

# **BUSINESS PAPER**

Ordinary Council Meeting

To be held on

Thursday, 25 September 2025



# Statement of Ethical Obligations

Councillors are reminded of their Oath or Affirmation of Office made under Section 233A of the *Local Government Act 1993* and their obligation under Council's Code of Conduct to disclose and appropriately manage Conflicts of Interest.

## Conflicts of Interest

All Councillors must declare and manage any conflicts of interest they may have in matters being considered at Council meetings in accordance with the Council's Code of Conduct. All declarations of conflicts of interest and how the conflict was managed will be recorded in the minutes of the meeting at which the declaration was made.

## Recording of Council Meetings

This Council meeting is being recorded and will be made publicly available on the Council's website and persons attending the meeting should refrain from making any defamatory statements.

Council meetings should be:

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<b>Transparent:</b>	Decisions are made in a way that is open and accountable.
<b>Informed:</b>	Decisions are made based on relevant, quality information.
<b>Inclusive:</b>	Decisions respect the diverse needs and interests of the local community.
<b>Principled:</b>	Decisions are informed by the principles prescribed under Chapter 3 of the Act.
<b>Trusted:</b>	The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.
<b>Respectful:</b>	Councillors, staff and meeting attendees treat each other with respect.
<b>Effective:</b>	Meetings are well organised, effectively run and skilfully chaired.
<b>Orderly:</b>	Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

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Notice is herewith given of an

# ORDINARY MEETING

That will be held at the Glen Innes Severn Learning Centre,  
William Gardner Conference Room, Grey Street, Glen Innes on:

Thursday, 25 September 2025 at 9:00 AM

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Bernard Smith  
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 28 AUGUST 2025 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

## 7 REPORTS TO COUNCIL

**REPORT TITLE: 7.1 OATH OR AFFIRMATION OF OFFICE BY COUNCILLOR VOSPER**

**REPORT FROM: General Manager's Office**

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### PURPOSE

The purpose of this report is to inform Councillors of the requirement under section 233A of the **Local Government Act 1993 (the Act)** which requires Councillors to take an oath or affirmation of office.

### REPORT

All Councillors (including the Mayor) are required to take an oath or affirmation of office.

Oaths or affirmations of office must be taken by each Councillor at or before the first meeting of the Council, after being elected. The oath or affirmation is required to be the first item of business on the business paper.

Following the resignation of Councillor Arandale on 24 July 2025, a countback election was undertaken to fill the casual vacancy.

Anne Vosper has been elected to the Glen Innes Severn Council following a countback election conducted on Monday, 1 September 2025.

The Act provides the framework regarding an oath or affirmation of office for Councillors at section 233A.

The oath of office or affirmation of office must be taken/made at or before the first meeting of Council after the councillor is elected. It may be taken or made before the General Manager, an Australian legal practitioner or a justice of the peace in the prescribed form.

### **The Prescribed Form**

#### Oath

*I (name of councillor) swear that I will undertake the duties of the office of councillor in the best interests of the people of the Glen Innes Severn Local Government Area and the Glen Innes Severn Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions invested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgement.*

## **Affirmation**

*I (name of councillor) solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interest of the people of the Glen Innes Severn Local Government Area and the Glen Innes Severn Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgement.*

Cr Vosper has elected to take the affirmation of office at this Council meeting.

Failure to take an oath or make an affirmation of office does not affect the validity of anything done by a councillor in the exercise of the councillor's functions.

## **Records**

The General Manager must ensure a record is kept of the taking of an oath or making of an affirmation. This will be done by recording the taking of the oath or making of the affirmation by each councillor in the minutes of the Council meeting.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

Section 233A of the Act.

### **Risk**

Nil.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

**CONCLUSION**

Newly elected Councillor Anne Vosper is required to take an oath of office or make affirmation of office at, or before, the Ordinary Council Meeting of 25 September 2025.

The oath or affirmation is required to be the first item of business on the business paper.

Council is also required to keep a record of the taking of the oath or affirmation.

**ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.2 RESOLUTION TRACKING REPORT**

**REPORT FROM: General Manager's Office**

### PURPOSE

The purpose of this report is to provide Councillors with an update on the outstanding resolutions from previous Ordinary and Extraordinary Council Meetings (**Annexure A**) along with an update on the resolutions from previous meetings that have been completed since the last report (**Annexure B**).

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

Council makes Resolutions at each Ordinary and Extraordinary Council Meeting. These Resolutions are then actioned to appropriate staff members to follow up in a timely and professional manner. The Outstanding Actions Report (Annexure A) provides a framework to monitor and manage all outstanding Council Resolutions.

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the August 2025 Council Meeting	24
New actions assigned following August 2025 Council Meeting	11
Actions completed since the previous report	-8
Outstanding Actions as of Thursday, 18 September 2025	27

Annexure A provides the most recent comments, from the responsible officers, as of Thursday, 18 September 2025.

Annexure B outlines the eight Council Resolution actions that have been completed since the report presented to Council in August 2025.

### KEY CONSIDERATIONS

#### **Financial/Asset Management**

Nil.

**Policy**

Nil.

**Risk**

There is a risk that Council staff may not action Council Resolutions without undue delay, in an accurate and professional manner. This report aims to mitigate this risk by managing accountability and promoting transparency.

**Community Consultation**

Nil.

**Options (if applicable)**

Nil.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy O1.3.3* Continually improve & optimise organisational culture and effectiveness by fostering a high-performance values-driven workplace that supports innovation accountability & collaboration while delivering efficient & responsive services to the community.

**CONCLUSION**

It is important that all Council Resolutions are followed up in a timely, accurate and professional manner. This assists in building confidence, with the Councillors and the community, that Council is a transparent, efficient, and professionally run organisation.

**ATTACHMENTS**

- Annexure A Outstanding Actions as at 18.9.25
- Annexure B Actions Completed 23.8.25 - 18.9.25

**REPORT TITLE: 7.3 FIXING OF THE DATES AND TIMES FOR ORDINARY COUNCIL MEETINGS****REPORT FROM: General Manager's Office****PURPOSE**

The purpose of this report is for Council to set the dates and times for the Ordinary Council Meetings which are proposed to be held from October 2025 until September 2026.

**RECOMMENDATION**

*That Council sets the dates and times for the Ordinary Council Meetings which are to be held from October 2025 until September 2026 as follows:*

<b>Date</b>	<b>Location</b>	<b>Time</b>
<i>Thursday, 16 October 2025</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 27 November 2025</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 18 December 2025</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 19 February 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 26 March 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 23 April 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 28 May 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 25 June 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 23 July 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 27 August 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>
<i>Thursday, 24 September 2026</i>	<i>William Gardner Conference Room, Glen Innes Severn Learning Centre</i>	<i>9.00am</i>

## **REPORT**

Council resolved on 21 September 2023 to set the dates and times for the Ordinary Council Meetings until September 2024.

It has been past practice to hold the meetings on the fourth Thursday of the month, with the December meeting being held on the third Thursday of the month to avoid the Christmas period. The proposed date for the February meeting is also the third Thursday of the month noting the time elapsed since the December meeting, as is the proposed date for the October meeting to allow for the presentation of the draft Financial Statements to Council within the required timeframes.

Additionally, Council resolved in December 2005, not to hold Ordinary Council Meetings during the month of January each year.

It is recommended that Council continues its current practice, with the dates and times being proposed for the Ordinary Council Meetings from October 2025 to September 2026 listed in the Recommendation.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

Clause 3.1 of Council’s Code of Meeting Practice states: “The Council shall, by annual resolution in September, set the frequency, time, date and place of its Ordinary Meetings.”

Section 365 of the *Local Government Act 1993* states the following:

*“The Council is required to meet at least 10 times a year, each time in a different month.”*

The proposed recommendation allows for 11 Ordinary Council Meetings to be held between October 2025 and September 2026.

### **Risk**

Nil.

