destination to Tasmanians and visitors.

Continued to collaborate with Visit Northern Tasmania to pursue funding for stages two and three of the REASSIGN Heritage Tourism Interpretation Project.

In accordance with the Northern Tasmania Population Strategy, Council strived to improve the liveability of Northern Midlands communities through:

- Continuing the implementation of town urban design and structure plans for Campbell Town, Longford and Perth, supported by Australian Government funding commitments of \$4 million towards the revitalisation of Longford's town heart and community facilities; and \$8 million towards the revitalisation of the main streets of Campbell Town and Perth;

- Working with landowners to develop significant numbers of new subdivisions in Campbell Town, Evandale, Longford and Perth;
- Commencing the development of the Midlands Off-Road Shared Pathway Network that will eventually connect Youngtown to Longford; with an Active Transport in Tasmania grant secured to enable the implementation of Stage One of the network, and Council continuing to advocate for State Growth to complete the section from the Pateena/Illawarra Roads intersection into Longford and beyond to the Bishopsbourne Road intersection;
- Ongoing implementation of Perth's Sheepwash Creek Flood Mitigation Strategy, assisted by an Australian Government Disaster Ready Fund grant of \$1.86 million, with the project involving construction of road and rail culverts, and swales, to protect most private property in West Perth from flooding in an extreme event;
- Continuing the widespread online dissemination of the Northern Midlands 'Choose the Scenic Route' promotional campaign;
- Continuing work on a concept plan for a tourist park at Campbell Town (identified a regional priority project in Tourism Tasmania's 'Caravan and Motorhome Market Plan, Tasmanian 2025');
- Continuing to award the annual Further Education Bursaries to five Northern Midlands Year Ten students to inspire and assist with achieving their career goals.

- Mayor Knowles together with participants in the Illuminate Youth Leadership Program



Environmental Health

Objective:

Provide for community wellbeing through a healthy living environment, healthy lifestyles and reducing disease.

Performance:

To investigate and resolve environmental nuisances.

To proactively implement programs/measures to protect community health by:

- Investigating and actioning Notifiable Disease cases;
- Monitoring recreational waters; and
- Regulating food businesses.

To regulate registered premises by monitoring, inspecting and taking action in relation to their activities. (level 1 activities as defined by the *Environmental Management and Pollution Control Act 1994*) and on-site wastewater disposal systems.

Council's environmental health officer has worked in conjunction with various government departments in the assessment and resolution of incidents of potential environmental harm. The departments include the Environment Protection Authority, the Department of Health and Human Services, CBOS, TasWater and Tasmania Police.

Matters addressed include:

- Odour and dust complaints;
- Food safety related concerns and complaints;
- Noise complaints;
- Local industry odour emissions;
- Sewerage connection and odour;
- Asbestos related complaints;
- Other local industry environmental concerns including industrial waste storage and reuse;
- Air quality (smoke) incidents;
- Private water supply.

The Community Health Report addressed objectives within the areas of:

- Prevention and control of notifiable diseases;
- General infectious diseases control;
- The school immunisation program was contracted to the Northern Midlands Medical Service;
- Public Health Risk activities including tattooing;

- Regulated systems (cooling towers) to prevent the transmission of legionella;
- Control and mitigation of noise nuisances;
- Recreational water quality monitoring in accordance with the *Public Health Act 1997*, Guidelines for Recreational Water Quality;
- Food safety initiatives and regulatory control including food business registrations and inspections; and
- Assessment and monitoring of on-site wastewater management (septic tank systems).

Specific data	2024/25	2023/24	2022/23
Licensed places of assembly	7	5	9

● Perth South Esk River



● Campbell Town's War Memorial Oval multi-purpose facility

Animal Control

Objective:
Promote responsible and considerate animal ownership through the control and regulation of pet animals and livestock to minimise public nuisance and maximise community benefit.

Performance:
At the Council meeting held on 23 June 2025 (Minute No. 25/194), Council resolved to release the draft Dog Management Policy and Code of Responsible Dog Ownership for public consultation.
The consultation process attracted 43 submissions, resulting in further refinements to ensure fairness, transparency, and enforceability, while recognising the social and mental health benefits of companion animals.

Council's Dog Management Policy and Code of Responsible Dog Ownership have been developed to guide and ensure that Council consistently and effectively fulfils its responsibilities under the *Dog Control Act 2000*, particularly with regard to the protection of residents' rights.

- The objectives of Council's Policy are to:
- ensure that owners of dogs comply with their obligations under the *Dog Control Act 2000*;
 - prevent the danger caused by dogs to the public and to other dogs and animals;
 - minimise the distress and nuisance caused by dogs to the public;
 - actively promote the responsible ownership of dogs;
 - provide for the reasonable exercise and recreational needs of dogs;
 - provide routine patrols during normal business hours;
 - provide an emergency after-hours dog management service to collect dogs at large, provided that the dog has been secured; and
 - provide an emergency after-hours dog management service if a dog attack occurs.

The amended Policy provides a contemporary and balanced framework that:

- protects public safety and community amenity;
- promotes high standards of animal welfare;
- ensures equitable and transparent regulation; and
- supports evidence-based decision-making and compliance.

Key changes to the Policy include:

- expanded definitions and clearer terminology;
- stronger provisions for kennel licensing, nuisance management, and enforcement;
- improved community education commitments;
- inclusion of a declaration clause within the Dog Registration Form requiring owners to acknowledge their responsibilities under the *Dog Control Act 2000* and the *Animal Welfare (Dogs) Regulations 2016*; and
- clarification of the General Manager's discretionary powers under sections 54–55 of the *Dog Control Act 2000*, outlining comprehensive procedures for kennel licence applications, public notification, assessment, and appeal.

The final version of the Policy will be presented to Council for formal adoption at the Ordinary Meeting to be held on 17 November 2025.

In fulfilling the objectives of Council's policy the roles and responsibilities include:

- Promoting responsible dog ownership;
- Maintaining a register of all dogs aged over 6 months;
- Licensing kennels;
- Providing declared areas where dogs can be exercised off lead if under effective control;
- Investigating complaints relating to dog nuisances;
- Investigating attack incidents;
- Impounding stray dogs;
- Responding to reports of livestock on public roads;
- Municipal patrols of streets, parks and off-lead exercise areas;
- Microchipping;
- Dog registration audits; and
- Levying annual dog registration fees.

	2024/25	2023/24	2022/23
Dog Registration	3,872	4,100	4,229
Kennel Licences	98	89	93
No. of Impounded Animals	16	10	44

Recreation

Objective:

Enhance the quality and viability, and increase the provision of, community and sporting facilities, to ensure community recreation and wellbeing needs are met into the future.

Performance:

In 2024/2025 Council has worked to promote the health and wellbeing of Northern Midlands residents and visitors by undertaking the following infrastructure projects in accordance with relevant sport and recreation facility master plans as appropriate:

- Construction of a shared pathway from the Village Green to Mill Dam, as a component of the Longford Urban Design Project, assisted by a Community Development Grant of \$1.38 million;
- Commenced work on Stage One of the Youngtown to Breadalbane shared pathway, assisted by a Better Active Transport in Tasmania grant of \$436,500;
- Completed the development of a playground for all ages in Longford's Laycock Street Park, assisted by a Local Roads and Community Infrastructure allocation of \$500,768;
- Expanded and upgraded the Ross Men's Shed, assisted by a grant of \$150,000 through the Australian Government's Investing in Our Communities Program;
- Advanced the planning for the Napoleon Street Park at Perth, with Council securing a State Government Open Spaces grant of \$127,695 towards the children's playground component of the park;
- Installed half basketball/netball courts at Cressy, Longford, Perth and Ross, and developed a younger children's playground at the Campbell Town War Memorial Oval adjacent to the pool and tennis courts, assisted by an Open Spaces grant of \$100,000;
- Expanded the Perth Recreation Ground sporting facilities, by developing a junior soccer field, assisted by a Tasmanian Government Active Infrastructure grant of \$70,000;
- Installed a raised pavement platform adjacent to Perth's Seccombe Street Reserve playground and toilet block, assisted by a Vulnerable Road Users grant of \$50,000;
- Upgraded the road and recreation infrastructure at the river end of Cressy's Macquarie Street, assisted by a 2024 State Election Commitment of \$150,000;
- Commenced planning for the expansion of the shade structure provision at the Cressy Pool Complex, assisted by a 2024 State Election Commitment of \$25,000.

During the period Council undertook the following activities that have the potential to significantly contribute to achieving health and wellbeing outcomes in the Northern Midlands:

- Ongoing advocacy for the proposed green-field Recreation and Community Centre Precinct at Perth;
- Ongoing advocacy for the upgrading of the Ross Recreation Ground facilities to meet the needs of Veterans Cricket Tasmania that is headquartered at this recreation ground;
- Pursued external funding for the Northern Midlands Shared Pathway Network that will ultimately provide an off-road active transport option stretching from Longford via Perth and Devon Hills to Youngtown – with a particular emphasis on securing funding for the Pateena Road to Longford section of the network;
- Ongoing advocacy for the transfer of the former Longford Police Station to Council to enable the development of a Neighbourhood House/Community Hub in the town;
- Contributed to the development of the Tasmanian Community Sports Facilities Portal which will form part of a new statewide Community Sporting Facilities System;
- Furthering work towards the finalisation of a master plan for the Longford Mill Dam Reserve.

Council adopted/reviewed the following policies during the year:

- Safeguarding Children & Young People on 19 August 2024
- Use of Council Chambers, Longford on 16 September 2024
- Recreational Vehicles: Development and Management of Facilities (Overnight Camping – Self Contained Vehicles) on 9 December 2024
- Mobile Food Vendors on 9 December 2024
- Festivals, Events and Promotions on 20 January 2025
- Illawarra Road Signs Advertising on 17 February 2025.

In 2024/2025 Sporting Achievement donations totalling \$1,400 were provided to:

Hunter McGee	Representation – U16 Touch Football Tasmanian Team	\$100
Judy Gurr	Representation – Senior Womens Tasmanian Team	\$100
Denise Middap	Representation – Senior Womens Tasmanian Team	\$100
Rhianna Morrison	Representation – U18 Lawn Bowls Tasmanian Team	\$100
Lucy Johnston	Representation – Aust Interschools National Equestrian Team	\$100
Ryan Sanson	Representation – Tas Junior 8 Ball Team	\$100
Jordan Sanson	Representation – Tas Junior 8 Ball Team	\$100
Levi Springer	Representation – National Indoor Cricket Championships	\$100
Haile Lowe	Representation – International Netball Festival	\$100
Cameron Herbert	Representative – U18 Boys Tassie Thunder Touch Football	\$100
Debbie Mahar	Representative – Tasmanian Para Bowls State Team	\$100
Hunter McGee	Representative – U15 School Sports Aust Championships	\$100
Lucy Johnston	Representative – Pony Club National Championships	\$100
Coby Praciak	Representative – U15 State Football Team Championships	\$100

- J Gurr and D Middap Bowls Representatives (Senior Womens Tasmanian Team) at Nationals held at Tweed Heads



Youth Services

Objective:

Network and collaborate with a variety of agencies and organisations to identify, develop, implement and evaluate initiatives that address the numerous issues which impact young people within the municipality.

Performance:

Council:

- Facilitates healthy communities with a strong sense of wellbeing, a key in the council's strategic plan, in which a number of sections address community safety, access, health and education issues;
- Employs a Full time Youth Officer to support, improve access and service responses and programs for youth;
- Collaborates with Launceston PCYC to provide youth activity programs at Perth, Longford, Evandale, Cressy and Campbell Town;
- Provides the Northern Midlands Further Education Bursary Program;
- Supports the Chaplaincy programs in Campbell Town and Cressy District High Schools;
- Networks with agencies including Youth Health North, Headspace, Cornerstone Youth Mental Health Services, Young Aboriginal Support Program, Enterprize, Bitlink, City Mission, Brave Hearts, Relationships Australia, Royal Flying Doctor Services, NEBHUB and Catholic Care to enhance their capacity to provide services and programs to Northern Midlands youth; and
- Participates in meetings such as Northern Youth Coordinating Committee and the Northern Midlands Interagency Meetings.

In 2024/2025, implemented/continued to support the following youth-based projects in the Northern Midlands:

- Youth Mental Health Expo held at Campbell Town and Cressy District High School connecting young people to services, with service providers including Youth Health North, Salvation Army, Libraries Tasmania, Relationships Australia, Headspace, Lifeline, Vinnies, Rural Alive and Well and Reclink;
- Illuminate Education supporting and mentoring students throughout the program;
- Facilitate Free2b Girls groups in Longford and Campbell Town including developing program connections with Rural Alive and Well, Youth Health North, Relationships Australia and Libraries Tasmania;

- Facilitate pop-up Free2b Girls Group at different schools across the Northern Midlands municipality;
- Facilitated the Active Northern Midlands Youth program in Cressy and Campbell Town with PCYC to provide active sessions;
- Youth Week event with Cressy District High School and service providers;
- Facilitate lunchtime Friendship and Social group at Campbell Town District High School. Utilising games and activities to encourage social interaction, friendship development and communication skills;
- SPARK Program – supporting youth focused initiatives and development of leadership and teamwork skills in young people;
- Support and mentor students at Cressy and Campbell Town District High Schools to prepare food for the Breakfast Club;
- Engage Motivity Fitness to offer free Youth Exercise Class for young people in Longford, supporting opportunities for young people to participate in health and wellbeing activities;
- PCYC Mobile Activity Centre trailer at Perth and Evandale for after school activities;
- Implemented a weekly chess club at Evandale Primary School;
- Engage Free2b Girls to facilitate Branching Out Program;
- PCYC Taiko Drumming sessions for students at Longford and Evandale Primary Schools;
- Leadership Development workshop sessions with local High School students;
- Engaged Reclink to run free programs within the Northern Midlands;
- Worked with Schools to update Christmas Banners in each town; and
- Secured community support for Free2b Girls groups in the way of food donations from Banjo's Longford and Campbell Town, and financial support from Longford Rotary, JBS Australia and Thrive Womens Grants.

Council reviewed its Safeguarding Children & Young People policy on 19 August 2024.

In 2024/2025 Education Bursaries totalling \$9,000 were provided under LGA section 77 to:

C Whitchurch	First instalment	\$1,000.00
Mia Tubb	First instalment	\$1,000.00
Hunter McGee	First instalment	\$1,000.00
Charlie Richardson	First instalment	\$1,000.00
Breeanna Farrell	Second instalment	\$1,000.00
Dylan Copolov	Second instalment	\$1,000.00
Emily Bowerman	Second instalment	\$1,000.00
Isaac Chapman	Second instalment	\$1,000.00
Oliver Walker	Second instalment	\$1,000.00

• Longford Primary School and Cressy District High School tree planting day

• Mayor Mary Knowles OAM and Cr Alison Andrews AM visit to Longford Primary School to inspire students ahead of the tree planting day



Committees of Management

Objective:

To provide support to Council Committees of Management and local community organisations.

Performance:

Council continued to deliver consistent financial and advisory support to Management Committees overseeing recreational facilities, as well as to non-profit community groups.

Each year, Council allocates funding for capital works proposed by community organisations. These proposals are evaluated and prioritised to determine funding distribution.

In the 2024/2025 financial year, Special Committees reported operating income of \$173,754 (inclusive of Council maintenance grants) and operating expenditure of \$160,031, as reflected in Council's financial statements. Additionally, Special Committees held \$254,604 (2024 \$243,549) in cash and cash equivalents, consistent with the 2023/2024 figure.

Council reviewed the Use of Council Chambers, Longford policy on 16 September 2024.

- Avoca Museum and Information Centre renovation

FACILITIES MANAGED BY SPECIAL COMMITTEES (2024/2025)

- Avoca Community Centre and Memorial Hall
- Avoca Museum and Information Centre
- Campbell Town Museum and Information Centre
- Cressy Hall
- Cressy Recreation Ground
- Cressy War Memorial Swimming Pool
- Devon Hills Neighbourhood Watch and Residents Committee
- Evandale Community Information Centre and Memorial Hall
- Liffey Hall
- Longford Recreation Ground Oval
- Longford Town Hall
- Morven Park Recreation Ground, Evandale
- Perth Community Centre
- Perth Recreation Ground (*currently in recess*)
- Ross Recreation Ground and Swimming Pool



Projects, Planning and Development Services

Projects, Planning & Development Services includes the provision of services relating to the following: Land Use and Planning, Urban Design, Major Capital Works Projects, Plumbing and Building Services, and Compliance.

Integrated Priority Projects and Strategic Projects

PROGRESS REPORT:

Project	Status		Budget 2024-25	\$	Scheduled
Lead: <i>Serve with honesty, integrity, innovation and pride</i>			–	–	–
Progress: <i>Economic health and wealth – grow and prosper</i>					
Foundation Projects					
4.1 Main Street Upgrades: Campbell Town, Longford and Perth	On Track	Campbell Town 2022 Election Commitment secured through the Priority Community Infrastructure Program (PCIP) DA approved.	Budget allocation 2024/25 plus contribution from \$8m Federal Government Election Commitment 2022.	2,450,000	Received State Growth Permit. Community drop-in session held 1 May 2025. Tenders closed 11 June – report to July 2025 Council Meeting.
4.1 Main Street Upgrades: Campbell Town, Longford and Perth	On Track	Longford DA submitted.	Budget allocation 2024/25 from Federal Government Election Commitment 2019. Federal funding must be expended by 30 June 2025 at the latest. Funds proposed for streetscape upgrade approved for reallocation to the Longford-Mill Dam shared pathway at the April 2024 Council Meeting.	1,793,628	Progress reports submitted. Variation of completion date request (to December 2025) approved. Shared pathway development underway.
4.1 Main Street Upgrades: Campbell Town, Longford and Perth	On Track	Perth 2022 Election Commitment secured through the PCIP DA approved.	Contribution of \$8m, Federal Government Election Commitment 2022.		Tenders closed early July 2024 Contract 80% complete as at 30 June 2025.
Enabling Projects					
5.4 Subdivisions (several – Cressy, Evandale, Longford and Perth)	On Hold	Council to identify opportunities to provide infrastructure and secure funding. Included in NMC Priority Projects document.	Drainage easement secured at Evandale. Detention basin secured at TRANSlink.		Detention works not scheduled at this stage.
People: <i>Cultural and society – a vibrant future that respects the past</i>			–	–	–
Place: <i>Nurture our heritage environment</i>			–	–	–

Land Use, Urban Design and Planning

Objective:

Provide a co-ordinated land use plan to facilitate controlled growth within the parameters of infrastructure availability, whilst maintaining certainty and harmony with local environs and community expectations; and

Shaping our communities, towns, villages and the region by planning and managing development, infrastructure and services.

Performance:

Approved 206 applications including:

- Industrial developments within TRANSLink such as a car park, warehouses and a complex providing offices and storage for contractors.
- An RV dump point for Evandale, along with a public amenity in a previously un-serviced recreational area at Honeysuckle Banks.
- A new ambulance station for Longford at 20 Union Street.

Council permitted developments valued at over \$80 million within the municipality.

Assessed 104 developments as exempt under the provisions of the planning scheme.

Approved 26 subdivisions or boundary adjustments, 44 new single dwellings and 52 new units (noting that most new single dwellings are exempt under the State Planning Provisions).

Refused seven applications and received three Notices of Appeal from the Tasmanian Civil and Administrative Tribunal.

• X Hemp facilities at Cressy



Actively followed up community complaints regarding use and development throughout the municipality by conducting thorough investigations, opening dialogue with responsible parties and working co-operatively to resolve issues. Where a co-operative approach was not successful, taking action on illegal works and non-compliance with planning permits where appropriate.

Participated in the ongoing review of the Northern Tasmania Regional Land Use Strategy.

Consulted with the community and sought nominations to the Northern Midlands Significant Tree Register (part of the Local Provisions Schedule to the Tasmanian Planning Scheme, which contains a register of significant trees throughout the municipality that due to their age, landscape values or cultural significance require special consideration when they may be affected by applications for development).

Reviewed the following policies during the year:

- Mobile Food Vendors, 9 December 2024
- Recreational Vehicles: Development and Management of Facilities, 9 December 2024
- Heritage Incentive Scheme, 17 February 2025
- Illawarra Road Signs Advertising, 17 February 2025
- Exempt Temporary Buildings or Works (Including Shipping Containers), 23 June 2025

• Nominated for Council's Significant Tree Register



Plumbing and Building Services

Objective:

Provide regulatory framework to ensure all private and public buildings are constructed in accordance with the Building Act and Regulations, Building Code of Australia and other regulatory standards.

Performance:

- Processed building and plumbing applications within statutory timeframes.
- Provided reporting statistics to relevant agencies on a monthly basis.
- Issued 225 building approvals totalling \$63.4 million (last year approvals totalled 225, at \$77.1m).
- Issued 1,314 Property Certificates (Sec 132 and 337), compared to 1,199 last year.

Specific data	2024/25	2023/24	2022/23
Applications approved	225	225	223
Dwellings	94	89	93
Additions to dwelling, incl. out-buildings and sheds	108	104	124
Industrial/Commercial	23	32	6
Value	\$63.4m	\$77.1m	\$62.6m
Average processing time (days)			
Building Permit	7	7	7
Certificate of Likely Compliance	8	8	8
Plumbing Permit	7	7	7
No of Plumbing Inspections	389	453	280
Septic Tank and AWTS Applications	30	35	27

Compliance

Objective:

Monitor all relevant regulatory areas to ensure statutory compliance, ensuring the Northern Midlands is a safe environment in which to live, visit and work.

Performance:

Respond to complaints regarding non-compliance with legislation regulated by Council, including:

- Planning;
- Building; and
- Environmental Health (including noise and pollution).

Action any breaches of legislation and enforce accordingly.

Actively promote compliance with legislation throughout the municipality and provide information where necessary.

The Mobile Food Vendors Policy was reviewed and amendments endorsed on 16 September 2024 and again on 9 December 2024.

Specific achievements / issues within the Community Health Report	2024/25	2023/24	2022/23
Notifiable diseases investigated	10	2	8
School immunisations administered	225	0**	62
Recreation water monitoring	66	81	48
River water compliance	66%	75%	84%
Pool water compliance	100%	100%	100%
Environmental nuisance complaints	67	70*	209
Registered food premises	196	165	229
Food premises inspected	162	76	133
Registered temporary food premises	9	3	18
Environmental incidents/ complaints	0	4	2

* Environmental nuisance complaints calculation and source data was reviewed in 2023/2024

** Immunisations fell just outside of the reporting period for the 2023/24 financial year

Corporate Services Reports

Corporate Services includes provision of financial services, information systems, facilities management, community and social (human) services.