### **Community Consultation**

Nil

### **Options (if applicable)**

Council could choose different dates.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

**CONCLUSION**

Council is required to set the frequency, time, date, and place of its Ordinary Meetings. It is recommended that Council continues its current practice, with the dates and times being proposed for the Ordinary Council Meetings from October 2025 to September 2026 listed in the Recommendation.

**ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.4 DELEGATES ON COMMITTEES**

**REPORT FROM: General Manager’s Office**

**PURPOSE**

The purpose of this report is for Council to resolve which Councillors are to be the Council delegates to sit on Council Committees, Community Committees of Council, Regional Committees, and Non-Council Community Committees for the period from Thursday, 25 September 2025 until the September 2026 Ordinary Meeting of Council.

**RECOMMENDATION**

**THAT:**

- Council nominates the following Councillors as Council’s delegates to sit on the following committees from Thursday, 25 September 2025 until the September 2026 Ordinary Meeting of Council - as detailed in the list below:**

NAME OF COMMITTEE	DELEGATES
<b>Council Committees</b>	
<i>Annual Donations Review Committee</i>	<i>Councillor M Elphick, Councillor C Sparks, and Councillor D Scott Meets once each year</i>
<i>Audit, Risk and Improvement Committee</i>	<i>Councillor M Elphick</i>
<i>General Manager’s Appraisal Committee</i>	<i>Mayor, Deputy Mayor, Councillor M Elphick, and a Councillor nominated by the General Manager</i>
<i>Glen Innes Severn Learning Centre Management Committee</i>	<i>Mayor</i>
<b>Community Committees of Council (Exercising Functions under s.355)</b>	
<i>Australia Day Committee</i>	<i>Councillor Parsons</i>
<i>Australian Standing Stones Management Board</i>	<i>Mayor, and Councillor A Vosper</i>
<i>Emmaville Mining Museum Committee</i>	<i>Councillor .....</i>
<i>Emmaville War Memorial Hall Committee</i>	<i>Councillor .....</i>
<i>Glencoe Hall Committee</i>	<i>Councillor M Elphick</i>
<i>Glen Elgin Federation Sports Committee</i>	<i>Councillor .....</i>
<i>Pinkett Recreation Reserve Management Committee</i>	<i>Councillor .....</i>
<i>Stonehenge Reserve Trust</i>	<i>Mayor, and Councillor M Elphick</i>

<b>Community Committees of Council (Advisory)</b>	
<b>Aboriginal Consultative Committee</b>	<b>Councillor M Davis, and Councillor C Sparks</b>
<b>Community Access Committee</b>	<b>Councillor .....</b>
<b>Glen Innes Saleyards Advisory Committee</b>	<b>Mayor, and Councillor T Alt</b>
<b>Recreation and Open Spaces Advisory Committee</b>	<b>Mayor, Councillor T Alt, and Councillor D Scott</b>
<b>Library Committee (Managed under Section 11 of the Libraries Act)</b>	<b>Mayor</b>
<b>Public Arts Advisory Group</b>	<b>Mayor, and Councillor .....</b>
<b>Roads Consultative Committee</b>	<b>Mayor, and Councillor T Alt</b>
<b>Delegate of the Council</b>	
<b>Joint Regional Planning Panel</b>	<b>Councillor M Davis, and Councillor C Sparks (two Council nominees as community representatives)</b>
<b>Community Committees NOT Committees of Council</b>	
<b>Arts North West Inc</b>	<b>Councillor C Sparks</b>
<b>Community Safety Precinct Committee</b>	<b>Mayor</b>
<b>Community Services Interagency Committee</b>	<b>Councillor C Sparks, and Councillor A Vosper</b>
<b>Deepwater Progress Association</b>	<b>Councillor T Alt</b>
<b>Glen Innes and District Community Centre Inc.</b>	<b>Councillor .....</b>
<b>Glen Innes Correctional Centre Community Committee</b>	<b>Mayor</b>
<b>GLENRAC</b>	<b>Councillor M Elphick, and Councillor D Scott</b>
<b>Local Traffic Committee</b>	<b>Mayor (with voting rights)</b>
<b>Rural Fire District Liaison Committee</b>	<b>Councillor T Alt, and Councillor D Scott</b>
<b>Sapphire Wind Farm Community Consultative Committee</b>	<b>Councillor .....</b>
<b>White Rock Wind Farm Community Consultative Committee</b>	<b>Councillor .....</b>
<b>White Rock Wind Farm Community Fund Committee</b>	<b>Councillor M Elphick</b>