Integrated Priority Projects and Strategic Projects

PROGRESS REPORT:

Project	Budget 2024-25	\$	Scheduled
Lead: <i>Serve with honesty, integrity, innovation and pride</i>	-	-	-
Progress: <i>Economic health and wealth – grow and prosper</i>	-	-	-
People: <i>Cultural and society – a vibrant future that respects the past</i>	-	-	-
Place: <i>Nurture our heritage environment</i>	-	-	-

• Festival of Rail event, Evandale



Financial Management

Objective:

Financial Management: provide practical, viable, sustainable financial management, policies and procedures.

The financial management unit includes the following functions:

ASSET MANAGEMENT:

Assist Council in improving the way it delivers services from infrastructure including roads, bridges, footpaths, stormwater drainage, buildings and plant and equipment and any other classes of assets.

Council's asset management strategy enables Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future;
- enable Council's asset management policies to be achieved; and
- ensure the integration of Council's asset management with its long-term strategic plan.

INSURANCES:

Protect Council from financial claims or loss arising from a negligent act, error or omission, legal liability for personal injury and/or property damage claims.

RISK MANAGEMENT:

Identify any potential threats to financial and business operations; and take necessary steps to mitigate/eliminate threats likely to affect Council's ability to achieve objectives.

Performance:

This unit incorporates the provision of financial management and the related services of asset management, insurances and risk management.

Financial services provided include: rates administration, receipts and payments, wages and salaries, budgeting and annual report preparation, investments, insurance, loans, asset registers and depreciation.

Council identifies potential significant risks and obtains insurance cover accordingly.

Council is committed to embedding enterprise risk management to create and maintain an environment that enables Council to deliver high quality services and meet performance objectives. Council recognises that risk management is an essential tool for sound strategic and financial planning and the ongoing

physical operations of the organisation. To meet this commitment, all employees are required to be competent and accountable for adequately managing risk within their area of responsibility.

Council's Risk Management policy is the umbrella policy for all supportive activities and documentation, which have the objective of improving processes by reducing the uncertainty of outcomes, thereby minimising loss within the activities and services provided by Council.

Adopted the 2024/2025 Annual Plan and Budget on 24 June 2024.

The revaluation of the municipal area was undertaken during 2018 by LG Valuation Services and the values were effective from 1 July 2019, and adjustment factors are implemented bi-annually. The next scheduled revaluation of the municipal area is to be undertaken during 2025/2026.

The Tasmanian Audit Office has undertaken the Financial Audit services for Council during 2024/2025.

The Financial and Risk Management Audit Committee met during the year and provided input into Council's operations.

Council collects a volunteer fire service levy in respect of land in Cressy, Campbell Town, Longford, Evandale and Perth; and a general fire service levy for all other land.

The Financial Report for the year ended 30 June 2025 is appended to this report; included is the Independent Audit report provided by the Tasmanian Audit Office.

Council adopted/reviewed the following policies during the year:

- Work, Health and Safety & Employee Wellbeing on 19 August 2024;
- Accounting on 9 December 2024;
- Fraud and Corruption on 9 December 2024;
- Information Management on 9 December 2024;
- Privacy on 9 December 2024;
- Information and Communication Technology Resources and Electronic Communications Acceptable Use on 20 January 2025; and
- Information Technology Security on 20 January 2025.

Council's recurrent revenue during 2024/2025 was \$24.141 million (\$25.107m 2023/2024), capital income \$8.370 million (\$14.710m 2023/2024) resulting in total income of \$32.511 million (\$39.817m 2023/2024).

Operating expenditure was \$26.620 million (\$26.579m 2023/2024), which resulted in a surplus of \$5.891 million (\$13.238m 2023/2024).

The overall surplus was less than the 2024/2025 budgeted surplus of \$14.5 million; mainly due to less capital grants funding received for projects not yet meeting their milestones, and higher operating costs.

Rate Revenue was raised via a differential rating system in 2024/2025 based generally on the same amount of rate revenue, plus indexation and development, as previous years for each land use category. The General Rate in the dollar of assessed annual value was increased in 2024/2025 by 3.74 percent resulting in total rate revenue amounting to \$14.5 million (\$14.3m last year) or 60% of operating revenue and was generally within budget expectations. Rate receivables as at 30 June 2025 represent 3.42% (3.3% at June 2024 of rate revenue).

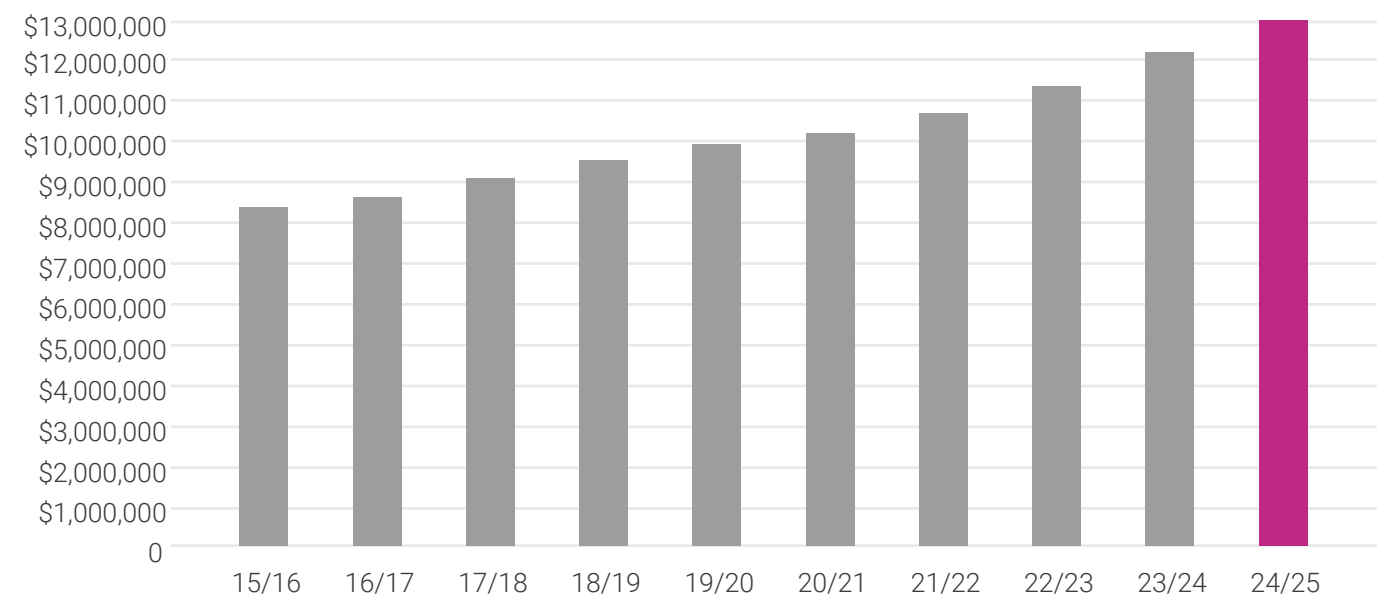
Commonwealth Financial Assistance Grant Revenue decreased by \$966,032 in 2024/2025 to \$3.185 million (adjusted for advance payments). Grant revenue in 2024/2025 includes advance Financial Assistance payments of \$2.420 million (\$4.011m 2023/2024).

Federally funded capital grants received specifically for new or upgraded assets include:

Campbell Town & Perth Main Streetscape Projects	\$2,484,962
Longford Streetscape Project	\$1,000,000
Local Road and Community Infrastructure (Phase 2 and 3)	\$291,571
Perth Stormwater Mitigation Project	\$115,592
Roads to Recovery	\$1,249,222

Federally funded recurrent grants amounted to \$124,352 for Perth Early Learning Centre operations and employee training programs, youth activity programs.

NORTHERN MIDLANDS COUNCIL GENERAL RATE REVENUE



State funded capital grants received specifically for new and upgraded assets amount to \$576,496 and the major projects include:

Perth Junior Soccer Field	\$67,434
Half Basket Ball Courts (4)	\$ 70,000
Hobart Road Shared Pathway	\$66,627
Macquarie Street Reserve	\$ 88,384
Ross Mens Shed Extension	\$120,000
Minor improvements: Breadalbane Shared Pathway, Evacuation Centre, Perth Bus Stop, Vulnerable Road Users Seccombe Street Perth & Bridge Street Campbell Town	\$ 164,051

State funded recurrent grants amounted to \$266,789 for heavy motor tax grants, governance review, childcare, emergency works, bus shelters, youth and health programs.

Cash, cash equivalents and short term investments on hand represent money quarantined for the following areas:

- Financial: unspent grant funds \$1.63 million;
- Management of long term financial asset management \$6.84 million;
- Leave provisions \$2.02 million;
- Monies held in trust \$0.82 million;
- Rate revenue & User charges received in advance \$0.58 million;
- Special Committee funding held \$0.25 million; and
- Unrestricted cash of \$2.1 million.



Investment revenue from TasWater (dividends / tax equivalent income) of \$561,600 was received.

Council's retained its ownership interest in TasWater at 2.27% at 30 June 2025.

Depreciation actual cost decreased from the previous year by \$625,564 to \$7.48 million, due to revaluation/ indexation, construction/upgrade of assets and condition revaluation of building assets.

Council recorded a net increase in asset revaluation of non-current assets to \$12.04 million (\$58.86m 2023/2024) on Property and Infrastructure.

Council's total equity in 2024/2025 increased by \$18.76 million to \$569.41 million (\$74.21m to \$550.65m 2023/2024).

Council recorded non-current property, infrastructure, plant and equipment assets with a written down value of \$512.88 million or Gross Value of \$683 million as at 30 June 2025 (2023/2024 \$493.1m or Gross Value of \$624.7m).

** Note 6 in the financial statement provides a breakdown of asset values recognised.*

Payments for purchase/construction of fixed assets totalled \$12.91 million, representing 39% of total annual cashflow expenditure during 2024/2025.

The Tasmanian State Audit Office was appointed auditor for financial period ending 30 June 2025 at a cost of \$40,355 (2023/2024 \$38,000).

The Auditor General advised that to be sustainable, local government needs to have sufficient capacity to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies. Council's 2024/2025 underlying result is a \$2.6 million deficit or a -10% underlying surplus ratio* (2024 \$0.76 million deficit or a -3% underlying surplus ratio*) (see Note 10.3). A negative result indicates a deficit which is unable to be sustained in the long term, while Council has had a negative underlying result in three of the last four years, Council believes it is sustainable in the long term and continues to work towards achieving an ongoing annual positive result.

Information Management

Objective:

Provide practical, viable, sustainable information management policies and procedures; deliver information management services to meet organisation, statutory and community needs.

Performance:

Council operates a computer network connecting all users within the administrative headquarters. Remote users at the Longford Works Depot are connected to the network via a fibre optic cable.

Council utilises the ReadyTech Local Government Enterprise suite of programs for financials, and the Technology One information management system and ArcGIS mapping application.

Harbour Software provides document collation software for agenda and minute preparation and dissemination of information through their Docs on Tap and Doc Assembler applications.

Council utilises an Infonet and Office 365 mailing system throughout the office as well as being connected to the Internet.

Council's email address is: **council@nmc.tas.gov.au**.

Council maintains an on-line presence through the website: **www.northernmidlands.tas.gov.au**; and Facebook.

Council is an active member of the Tasmanian Technology One (ECM Records Management) User Group.

During the period improvements to Information Technology systems included:

- On premise server upgrade \$45,352
- Closed Circuit Television Camera security systems \$32,774
- Body-worn cameras \$5,495
- Replacement of Computers and Laptop; and accessories \$54,932
- Desk and Mobile phones \$7,605.

Council adopted/reviewed the following policies during the year:

- Information Management on 9 December 2024;
- Information and Communication Technology Resources and Electronic Communications Acceptable Use on 20 January 2025; and
- Information Technology Security on 20 January 2025.

Work Health and Safety

Objective:

Protect the health and safety of all stakeholders in the workplace from exposure to hazards and risks resulting from workplace conduct.

Performance:

Council aims to provide a safe, healthy and supportive environment where employees are valued, respected and are able to realise their full potential.

Council continues to encourage staff participation in workplace reform by holding regular staff and department meetings as well as supporting a Consultative Committee.

During the year:

- The council reviewed the risk register incorporating the council's strategic, operational, and emergency management risks undertaken.
- Training for works employees was undertaken and completed to meet statutory requirements.
- Waste Transfer Audits were conducted, and corrective actions have been implemented and include layout options, site management, infrastructure improvements, and environmental goals
- Plant Assessor system is now fully functional with all works equipment and vehicles for pre-starts and faults available, inclusive of Risk Assessments and Safe Operating Procedures.
- Safe Work Method Statements (SWMS) sign off now returned daily for Manager/Supervisor to sign and acknowledge. WHS Monitor is now looking to have SWMS accessed live on tablets for works employees.
- Weekly site inspections completed and added to WHS Monitor.
- Contractor compliance is ongoing and managed.
- Workers Compensation monitoring and closing.
- Installation of Vehicle tracking to current fleet Via 4G tracking devices has commenced.
- Health & Safety Representatives (HSR Cert 3) training completed by Health & Safety Committee members to cover all areas in Council departments.
- Aquatic Centre Risk Assessment and Audits conducted at each location. This was an extensive process which resulted in the pool operation team's workload being increased significantly.
- Council reviewed the Work, Health and Safety & Employee Wellbeing Policy on 19 August 2024.

Event Management and Tourism Promotion

Objective:

- Provide advice and support to event managers ensuring events in the municipality are run safely and successfully; and
- Promote Northern Midlands as a tourist destination in a way that benefits local businesses, visitors, and residents alike.

Performance:

HERITAGE HIGHWAY TOURISM REGION ASSOCIATION (HHTRA):

- Support the HHTRA through financial contribution and provision of administrative support.
- Facilitate HHTRA Management Group meetings and strategic planning workshops.
- The Heritage Highway Tourism Region held the association's 26th AGM in September 2024.
- The Tassie Tourism Ambassador Program is run by the Tourism Industry Council of Tasmania (TICT), funded by the State Government. The new Heritage Highway region module launched in September 2024 has been successful and to date 119 people have completed the module.
- Heartlands Way, a heritage walking trail, is a long term project being workshopped. The HHTRA continues to explore the establishment of trails through the midlands linking the towns, acknowledging there are many obstacles.
- The HHTRA continues to maintain a strong social media presence with an active and prominent website, working closely with Destination Southern Tasmania to ensure its ongoing success.
- The Heritage Highway is one of the highest visited destination pages on the Hobart and Beyond master site. www.heritagehighway.com.au
- The HHTRA initiated a social media marketing campaign to assist event organisers in the Heritage Highway region to expand their reach on social media with articles and boost campaigns promoting the events.
- The Heritage Highway Operators facebook group started in 2024 and has 85 members.

GENERAL TOURISM & INDUSTRY ENGAGEMENT:

- Northern Midlands Council is represented at various industry workshops and forums.
- Liaison with new and existing tourism operators regarding enquiries, networking opportunities, facilitating connections with relevant agencies, and providing information where requested.
- Held Northern Midlands Council's Australia Day event at Perth, including community volunteer citizen awards and recognition and Citizenship Ceremony.
- Facilitated the Tour of the Northern Midlands and civic reception for Her Excellency the Honourable Barbara Baker AC, Governor of Tasmania in February 2025.
- Assisted various local groups on projects to erect, or replace signs, interpretation, brochure projects including interpretation next to the Longford Boat Ramp for the Birds of the South Esk.
- Longford Legends Committee progressed the 2025 inductees and installed plaques.
- Hosted Tasmanian Visitor Information Network (TVIN) regional meeting at Ross in August 2024.
- Promote the Northern Midlands in the Let's Go Kids 2024 publication.
- Evandale: the Verandah Music Festival and Penny Farthing Championships featured on the ABC program, Back Roads in November 2024.
- Facilitated an industry function: Great Customer Experience, for businesses in Campbell Town and surrounds, in conjunction with Tasmanian Hospitality Association and Visit Northern Tasmania in June 2025.

NORTHERN MIDLANDS VISITOR CENTRES (NMVC):

Northern Midlands Visitor Centres are supported through networking, collaboration, and inclusion in the TVIN activities.

The Northern Midlands has five White i Visitor Centres:

- Campbell Town Museum & Information Centre (volunteers)
- Ross Visitor Information Centre (staff)
- Evandale Tourism & History Centre (volunteers)
- Avoca Museum & Information Centre (volunteers)
- Northern Midlands Visitor Centre (Longford, unmanned).

Our Northern Midlands visitor centres played a role in shaping the travel experience of over 48,000 people throughout 2024/2025. This is a small but definite growth on the previous year however highlights that the Northern Midlands continues to be an appealing destination. The Tourism Visitor Information Network Annual Report acknowledges the essential role visitor information centres play in guiding and supporting visitors. The Ross Visitor Information Centre meets the criteria for associate membership of the TVIN.

- Start of Evandale's Penny Farthing race



EVENTS:

- Heritage Highway region events guide notification is provided to approximately 300 email recipients, including tourism operators, state-wide visitor centres and key tourism agencies.
- Event Management Guide updated and is made available.
- The Community Pacific Festival was a free event hosted by Northern Midlands Council and Longford Rotary on 30 November 2024, attracting several hundred patrons and participants. Held on the Longford Village Green, the event showcased the talents of the overseas seasonal workers employed at local abattoirs and berry farms. The evening included music and dance performances, food and games.



- Verandah Music Festival 2024, Evandale
- Above: Scotts Day Oot, 2024



Cemeteries

Objective:

Maintain and manage the Bishopsbourne, Perth and Longford general cemeteries and associated infrastructure and services.

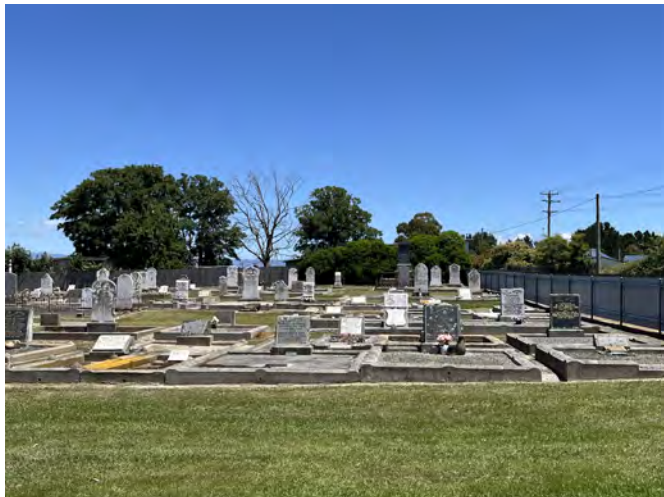
Performance:

Council own and operate:

- the Lawn Cemetery, Rose Garden and Niche Wall at Cressy Road, Longford;
- a Rose Garden in Pioneer Park, Evandale;
- Bishopsbourne Cemetery; and
- The Lawn Cemetery and Niche Wall at Perth

A service is provided, in conjunction with Arrow Engraving Pty Ltd, to supply memorial plaques.

- Perth Lawn Cemetery



Early Childhood Services

Objective:

Provide service within the limits of resource availability and without detriment to existing 'traditional' provision by private and government services rather than Council.

Performance:

In June 2023 Council opened the new purpose-built Perth Early Learning Centre on a green field site in Fore Street adjacent to Perth Primary School's kindergarten.

The Perth facility provides 46 early learning and 40 after school places, and has been designed to accommodate expansion in the future.

Council operates Long Day Childcare Services five days per week between the hours of 8am and 5.30pm at the Perth Early Learning Centre and the Cressy Childcare Centre.

The Midlands Kids Before and After School Care Services are operated from the Perth Early Learning Centre, and the Midlands Kids Club Vacation Care Services are provided during school holiday periods.

Council reviewed the Safeguarding Children and Young People policy on 19 August 2024.



- Bookweek with Mayor Knowles and Deputy Mayor Lambert

Works and Engineering Infrastructure

Works includes the provision of maintenance and construction of Council infrastructure and facilities.

Engineering Services includes the provision of the Engineering Design and Services, Waste Management & Infrastructure Management.

Integrated Priority Projects and Strategic Projects

PROGRESS REPORT:

Project	Status		Budget 2024-25	\$	Scheduled
Lead: <i>Serve with honesty, integrity, innovation and pride</i>			–	–	–
Progress: <i>Economic health and wealth – grow and prosper</i>					
Enabling Projects					
5.3 Power Undergrounding in Evandale, Longford and Perth	On Hold	Awaiting funding streams to come available. Included in NMC Priority Projects document.	No budget allocation staff resources only.		Not scheduled at this stage. Evandale submitted for State Government 2025/26 Budget consideration.
People: <i>Cultural and society – a vibrant future that respects the past</i>			–	–	–
Place: <i>Nurture our heritage environment</i>					
Foundation Projects					
4.5 Municipal Tree Planting Program	On Track	Annual program being implemented. Included in NMC Priority Projects document.	Included in annual operating budget.		Ongoing

Roads

Objective:

Maintain through cost effective operations, a safe and effective road network to meet the needs of all users.

Performance:

Council has northern and southern based road works crews and responsibilities include asset management, road construction, resealing, re-sheeting, grading, edging and potholing, footpaths, roadside slashing, roadside spraying, safety railing, signage, kerb and channel, roadside drainage and emergency maintenance.

Northern Midlands has a total road network consisting of:

- 120 kilometres urban sealed roads;
- 465 kilometres rural sealed roads;
- 15 kilometres urban gravel roads; and
- 370 kilometres rural gravel roads.



● Perth Main Street upgrade works

Council undertakes a scheduled revaluation of road infrastructure assets valued in accordance with Accounting Standards using the Fair Value Measurement. The current replacement cost is calculated using current construction costs provided by qualified staff/consultants.

Full assessment and valuation of road assets was undertaken by Moloney Asset Management Systems as at 30 June 2024 and values are indexed annually.

Council officers have applied a Road and Bridge Construction Australia index factors obtained from the Australian Bureau of Statistics to determine the valuation as at 30 June 2025.

Council reviewed the Private Works and Driveway Entrances policy on 23 June 2025.