- Council confirms the importance of its Community Committee structure to facilitate the necessary flow of communication and information from its committees back to Council and vice versa.**

3. *All Councillors be required to provide the Executive Assistant to the Mayor and General Manager with all relevant information relating to their attendances at all Committee Meetings during the previous month, in a timely, professional and accurate manner, and that these records of attendance continue to be published for all Councillors under Section 10 “Reports from Delegates” in the following month’s Business Paper.*
4. *All Councillors ensure that matters of significance from the various Committees are brought back to Council for information and/or further discussion.*

## **REPORT**

Council last resolved the Council delegates to committees at the Ordinary Council Meeting held on 10 October 2024, from Thursday, 10 September 2024 until the September 2025 Ordinary Council Meeting. (7.10/24 Resolution).

Council delegates are now requested to sit on Council Committees, Community Committees of Council, Regional Committees / Panels, and Community Committees that are not Committees of Council from Thursday, 25 September 2025 until the September 2026 Ordinary Council Meeting.

It is proposed to make contact with the two committees at Emmaville to seek guidance on how best they wish Council to interact with them.

The General Manager (or his delegate) may appoint Council staff to a committee in accordance with the operational needs of Council. Where Community Committees outside of Council have requested a specific staff member to attend their meetings, Council will endeavour to meet that request if it assists in achieving the goals of the Community Strategic Plan.

Councillors are required to provide information to the Executive Assistant (Mayor and General Manager) regarding their attendance at all Council and Committee meetings. A record of these attendances is recorded as part of the Reports from Delegates, section 10 report. This information is provided to Council monthly. The report provides valuable information to the community on what meetings all Councillors are attending each month.

It is at the discretion of community committees (not committees of council) if they are to accept a council representative on their committee and whether that representative will have voting rights.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Council has, in most cases, made provision in its Operational Plan and Budget for the 2025/2026 Financial Year for expenses associated with the operation of the committees/groups listed in this report.

## **Policy**

### **Community Committees of Council Manual**

#### *Section 23 Attendance at Committee Meetings*

- (2) *Committee members are required to attend a minimum of three meetings in each financial year.*

### **Council's Code of Conduct for Councillors**

Applicable to Councillors in the exercise of all their functions as Councillors including as delegates on committees of Council.

Section 355 of the *Local Government Act 1993* states the following:

#### *How a council may exercise functions*

*A function of a council may, subject to this Chapter be exercised:*

- (a) by the council by means of the councillors or the employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or*
- (b) by a committee of the council, or*
- (c) partly or jointly by the council and another person or persons, or*
- (d) jointly by the council and another council or councils (including by means of a joint organisation or a Voluntary Regional Organisation of Councils of which the councils concerned are members), or*
- (e) by a delegate of the council (which may, for example, be a joint organisation or a Voluntary Regional Organisation of Councils of which the council is a member).*

Community Committees of Council are delegated authority to exercise functions under s 377 or s 378 of the Act.

The General Manager has delegated authority (s 377) to establish Council Committees and Community Committees of Council and endorse the membership of their committee members (s 378).

## **Risk**

Nil.

## **Community Consultation**

Nil.

## **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Thriving and Connected Community* Strategy T1.2.2 Strengthen volunteerism and community-led initiatives supporting intergenerational programs, including reward and recognition.

### **CONCLUSION**

It is recommended that Council nominates Councillors to sit as Council delegates on the committees detailed in this report from Thursday, 25 September 2025 until the September 2026 Ordinary Council Meeting. It should be noted that the proposed Council representatives are based on previous appointments as well as indications from Councillors and it is up to the Council to make the final determination.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.5 MOTIONS TO THE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE**

**REPORT FROM: General Manager’s Office**

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**PURPOSE**

The purpose of this report is to enable Council to give consideration to putting motions to the Local Government New South Wales Annual Conference.