Following annual cost indexation, additions and disposals, and depreciation the breakdown of road infrastructure value at 30 June 2025 is as follows:

Replacement cost	\$370,282,470
Accumulated Depreciation	\$100,841,295
Net amount at Fair Value	\$269,441,175

Footpaths

Constructed/reconstructed footpaths at a cost of \$0.95 million:

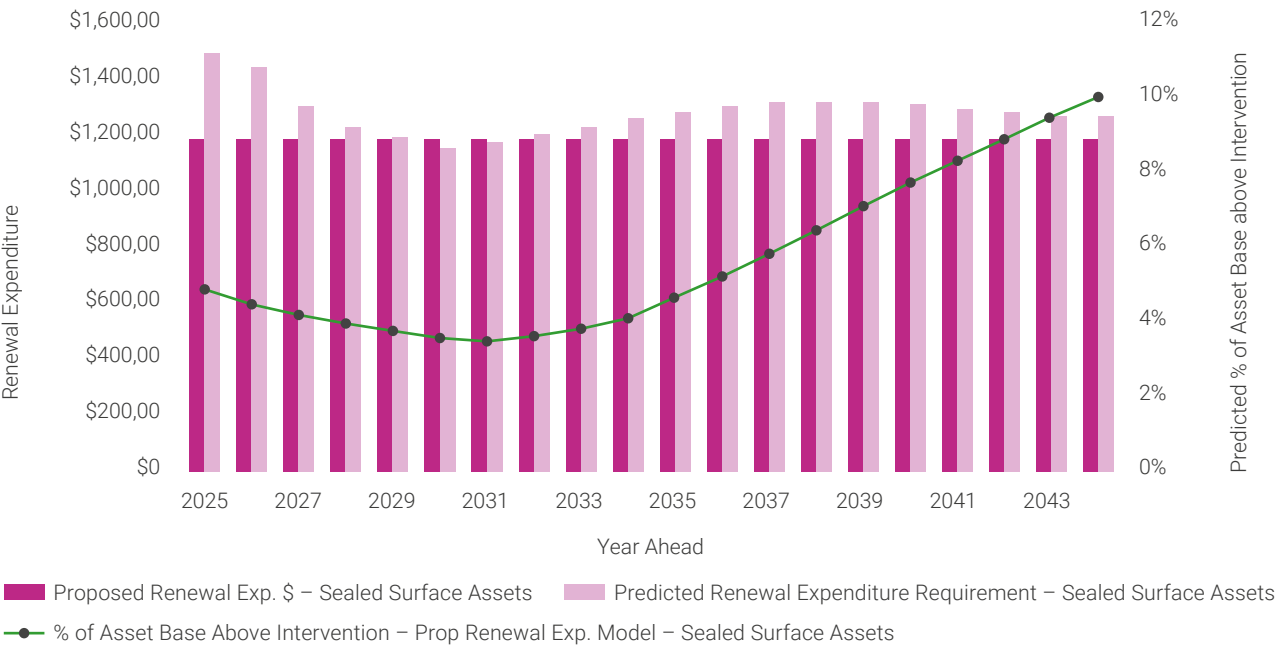
- 2,618 m² new concrete;
- 2,407 m² new asphalt;
- 1,430 m² replaced concrete; and
- 193 m² replaced asphalt.

Other Road Infrastructure

During 2024/2025:

- Assisted by Roads to Recovery funding of \$1,249,222, reconstructed sections of Ashby Road and Elphinstone Road \$1.9m;
- Burghley Street at Longford and Macquarie Street at Cressy reconstruction from gravel to seal \$172,000
- Napoleon Street at Perth construction of road between Edward and Frederick streets \$90,000
- Bridge Street School Entrance improvements at Campbell Town \$107,000
- Constructed 440 m kerb and channel at a cost of \$51,000.

FUTURE PREDICTED CONDITION BASED ON PLANNED EXPENDITURE PROFILE – SEALED SURFACE ASSETS



- Relbia Road, Rose Rivulet – road failure and repair



Bridges

Objective:

Manage bridges to ensure safety and maximum life span.

Performance:

Northern Midlands is responsible for construction and maintenance of the following bridge and major culvert structures:

Type	Length	Number
Box culvert	952 m ²	37
Concrete	10,569 m ²	126
Concrete footbridge	177 m ²	3
Concrete bridge structures	11,698 m²	166
Pipe culverts	1,459 m ²	87
Timber bridge structures	29 m ²	1
Total	13,186 m²	254

Council has had 3 major bridge projects this year:

- Ashby Road bridge replacement – \$242,000

Council has received funding from the Roads to Recovery Program to do a road reconstruction of Ashby Road, as part of this project Bridge 5474 to the north of Ashby Road has been replaced with a new two-lane concrete bridge.

- Stoneycroft Bridge apron – \$14,900

Stoneycroft road on the south side of Bridge 8860 often gets washed away in the event of a major flood, to reduce the cost of replacing this part of road, and to ensure that residents are not cut off in the aftermath of a flood, a concrete apron has been installed in the area which would be most washed away.

- Woolmers Bridge apron – \$106,000

Woolmers lane suffers a similar problem to Stoneycroft Road, with the section of road west of Woolmers Bridge being washed away in the event of a major flood. For the same reasons as Stoneycroft, Council has constructed a concrete apron to the west of Woolmers bridge.

Guard rail replacement: a guard rail assessment for bridges in the municipality was undertaken in financial year 2024/25 and works have commenced in response to suggestions made as part of the assessment.

Council reviewed the Heavy Vehicles Using Council Bridges policy on 23 June 2025.

Stormwater and Drainage

Objective:

Provide a stormwater network within town areas to drain the majority of properties, road reservations and public open spaces; and

Maintain a safe and effective stormwater system (including kerb and gutter and drains), whilst utilising Water Sensitive Urban Design principles to mitigate the impact of development on waterways and improving visual and recreational amenity of the urban landscape.

Performance:

Continued to progress the stormwater flood study for the TRANSlInk Precinct and West Perth Urban Stormwater Plan.

Received donations of stormwater infrastructure from new subdivisions totalling 3.2 kms, valued at \$2.6 million.

Membership of the Northern Stormwater Program, TEER Committee, \$21,895.

Undertook a review (14 August 2024) and continued working towards implementation of Council's Stormwater System Management Plan (endorsed January 2023).

Undertook stormwater/drainage works, installed 799 m stormwater pipes and associated manholes and gully pits at a cost of \$0.39 million, including:

- Installation of a Gross Pollutant Trap in High Street Campbell Town costing \$55,000;
- Installation of a new Stormwater pipe in Main Street Cressy costing \$158,000; and
- Extension of drainage for the football field in the Perth Recreation Ground costing \$25,000.

- Kerb and channel works at Perth (part of the town's stormwater system upgrade)



Plant

Objective:

Procure, maintain and utilise plant and machinery in a safe, cost effective and efficient manner in the service and provision of community infrastructure assets.

Performance:

Council provide fleet cars for managerial activities and community services.

Heavy plant including: graders, backhoes, tractors and trucks are held for maintenance and construction of Council infrastructure assets.

A 10-year plant replacement program is maintained and hire rates are costed to each project/activity to cover running and replacement expenses.

Purchased road plant/vehicles at a net cost of \$1.414m including: a grader, a tractor, a truck and 9 utilities/sedans/vans, a trailer and GPS receiver.

- Plant replacement – Komatsu GD655-7Grader with "Free Roll" tyre roller
- Bottom image: Plant replacement: Case IH Tractor – utilised for grading of gravel roads and roadside slashing



Community Buildings and Amenities

Objective:

Provide, maintain and manage Council’s public building and recreation infrastructure assets.

Performance:

Council maintains public buildings bus shelters and other street furniture throughout the municipal area; and project manages construction of, and alterations to, Council buildings.

Council supplies and maintains sport and recreation facilities throughout the Northern Midlands area.

Council actively supports local recreation ground management committees and encourages/promotes the use of existing recreation facilities.

Council provides and maintains public amenities and buildings are maintained across the municipal area.

Facilities maintained, include:

- 8 ovals for sporting activities;
- 24 community halls/centres;
- 2 caravan parks;
- 3 swimming pools;
- 4 waste transfer stations;
- 5 visitor information centres/kiosks;
- 19 public toilet facilities;

Infrastructure provided during 2024/2025 includes:

Half basketball courts Longford, Perth, Cressy and Ross	\$154,500
Laycock Street playground as part of the new park	\$617,000
Boat themed play equipment at Batholomew Park at Cressy	\$88,000
Junior Playground, Campbell Town	\$71,000

- Invited guests with Brian Mitchell MP and Mayor Mary Knowles OAM at the Civic Reception and Official opening of the redeveloped Longford Memorial Hall



Reserves and Public Open Space

Objective:

Maintain and manage Council's parks and reserves.

Performance:

Council provides and maintains:

- parks and reserves to provide public open space and enjoyment for the community;
- the peaceful and manicured cemetery grounds at Longford, Bishopsbourne, Perth and Evandale; and
- 100 parks and reserves.

This year Council has added a Junior Soccer field at Perth \$191,000.

Council reviewed the No Spray Register policy on 9 December 2024.

- Landscaping at the expanded parkland area following the closure of a section of Youl Road, Perth



- Longford Village Green pathways



Waste Management

Objective:

Disposal of all forms of waste economically and effectively with a high level of environmental awareness.

Strategy emphasises recycling, waste minimisation, litter reduction and service availability.

Performance:

Council:

- Continued to provide a fortnightly kerbside
 - domestic waste and recycle collection service to the townships of Avoca, Cressy, Evandale, Longford, Nile, Campbell Town, Ross, Rossarden, Conara, Epping Forest, Perth and Royal George as well as some rural properties within the northern area.
 - Food Organics and Garden Organics (FOGO) collection service to Avoca, Campbell Town, Cressy, Evandale, Longford, Perth and Ross.
- Maintains 4 waste transfer stations, Avoca, Evandale, Campbell Town and Longford; waste transfer stations are supervised and green waste is accepted.
- Continued to provide a street sweeping/cleaning service and litter collection service of town streets and some recreational areas.
- Continued to provide an annual 'special' garbage collection in township areas during December.
- Continued to provide a 'special' refuse collection service for all urban areas for the purpose of assisting those with limited access to dispose of unwanted goods to Council's Waste Transfer Stations.
- Participated in the Northern Tasmanian Development Regional Waste Management Committee and adopted the Waste Management Budget for 2024/2025.
- Replaced mobile waste, recycling and FOGO bins as required.

Championed through the Northern Tasmania Development Corporation and the Northern Tasmania Waste Management Group, Council maintains its mobile recycling hub which can be moved around the municipal area and provides a safe path for hard to recycle items such as CDs, DVDs, batteries, X-Rays and bread tags. The bright green mobile hub is placed at local schools, community centres and events and helps to raise awareness in the Northern Midlands community on the importance of recycling and the reduction of waste.

- In order to raise awareness of the Circular Economy, Council's Recycling Trailer is placed at local schools



Major Projects and Works

Major Projects

In 2024/2025 Council completed, or advanced the progress of, a number of major projects, with State and Australian Government funding enabling the fast tracking of a number of these priority projects.

TRANSlink Intermodal Facility

In 2018 Council commissioned the developed of a concept plan for an intermodal facility in the TRANSlink Precinct which would enable integration of rail, road and air freight transport modes with logistical and value-adding industrial activities. The facility would facilitate the efficient transfer of goods from one mode of transport to another, significantly enhancing access to interstate and international markets, particularly for perishable goods.

The Australian Government has to date committed \$35m through the Priority Community Infrastructure Program towards the project, comprising:

- \$5m for the Project's Planning Phase which will result in the development of a business case and master plan, a partnership and funding model (feasibility study), preparation for the planning and approval process, preparation of tenancy arrangements for future tenants, and the progressing of the facility's preliminary design work.
- \$30m (contingent on the successful outcome of the Planning Phase) towards developing enabling infrastructure to the preferred facility site.

In 2024 Council contracted Northern Tasmania Development Corporation to manage, in partnership with Council, the undertaking of the Project's Planning Phase, with the commitment made to engaging with stakeholders and the community throughout the project. The Planning Phase is due for completion in December 2026.

West Perth's Sheepwash Creek Flood Mitigation Strategy

Council commenced the development of this strategy in 2016 following receipt of a report that assessed the risk of flooding from Sheepwash Creek. The actions recommended in the strategy will mitigate against future extreme flood and storm damage to the majority of properties in West Perth.

Assisted by an Australian Government Disaster Ready Fund grant of \$1.86 million, Council this year continued the implementation of the strategy's recommendations regarding the construction of road and rail culverts and swales. This work is due for completion during 2025/2026.

Longford Urban Design Project

In 2020 Council secured an Australian Government Community Development Grant of \$4 million to implement this urban design project, with the aim of revitalising the historic heart of the town by undertaking a number of major projects on, and around, Longford's Victoria Square (Village Green). The majority of the project work was completed this year, comprising the transformation of the Longford War Memorial Hall, built in 1955, into a contemporary state-of-the-art multi-function centre which was officially opened on 18 September 2024 by Federal Member for Lyons, Brian Mitchell MP. Associated works at the Village Green have incorporated the construction of new public toilets and a contemporary BBQ facility.

The building boasts a pavilion with exhibition space and verandas providing a picturesque setting for art shows, community events, and more, whilst the installation of IT and TV electronics, along with upgraded security systems, furniture, lighting, heating, and water and power systems, ensures the facility meets the needs of a 21st-century community.

The project's final component, the construction of an off-road shared pathway stretching from the Village Green to the Mill Dam Reserve, commenced in early 2025, and is on track for completion by late 2025.

- Longford Memorial Hall opening



Campbell Town and Perth Main Street Upgrades

In 2023 Council secured an Australian Government Priority Community Infrastructure Program grant of \$8 million towards the implementation of plans for the revitalisation of the main streets of Campbell Town and Perth. Council committed a further \$4 million to the projects. The vision is that the hearts of the two towns will be well designed public spaces with strong social connections, that bring people – residents and tourists – and energy to the precincts. The outcome will be sustainable economic growth for the towns in terms of attracting new residents and more tourists, and contributing to the future prosperity of local businesses.

By the end of the 2024/2025 financial year, close to 80% of the Perth project has been completed, and the tender was close to being awarded for the Campbell Town works.

These two complex projects are due for completion by the end of 2026.

Northern Midlands Shared Pathways Network

Council is committed to aligning with State and Regional Plans aiming to address Tasmanians poor health status by developing community-focussed infrastructure that delivers preventative health outcomes. To this end, Council is working to create a safe, accessible, off-road pathways network to encourage more people to walk/cycle/scooter as part of their everyday lives. The network will stretch from Longford, through Perth, past Devon Hills, and into Launceston terminating at Youngtown, and branching off to Launceston Airport and the TRANSlink Precinct on the way.

The total cost of the project is in excess of \$12 million. To date Council has secured a Better Active Transport in Tasmania grant of \$436,500 to enable stage one of the Youngtown to Breadalbane component of the network to be constructed. Council has committed to matching this funding and anticipates the construction of this stage of the network will be completed by mid-2026.

Council continues to pursue funding opportunities to enable the shared pathways network to be completed in its entirety. These efforts include advocating for the Department of State Growth to complete the section from the Pateena/Illawarra Roads intersection into Longford, as part of the Illawarra Main Road Upgrades Projects that is currently underway.

- Construction of the Shared Pathway Network at Longford



Napoleon Street Park, Perth

A significant proportion of residential growth in recent years has taken place on the western side of Perth, and further subdivisions are being developed. To meet the recreational needs of these residents, Council is developing a park adjacent to Napoleon Street. Upon completion, the park will comprise a large open space for informal recreation, an extensive playground area, BBQ facility, toilet facility, parkland-style landscaping, and a network of connecting paths.

A State Government Open Spaces grant of \$127,695 has been secured towards the development of the playground area. Council has committed a further \$523,000 to this component of the project, with the aim being to undertake the work across 2026.

Ross Men's Shed

The Ross District Community Men's Shed provides an invaluable community support service to the residents (male and female) of the Ross, Campbell Town and Avoca communities. The Shed was developed in Council's former Ross Depot building (circa 1960s) in 2007. In 2023 an Australian Government Investing in Our Communities grant of \$150,000 was secured towards the cost of expanding and upgrading the building to

create a contemporary workshop area and associated facilities including fully accessible inclusive toilets.

The project is due for completion in July/August 2025.

Laycock Street Park, Longford

As part of a new subdivision Council has developed a park in the triangle of land created by the meeting of Laycock, Wellington and Pultney Streets, funded through the Australian Government's Local Roads and Community Infrastructure Program (\$500,768) and the State Government's Open Spaces Grants Program (\$32,000).

The park was completed in October 2024 and comprises an extensive children's playground, half basket ball/netball court, an open space grassed area, BBQ picnic facility, and an inclusive toilet facility.

- Younger children's playground development at Campbell Town's War Memorial Oval precinct



KEY ACHIEVEMENTS FOR 2024/2025

In 2024/2025 Council progressed projects of various scales across the municipal area. The list below includes some of Council's primary infrastructure achievements over the past financial year.

- Municipal Footpath Program
\$945,000
- Fleet Replacement Program
\$1,414,000
- Bridge Replacement Upgrades at
\$242,000
- Reconstruction of sections of Ashby Road at Ross
\$1,600,000
- Reconstruction of a section of Elphinstone Road Cressy
\$300,000
- Perth Junior Soccer Field
\$191,000
- Perth Main Street Upgrade
\$1,221,000
- Campbell Town Main Street Upgrade
\$386,000
- Longford's Village Green to Mill Dam Reserve Shared Pathway
\$800,000
- Longford Caravan Park Amenities Redevelopment
\$740,000
- Longford's Laycock Street Park and Playground
\$617,000
- Ross Community Men's Shed Upgrade
\$173,000
- Cressy's Macquarie Street River Recreation Project (excluding road upgrade)
\$36,600
- Breadalbane to Youngtown Shared Pathway (Stage One)
\$66,600
- West Perth's Sheepwash Creek Flood Mitigation Project
\$246,200
- Perth's Youl Road closure and park creation
\$106,200
- Cressy Half Basketball/Netball Court
\$38,353
- Longford Half Basketball/Netball Court
\$33,056
- Perth Half Basketball/Netball Court
\$42,270
- Ross Half Basketball/Netball Court
\$40,862
- Campbell Town Younger Children's Playground
\$71,700



- Newly built amenities at the Longford Riverside Caravan Park



● Campbell Town Recreation Ground

OUR PRIORITIES FOR 2025/2026

In 2025/2026, Council is focused on delivering major capital works items.

Key identified infrastructure projects for the year include:

- Municipal road reconstruction program
\$14.4 million
- High Street Campbell Town Urban Design Project
\$8.4 million
- Sheepwash Creek West Perth bridge and culverts construction
\$3.5 million
- Municipal road maintenance program
\$2.4 million
- Municipal footpath reconstruction program
\$1.3 million
- Municipal Stormwater Program
\$1.2 million
- Toilet facilities upgrades/ new constructions at Avoca, Campbell Town, Evandale, Longford, Perth, Rossarden
\$805,000
- Napoleon Street Playground West Perth
\$650,000
- Pioneer Park Evandale Master Plan and Play Equipment Upgrade
\$350,000
- Perth Main Road Urban Design Project
\$336,000
- Longford Recreation Ground training field improvements
\$225,000
- Longford Waste Transfer Station weighbridge
\$140,000
- Campbell Town Waste Transfer Station amenities upgrade
\$110,000
- Cressy Recreation Ground car park sealing
\$110,000



• Stormwater upgrade works at Perth (intersection of Scone and Drummord streets)

Capital Works: Program Status

ROAD INFRASTRUCTURE	
Undertake road maintenance program – projects including:	
Provide urban street lighting	Ongoing
Undertake resealing program	Complete
Undertake resheeting of gravel roads	Complete
Weed control	Ongoing
Undertake footpath reconstruction program – projects including:	
All Areas	
Replacement of existing cracked asphalt footpath with concrete	Complete
Campbell Town	
Bridge Street – <i>High to Pedder streets</i>	Deferred
Cressy	
Murfet Street – <i>Church to Saundridge road</i>	Deferred
Main Street – <i>Spencers Lane to No. 83</i>	Complete
Evandale	
Hartnoll Place – <i>Berresford to Coachmans Road</i>	Complete
Longford	
Goderich Street – <i>William to Archer streets</i>	Complete
Pakenham Street – <i>Hobhouse to Bulwer streets</i>	Complete
Hobhouse Street – <i>Marlborough to Laycock streets</i>	Complete
Ross	
High Street – <i>railway crossing</i>	Complete
Western Junction	
Hobart Road – <i>Kerry Lodge Bridge section of shared path and viewing area/signage</i>	In progress
Undertake road reconstruction program – projects including:	
Campbell Town	
High Street – <i>Urban Street Design</i>	In progress
Bridge Street – <i>High to Pedder kerb & gutter, footpath & verge</i>	Deferred
West Street – <i>reconstruction</i>	Deferred
Campbell Town District High School – <i>frontage upgrade</i>	Complete
Cressy	
Main Street – <i>65 to 79 kerb & gutter, road verge reconstruction</i>	Complete
Elphinstone Road – <i>reconstruction</i>	Complete
Macquarie Street – <i>reconstruction</i>	Complete
Longford	
Streetscape – <i>Lyttleton, Latour, Union streets</i>	Ongoing
Marlborough Street – <i>pedestrian outstands</i>	Deferred
Entrance Roundabout – <i>signage & landscaping</i>	Deferred
Hobhouse Street – <i>Catherine to Burghley streets – reconstruction</i>	Deferred
Burghley Street – <i>seal surface</i>	Complete
Smith Street – <i>Wellington to Latour, kerb & gutter, road verge reconstruction</i>	Complete
Waste Transfer Station – <i>seal entrance, ramp area & security fence</i>	Ongoing
Wilmores Lane – <i>intersection upgrade</i>	Complete

Perth	
Main Street – <i>Urban Street Design</i>	In progress
Youl Road – <i>kerb and gutter, seal, verge and footpath</i>	Ongoing
Youl Road – <i>Edward to Drummond Road closure, shared pathway, kerb & channel, carparking, tree planting, project management/design</i>	Ongoing
Oakmount Street – <i>Drummond Street End</i>	Deferred
Drummond Street – <i>Youl to Napoleon kerb and gutter, road reconstruction & footpath</i>	Deferred
Napoleon Street – <i>Edward to Frederick kerb and gutter, road reconstruction</i>	Complete
Napoleon Street – <i>Frederick to Drummond kerb and gutter, road reconstruction</i>	Deferred
Ross	
Ashby Road – <i>reconstruction</i>	Complete

BRIDGES	
Undertake a bridge maintenance program	Ongoing
Undertake a bridge safety fencing	Ongoing
Undertake bridge works, as follows:	
Drummond Street – <i>Sheepwash Creek bridge</i>	In progress
Western Rail Line – <i>Sheepwash Creek culvert</i>	In progress
Edward Street – <i>Sheepwash Creek culvert</i>	In progress
Phillip Street – <i>Sheepwash Creek culvert</i>	In progress
Ashby Road – <i>Bridge replacement</i>	Complete