**RECOMMENDATION**

*That Council submits the motions outlined in the report to the 2025 Local Government New South Wales conference.*

**REPORT**

Council has the opportunity to put forward motions to the Local Government New South Wales Annual Conference to be held in November. Any motion put forward reflects the important role Council has in advocating on behalf of the community on matters important for the future of the community.

The criteria for the submission of a motion includes:

- A Council resolution at an Ordinary Council Meeting is required to formally endorse the motion,
- The motion must meet LGNSW’s criteria, including being strategic, concise, and relevant to a broad number of councils across NSW.

Following are the proposed motions:

**1. Councillor Remuneration**

**Motion**

*That Local Government NSW advocate to the NSW Government and the Local Government Remuneration Tribunal to ensure that the 2026 comprehensive review of council categories:*

- *Fully reflects the diversity of council contexts across NSW,*
- *Incorporates measures that recognise the scale and complexity of services delivered by councils, particularly where councils undertake functions beyond traditional local government roles e.g. aged care and disability services,*
- *Accounts for the influence of demographic change, industry investment, and economic growth on the workload and strategic responsibilities of mayors, deputy mayors, and councillors, including consideration of pathways toward full-time councillor roles where appropriate,*

- *Acknowledges the evolving role of mayors—especially in rural and regional areas—as full-time civic leaders, and ensures remuneration supports sustainable, effective, and inclusive local governance,*
- *Ensures recognition of deputy mayoral duties through dedicated remuneration arrangements, including when acting in the capacity of mayor, without depriving the mayor of their allowance, and*
- *Recommends, where necessary, legislative change to the NSW Government in order to address current issues.*

### **Policy Alignment**

This motion aligns with LGNSW Policy Platform 2025, Policy Area 19: Councillor Conditions & Remuneration, which advocates for:

- Investigating options for full-time councillors in NSW (19.1),
- Funding ongoing, mandatory councillor professional development (19.2),
- Repealing restrictions to allow the Local Government Remuneration Tribunal to set fair and reasonable fees (19.3, 19.4),
- Considering dedicated remuneration for deputy mayors, including recognition of acting mayoral duties (19.6),
- Legislating compulsory superannuation for councillors and mayors (19.7).

### **Rationale**

The Tribunal's 2025 Annual Determination acknowledged that demographic and economic shifts—including growth from State-led programs such as Transport Oriented Development and Renewable Energy Zones—are substantially increasing the complexity and scope of council operations, yet the current category framework does not fully capture these impacts.

The 2026 review is therefore a critical opportunity to recalibrate the remuneration and categorisation system so that it is contemporary, fair, and capable of supporting the expectations and responsibilities placed on elected representatives.

**Evolving Mayoral Role:** In many councils, particularly rural and regional ones, the mayoralty has become a de facto full-time leadership position. Mayors are now expected to be constantly available during emergencies, lead high-level advocacy on infrastructure and services, manage complex governance demands, and represent their communities across all spheres of government. To meet these expectations, mayors must be able to dedicate themselves fully without relying on secondary income.

**Deputy Mayors:** Deputy mayors are increasingly carrying expanded responsibilities, including acting as mayor, yet current remuneration structures do not adequately recognise these duties.

**Councillors:** Broader demographic change, industry investment, and economic growth are expanding councillor workloads and responsibilities, requiring a more responsive categorisation system.

Fair remuneration is not just about equity—it is about sustaining local government as an attractive, inclusive, and capable democratic institution. By ensuring that elected roles are accessible to people of all ages, backgrounds, and financial circumstances, councils can continue to reflect and serve their communities effectively.