DRAINAGE INFRASTRUCTURE	
Emergency response for flood protection infrastructure	Ongoing
Undertake Stormwater maintenance program	Ongoing
Undertake Flood Levee maintenance program	Ongoing
Undertake specific stormwater/drainage projects as detailed in the works program including:	
Side entry pit program	Ongoing
Campbell Town – <i>King Street from No. 10 to 14 south side</i>	Complete
Campbell Town – <i>High Street – Esplanade – Humeceptor</i>	Complete
Campbell Town – <i>Recreation Ground – Humeceptor</i>	Deferred
Campbell Town – <i>High Street (west of 1a Bond Street) – Culvert upgrade</i>	Deferred
Campbell Town – <i>12 West Street Culvert inlet and outlet headwalls</i>	Deferred
Campbell Town – <i>Church/High Streets – duplicate culvert, upgrade pits, install gross pollutant trap</i>	Deferred
Evandale - <i>Barclay Street – subdivision contribution</i>	Complete
Longford – <i>hydrology update investigation</i>	Deferred
Longford – <i>Mill Dam – wall improvements</i>	Deferred
Perth – <i>Recreation Ground – drainage near goal posts</i>	Complete
Perth – <i>Norfolk Street – WUSD</i>	Deferred
Perth – <i>43 Arthur Street – detention shaping works</i>	Deferred
Perth – <i>CCTV – West Perth investigation</i>	Deferred

Ross – <i>Waterloo Street – culvert</i>	Complete
Western Junction – <i>Gatty Street – detention fencing</i>	Deferred
Western Junction – <i>47 Translink Avenue – detention basin</i>	Deferred
Western Junction – <i>Translink North – gross pollutant trap</i>	Deferred

RECREATION, BUILDING AND COMMUNITY AMENITIES

Undertake Public Amenities maintenance services	Ongoing
Special Building Project Management	Ongoing
Manage public buildings and support management committees	Ongoing
Manage camping grounds at Lake Leake and Tooms Lake	Ongoing
Residential Units, Campbell Town & Evandale – <i>design and planning</i>	Complete
Depots – plant shed and office replacement plans	Deferred
Install Registered Key Locking System	Deferred
Building Improvement Program – Upgrade buildings as follows:	
Asbestos Removal Program	Ongoing
CCTV	Ongoing
LED Lighting	Ongoing
General Improvements	Ongoing
Avoca	
Memorial Hall – <i>toilet upgrade</i>	Complete
Boucher Park – <i>toilet replacement</i>	Deferred
Campbell Town	
Units – <i>Upgrade</i>	Complete
Recreation Ground – <i>CCTV</i>	Complete
Recreation Ground – <i>30 Chairs, 6 tables</i>	Complete
Recreation Ground – <i>hot water service upgrade</i>	Complete
Blackburn Park – <i>single toilet</i>	Deferred
Cressy	
Swimming Pool – <i>solar replacement</i>	Complete
Swimming Pool – <i>shade replacement</i>	Deferred
Evandale	
Recreation Ground – <i>toilet floor upgrade</i>	Complete
Community & Visitor Centre – <i>shingles maintenance</i>	Deferred
Medical Centre – <i>extension</i>	Deferred
Falls Park – <i>pavilion/site improvements</i>	Complete
Longford	
Sports Centre – <i>stadium floor sand & remark</i>	Deferred
Sports Centre – <i>basketball back boards</i>	Deferred
Sports Centre – <i>first floor fit out</i>	Complete
Sports Centre – <i>energy upgrade (grant application - solar)</i>	Deferred

Town Hall – <i>front door replacement</i>	In progress
Queen's Walk – <i>brick wall renovation</i>	Complete
Caravan Park – <i>amenities upgrade</i>	Complete
St George's Square – <i>toilet replacement</i>	Deferred
Town Hall – <i>improvements, including foyer dampness</i>	Deferred
Council Office – <i>office access doors</i>	Deferred
Perth	
Recreation Ground – <i>storage shed</i>	Deferred
Charles Berryman Reserve – <i>toilet upgrade</i>	Deferred
Ross	
Mens Shed – <i>upgrade</i>	Complete
Drill Hall – <i>roof replacement</i>	Deferred
Undertake Parks & Reserves maintenance program	Ongoing
Install street furniture, play equipment	Ongoing
Install signage, entrance and fencing (upgrades) – <i>dog parks</i>	Ongoing
Upgrade private power poles and LED lighting	Ongoing
Undertake street tree program	Ongoing
Upgrade signage	Ongoing
Bicycle Committee – <i>improvements</i>	Complete
Upgrade parks and reserves as follows:	
Campbell Town	
King Street Hall – <i>heating, painting and kitchenette upgrade</i>	In progress
Recreation Ground – <i>top dressing</i>	Complete
Harold Gatty Reserve – <i>signage, furniture, irrigation & parking</i>	In progress
Swimming Pool – <i>irrigation</i>	Complete
Swimming Pool – <i>junior playground</i>	Complete
Valentine Park – <i>irrigation</i>	Complete
Conara	
Conara Park – <i>vehicular access improvements</i>	Deferred
Cressy	
Recreation Ground – <i>carparking area, dump point</i>	Complete
Pool – <i>irrigation</i>	Complete
Macquarie Street River Reserve – <i>fencing and 2 picnic tables</i>	Complete
Recreation Ground – <i>half basketball court</i>	Complete
Evandale	
Pioneer Park – <i>masterplan and play equipment update</i>	Deferred
Honeysuckle Banks – <i>toilet and RV dump point</i>	In progress
Recreation Ground – <i>cricket pitch cover</i>	Complete
Longford	
Laycock Street – <i>public open space</i>	Complete

Railway Bridge Pillar Restoration Project	In progress
Recreation Ground – <i>top dressing</i>	Complete
Recreation Ground – <i>cricket net repairs</i>	Deferred
Cemetery – <i>irrigation</i>	Complete
Second Recreation Ground – <i>surface, fencing and improvements</i>	Deferred
Laycock Street – <i>half basketball court</i>	Complete
Perth	
Bicentennial Dog Park – <i>culvert</i>	Complete
Napoleon Street – <i>playground design</i>	Complete
Seccombe Street – <i>playground Irrigation</i>	Complete
William Street Reserve – <i>small boat ramp</i>	Deferred
Recreation Ground – <i>soccer field</i>	Complete
Seccombe Street – <i>half basketball court</i>	Complete
Ross	
Swimming Pool – <i>roller system</i>	Deferred
Recreation Ground – <i>half basketball court</i>	Complete
Rossarden	
BBQ Shelter Noticeboard	Deferred
Public Toilet Upgrade	Deferred

- Half basketball court, Seccombe Street



Reporting on Legislative Requirements

Public Tenders

LIST OF CONTRACTS AWARDED OVER \$250,000 excl. GST (Local Government (General) Regulations 2015)

Description of contract	Period of contract	Value of tender awarded (excl. GST)	Business name (successful contractor)	Business address (successful contractor)	Minute reference	Contract number
Kerbside Waste Collection	23 September 2019 to 30 January 2026	Urban & Rural fortnightly Refuse Collection	JJ's Waste & Recycling	PO Box 235, Cleveland QLD 4163	263/19	19/11
Kerbside Recycling Collection	1 June 2020 to 30 January 2027	Collection cost (from 09/2024) \$1.60 per bin	Veolia Environmental Services (Australia) Pty Ltd	PO Box 431, Rosny TAS 7250	095/20	19/25
Kerbside Recycling Processing (Northern Councils Shared Contract)	January 2024 to June 2025	Tonnes collected @ \$53.41 per Tonne	Veolia Environmental Services (Australia) Pty Ltd	PO Box 431, Rosny TAS 7251	24/036	
Management of Waste Transfer Stations	July 2023 to June 2025	\$273,765	Just Waste	PO Box 499, Prospect TAS 7250	135/20	20/04
Council Waste Clearance & Bin Hire	20 January 2023 to 7 June 2029	\$193,760 clearance \$22,848 bin hire	Just Waste	PO Box 499, Prospect TAS 7250	228/22	22/04
Food Organic Garden Organic Collection	1 February 2023 to 31 January 2027	Collection cost \$2.30 estimated value per annum \$120,484	Veolia Environmental Services (Australia) Pty Ltd	PO Box 431, Rosny TAS 7251	227/22	22/03
Longford Caravan Park Amenities Block			TasCity Building Pty Ltd	98 Gleadow Street, Invermay TAS 7248	23/0298	23/11
Perth Main Street Stormwater upgrade			Sherriff Civil Contracting	PO Box 230, Legana TAS 7277	24/0252	23/12
Landscaping Laycock Street Parklands			Matt Burgess Landscaping	5 Triglia Court, Legana TAS 7277	24/040	23/13
Perth Main Road Streetscape			Baker Group	9 Hudson Fysh Drive, Western Junction TAS 7212	24/040	24/01
Drummond Street Bridge upgrade			TasSpan Civil Contracting	PO Box 225, Latrobe TAS 7307	25/171	24/06
Youl Road Civil Works			Sherriff Civil Contracting	PO Box 230, Legana TAS 7277	25/139	25/02
Campbell Town Streetscape Development			DCS Civil Tas Pty Ltd	PO Box 256, Kingston TAS 7051	25/237	25/03

BIENNIAL CONTRACTS FOR INFORMATION ONLY

Description of contract	Period of contract	Tender awarded	Business name (successful contractor)	Business address (successful contractor)	Minute reference	Contract number
Spraying of roadsides, footpaths, parks and reserves	to 30 June 2027	Biennial Tender	Spider Pest & Weed Control	PO Box 329, Beauty Point TAS 7270	25/208	25/07
Supply and delivery of road maintenance gravel and construction gravel	to 30 June 2027	Biennial Tender	Van Diemen Quarries	PO Box 290, Newstead TAS 7250	25/208	25/08
Supply and delivery of road maintenance gravel and construction gravel	to 30 June 2027	Biennial Tender	Walters Contracting	PO Box 257, Deloraine TAS 7304	25/208	25/08
Supply and delivery of road maintenance gravel and construction gravel	to 30 June 2027	Biennial Tender	Hazell Bros Resources Pty Ltd	PO Box 430, Moonah TAS 7009	25/208	25/08
Supply of bituminous resealing of roads	to 30 June 2027	Biennial Tender	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road, Rocherlea TAS 7248	25/208	25/09
Construction of concrete kerb and gutter and crossovers	to 30 June 2027	Biennial Tender	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road, Rocherlea TAS 7248	25/208	25/05
Construction of concrete kerb and gutter and crossovers	to 30 June 2027	Biennial Tender	B31 Civil	13 Richings Drive, Youngtown TAS 7249	25/208	25/05
Digouts and repairs of sealed roads	to 30 June 2027	Biennial Tender	Northseal Pty Ltd	90 Stanley Street, Prospect TAS 7250	25/208	25/06
Construction of concrete footpaths and driveways in program	to 30 June 2027	Biennial Tender	Cross Roads Civil Construction	73-79 Lilydale Road, Rocherlea TAS 7248	25/208	25/04
Construction of concrete footpaths and driveways in program	to 30 June 2027	Biennial Tender	B31 Civil	13 Richings Drive, Youngtown TAS 7249	25/208	25/04

NON APPLICATION OF PUBLIC TENDER POLICY

Description of contract	Period of contract	Value of tender awarded (excl. GST)	Business name (successful contractor)	Business address (successful contractor)	Contract number
Nil					

Attendance at Council and Committee Meetings by Councillors
(Local Government Act 1993)

Please refer to table on page 15 for details of attendance.

Elected Member Allowances and Expenses
(Local Government Act 1993)

During 2024/2025 Council provided allowances and reimbursements of all reasonable expenses to the Mayor, Deputy Mayor and Councillors. The total amount of these payments was \$250,821 (compared to \$253,479 the previous year). Please refer to page 14 for further breakdown of allowance and expense payments.

Online Learning Modules Completed by Councillors
(Local Government (General) Regulations 2025)

Please refer to table on pages 15, 16, 17 and 18 for details of online learning modules completed by Councillors.

Remuneration Statement
(Local Government Act 1993)

The remuneration statement is provided for those positions designated by Council as senior positions under the Act, and includes salary payable plus any other allowances or benefits paid or provided for the benefit of the employee. Reported in Financial Statements, see Note 10.1(ii) and (iii).

Grants and Benefits
(Local Government Act 1993)

During 2024/2025 Council donations under section 77 are listed on pages 41, 50 and 52, and rate remissions under its Rate Remission Policy totalling \$7,479 (2023/2024 \$6,083), and under Rate Incentive for New Development policy nil (2023/2024 nil).

Donation of Land
(Local Government Act 1993)

During 2024/2025 Council made no donations of land under section 177.

Public Interest Disclosures Statement
(Public Interest Disclosures Act 2012)

Copies of the current Public Interest Disclosures Act 2002 procedures of the Northern Midlands Council can be accessed on Council's website at www.northernmidlands.tas.gov.au or in hard copy at the Council offices situated at 13 Smith Street, Longford.

During the 2024/2025 financial year, the following disclosures were made to the Northern Midlands Council with regard to the Public Interest Disclosures Act 2002.

Legislative requirement	Number	Type of disclosure
Number and types of disclosures made to Northern Midlands Council during the year that the Northern Midlands Council determines to be public interest disclosures.	Nil	N/A
Number of disclosures determined by the Northern Midlands Council to be public interest disclosures that it investigated during the year.	Nil	N/A
Number and types of disclosed matters referred to the Northern Midlands Council by the Ombudsman during the year.	Nil	N/A
Number and types of disclosed matters referred during the year by the Northern Midlands Council to the Ombudsman.	Nil	N/A
Number and types of investigations of disclosed matters taken over by the Ombudsman from the Northern Midlands Council during the year.	Nil	N/A
Number and types of disclosed matters the Northern Midlands Council has decided not to investigate during the year.	Nil	N/A
Number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation.	Nil	N/A

Environmental Health Statement
(Public Health Act 1997 and the Food Act 2003)

Council is committed to protect and promote the health and wellbeing of its communities and spent \$131,760 on health projects in 2024/2025 (2023/2024 \$112,541). Please refer to pages 47 and 56 for further details of Council's Community Health Report.

Right to Information
(Right to Information Act 2009)

The Right to Information Act provides the opportunity for public access to Council documents.

The Act establishes a legally enforceable right for the community to access information in document form held by Council. Council received seven applications under the Right to Information for the period 1 July 2024 to 30 June 2025. Requests for access to information under the Right to Information Act should be in writing. Requests are to be lodged with the General Manager at the Council Chambers in Longford. Enquiries regarding Right to Information can also be made by telephone.

Code of Conduct Complaints
(Local Government Act 1993)

The requirements in relation to Code of Conduct, Complaints and Complaint Resolution are stipulated in Division 3A of the *Local Government Act 1993*. Council had in place a Code of Conduct for Elected Members policy as per the requirements of the Local Government Act 1993 at 30 June 2025.

Nine Code of Conduct complaints were received during 2024/2025. During the period, Council received notification from the Panel that one Code of Conduct complaint had been assessed as upheld. The costs met by Council during 2024/25 in respect of all code of conduct complaints totalled \$23,940.

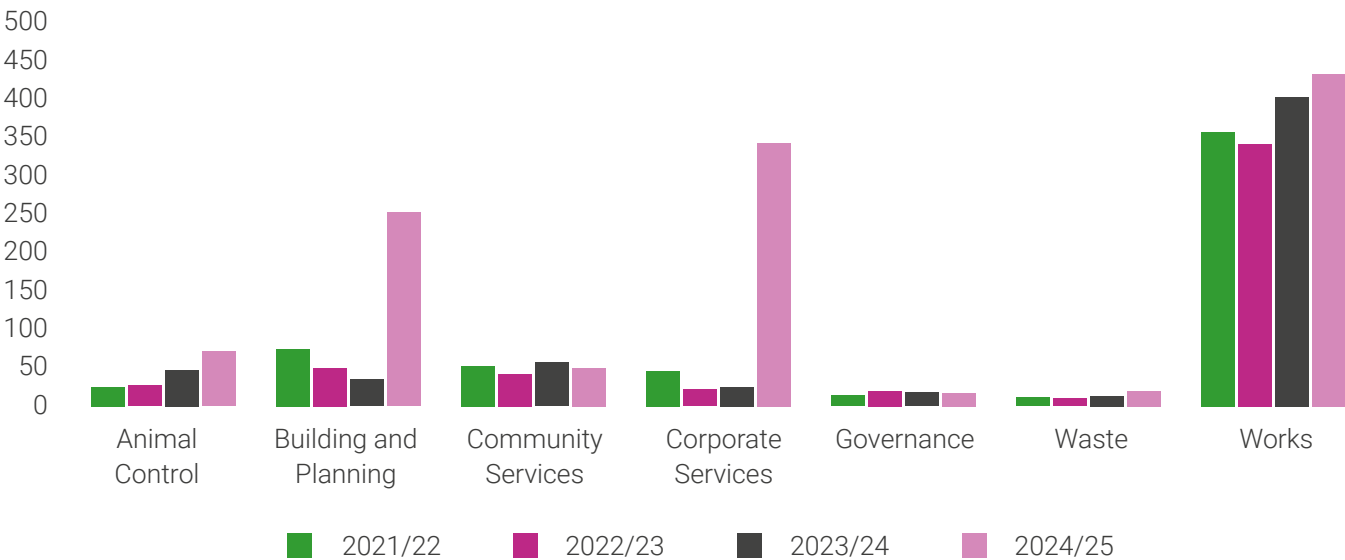
Customer Requests / Complaints Received
(Local Government Act 1993)

In accordance with s339F(5) of the Local Government Act, the General Manager is to provide the council with a report at least once a year of the number and nature of complaints received.

The Integrity Commission advised that 5 complaints were received in the 2024/2025 year in relation to the Northern Midlands Council. None of the complaints progressed to investigation.

A total of 1,224 customer requests were recorded by Council in the period, the following graph depicts the nature of the requests.

CUSTOMER REQUESTS 2024/2025



Note: The manner in which customer request numbers have been calculated has been refined in the current year to capture some inward correspondence not previously captured as customer requests.

Understanding the Financial Statements

Council prepares its financial statements in accordance with the Australian Accounting Standards, using particular terminology and conventions that may not be familiar to some readers. This overview may assist readers to understand outcomes stated in the financial statements.

What are the Financial Statements?

What are the Financial Statements

The four major disclosures, which are

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows

are collectively known as the “Financial Statements”, these documents provide an overview of the transactions that occurred during the year and a summary of the financial status of Council at the end of the year.

The Statement of Comprehensive Income

The Statement of Comprehensive Income provides information relating to:

- the sources of revenue earned (where the money comes from); and
- the operating expenses incurred (what the money has been spent on);

during the financial year.

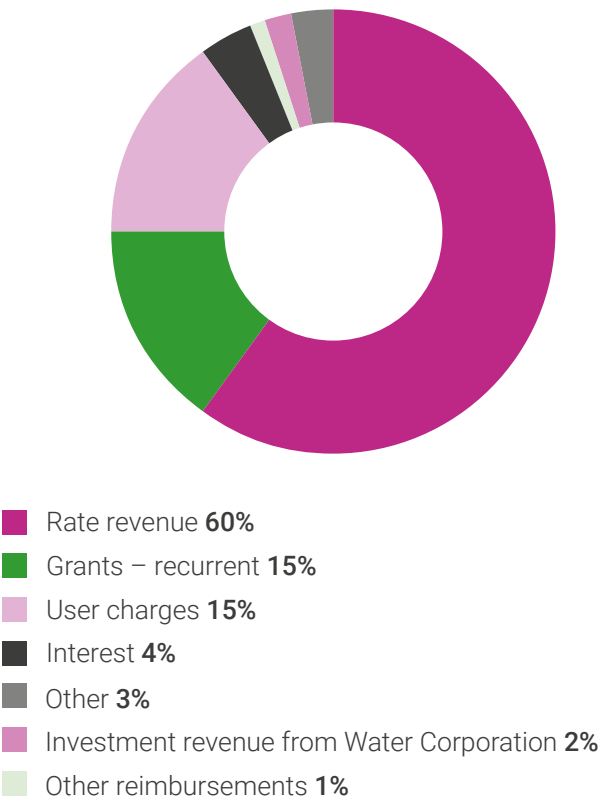
It should be noted that the expenses relate only to the operating expenses (or day-to-day expenses) and do not include costs associated with the purchase or building of assets.

Although the costs of the purchase or building of assets are not included in these operating expenses, provision for the cost of the depreciation of these assets is included in the operating expenses.

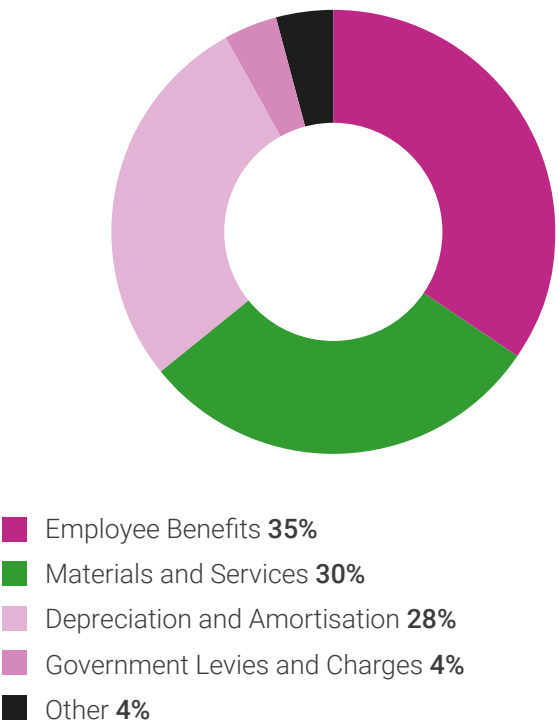
The depreciation expense is the equivalent portion of the asset that has been used during the financial year. The inclusion of depreciation on these assets in the operating expenses ensures that Council matches the cost of the asset to the period in which it is used rather than just the period in which it was constructed or purchased.

It is important to note the *Surplus (Deficit)* for the period.

WHERE THE DOLLARS COME FROM OPERATING INCOME



WHERE THE DOLLARS GO OPERATING EXPENDITURE



Statement of Financial Position

The Statement of Financial Position provides a snapshot of Council’s financial situation at the end of the financial year (30 June). It reflects:

- what Council owns – its assets; and
- what Council owes – its liabilities.

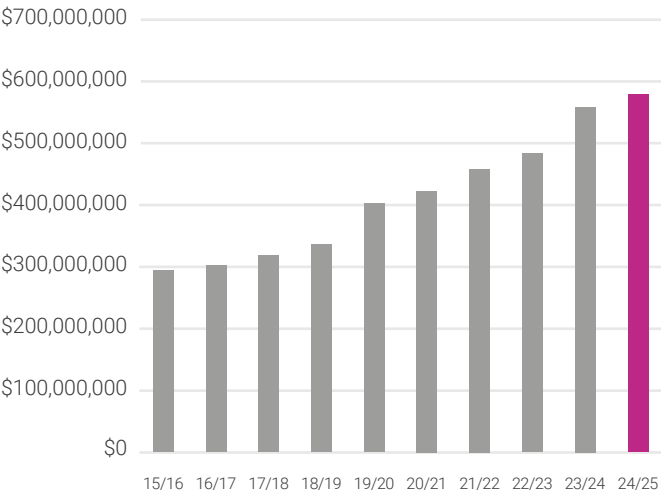
The bottom line of the Statement of Financial Position is Net Assets (Liabilities). This reflects the net worth of Council. The Assets and Liabilities are separated into Current and Non-Current categories, Current Assets and Liabilities are those which will fall due within the next reporting period (the next financial year).

Current and Non-Current Assets

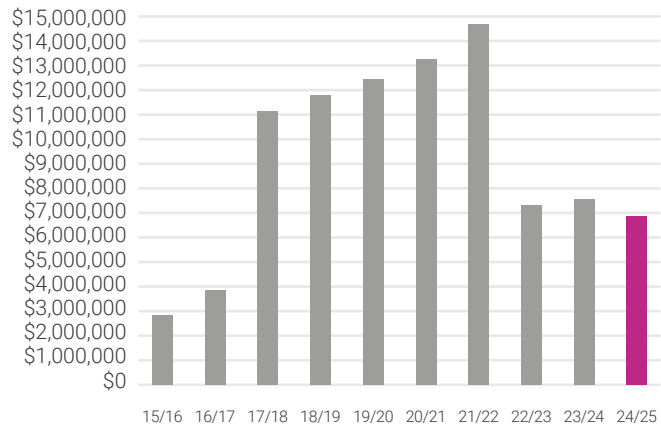
Current and Non-Current Assets include:

- Cash and cash equivalents – cash held in the bank, petty cash and cash investments such as term deposits.
- Trade and other Receivables – monies owed to Council by ratepayers and others who have been invoiced or billed.
- Other Assets – inventory and services which have been prepaid and monies owed to Council for which no invoice had been raised as at 30 June.
- Property held for Resale – land which Council plans to sell in the next financial year.
- Property, Plant and Infrastructure – land, buildings, roads, vehicles, equipment, etc. which have been accumulated by Council.
- Investments and Loans (receivable).

COUNCIL ASSETS



COUNCIL LIABILITIES



Current and Non-Current Liabilities

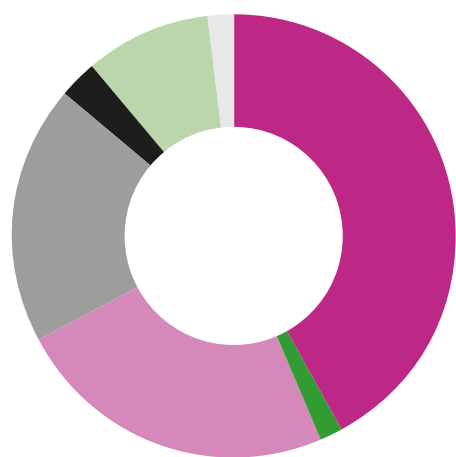
Current and Non-Current Liabilities include:

- Trade and other Payables – people and businesses to whom Council owes money;
- Trust Funds and Deposits – money held by Council on behalf of third parties;
- Provisions (Employee Benefits) – the accrued value of Long Service Leave and Annual Leave payable to employees of Council; and
- Interest Bearing Liabilities – the outstanding balance Council owes on bank loans or on any bank overdraft. Current borrowings represent the amount to be repaid in the next financial year.

Net Assets

This term describes the difference between the value of Total Assets and Total Liabilities and represents the net worth of Council as at 30 June.

2024/2025 ASSETS PURCHASED / CONSTRUCTED / RECEIVED



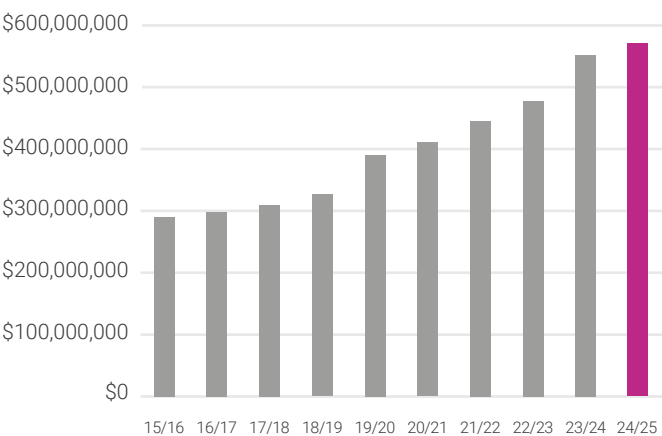
- Roads **42%**
- Bridges **1.6%**
- Land under roads **0%**
- Land, buildings and heritage **23.7%**
- Stormwater **19%**
- Plant and equipment **2.5%**
- Fleet **9.2%**
- Furniture and office equipment **1.9%**

Ratepayer Equity

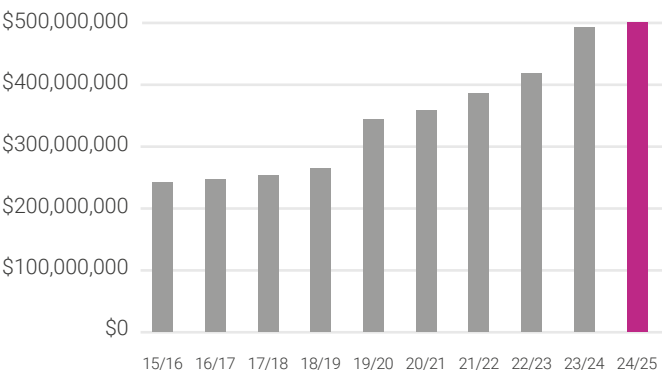
This is the term used to describe the components of the Net Assets, which are:

- Accumulated Surplus – the value of all net assets, other than the Asset Revaluation Reserve and Other Reserves (listed below), which have been accumulated over time.
- Asset Revaluation Reserve – the difference between the previously recorded value of assets and their current valuations.
- Other Reserves – Funds that have restrictions placed on their use and are not readily available for use by Council.

COUNCIL EQUITY



TOTAL PROPERTY, PLANT AND INFRASTRUCTURE ASSET VALUE



Statement of Changes in Equity

During the course of the year the values which make up Equity can change. This statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- the "Surplus(Deficit)" from operations, described in the Statement as Surplus(Deficit) from continuing operations;
- the use of monies from Council's reserves; and
- revaluation of assets– this takes place on a regular basis and when existing assets are taken up in the books for the first time.

Statement of Cash Flows

The Statement of Cash Flows summarises cash payments and cash receipts for the year. The value in this Statement may differ from those shown in the Income Statement because the Income Statement is prepared on an accrual accounting basis. Council's cash arises from, and is used in, three main areas:

Cash Flows from Operating Activities

- Payments (outflows) – all cash paid by Council from its bank account to staff, creditors and other persons, but does not include any costs associated with the creation of any assets.
- Receipts (inflows) – all cash receipts arising from the general operations of Council. It includes rates, general trading sales and debtors, grants and interest earnings, but does not include cash from the sale of any assets.

Cash Flows from Investing Activities

The accounting term Investing Activities relates to the construction and purchase of fixed assets (outflows) and sale of assets (inflows) such as land, buildings, equipment and other long-term revenue producing assets.

Cash Flows from Financing Activities

This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Statement of Cash Flows is the Cash at the End of the Financial Year. This shows the cash position of Council to meet its debts and other liabilities.

Notes to the Accounts

The Notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the Statements are established it is necessary to provide details of Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the Statement of Comprehensive Income, Statement of Financial Position and the Statement of Cash Flows.

Where Council wishes to disclose other information which cannot be incorporated into the Statements then this information is shown in the following Notes. Other Notes, include:

- the cost of the various functions of Council;
- the breakdown of expenses, revenues, reserves and other assets;
- contingent assets and liabilities;
- transactions with persons related to Council; and
- financial performance indicators.

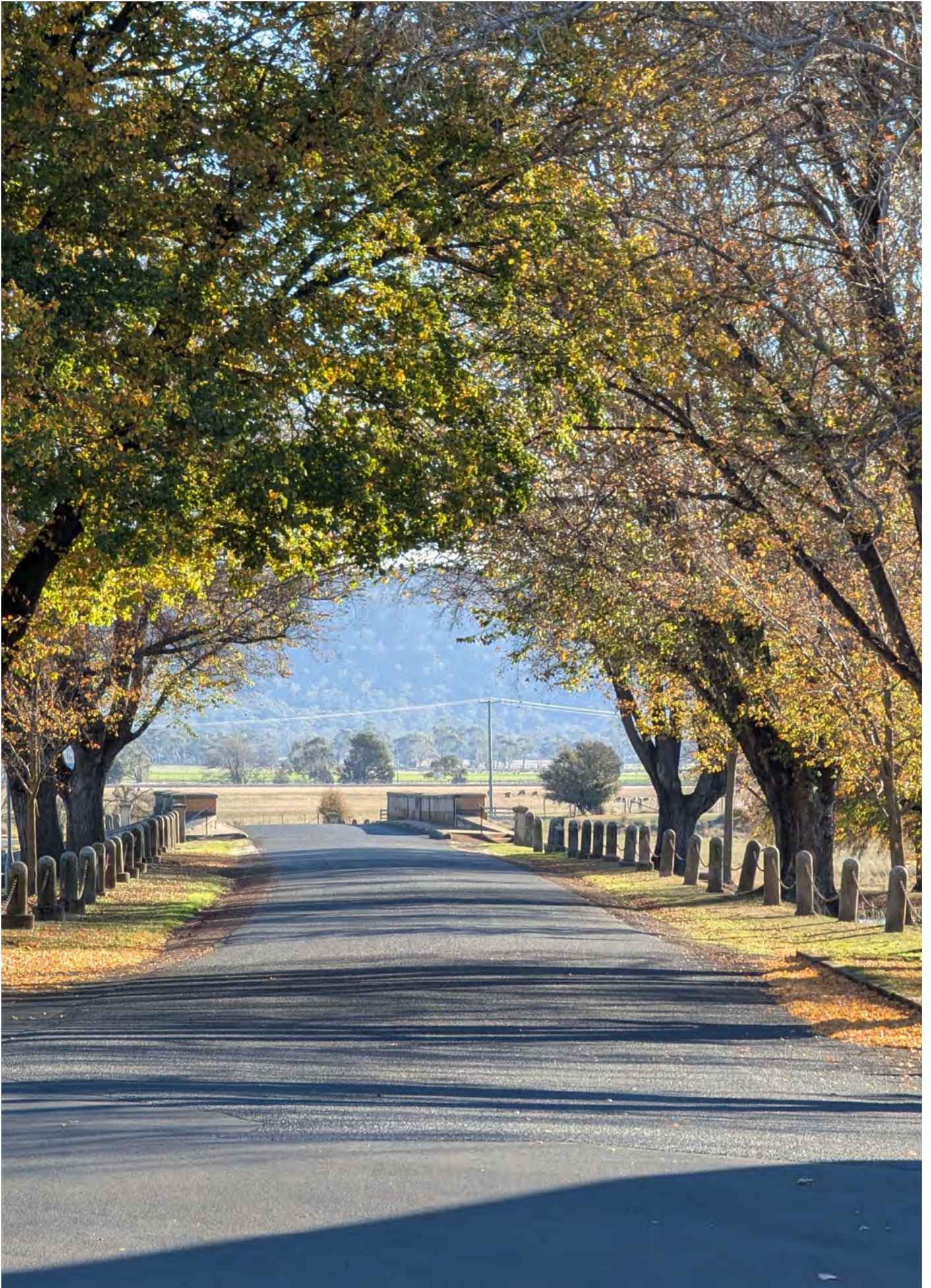
The Notes should be read at the same time as, and together with, the other parts of the Financial Report to have a clear understanding of the accounts.

Certification

The Certification of the Accounts is made by the General Manager that, in his opinion, the Financial Statements met all the statutory and professional report requirements.

Auditor General's Report

The Independent Audit Report provides the reader with an external independent opinion of the Financial Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it is a fair representation of the financial affairs of Council.



Financial Report

Statement of Comprehensive Income

for the year ended 30 June 2025

	NOTE	BUDGET 2025 \$	ACTUAL 2025 \$	ACTUAL 2024 \$
Income from continuing operations				
Recurrent income				
Rates and charges	2.1	14,648,178	14,529,344	14,295,561
Statutory fees and fines	2.2	943,885	1,236,613	1,212,582
User fees	2.3	2,111,010	2,387,368	2,089,227
Grants	2.4	5,067,054	3,585,693	4,937,084
Interest	2.6	882,425	944,119	1,337,903
Other income	2.7	211,320	628,037	426,055
Reimbursement interest expense stimulus loans		22,225	-	63,900
Other reimbursements		128,890	268,674	183,019
Investment revenue from Water Corporation	2.9, 5.1	561,600	561,600	561,600
		24,576,587	24,141,447	25,106,930
Capital income				
Capital grants received specifically for new or upgraded assets	2.4	14,444,447	5,717,841	4,958,504
Contributions – non-monetary assets	2.5	375,608	4,368,300	10,406,889
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2.8	(418,967)	(1,716,477)	(655,127)
		14,401,088	8,369,664	14,710,266
Total Income from continuing operations		38,977,675	32,511,110	39,817,196
Expenses from continuing operations				
Employee benefits	3.1	(8,504,286)	(9,228,395)	(7,942,904)
Interest expense stimulus loans		(22,225)	-	(63,900)
Materials and services	3.2	(6,333,576)	(7,975,583)	(7,611,495)
Depreciation and amortisation	3.3	(7,656,898)	(7,479,657)	(8,105,221)
Government levies and charges		(1,242,013)	(1,148,911)	(1,158,680)
Other expenses	3.4	(633,473)	(787,798)	(1,696,529)
Total expenses from continuing operations		(24,392,471)	(26,620,345)	(26,578,729)
Result from continuing operations		14,585,205	5,890,765	13,238,467
Net result for the year		14,585,205	5,890,765	13,238,467
Other comprehensive income				
Items that will not be reclassified subsequently to net result				
Change in fair value of investment	5.1, 9.1	-	837,853	2,112,384
Net asset revaluation increment/(decrement)	9.1	-	12,035,885	58,856,898
Total Other Comprehensive Income		-	12,873,738	60,969,282
Total Comprehensive result		14,585,205	18,764,503	74,207,748

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

Statement of Financial Position

as at 30 June 2025

	NOTE	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	4.1	3,964,059	4,834,952
Trade and other receivables	4.2	1,369,909	1,600,479
Investments	4.3	13,336,940	14,716,097
Non-current assets classified as held for sale	4.4	960,449	954,155
Total current assets		19,631,357	22,105,682
Non-current assets			
Investment in water corporation	5.1	43,773,464	42,935,611
Property, infrastructure, plant and equipment	6.1	512,878,934	493,133,241
Total non-current assets		556,652,398	536,068,852
Total assets		576,283,756	558,174,534
Liabilities			
Current liabilities			
Trade and other payables	7.1	3,219,098	2,163,778
Provisions	7.2	1,891,145	1,668,370
Contract liabilities	7.3	1,630,768	607,617
Interest-bearing loans and borrowings	8.1	-	3,000,000
Total current liabilities		6,741,011	7,439,765
Non-current liabilities			
Provisions	7.2	131,706	88,232
Interest-bearing loans and borrowings	8.1	-	-
Total non-current liabilities		131,706	88,232
Total liabilities		6,872,716	7,527,997
Net Assets		569,411,039	550,646,537
Equity			
Accumulated surplus		200,471,746	194,580,982
Reserves	9.1	368,939,293	356,065,555
Total Equity		569,411,039	550,646,537

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

Statement of Cash Flows

for the year ended 30 June 2025

	NOTE	2025 INFLOWS/ (OUTFLOWS) \$	2024 INFLOWS/ (OUTFLOWS) \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Rates		14,533,478	15,078,625
User charges		4,132,882	3,285,149
Government Grants		4,677,906	5,278,386
Interest received		902,814	1,367,530
Investment Revenue from Water Corporation		561,600	561,600
Other Receipts		896,650	(268,159)
Receipts from Australian Taxation Office		1,652,465	1,716,298
Materials and contractors		(9,147,179)	(5,624,884)
Levies paid		(1,148,911)	(1,158,680)
Employee costs		(8,774,447)	(7,832,470)
Other payments		(761,903)	(2,546,889)
Net Cash Provided by / (used in) Operating Activities	9.2	7,525,357	9,856,505
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments for property, infrastructure, plant and equipment		(12,915,086)	(13,651,233)
Proceeds from sale of fixed assets		377,441	393,273
Capital grants		5,762,240	4,958,504
Transfer of investments to/from Cash		1,379,156	(1,203,643)
Net Cash Used in Investing Activities		(5,396,249)	(9,503,099)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Interest paid Stimulus Loans		-	(63,900)
Reimbursement of Interest Paid Stimulus Loans		-	101,728
Repayment of borrowings		(3,000,000)	-
Net Cash Used in Financing Activities		(3,000,000)	37,828
Net Cash at the Start of Reporting Period		4,834,952	4,443,718
Net Movement in Cash for Period		(870,892)	391,234
Net Cash at End of Reporting Period	4.1	3,964,059	4,834,952

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

Statement of Changes in Equity

for the year ended 30 June 2025

2025	NOTE	ACCUMULATED SURPLUS \$	ASSET REVALUATION RESERVE \$	FAIR VALUE RESERVE \$	TOTAL EQUITY \$
Balance at beginning of the financial year		194,580,981	356,527,590	(462,035)	550,646,536
Net result for the year		5,890,765	-	-	5,890,765
Other comprehensive income					-
Fair Value adjustment on equity investment assets	5.1,9.1	-	-	837,853	837,853
Net asset revaluation increment/(decrement)	9.1	-	12,035,885	-	12,035,885
Total comprehensive income		200,471,747	368,563,475	375,818	569,411,039
Transfers between reserves		-	-	-	-
Balance at end of the financial year		200,471,747	368,563,475	375,818	569,411,039

2024	NOTE	ACCUMULATED SURPLUS \$	ASSET REVALUATION RESERVE \$	FAIR VALUE RESERVE \$	TOTAL EQUITY \$
Balance at beginning of the financial year		181,342,514	297,670,692	(2,574,419)	476,438,788
Net result for the year		13,238,467	-	-	13,238,467
Other comprehensive income					
Fair Value adjustment on equity investment assets	5.1,9.1	-	-	2,112,384	2,112,384
Net asset revaluation increment/(decrement)	9.1	-	58,856,898	-	58,856,898
Total comprehensive income		194,580,981	356,527,590	(462,035)	550,646,536
Transfers between reserves		-	-	-	-
Balance at end of the financial year		194,580,981	356,527,590	(462,035)	550,646,536

The above statement should be read with the accompanying notes.

Notes to the Financial Statements

for the year ended 30 June 2025

NOTE 1: OVERVIEW

1.1 REPORTING ENTITY

- a) The Northern Midlands Council was established on 2nd of April 1993 and is a body corporate with perpetual succession and a common seal. Council's main office is located at 13 Smith Street, Longford, Tasmania.
- b) The purpose of the Council is to:
- to promote the social, economic and environmental viability and sustainability of the municipal area;
 - provide for the peace, order and good government in the municipality.
 - to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
 - to improve the overall quality of life of people in the local community;
 - to promote appropriate business and employment opportunities;
 - to ensure that services and facilities provided by the Council are accessible and equitable;
 - to ensure the equitable imposition of rates and charges; and
 - to ensure transparency and accountability in Council decision making.

1.2 BASIS OF ACCOUNTING

These financial statements are a general purpose financial report that consists of a Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, and the *Local Government Act 1993* (LGA1993) (as amended). Council has determined that it does not have profit generation as a prime objective. Consequently, where appropriate, Council has elected to apply options and exemptions within accounting standards that are applicable to not-for-profit entities.

This financial report has been prepared on an accruals basis, on an going concern basis, and under the historical cost convention except for the revaluation of certain assets (as described in the Notes), with all amounts presented in Australian dollars.

All funds through which Council controls resources to carry out its functions have been included in the financial report. In the process of reporting on the Northern Midlands Council as a single unit, all transactions and balances between those funds (e.g. loans and transfers) have been eliminated. The recording of transactions and balances for internal borrowings has been eliminated.

Unless otherwise stated, all material accounting policy information is consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

1.3 USE OF JUDGEMENTS AND ESTIMATES

Judgements and Assumptions

In the application of Australian Accounting Standards, Council is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Council has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Judgements made by Council that have significant effects on the financial report are disclosed in the relevant notes as follows:

EMPLOYEE ENTITLEMENTS

Assumptions are utilised in the determination of Council's employee entitlement provisions. These assumptions are discussed in note 7.2.

FAIR VALUE OF PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT

Assumptions and judgements are utilised in determining the fair value of Council's property, infrastructure, plant and equipment including useful lives and depreciation rates. These assumptions are discussed in note 6.1.

INVESTMENT IN WATER CORPORATION

Assumptions utilised in the determination of Council's valuation of its investment in TasWater are discussed in note 5.1.

1.4 FUNCTIONS/ACTIVITIES OF THE COUNCIL

(a) Revenue, expenditure and assets attributable to each function as categorised in (c) below:

	GRANTS \$	OTHER \$	TOTAL REVENUE \$	TOTAL EXPENDITURE \$	SURPLUS/ (DEFICIT) \$	ASSETS \$
Governance						
2024 – 2025	12,322	1,562,795	1,575,117	(2,354,754)	(779,637)	135,975,858
2023 – 2024	26,714	2,012,761	2,039,475	(2,940,448)	(900,973)	100,969,648
Corporate services						
2024 – 2025	1,202,886	14,935,104	16,137,991	(5,110,659)	11,027,332	64,442,792
2023 – 2024	1,871,891	22,932,125	24,804,016	(4,406,317)	20,397,698	79,055,913
Economic and community development						
2024 – 2025	18	209,175	209,193	(839,539)	(630,346)	1,505,251
2023 – 2024	1,354	1,081,868	1,083,221	(1,357,172)	(273,951)	767,233
Planning and environment						
2024 – 2025	116,232	732,659	848,891	(1,544,423)	(695,532)	-
2023 – 2024	78,552	341,030	419,582	(1,057,119)	(637,537)	376
Works						
2024 – 2025	7,972,075	5,767,843	13,739,919	(16,770,970)	(3,031,051)	374,359,855
2023 – 2024	7,917,077	3,553,825	11,470,902	(16,817,673)	(5,346,771)	377,381,365
Total						
2024 – 2025	9,303,534	23,207,577	32,511,110	(26,620,345)	5,890,765	576,283,756
2023 – 2024	9,895,588	29,921,608	39,817,196	(26,578,729)	13,238,467	558,174,534

(b) Component functions/activities

GOVERNANCE AND CORPORATE SERVICES

The provision of elected representation, executive support, strategic planning and public relations services to Council.

ECONOMIC AND COMMUNITY DEVELOPMENT

The provision of the following services to Council:

- Community Services Management
- Economic Development
- Tourism Promotion
- Health & Environmental Management

PLANNING AND ENVIRONMENT

The provision of the following services to Council:

- Planning
- Building & Plumbing

WORKS

Maintenance and construction of Council's infrastructure and facilities.

	2025 \$	2024 \$
General rates	12,166,131	12,209,700
Kerbside refuse collection	1,600,424	1,326,673
Fire levy	762,789	759,188
Total rates and charges	14,529,344	14,295,561

ACCOUNTING POLICY

Council recognises revenue from rates and annual charges for the amount it is expected to be entitled to at the beginning of the rating period to which they relate, or when the charge has been applied. Rates and charges in advance are recognised as a financial liability until the beginning of the rating period to which they relate.

2.2 STATUTORY FEES AND FINES

	2025 \$	2024 \$
Statutory fees	1,236,613	1,212,582
Total statutory fees and fines	1,236,613	1,212,582

ACCOUNTING POLICY

Statutory fees and fines are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

NOTE 2: REVENUE

2.1 RATES AND CHARGES

Council uses assessed annual value (AAV) determined by the Valuer General as the basis for calculation of general rates for all properties within the Municipality. The latest general revaluation of properties for rating purposes was first applied in the rating year commencing 1 July 2019. The valuation base used to calculate general rates for 2024-25 was \$295,471,022 (2023-24, \$244,081,256).

2.3 USER FEES

	2025 \$	2024 \$
Rental/leases	675,892	580,069
Non-statutory fees	1,711,475	1,509,158
Total user fees	2,387,368	2,089,227

	2025 \$	2024 \$
User fees by timing of revenue recognition		
User fees recognised over time	2,387,368	2,089,227
User fees recognised at a point in time	-	-
Total user fees	2,387,368	2,089,227

ACCOUNTING POLICY

Council recognises revenue from user fees and charges at a point in time or over time as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

2.4 GRANTS

Grants were received in respect of the following:

Summary of grants

	2025 \$	2024 \$
Federally funded grants	8,460,251	8,934,064
State funded grants	843,283	961,524
Total	9,303,534	9,895,588

Grants – recurrent

	2025 \$	2024 \$
Federally funded recurrent grants		
Australia Day	10,000	-
Employee training	11,993	134,339
Rural & remote child care	112,359	110,590
Re-Assign Project	18	-
Commonwealth Government Financial Assistance Grants – General Purpose (Untied)	915,857	1,193,983
Commonwealth Government Financial Assistance Grants – Roads (Untied)	2,268,677	2,956,583
State funded recurrent grants		
Australia Day	298	-
Heavy vehicle motor tax grants	74,611	74,611
Macquarie Road	-	67,618
Childcare Working Together Program	130,080	66,915
Active Northern Midlands Youth	-	262
Enhancing Health Outcomes in the NM	2,025	2,335
Bus Shelter Improvements	1,950	15,850
Local Government Review	36,000	-
Local Roads Emergency Flooding Repairs	21,825	313,998
Total recurrent grants	3,585,693	4,937,084

Capital grants received specifically for new or upgraded assets

	2025 \$	2024 \$
Federally funded capital grants received specifically for new or upgraded assets		
Campbell Town & Perth Main Streetscape projects	2,484,962	-
Community Infrastructure (Phase 2)	99,384	-
Community Infrastructure (Phase 3)	192,187	579,687
Community Infrastructure (Phase 4a)	-	606,091
Longford Memorial Hall Renovation/ Extension	-	2,000,000
Longford Streetscape Project	1,000,000	-
Extension of Perth's South Esk River Parklands Walkway	-	100,351
Perth Early Learning Centre	-	260,000
Perth Stormwater Mitigation Project	115,592	-
Roads to Recovery	1,249,222	992,440
State funded capital grants received specifically for new or upgraded assets		
Evacuation Centre Equipment	4,132	-
Breadalbane Shared Pathway	6,819	144,418
Perth Bypass Associated Works	-	100,000
Perth Recreation Ground Cricket Practice Nets Upgrade Project	-	30,000
Perth Junior Soccer Field	67,434	2,566
Perth Bus Stop	16,000	-
Recreation Ground Pitch Covers and Applicator	-	5,930
Half Basketball Courts (4)	70,000	-
Hobart Road Pathway	66,627	-
Penstock Valve Union Street Flood Levy (NDRGP)	-	25,750
Vulnerable Road Users Bridge Street, Campbell Town	112,100	-
Vulnerable Road Users Seccombe Street	25,000	25,000
Macquarie Street Reserve	88,384	-
Ross Mens Shed Extension	120,000	-
Detention Basin Gatty Street Western Junction (NDRGP)	-	86,270
Total capital grants	5,717,841	4,958,504
Timing of revenue recognition		
Grants recognised over time	1,023,151	1,060,059
Grants recognised at a point in time	8,280,383	8,835,529
Total Grants	9,303,534	9,895,588

Unspent grants and contributions

Grants and contributions which were obtained on the condition that they be spent for specified purposes or in a future period, but which are not yet spent in accordance with those conditions, are as follows:

	2025 \$	2024 \$
Operating		
Balance of unspent funds at 1 July	43,684	10,281
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	-
Add: Funds received and not recognised as revenue in the current year	5,641	33,684
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	-	-
Less: Funds received in prior year but revenue recognised and funds spent in current year	(43,684)	(281)
Balance of unspent funds at 30 June	5,641	43,684
Capital		
Balance of unspent funds at 1 July	563,934	344,078
Add: Funds received and not recognised as revenue in the current year	1,625,127	513,934
Less: Funds received in prior year but revenue recognised and funds spent in current year	(563,934)	(294,077)
Balance of unspent funds at 30 June	1,625,127	563,934
Total unspent funds held as a contract liability	1,630,768	607,618

ACCOUNTING POLICY

Council recognises untied grant revenue and those without performance obligations when received. In cases where there is an enforceable agreement which contains sufficiently specific performance obligations, revenue is recognised as or when control of each performance obligations is satisfied. (i.e. when it transfers control of a product or provides a service.) A contract liability is recognised for unspent funds received in advance and then recognised as income as obligations are fulfilled.

ACCOUNTING POLICY

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have a continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

If the transaction is a transfer of a financial asset to enable Council to acquire or construct a recognisable non-financial asset to be controlled by Council (i.e. an in-substance acquisition of a non-financial asset), a contract liability is recognised for the excess of the fair value of the transfer over any related amounts recognised and revenue as the unspent funds are expended at the point in time at which required performance obligations are completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred, since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin. For the acquisitions of assets, revenue is recognised when the asset is acquired and controlled by the Council.

Government funds received in relation to pensioner rates of \$578,096 (2023-24:\$560,939) have been treated in the Statement of Comprehensive Income as rate revenue.

In both years the Commonwealth has made early instalments of untied

Financial Assistance Grants for the following year. The early receipt of instalments resulted in Commonwealth Government Financial Assistance Grants being below that originally budgeted in 2024-25 by \$1,616,518, above (2023-24 \$371,069). This has impacted the Statement of Comprehensive Income resulting in the Net result for the year being higher by the same amount. Financial Assistance Grants are general grants and do not have specific performance obligations. As a result, they are recognised as income when received.

2.5 CONTRIBUTIONS

	2025 \$	2024 \$
Non-monetary assets		
Computer	1,609	-
Stormwater	2,671,301	384,669
Land	157,000	-
Land under Roads	-	756,084
Bridges	-	810,074
Roads	1,538,390	8,456,062
Total	4,368,300	10,406,889
Total contributions	4,368,300	10,406,889

ACCOUNTING POLICY

Interest Income

Council recognises contributions without performance obligations when received. In cases where the contributions is for a specific purpose to acquire or construct a recognisable non-financial asset, a liability is recognised for funds received in advance and income recognised as obligations are fulfilled.

2.6 INTEREST

	2025 \$	2024 \$
Interest on financial assets	855,861	921,606
Interest on rates	88,258	416,297
Total	944,119	1,337,903

ACCOUNTING POLICY

Interest is recognised progressively as it is earned.

2.7 OTHER INCOME

	2025 \$	2024 \$
Other	628,037	426,055
Total other income	628,037	426,055
Other income		
Other income recognised at a point in time	628,037	426,055
Total other income	628,037	426,055

2.8 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

	2025 \$	2024 \$
Proceeds of sale	377,441	393,273
Write down value of assets disposed	(2,093,919)	(1,048,400)
Total	(1,716,477)	(655,127)

ACCOUNTING POLICY

Gains and losses on asset disposals

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

2.9 INVESTMENT REVENUE FROM WATER CORPORATION

	2025 \$	2024 \$
Dividend revenue received	561,600	561,600
Total investment revenue from water corporation	561,600	561,600

ACCOUNTING POLICY

Investment revenue

Dividend revenue is recognised when Council's right to receive payment is established and it can be reliably measured.

NOTE 3: EXPENSES

3.1 EMPLOYEE BENEFITS

	2025 \$	2024 \$
Wages and salaries	6,352,182	5,764,381
Workers compensation	206,554	178,622
Superannuation	926,754	845,922
Fringe benefits tax	42,621	30,877
Annual, sick, long service & other leave paid	1,650,007	1,219,530
State Government payroll tax	444,469	399,344
Non Payroll Employee Costs	68,959	57,529
	9,691,546	8,496,205
Less amounts capitalised	(463,151)	(553,301)
Total employee benefits	9,228,395	7,942,904

ACCOUNTING POLICY

Employee benefits

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

3.2 MATERIALS AND SERVICES

	2025 \$	2024 \$
Contract payments	4,893,753	4,191,725
Materials purchased	1,350,438	849,675
Audit fees	40,355	38,000
Insurance	57,339	57,876
Telecommunication costs	337,016	299,263
Other	93,717	128,606
Utilities	224,043	216,874
Consultants	978,924	1,829,476
Total materials and services	7,975,583	7,611,495

ACCOUNTING POLICY

Materials and services expense

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

3.3 DEPRECIATION AND AMORTISATION EXPENSE

	2025 \$	2024 \$
Property		
Buildings		
Buildings	886,732	816,066
Heritage buildings	12,978	13,095
Plant and Equipment		
Plant, machinery and equipment	438,116	417,928
Fixtures, fittings and furniture	155,328	146,071
Computers and telecommunications	123,005	89,800
Fleet	478,670	464,521
Infrastructure		
Flood levee infrastructure	20,375	20,431
Roads	4,186,642	4,858,988
Bridges	581,341	745,557
Drainage	596,470	532,766
Total depreciation	7,479,657	8,105,221

ACCOUNTING POLICY

Depreciation and amortisation expense

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Buildings, infrastructure, plant and equipment and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Right-of-use assets are amortised over the lease term. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation and amortisation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and remaining values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

The estimated useful lives used for each class of depreciable asset are shown below:

FIXED ASSET CLASS	PERIOD
Land	Unlimited
Land under Roads	Unlimited
Buildings	5 to 124 years
Flood levee infrastructure	

FIXED ASSET CLASS	PERIOD
– Depreciable component	100 years
– Non-depreciable component	Unlimited
Fixtures, fittings and furniture	2 to 20 Years
Computers and telecommunications	2 to 20 Years
Fleet	2 to 20 Years
Heritage Assets	
– Depreciable Component	20 to 100 years
– Non Depreciable Component	Unlimited
Plant	10 to 50 years
Roads Infrastructure	
– Formation	Unlimited
– Pavement	10 to 90 years
– Surface treatment	12 to 80 years
– Footpaths	15 to 70 years
– Kerb and channel	15 to 100 years
– Street furniture	15 to 100 years
Bridges	20 to 100 years
Drainage	80 to 100 years

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

3.4 OTHER EXPENSES

	2025 \$	2024 \$
Bad Debts	60	877,235
Donations and contributions	297,071	277,901
Councillors' allowances	246,582	250,267
Rate remissions and discounts	61,177	41,822
Special Committee expenditure	131,440	193,236
Refunds and reimbursements	51,468	54,445
Goods & Services Tax Expenditure	-	479
Work in progress from prior years not capitalised	-	1,144
Total other	787,798	1,696,529

ACCOUNTING POLICY

Other expenses

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset, or an increase of a liability has arisen that can be measured reliably.

Certain amounts raised by way of rates equivalents (which are not a charge on the land) in respect of Launceston Airport were subject to dispute however council has resolved to discontinue all legal actions and unpaid amounts have been written off as uncollectable as at 30 June 2024.

NOTE 4: CURRENT ASSETS

4.1 CASH AND CASH EQUIVALENTS

	2025 \$	2024 \$
Cash on hand	1,000	1,000
Cash at bank	3,702,416	4,584,615
Cash held by Special Committees of Council	254,604	243,549
Money market call account	6,039	5,787
Total cash and cash equivalents	3,964,059	4,834,952

Council's cash and cash equivalents are subject to a number of external restrictions and internal commitments that limit amounts available for discretionary or future use. These include:

	2025 \$	2024 \$
Restricted funds		
Capital grants received in advance	1,625,127	563,934
Operating grants received in advance	5,641	43,684
Monies held in trust	821,236	691,896
Rate revenue in advance	577,972	522,586
User charges in advance	4,361	5,431
	3,034,337	1,827,531
Internal committed funds		
Leave provisions (note 7.2)	2,022,851	1,756,602
Cash held by Special Committees of Council	254,604	243,549
Management and long term financial plans calculated at 1% of gross value of property, plant and infrastructure	6,839,844	6,246,698
Committed funds	12,151,636	10,074,381
Total Investments (note 4.3)	13,336,940	14,716,097
Total uncommitted funds	2,115,027	7,649,136

Riverworks District

Under section 182 of the *Water Management Act 1999*, Council Administers funds on behalf of:

	2025 \$	2024 \$
Opening cash balance	12,699	12,699
Closing cash balance	12,699	12,699

The Lake River Riverworks District aims to minimise environmental harm and risk within the boundaries of its district, complying with all statutory provisions. It is overseen by a management committee that held its most recent meeting on 15 June 2022.

ACCOUNTING POLICY

Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Restricted and internally committed funds include:

- Includes refundable building, contract and other refundable amounts held in trust by Council for completion of specific purposes.

- ii) Represents grant funding received in advance until specific performance obligations required under funding arrangements are completed.
- iii) Monies set aside to meet employee provision obligations
- iv) Cash held by Special Committees of Council
- v) Management and long term financial plans of gross value of property, plant and infrastructure.

4.2 TRADE AND OTHER RECEIVABLES

	2025 \$	2024 \$
Current		
Rates debtors	496,481	478,378
Provision for expected credit loss – rates debtors	-	(7,314)
Sundry debtors	771,908	1,069,199
Accrued revenue	100,021	58,716
Prepayment	1,500	1,500
Total	1,369,909	1,600,479
Total trade and other receivables	1,369,909	1,600,479

Reconciliation of movement in expected credit loss		
Carrying amount at 1 July	7,314	4,745,253
Amounts written off during the year	(7,314)	(4,737,939)
Carrying amount at 30 June	(0)	7,314

Ageing of trade and other receivables		
Current (not yet due)	1,136,386	850,635
Past due by up to 30 days	155,830	15,840
Past due between 31 and 60 days	(21,739)	183,649
Past due greater than 60 days	99,432	550,355
Total	1,369,909	1,600,479

ACCOUNTING POLICY

Trade and other receivables

Trade receivables that do not contain a significant financing component are measured at amortised cost, which represents their transaction value. Impairment is recognised on an expected credit loss (ECL) basis. When determining whether the credit risk has increased significantly since initial recognition, and when estimating the ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience, an informed credit assessment and forward-looking information. Council has established a provision matrix to facilitate the impairment assessment.

For rate debtors, Council takes the view that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rate debtors, Council uses the presumptions that assets more than 30 days past due have a significant increase in credit risk and those more than 90 days will likely be in default. Council writes off receivables when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The amount raised but unpaid at 30 June 2025 was \$0 (30 June 2024: \$7,314).

4.3 INVESTMENTS

	2025 \$	2024 \$
Current		
Short term investments	13,336,940	14,716,097
	13,336,940	14,716,097

ACCOUNTING POLICY

Investments

Investment in financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. As Council's Managed funds are actively managed and their performance is evaluated on a fair value basis, these investments are mandatorily required to be measured at fair value through profit or loss.

4.4 ASSETS HELD FOR SALE

	2025 \$	2024 \$
Opening balance	954,155	885,635
Internal transfer from Land	-	51,336
Cost of purchase – land for sale	6,294	17,184
Total	960,449	954,155

ACCOUNTING POLICY

Assets held for sale

A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and is not subject to depreciation. Non-current assets, disposal groups and related liabilities are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

NOTE 5: OTHER INVESTMENTS

5.1 INVESTMENT IN WATER CORPORATION

	2025 \$	2024 \$
Opening balance	42,935,611	40,823,227
Change in fair value of investment	837,853	2,112,384
Total investment in water corporation	43,773,464	42,935,611

Council has derived returns from the water corporation as disclosed at note 2.9.

ACCOUNTING POLICY

Equity Investment

As Council's investment in TasWater is held for long-term strategic purposes, Council has elected under AASB 9: Financial Instruments to irrevocably classify this equity investment as designated at fair value through other comprehensive income. Subsequent changes in fair value on designated investments in equity instruments are recognised in other comprehensive income (for fair value reserve, refer note 9.1) and not reclassified through the profit or loss when derecognised. Dividends associated with the equity investments are recognised in profit and loss when the right of payment has been established and it can be reliably measured.

Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date. Council holds 2.27% ownership interest in TasWater which is based on Schedule 2 of the Corporation's Constitution.

NOTE 6: NON-CURRENT ASSETS

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary	2025 \$	2024 \$
at cost	28,008,936	25,455,389
Less accumulated depreciation	(10,098,070)	(9,565,430)
	17,910,866	15,889,959
at fair value as at 30 June	658,930,037	625,422,938
Less accumulated depreciation	(163,961,969)	(148,179,655)
	494,968,068	477,243,283
Total	512,878,934	493,133,241

Property

Land		
at fair value as at 30 June	20,495,593	18,162,953
	20,495,593	18,162,953
Land under roads		
at fair value as at 30 June	56,716,065	56,716,065
	56,716,065	56,716,065
Total Land	77,211,659	74,879,019

Buildings

at fair value as at 30 June	90,624,924	77,545,167
Less accumulated depreciation	(33,769,733)	(23,317,422)
	56,855,190	54,227,745

Heritage buildings		
at fair value as at 30 June	1,569,130	1,584,679
Less accumulated depreciation	(264,377)	(251,399)
	1,304,752	1,333,280
Total Buildings	58,159,943	55,561,026
Total Property	135,371,601	130,440,044

Plant and Equipment

Plant, machinery and equipment		
at cost	8,957,856	8,197,040
Less accumulated depreciation	(4,131,077)	(3,806,986)
	4,826,779	4,390,054
Fleet		
at cost	6,726,702	6,116,983
Less accumulated depreciation	(3,110,690)	(3,077,391)
	3,616,013	3,039,592
Furniture, fittings, office equipment		
at cost	2,620,963	2,493,420
Less accumulated depreciation	(1,668,452)	(1,525,178)
	952,511	968,242
Computers and telecommunications		
at cost	1,393,516	1,372,277
Less accumulated depreciation	(860,454)	(848,853)
	533,062	523,424
Total Plant and Equipment	9,928,364	8,921,312

Infrastructure

Roads		
at fair value as at 30 June	370,282,470	357,804,006
Less accumulated depreciation	(100,841,295)	(97,228,920)
	269,441,175	260,575,085
Bridges		
at fair value as at 30 June	59,879,269	58,162,800
Less accumulated depreciation	(13,646,121)	(12,727,748)
	46,233,149	45,435,052
Flood levee		
at cost value as at 30 June	5,355,338	5,355,338
Less accumulated depreciation	(327,397)	(307,022)
	5,027,941	5,048,316
Drainage		
at fair value as at 30 June	59,362,586	55,447,267
Less accumulated depreciation	(15,440,442)	(14,654,165)
	43,922,143	40,793,101
Total Infrastructure	364,624,408	351,851,554

Works in progress

Buildings	92,687	119,361
Roads	2,425,273	751,712
Furniture	-	5,288
Stormwater	88,744	218,363
Plant & Equipment	69,123	753,467
Land	32,522	67,478
Bridges	246,211	4,662
Total works in progress	2,954,561	1,920,331
Total property, infrastructure, plant and equipment	512,878,934	493,133,241

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of property, infrastructure, plant and equipment

2025	BALANCE AT BEGINNING OF FINANCIAL YEAR \$	ACQUISITION OF ASSETS \$	REVALUATION INCREMENTS (DECREMENTS) (NOTE 9.1) \$	DEPRECIATION AND AMORTISATION (NOTE 3.3) \$	WRITTEN DOWN VALUE OF DISPOSALS \$	IMPAIRMENT LOSSES OR ITEMS EXPENSED (a) \$'000	TRANSFERS \$	TRANSFER TO ASSETS HELD FOR SALE \$	TRANSFER TO EXPENSES \$	BALANCE AT END OF FINANCIAL YEAR \$
Property										
Land	18,162,953	1,318,056	1,142,353	-	(84,491)	-	(43,278)	-	-	20,495,593
Land under roads	56,716,065	-	-	-	-	-	-	-	-	56,716,065
Total land	74,879,019	1,318,056	1,142,353	-	(84,491)	-	(43,278)	-	-	77,211,659
Buildings	54,227,746	2,326,134	1,136,766	(886,732)	(270,095)	-	321,372	-	-	56,855,191
Heritage buildings	1,333,280	4,450	-	(12,978)	-	-	(20,000)	-	-	1,304,752
Total buildings	55,561,026	2,330,585	1,136,766	(899,710)	(270,095)	-	301,372	-	-	58,159,943
Total property	130,440,045	3,648,641	2,279,118	(899,710)	(354,587)	-	258,094	-	-	135,371,602
Plant and Equipment										
Plant, machinery and equipment	4,390,054	379,471	-	(438,116)	(8,827)	-	504,198	-	-	4,826,779
Fixtures, fittings and furniture	968,241	151,871	-	(155,328)	(1,242)	-	(11,031)	-	-	952,511
Computers and telecommunications	523,424	147,768	-	(123,005)	(15,124)	-	-	-	-	533,063
Fleet	3,039,592	1,414,920	-	(478,670)	(359,830)	-	-	-	-	3,616,013
Total plant and equipment	8,921,311	2,094,029	-	(1,195,119)	(385,023)	-	493,167	-	-	9,928,365
Infrastructure										
Roads	260,575,085	6,451,219	7,564,011	(4,186,642)	(962,498)	-	-	-	-	269,441,175
Bridges	45,435,052	242,455	1,226,547	(581,341)	(89,564)	-	-	-	-	46,233,149
Drainage	40,793,101	2,931,931	966,209	(596,470)	(302,246)	-	129,619	-	-	43,922,143
Flood Levee	5,048,316	-	-	(20,375)	-	-	-	-	-	5,027,941
Total infrastructure	351,851,554	9,625,605	9,756,767	(5,384,828)	(1,354,309)	-	129,619	-	-	364,624,408
Works in progress										
Buildings	119,361	-	-	-	-	-	(26,674)	-	-	92,687
Furniture	5,288	-	-	-	-	-	(5,288)	-	-	-
Roads	751,712	1,673,561	-	-	-	-	-	-	-	2,425,273
Drainage	218,363	-	-	-	-	-	(129,619)	-	-	88,744
Plant & Equipment	753,467	-	-	-	-	-	(684,344)	-	-	69,123
Land	67,478	-	-	-	-	-	(34,955)	-	-	32,522
Bridges	4,662	241,549	-	-	-	-	-	-	-	246,211
Total works in progress	1,920,331	1,915,110	-	-	-	-	(880,880)	-	-	2,954,560
Total property, infrastructure, plant and equipment	493,133,241	17,283,384	12,035,885	(7,479,657)	(2,093,919)	-	-	-	-	512,878,935

(a) Impairment losses or items expensed

Impairment losses are recognised in the Statement of comprehensive income under other expenses. Reversals of impairment losses are recognised in the statement of comprehensive income under other revenue. Items of works in progress that were expensed instead of being capitalised are also recognised in the Statement of comprehensive income under other expenses (or detail where they have been presented).

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

2024	BALANCE AT BEGINNING OF FINANCIAL YEAR \$	ACQUISITION OF ASSETS \$	REVALUATION INCREMENTS (DECREMENTS) (NOTE 9.1) \$	DEPRECIATION AND AMORTISATION (NOTE 3.3) \$	WRITTEN DOWN VALUE OF DISPOSALS \$	IMPAIRMENT LOSSES OR ITEMS EXPENSED (a) \$'000	TRANSFERS \$	TRANSFER TO ASSETS HELD FOR SALE \$	TRANSFER TO EXPENSES \$	BALANCE AT END OF FINANCIAL YEAR \$
Property										
Land	17,418,737	506,840	288,713	-	-	-	(51,336)	-	-	18,162,953
Land under roads	17,094,467	756,084	38,865,515	-	-	-	-	-	-	56,716,065
Total land	34,513,203	1,262,924	39,154,228	-	-	-	(51,336)	-	-	74,879,019
Buildings	50,512,769	3,168,597	1,113,656	(816,066)	(526,905)	-	775,695	-	-	54,227,746
Heritage buildings	1,346,375	-	-	(13,095)	-	-	-	-	-	1,333,280
Total buildings	51,859,144	3,168,597	1,113,656	(829,161)	(526,905)	-	775,695	-	-	55,561,026
Total property	86,372,347	4,431,521	40,267,884	(829,161)	(526,905)	-	724,359	-	-	130,440,045
Plant and Equipment										
Plant, machinery and equipment	4,094,574	687,570	-	(417,928)	(101,589)	-	127,427	-	-	4,390,054
Fixtures, fittings and furniture	936,570	177,459	-	(146,071)	(2,060)	-	2,344	-	-	968,241
Computers and telecommunications	326,924	289,785	-	(89,800)	(3,485)	-	-	-	-	523,424
Fleet	2,614,411	1,204,205	-	(464,521)	(314,504)	-	-	-	-	3,039,592
Total plant and equipment	7,972,479	2,359,019	-	(1,118,319)	(421,638)	-	129,771	-	-	8,921,311
Infrastructure										
Roads	236,123,958	13,563,736	15,914,384	(4,858,988)	(40,577)	-	(127,427)	-	-	260,575,085
Bridges	42,997,196	1,882,985	1,384,509	(745,557)	(99,718)	-	15,637	-	-	45,435,052
Drainage	39,234,837	929,091	1,290,120	(532,766)	(128,181)	-	-	-	-	40,793,101
Flood levee	5,068,747	-	-	(20,431)	-	-	-	-	-	5,048,316
Total infrastructure	323,424,737	16,375,812	18,589,013	(6,157,741)	(268,477)	-	(111,790)	-	-	351,851,554
Works in progress										
Buildings	895,056	-	-	-	-	-	(775,695)	-	-	119,361
Furniture	7,633	-	-	-	-	-	(2,344)	-	-	5,288
Roads	500,338	251,375	-	-	-	-	-	-	-	751,712
Heritage Assets	-	-	-	-	-	-	-	-	-	-
Drainage	78,332	140,031	-	-	-	-	-	-	-	218,363
Plant & Equipment	201,168	552,299	-	-	-	-	-	-	-	753,467
Land	55,255	12,223	-	-	-	-	-	-	-	67,478
Bridges	20,299	-	-	-	-	-	(15,637)	-	-	4,662
Total works in progress	1,758,081	955,927	-	-	-	-	(793,677)	-	-	1,920,331
Total property, infrastructure, plant and equipment	419,527,644	24,122,278	58,856,897	(8,105,221)	(1,217,020)	-	(51,337)	-	-	493,133,241

(a) Impairment losses or items expensed

Impairment losses are recognised in the Statement of comprehensive income under other expenses. Reversals of impairment losses are recognised in the statement of comprehensive income under other revenue. Items of works in progress that were expensed instead of being capitalised are also recognised in the Statement of comprehensive income under other expenses (or detail where they have been presented).

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (CONTINUED)

ACCOUNTING POLICY

Recognition and measurement of assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

Property, plant and equipment and infrastructure received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

	THRESHOLD \$
Land	Nil
Land Under Roads	Nil
Buildings	5,000
Flood Levee	3,000
Furniture, Fittings, Office Equipment and Computers	1,000
Fleet	1,000
Plant	1,000
Roads	5,000
Bridges	5,000
Drainage	3,000
Heritage Assets	1,000
Revaluation	
Council has adopted the following valuation bases for its non-current assets:	
Land	Fair value
Land under roads	Fair value
Buildings	Fair value
Flood levee	Cost
Furniture, fittings, office equipment & computers	Cost
Fleet	Cost
Plant	Cost
Roads	Fair value
Bridges	Fair value
Drainage	Fair value
Heritage assets	Fair value

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment listed above as at cost, are measured at their fair value in accordance with AASB 116 Property, Plant & Equipment and AASB 13 *Fair Value Measurement*. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis to ensure valuations represent fair value. Valuations are performed either by experienced Council officers or independent experts. Between such valuations, Council considers, and when necessary, applies indexation to assets to ensure the carrying values continue to represent fair values.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Statement of Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For non-cash generating assets of Council such as roads, bridges, stormwater & drainage and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

Maintenance Vs Capitalisation

Officers of the Council will determine at the occurrence of an event whether to capitalise or expense costs incurred in property, plant and infrastructure. The following formula is provided as a guide, "maintenance, repair costs and minor renewals are charged as expenses as incurred unless their total value exceeds 10% of the written down current value and increases the economic life by more than 10%".

NOTE 7: CURRENT LIABILITIES

7.1 TRADE AND OTHER PAYABLES

	2025 \$	2024 \$
Trade payables	1,437,588	753,624
Wages accrued	377,940	190,241
Monies held in trust	821,236	691,896
Rate revenue in advance	577,972	522,586
User charges in advance	4,361	5,431
Total trade and other payables	3,219,098	2,163,778

ACCOUNTING POLICY

Trade and other payables

Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received. General Creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.

Rates and charges in advance represents amounts received by Council prior to the commencement of the rating or charging period. Revenue is recognised by Council at the beginning of the rating or charge period to which the advance payment relates.

7.2 PROVISIONS

2025	ANNUAL LEAVE \$	LONG SERVICE LEAVE \$	TOTAL \$
Balance at beginning of the financial year	784,780	971,822	1,756,602
Additional provisions	660,964	209,716	870,680
Amounts used	(580,961)	(23,469)	(604,431)
Balance at the end of the financial year	864,783	1,158,068	2,022,851
Current	864,783	1,026,363	1,891,145
Non-current	-	131,706	131,706
Total	864,783	1,158,067	2,022,851

2024	ANNUAL LEAVE \$	LONG SERVICE LEAVE \$	TOTAL \$
Balance at beginning of the financial year	734,968	1,018,471	1,753,439
Additional provisions	470,366	(13,442)	456,924
Amounts used	(420,554)	(33,207)	(453,762)
Balance at the end of the financial year	784,780	971,822	1,756,601
Current	784,780	883,590	1,668,370
Non-current	-	88,232	88,232
Total	784,780	971,822	1,756,602

ACCOUNTING POLICY

(a) Employee benefits

i) Short term obligations

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

ii) Other long term employee benefit obligations

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

The obligations are presented as current liabilities in the statement of financial position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

iii) Sick leave

No accrual is made for sick leave as Council experience indicates that, on average, sick leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken sick leave.

Rostered days off – A liability for accrued rostered days off is recognised at the current rates of pay including related oncosts, for expected future payments to be made in respect of accruals by employees of the Council.

7.3 CONTRACT LIABILITIES

	2025 \$	2024 \$
Current		
Funds received to acquire on construct an asset controlled by Council	1,625,127	563,934
Funds received prior to performance obligation being satisfied (Upfront payments)	5,641	43,684
Total	1,630,768	607,617

ACCOUNTING POLICY

Council recognised the following contractual liabilities:

i) The funds received are under an enforceable contract which requires Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. Revenue is expected to be recognised in the next 12 months.

ii) Upfront payments of funds from contracts with customers are recognised as a contract liability until performance obligations are satisfied. Revenue is recognised as performance obligations are progressively fulfilled.

NOTE 8: NON-CURRENT

8.1 INTEREST-BEARING LOANS AND BORROWINGS

	2025 \$	2024 \$
Current		
Borrowings – secured	-	3,000,000
	-	3,000,000
Non-current		
Borrowings – secured	-	-
	-	-
Total	-	3,000,000
Borrowings		
The maturity profile for Council's borrowings is:		
Not later than one year	-	3,000,000
Later than one year and not later than five years	-	-
Total	-	3,000,000

ACCOUNTING POLICY

Interest bearing liabilities

The borrowing capacity of Council is limited by the *Local Government Act 1993*. Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the liability using the effective interest method.

Council has received the total sum of \$11.47 million from Tascorp under the State Governments Accelerated Local Government Capital Program. \$1.9m of this funding was paid back to Tascorp during 2021/22, \$5.52m paid back in July 22, \$1.05m paid back on 28/6/23 and \$3.00m paid back on 16/12/2024.

NOTE 9: OTHER FINANCIAL INFORMATION

9.1 RESERVES

(a) Asset revaluation reserve	BALANCE AT BEGINNING OF REPORTING YEAR \$	INCREMENT \$	(DECREMENT) \$	BALANCE AT END OF REPORTING YEAR \$
2025				
Property				
Land	11,428,973	1,142,353	-	12,571,326
Land under roads	41,604,558	-	-	41,604,558
Land and Buildings Available for Sale	(496,260)	-	-	(496,260)
Buildings	35,356,866	1,136,766	-	36,493,632
Plant	296,277	-	-	296,277
Computer equipments	25,000	-	-	25,000
	88,215,414	2,279,118	-	90,494,533
Infrastructure				
Roads	208,035,091	7,564,011	-	215,599,102
Bridges	29,273,674	1,226,547	-	30,500,221
Drainage	31,003,411	1,012,469	(46,260)	31,969,619
	268,312,175	9,803,027	(46,260)	278,068,942
Total asset revaluation reserve	356,527,590	12,082,145	(46,260)	368,563,475

9.1 RESERVES (CONTINUED)

(a) Asset revaluation reserve	BALANCE AT BEGINNING OF REPORTING YEAR \$	INCREMENT \$	(DECREMENT) \$	BALANCE AT END OF REPORTING YEAR \$
2024				
Property				
Land	11,140,260	288,713	-	11,428,973
Land under roads	2,739,044	38,865,515	-	41,604,558
Land and Buildings Available for Sale	(496,260)	-	-	(496,260)
Buildings	34,243,209	1,118,236	(4,580)	35,356,866
Plant	296,277	-	-	296,277
Computer equipments	25,000	-	-	25,000
	47,947,530	40,272,464	(4,580)	88,215,414
Infrastructure				
Roads	192,120,707	15,914,384	-	208,035,091
Bridges	27,889,164	1,732,870	(348,360)	29,273,674
Drainage	29,713,291	1,466,399	(176,279)	31,003,411
	249,723,162	19,113,652	(524,639)	268,312,175
Total asset revaluation reserve	297,670,692	59,386,116	(529,219)	356,527,590

The asset revaluation reserve was established to capture the movements in asset valuations upon the periodic revaluation of Council's assets.

(b) Fair value reserve	BALANCE AT BEGINNING OF REPORTING YEAR \$	INCREMENT \$	(DECREMENT) \$	BALANCE AT END OF REPORTING YEAR \$
2025				
Equity Investment assets				
Investment in water corporation	(462,035)	837,853	-	375,818
Total fair value reserve	(462,035)	837,853	-	375,818

2024				
Equity Investment assets				
Investment in water corporation	(2,574,419)	2,112,384	-	(462,035)
Total fair value reserve	(2,574,419)	2,112,384	-	(462,035)

Council has to designate its investment in Taswater as an equity investment at fair value through other comprehensive income. Subsequent changes in fair value are reflected in the reserve and will not be reclassified through the profit or loss when derecognised.

	2025 \$	2024 \$
Total Reserves	368,939,293	356,065,550

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS (DEFICIT)

	2025 \$	2024 \$
Result from continuing operations	5,890,765	13,238,467
Capital grants received specifically for new or upgraded assets	(5,762,240)	(4,958,504)
Recognition of Assets Received at No Cost to Council	(4,368,300)	(10,406,889)
Net Loss on Disposal of Fixed Assets	1,716,477	655,127
Non-Cash flows in surplus		
Depreciation	7,479,657	8,105,221
Changes in Assets and Liabilities		
(increase) / decrease in trade and other receivables	224,278	722,650
(increase) / decrease in inventories	-	399
increase / (decrease) in creditors	1,001,003	2,093,481
increase / (decrease) in income received in advance	1,077,467	403,388
increase / (decrease) in provisions	266,249	3,163
Net cash provided by/(used in) operating activities	7,525,357	9,856,504

9.2A COMMITMENTS

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	NOT LATER THAN 1 YEAR	LATER THAN 1 YEAR AND NOT LATER THAN 5 YEARS	LATER THAN 5 YEARS	TOTAL
	\$'000	\$'000	\$'000	\$'000
2025				
Capital Expenditure Commitments				
Bridges	722	-	-	722
Roads	5,280	1,522	-	6,802
Total Capital expenditure commitments	6,001	1,522	-	7,524
Contractual commitments				
Contractual commitments at end of financial year but not recognised in the financial report are as follows:				
Garbage collection contract	989	991	-	1,980
Total contractual commitments	989	991	-	1,980

2024				
Capital Expenditure Commitments				
Buildings	848	-	-	848
Bridges		-	-	-
Roads		-	-	-
Drainage		-	-	-
Total Capital expenditure commitments	848	-	-	848
Contractual Commitments				
Contractual commitments at end of financial year but not recognised in the financial report are as follows:				
Garbage collection contract	1,641	2,937	421	4,999
Total contractual commitments	1,641	2,937	421	4,999

9.3 FINANCIAL INSTRUMENTS

Managing financial risk

Council has exposure to the following risks from its use of financial instruments:

- (a) Interest rate risk
- (b) Credit risk
- (c) Liquidity risk; and
- (d) Market risk.

The (General Manager) has overall responsibility for the establishment and oversight of Council's risk management framework. Risk management policies are established to identify and analyse risks faced by Council, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

(a) Interest Rate Risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities used. Non-derivative interest bearing assets are predominantly short term liquid assets. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Council's loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Treasury and Finance each year.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1993*. Council manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards,
- capital protection,
- appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

The exposure to interest rate risk and the effective interest rates of financial assets and non-lease financial liabilities, both recognised and unrecognised, at balance date are as follows:

2025	WEIGHTED AVERAGE INTEREST RATE \$	FLOATING INTEREST RATE \$	FIXED INTEREST MATURING IN:			NON- INTEREST BEARING \$	TOTAL \$
			1 YEAR OR LESS \$	OVER 1 TO 5 YEARS \$	MORE THAN 5 YEARS \$		
Financial assets							
Cash and cash equivalents	3.61%	3,958,020	-	-	-	6,039	3,964,059
Financial assets	4.40%	-	13,336,940	-	-	-	13,336,940
Investments		-	-	-	-	-	-
Trade and other receivables							
Rates	6.50%	-	496,481	-	-	-	496,481
Sundry		-	-	-	-	771,908	771,908
Revenue accrual		-	-	-	-	100,021	100,021
Investment in water corporation		-	-	-	-	43,773,464	43,773,464
Total financial assets		3,958,020	13,833,421	-	-	44,651,432	62,442,873
Financial liabilities							
Trade and other payables							
Sundry creditors		-	-	-	-	(1,815,528)	(1,815,528)
Monies held in trust		-	-	-	-	(818,455)	(818,455)
Rate revenue in advance		-	-	-	-	(577,972)	(577,972)
User charges in advance		-	-	-	-	(4,361)	(4,361)
Capital grants in advance		-	-	-	-	(1,625,127)	(1,625,127)
Operating grants in advance		-	-	-	-	(5,641)	(5,641)
Total financial liabilities		-	-	-	-	(4,847,084)	(4,847,084)
Net financial assets (liabilities)		3,958,020	13,833,421	-	-	39,804,348	57,595,789

9.3 FINANCIAL INSTRUMENTS (CONTINUED)

2024	WEIGHTED AVERAGE INTEREST RATE \$	FLOATING INTEREST RATE \$	FIXED INTEREST MATURING IN:			NON- INTEREST BEARING \$	TOTAL \$
			1 YEAR OR LESS \$	OVER 1 TO 5 YEARS \$	MORE THAN 5 YEARS \$		
Financial assets							
Cash and cash equivalents	1.31%	4,781,931	-	-	-	6,107	4,788,038
Financial assets	4.59%	-	11,721,884	-	-	-	11,721,884
Investments	1.60%	-	3,000,000	-	-	-	3,000,000
Trade and other receivables							
Rates	6.50%	-	478,378	-	-	-	478,378
Sundry		-	-	-	-	1,069,199	1,069,199
Revenue accrual		-	-	-	-	58,716	58,716
Investment in water corporation		-	-	-	-	42,935,611	42,935,611
Total financial assets		4,781,931	15,200,262	-	-	44,069,633	64,051,826
Financial liabilities							
Trade and other payables							
Sundry creditors		-	-	-	-	(943,865)	(943,865)
Monies held in trust		-	-	-	-	(680,806)	(680,806)
Rate revenue in advance		-	-	-	-	(522,586)	(522,586)
User charges in advance		-	-	-	-	(5,431)	(5,431)
Capital grants in advance		-	-	-	-	(563,934)	(563,934)
Operating grants in advance		-	-	-	-	(43,684)	(43,684)
Interest-bearing loans and borrowings – Current	2.13%	-	(3,000,000)	-	-	-	(3,000,000)
Total financial liabilities			(3,000,000)	-	-	(2,760,305)	(5,760,305)
Net financial assets (liabilities)		4,781,931	12,200,262	-	-	41,309,327	58,291,520

(a) Risks and mitigation

The General Manager has overall responsibility for the establishment and oversight of the Council's risk management framework. Risk management policies are established to identify and analyse risks faced by the Council, to set appropriate risk limits and controls, and to monitor risk and adherence to limits.

The risk associated with Council's main financial instruments and our practices for minimising these risks are detailed below.

CREDIT RISK

Credit risk represents the loss that would be recognised if counterparties fail to perform as contracted, and arises principally from trade and other receivables and cash and investments. The carrying amount of financial assets recorded in the financial statements, net of any allowances for impairment losses, represents the Council's maximum exposure to credit risk without taking account of any collateral or other security.

To help manage credit risk Council ensures financial institutions holding Council's cash deposits and investments have sufficient security by investing in appropriately rated Financial Institutions.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Statement of Financial Position.

Market risk

Market risk is the risk that the fair value or future cash flows of Council's financial instruments will fluctuate because of changes in market prices, such as interest rates. The Council's exposure to market risks is primarily through interest rate risk with only insignificant exposure to other price risks and no direct exposure to foreign currency risk.

Council's liabilities are either non-interest bearing or at fixed rates, so there is no ongoing exposure to interest rate risk for existing financial liabilities. Council obtains loans with competitive fixed interest rates to manage its exposure to interest rate risk when loans are taken.

A component of Council's cash is subject to floating interest rates. It is predicted any variations in future cash flows from interest rate movements will not have a material effect on Council's income. Interest rate risk on deposits is managed by adopting practices that ensures:

- Conformity with State and Federal regulations and standards.
- Adequate safety,
- Appropriate liquidity,
- Monitoring of return on investments,
- Staggering maturity dates to provide for interest rate variations,
- Benchmarking of returns and comparisons with budget.

Liquidity risk

Liquidity risk is the risk that Council will not be able to meet its financial obligations as they fall due. Council's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities as they fall due. Due to significant amounts of readily available cash the exposure to liquidity risk is deemed insignificant. Council falls well within the lending benchmarks set by Treasury.

These amounts represent the discounted cash flow payments (ie principal only).

(b) Sensitivity disclosure analysis

Taking into account past performances, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are "reasonably possible" over the next 12 months (Base rates are sourced from the Federal Bank of Australia):

The next table discloses the impact on net operating result and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

		INTEREST RATE RISK			
		-1%		+1%	
2025		-100 BASIS POINTS		+100 BASIS POINTS	
		PROFIT	EQUITY	PROFIT	EQUITY
	\$	\$	\$	\$	\$
Financial assets:					
Cash and cash equivalents	17,301,000	(173,010)	(173,010)	173,010	173,010
Investments	-	-	-	-	-
Loan and receivable	496,481	(4,965)	(4,965)	4,965	4,965
Financial liabilities:					
Interest-bearing loans and borrowings	-	-	-	-	-

		INTEREST RATE RISK			
		-1%		+1%	
2024		-100 BASIS POINTS		+100 BASIS POINTS	
		PROFIT	EQUITY	PROFIT	EQUITY
	\$	\$	\$	\$	\$
Financial assets:					
Cash and cash equivalents	16,509,922	(165,099)	(165,099)	165,099	165,099
Investments	3,000,000	(30,000)	(30,000)	30,000	30,000
Loan and receivable	429,998	(4,300)	(4,300)	4,300	4,300
Financial liabilities:					
Interest-bearing loans and borrowings	(3,000,000)	30,000	30,000	(30,000)	(30,000)

9.4 FAIR VALUE MEASUREMENTS

It is Council's view that the carrying value of its financial assets approximates fair value. Council measures and recognises the following assets at fair value on a recurring basis:

- Investment in water corporation
- Property, infrastructure plant and equipment
- Land
- Land under roads
- Buildings
- Heritage Buildings
- Roads
- Bridges
- Drainage

(a) Fair Value Hierarchy

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- Level 1 Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Unobservable inputs for the asset or liability.

As at 30 June 2025	NOTE	LEVEL 1 \$	LEVEL 2 \$	LEVEL 3 \$	TOTAL \$
Recurring fair value measurements					
Investment in water corporation	5.1	-	-	43,773,464	43,773,464
Land	6.1	-	20,495,593	-	20,495,593
Land under roads	6.1	-	56,716,065	-	56,716,065
Buildings	6.1	-	-	56,855,190	56,855,190
Heritage buildings	6.1	-	-	1,304,752	1,304,752
Roads	6.1	-	-	269,441,175	269,441,175
Bridges	6.1	-	-	46,233,149	46,233,149
Drainage	6.1	-	-	43,922,143	43,922,143
		-	77,211,659	461,529,873	538,741,532
Non-recurring fair value measurements					
Assets held for sale	4.4	-	960,449	-	960,449
		-	78,172,108	461,529,873	539,701,981

9.4 FAIR VALUE MEASUREMENTS (CONTINUED)

As at 30 June 2024	NOTE	LEVEL 1 \$	LEVEL 2 \$	LEVEL 3 \$	TOTAL \$
Recurring fair value measurements					
Investment in water corporation	5.1	-	-	42,935,611	42,935,611
Land	6.1	-	18,162,953	-	18,162,953
Land under roads	6.1	-	56,716,065	-	56,716,065
Buildings	6.1	-	-	54,227,745	54,227,745
Heritage buildings	6.1	-	-	1,333,280	1,333,280
Roads	6.1	-	-	260,575,085	260,575,085
Bridges	6.1	-	-	45,435,052	45,435,052
Drainage	6.1	-	-	40,793,101	40,793,101
		-	74,879,019	445,299,875	520,178,894
Non-recurring fair value measurements					
Assets held for sale	4.4	-	954,155	-	954,155
		-	75,833,174	445,299,875	521,133,049

(a) Fair Value Hierarchy (Continued)

TRANSFERS BETWEEN LEVELS OF THE HIERARCHY

Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period. Land and Building Assets identified as being Assets held for sale were transferred to level 1 from Level 2 and Level 3 respectively at year end.

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3.

(b) Highest and best use

AASB 13 *Fair Value Measurement*, requires the fair value of non-financial assets to be calculated based on their "highest and best use", all assets valued at fair value in this note are being used for their highest and best use.

(c) Valuation techniques and significant inputs used to derive fair values

LAND

Land fair values were determined by the Valuer-General as at 1 July 2019. Level 2 valuation inputs were used to value land in freehold title as well as land used for special purposes, which is restricted in use under current planning provisions. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square metre. This valuation by the valuer general was recognised in Councils accounts on the 1 July 2019 with Council Officers have applied adjustment factors provided by the Valuer-General on 28 February 2024 (50% Commercial, Industrial, Community Services and Other; 125% Primary Production; 130% Residential) to determine a valuation at 30 June 2025.

Land under roads

The value of the Land Under Road network at 30 June 2025 is based on valuation data determined by the Valuer-General. The valuation approach uses adjusted land values and areas for all properties within the municipality depending upon its classification and then applying a discount appropriate to the respective classification. This adjustment is an unobservable input in the valuation. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values are calculated at \$20.62 per square metre.

BUILDINGS

The fair value of buildings was determined by LG Valuation Services Pty Ltd as at 30 June 2025. Council Officers have applied a Non-Residential building construction index factor of 3.9% (2.1% 30 June 2024) obtained from the Australian Bureau of Statistics to determine a valuation as at 30 June 2025.

Where there is a market for Council building assets, fair value has been derived from the sales prices of comparable properties after adjusting for differences in key attributes such as property size.

The most significant input into this valuation approach was price per square metre.

Where Council buildings are of a specialist nature (eg heritage buildings) and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential. The gross current values have been derived from reference to market data for recent projects and costing guides.

In determining the level of accumulated depreciation the asset has been disaggregated into significant components which exhibit useful lives. Allowance has been made for the typical asset life cycle and renewal treatments of each component, residual value at the time the asset is considered to be no longer available for use.

While the unit rates based on square metres can be supported by market evidence (level 2), the estimates of residual value and useful life that are used to calculate accumulated depreciation comprise unobservable inputs (level 3). Where these other inputs are significant to the valuation the overall valuation has been classified as level 3.

INFRASTRUCTURE ASSETS

All Council infrastructure assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. The resulting valuation reflects the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks.

The level of accumulated depreciation for infrastructure assets was determined based on the age of the asset and the useful life adopted by Council for the asset type. Estimated useful lives and residual values are disclosed in note 6.1.

The calculation of CRC involves a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made by qualified and experienced staff, different judgements could result in a different valuation.

The methods for calculating CRC are described under individual asset categories below.

Roads, including footpaths and cycleways

A full Assessment and Valuation of Roads and Streets was undertaken by Moloney Asset Management Systems as at 30 June 2024. Council officers have subsequently applied a road and bridges construction Australia index factor of 2.7% obtained from the Australian Bureau of Statistics to the valuation as at 30 June 2025.

Council categorises its road infrastructure into urban and rural roads and then further sub-categorises these into sealed and unsealed roads. Urban roads and rural roads are managed in segments of varying lengths. All road segments are then componentised into formation, pavement, sub-pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. As part of the this valuation process each segment of road was individually assessed.

CRC is based on the road area multiplied by a unit price; the unit price being an estimate of labour and material inputs, services costs, and overhead allocations. For internal construction estimates, material and services prices are based on existing supplier contract rates or supplier price lists and labour wage rates are based on Council's Enterprise Bargaining Agreement (EBA). Where construction is outsourced, CRC is based on the average of completed similar projects over the last few years.

Bridges

A full valuation of bridges assets was undertaken by independent valuers, AusSpan, effective 30 June 2024. Council officers have subsequently applied a road and bridges construction Australia index factor of 2.7% obtained from the Australian Bureau of Statistics to the valuation as at 30 June 2025. Each bridge is assessed individually and componentised into sub-assets representing the deck and sub-structure. The valuation is based on the material type used for construction and the deck and sub-structure area.

Drainage

A full valuation of Drainage was undertake by Consulting Engineers Pitt & Sherry as at 1 July 2020. Council Officers having applied this valuation to its Stormwater Infrastructure Asset at the effective date have subsequently applied an Other heavy and civil engineering construction index factor of 1.7% (3.3% 30 June 2024) obtained from the Australian Bureau of Statistics to determine a valuation as at 30 June 2025. Similar to roads, drainage assets are managed in segments; pits and pipes being the major components. Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC is based on the unit price for the component type. For pipes, the unit price is multiplied by the asset's length. The unit price for pipes is based on the construction material as well as the depth the pipe is laid.

Investment in Water Corporation

Council's investment in TasWater is valued at its fair value at balance date. Fair value was determined by using Council's ownership interest against the Water and Sewerage Corporation's net asset value at balance date. Council's ownership interest in TasWater, which is based on Schedule 2 of the Corporation's Constitution, remained the same at 2.27% at 30 June 2025.

Council's investment is not traded in an active market and is only sensitive to fluctuations in the value of TasWater's net assets.

(d) Changes in recurring level 3 fair value measurements

There have been no transfers between level 1, 2 or 3 measurements during the year.

9.5 EVENTS OCCURRING AFTER BALANCE DATE

Nil.

NOTE 10: OTHER MATTERS

10.1 RELATED PARTY TRANSACTIONS

(a) Responsible persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

COUNCILLORS:

- Clr Dick Adams
- Clr Alison Andrews
- Clr Richard Archer
- Clr Matthew Brooks
- Clr Richard Goss
- Mayor Mary Knowles
- Deputy Mayor Janet Lambert
- Clr Andrew McCullagh
- Clr Paul Terrett

STAFF:

- General Manager – Des Jennings
- Corporate Services Manager / Acting General Manager – Maree Bricknell
- Project Manager – Trent Atkinson
- Works & Infrastructure Manager – Leigh McCullagh

10.1 RELATED PARTY TRANSACTIONS (CONTINUED)

(i) Councillor remuneration

2025	Period	ALLOWANCES \$	TOTAL COMPENSATION AASB 124 \$	EXPENSES ¹ \$	TOTAL ALLOWANCES AND EXPENSES \$
Mayor	Full Year	62,741	62,741	19,707	82,448
Deputy Mayor	Full Year	34,971	34,971	362	35,333
Councillors	Full Year	125,545	125,545	7,496	133,041
Total		223,257	223,257	27,564	250,821

2024	Period	ALLOWANCES \$	TOTAL COMPENSATION AASB 124 \$	EXPENSES ¹ \$	TOTAL ALLOWANCES AND EXPENSES \$
Mayor	Full Year	56,707	56,707	27,879	84,586
Deputy Mayor	Full Year	36,872	36,872	1,725	38,596
Councillors	Full Year	118,903	118,903	11,394	130,296
Total		212,482	212,482	40,997	253,478

¹ Section 72(1)(b) of the *Local Government Act 1993* requires the disclosure of expenses paid to Councillors. (Travel, Telephone and Information technology).

(ii) Remuneration Principles

COUNCILLORS

Remuneration levels for Councillors is set in accordance with Regulation 42(2) of the Local Government (General) Regulations 2015.

SENIOR EXECUTIVES

Remuneration levels for the General Manager is set in accordance with a Common Law Contract. The employment terms and conditions of other senior executives are contained in individual employment contracts and the Northern Midlands Enterprise Agreement 2022-2025 which prescribes total remuneration, superannuation, annual and long service leave, vehicle and salary sacrifice provisions. In addition to their salaries, Council also provides non-cash benefits and contributes to post-employment superannuation plans on their behalf.

The employment terms and conditions of senior executives are contained in individual employment contracts and prescribe total remuneration, superannuation, annual and long service leave, vehicle and salary sacrifice provisions. In addition to their salaries, Council also provides non-cash benefits and contributes to post-employment superannuation plans on their behalf.

The performance of each senior executive, including the General Manager, is reviewed annually which includes a review of their remuneration package.

The terms of employment the General Manager, contains a termination clause that requires the Council provide a minimum notice period of six months prior to termination of the contract, and for the General Manager to provide Council with a minimum notice period of three months prior to termination of the contract.

(iii) Transactions with related parties

KEY MANAGEMENT PERSONNEL REMUNERATION BANDS

Remuneration band \$	2025 NUMBER OF EMPLOYEES	2024 NUMBER OF EMPLOYEES
160,000 to 180,000	1	1
200,000 to 220,000	1	1
220,000 to 240,000	1	1
260,000 to 280,000	1	1

KEY MANAGEMENT PERSONNEL REMUNERATION

	2025 \$	2024 \$
Short term employee benefits	749,831	702,437
Post employment benefits	86,879	83,072
Other long term benefits	43,463	32,623
Total	880,173	818,132

TRANSACTIONS WITH RELATED PARTIES

NATURE OF TRANSACTION	AMOUNT OF TRANSACTION DURING THE YEAR \$	TERMS & CONDITIONS
2025		
Fees and charges	NIL	
2024		
Fees and charges	NIL	

(iv) Loans and guarantees to/from related parties

No loan and guarantee amounts have been notified to the General Manager.

(v) Commitments to/from related parties

No commitments have been notified to the General Manager.

(vi) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of council live and operate within the municipality. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates on a primary residence/farm
- Dog registration and Kennel Licenses
- Use of Council's recreational facilities

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.

10.2 OTHER SIGNIFICANT ACCOUNTING POLICIES AND PENDING ACCOUNTING STANDARDS

(a) Taxation

Council is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax.

GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(b) Impairment of non-financial assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Statement of Other Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. For non-cash generating assets of Council such as roads, drains, public buildings and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

(c) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being Council's operational cycle, or if Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(d) Financial guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

(e) Contingent assets, contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Statement of Financial Position. Commitments are disclosed at their nominal value inclusive of the GST payable. There is no contingent assets, liabilities and commitments identified by council as on 30th June 2025.

(f) Budget

The estimated revenue and expense amounts in the Statement of Comprehensive Income represent original budget amounts / revised budget estimates (23 June 2025) and are not audited.

(g) Adoption of new and amended accounting standards

In the current year, Council has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period.

(h) Pending Accounting Standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

10.3 MANAGEMENT INDICATORS

(a) Underlying surplus or deficit

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Recurrent income*		25,734	26,476	22,758	22,896
Less recurrent expenditure		(28,337)	(27,234)	(23,872)	(20,795)
Underlying surplus/ (deficit)	0	(2,603)	(758)	(1,114)	2,101

*Recurrent income excludes income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature.

COMMENTARY

A negative result indicates a deficit which is unable to be sustained in the long term. While Council has had a negative result in three of the last four years Council believes it is sustainable in the long term and continues to work towards maintaining a ongoing positive result.

(b) Underlying surplus ratio

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Underlying surplus or deficit		(2,603)	(758)	(1,114)	2,101
Recurrent income*		25,734	26,476	22,758	22,896
Underlying surplus ratio %	0%	(10%)	(3%)	(5%)	9%

This ratio serves as an overall measure of financial operating effectiveness.

COMMENTARY

A negative result indicates a deficit which is unable to be sustained in the long term, while Council has had a negative result in three of the last four years. Council believes it is sustainable in the long term and continues to work towards maintaining a ongoing positive result.

(c) Net financial assets/(liabilities)

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Liquid assets		18,671	21,152	19,461	24,666
Less total liabilities		(6,873)	(7,528)	(7,260)	(14,608)
Net financial liabilities	0	11,798	13,624	12,202	10,058

COMMENTARY

A positive result indicates Council's ability to meet its liabilities from its liquid assets.

(d) Net financial assets/(liabilities) ratio

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Net financial liabilities		11,798	13,624	12,202	10,058
Recurrent income*		25,734	26,476	22,758	22,896
Net financial liabilities ratio %	0% – (50)%	46%	51%	54%	44%

COMMENTARY

A positive result indicates Council's ability to meet its liabilities from its liquid assets.

(e) Asset consumption ratio

An asset consumption ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Buildings				
Fair value (Carrying amount)	56,855	54,228	50,513	43,323
Current replacement cost (Gross)	90,625	77,545	72,659	57,311
Asset consumption ratio %	63%	70%	70%	76%
Road and bridge infrastructure				
Fair value (Carrying amount)	315,674	306,010	279,121	258,349
Current replacement cost (Gross)	430,162	415,967	394,368	362,463
Asset consumption ratio %	73%	74%	71%	71%

	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Drainage				
Fair value (Carrying amount)	43,922	40,793	39,235	37,256
Current replacement cost (Gross)	59,363	55,447	52,920	49,879
Asset consumption ratio %	74%	74%	74%	75%

COMMENTARY

These ratios show the depreciated replacement cost of classes of depreciable assets relative to their "as new" (replacement) value. They therefore show the average proportion of new condition left in the assets. Councils ratios for Roads and Bridge Infrastructure and Stormwater and Drainage have consistently over the four year period been above the established benchmark of 60% indicating, an appropriate level of investment in renewal of these asset classes.

(f) Asset renewal funding ratio

An asset renewal funding ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Buildings					
Projected capital funding outlays**		9,524	5,152	9,615	16,407
Projected capital expenditure funding***		5,790	4,890	4,116	4,116
Asset renewal funding ratio %	90-100%	164%	105%	234%	399%
Road and bridge infrastructure					
Projected capital funding outlays**		38,958	55,427	48,796	43,170
Projected capital expenditure funding***		37,092	29,565	29,720	30,986
Asset renewal funding ratio %	90-100%	105%	187%	164%	139%
Drainage					
Projected capital funding outlays**		794	1,103	1,044	2,250
Projected capital expenditure funding***		684	684	684	684
Asset renewal funding ratio %	90-100%	116%	161%	153%	329%

** Current value of projected capital funding outlays for an asset identified in Council's long-term financial plan.

*** Value of projected capital expenditure funding for an asset identified in Council's long-term strategic asset management plan.

COMMENTARY

This ratio measures the capacity to fund asset replacement requirements, by comparing funding outlays in the Councils long-term financial plan with projected capital expenditure in Council's long-term strategic asset management plans. In all years the asset classes reported have exceeded the benchmark.

Asset sustainability ratio

	BENCH -MARK	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000
Capex on replacement/ renewal of existing assets		7,253	10,629	2,931	5,750
Annual depreciation expense		7,480	8,105	7,219	6,631
Asset sustainability ratio %	100%	97%	131%	41%	87%

This ratio calculates the extent to which Council is maintaining operating capacity through renewal of their existing asset base.

COMMENTARY

This ratio compares the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing assets against depreciation. Councils average ratio of 98% over the past four years is below the benchmark of 100%, however this is a long term indicator as depreciation costs tend to be relatively stable over a period of time, whereas capital renewal can tend to be much more variable.

Council has focused its building asset related works in the last two years on substantial upgrades of its existing building stock rather than renewals, this has significantly reduced this ratio in the most recent three reporting periods.

2025	CAPITAL RENEWAL EXPENDITURE \$'000	CAPITAL NEW/ UPGRADE EXPENDITURE \$'000	TOTAL CAPITAL EXPENDITURE \$'000
By asset class			
Computer	3	143	146
Heritage Assets	4	0	4
Land	0	1,167	1,167
Buildings	1,366	961	2,326
Furniture, Fittings, Office Equipment & Computers	96	56	152
Fleet	1,086	329	1,415
Plant	123	257	379
Road Infrastructure	4,176	1,885	6,060
Bridges	418	66	484
Drainage	-19	280	261
Total	7,253	5,142	12,395

2024	CAPITAL RENEWAL EXPENDITURE \$'000	CAPITAL NEW/ UPGRADE EXPENDITURE \$'000	TOTAL CAPITAL EXPENDITURE \$'000
By asset class			
Land	48	489	537
Buildings	3,007	100	3,107
Heritage Assets			
Furniture, Fittings, Office Equipment & Computers	332	135	467
Fleet	1,146	44	1,190
Plant	692	539	1,231
Road Infrastructure	3,958	1,405	5,363
Flood Levee Infrastructure			
Bridges	1,070	2	1,072
Drainage	376	308	684
Total	10,629	3,022	13,651

Management Certification of the Financial Report

The accompanying financial statements of the Northern Midlands Council are in agreement with the relevant accounts and records and have been prepared in compliance with:

- Australian Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board
- the *Local Government Act 1993*

I believe that, in all material respects, the financial statements present a view which is consistent with my understanding of Council's financial position as at 30 June 2025 and the results of its operations and cash flows for the year then ended.

At the date of signing this certification, I am not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.

The completed Financial Statements Preparation and Submission Checklist is enclosed.

Ms Maree Bricknell
Acting General Manager

Date: 6 November 2025



Independent Auditor's Report

To the Councillors of Northern Midlands Council

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Northern Midlands Council (Council), which comprises the statement of financial position as at 30 June 2025 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification signed by the General Manager.

In my opinion, the accompanying financial report:

- (a) presents fairly, in all material respects, Council's financial position as at 30 June 2025 and its financial performance and its cash flows for the year then ended
- (b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit responsibility does not extend to the budget figures included in the financial report, nor the asset renewal funding ratio disclosed in note 10.3f to the financial report and accordingly, I express no opinion on them. Furthermore, I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
Valuation of property and infrastructure Refer to notes 6.1 and 9.4	
<p>At 30 June 2025, Council's assets included land, land under roads, buildings and infrastructure assets, such as roads, bridges, and drainage systems valued at fair value totalling \$494.14 million. The fair values of these assets are based on market values and current replacement cost.</p> <p>Council undertakes formal revaluations on a regular basis to ensure valuations represent fair value. In between valuations, Council considers the application of indexation to ensure that carrying values reflect fair values.</p> <p>During 2024–25, Council updated the valuation of land under roads based on valuation data determined by the Valuer-General and revalued buildings at fair value. The fair value of buildings was determined by LG Valuation Services Pty Ltd as at 30 June 2025. Both valuations are highly dependent on key assumptions, unit rates, and valuation inputs, including adjusted land values, classification-based discounts, construction cost indices, and professional judgement.</p>	<ul style="list-style-type: none"> • Consideration of any indicators of impairment. • Assessed management's review of the carrying value of revalued assets in 2025. • Evaluated the appropriateness of the valuation methodology applied to determine fair values • Critically assessed assumptions and other key inputs into the valuation model • Tested, on a sample basis, the mathematical accuracy of the indexation calculations where applicable • Verified the accounting treatment for changes in the value of infrastructure assets and assessing the adequacy of relevant disclosures in the financial report, including those regarding key assumptions used Our audit procedures confirmed the valuation of property and infrastructure assets was fairly stated. • Performed analytical procedures on depreciation expense • Tested, on a sample basis, the allocation of costs between capital and operating expenditure, including costs capitalised to work in progress

Other Information

The General Manager is responsible for the other information. The other information comprises the information included in Council's annual report for the year ended 30 June 2025, but does not include the financial report and my auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the General Manager for the Financial Report

The General Manager is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as determined necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the General Manager is responsible for assessing Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council is to be dissolved by an Act of Parliament or the Councillors intend to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve

collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Manager.
- Conclude on the appropriateness of the General Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the General Manager regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the General Manager, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Hanna Jones
Acting Director
Delegate of the Auditor-General

5 November 2025
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Contact us

Street address

13 Smith Street, Longford, TAS 7301, Australia

Postal address

PO Box 156, Longford, TAS 7301, Australia

Tel: (03) 6397 7303

Fax: (03) 6397 7331

Email: council@nmc.tas.gov.au

www.northernmidlands.tas.gov.au