## 2. Council and Community place-based funding

### Motion

*That Local Government NSW advocate to the NSW Government to establish a Place-Based and Outcome-Driven Funding Framework which:*

- *Provides direct, recurrent, and untied funding to rural and regional councils to deliver essential infrastructure and services and generate economic and wellbeing outcomes,*
- *Enables councils to resource and partner with community organisations, social enterprises, and not-for-profits that are addressing service gaps without adequate support,*
- *Recognises that rural and regional councils face inherently higher costs of service delivery due to remoteness, workforce shortages, and low population density,*
- *Supports new models of service delivery coordinated by councils in collaboration with State, Federal, and non-government partners, without further cost shifting.*

### Policy Alignment

This motion aligns with LGNSW Policy Platform 2025, Policy Area 04: Rural & Regional Communities, which advocates for:

- Acceptance that rural councils cannot fund basic infrastructure and public services from own-source revenue alone (4.2),
- Recognition of the higher costs of infrastructure and service delivery faced by rural communities (4.3),
- Development of new models for rural and regional service delivery, built on collaboration between councils, State, Federal and non-government partners, without cost shifting (4.4).

### Rationale

Rural and regional NSW councils face unique challenges in sustaining essential services and infrastructure while promoting community wellbeing. With smaller, dispersed populations, higher service delivery costs, and limited revenue bases, councils are increasingly required to step in where State and Federal services have been withdrawn.

At the same time, community organisations, social enterprises, and not-for-profits are filling critical service gaps—such as aged care, disability, childcare, and health—often without secure or adequate funding. A new Place-Based and Outcome-Driven Funding Framework would:

- Resource councils directly: Provide recurrent, untied funding that allows rural and regional councils to maintain essential services and invest in local priorities,

- Empower local partnerships: Enable councils to fund and collaborate with local organisations and enterprises already addressing service gaps,
- Ensure equity: Acknowledge the unavoidable higher costs of service delivery in rural and regional areas,
- Embed accountability: Link funding to measurable social, economic, and wellbeing outcomes.

This model would strengthen local capacity, reduce reliance on ad hoc competitive grants, and ensure that rural and regional communities are adequately supported to thrive. It could build on successful models such as Queensland’s *Works for Queensland* program, which provides non-competitive, allocation-based recurrent funding to all councils outside South East Queensland.

### **3. The Visitor Economy and Destination Management**

#### **Motion**

*That Local Government NSW advocate to the NSW and Australian Governments to establish a dedicated funding stream for tourism product and experience development, which:*

- *Ensures councils—particularly in rural and regional areas—have access to equitable, ongoing funding for product innovation, experience design, and infrastructure renewal beyond traditional event-based models,*
- *Prioritises long-term legacy and everyday use of tourism products and experiences as the foundation for destination development, with events to complement and amplify these assets rather than being the primary focus,*
- *Recognises the importance of transformational and regenerative visitor and local experiences, aligning with global tourism trends and community wellbeing, and*
- *Provides support for councils to invest in digital infrastructure and technology solutions that transform analogue visitor experiences into interactive, educational, and accessible offerings.*

#### **Policy Alignment**

This motion aligns with LGNSW Policy Platform 2025, Policy Area 02: Economic Development, which advocates for:

- Investment in accessible, sustainable, and low-impact tourism experiences (2.6),
- Funding councils to renew and maintain tourism infrastructure and manage visitor-related service costs (2.6(d)),
- Broadening tourism funding eligibility for councils, particularly in regional areas, to support equitable development of the visitor economy (2.6(b)).

#### **Rationale**

Tourism is a cornerstone of regional economic development, yet current funding opportunities are fragmented and disproportionately focused on short-term events.

While events provide temporary boosts, they do not deliver the long-term legacy or sustained visitor economy growth that regional NSW communities need.

Councils require dedicated resources to:

- Renew and maintain local tourism infrastructure,
- Develop interactive and educational digital solutions (apps, AR/VR, virtual storytelling, digital trails) that enhance discovery, accessibility, and engagement,
- Transform existing analogue or static experiences into dynamic, technology-enabled visitor journeys.

By prioritising product and experience development as the foundation, and then wrapping events around these enduring assets, councils can ensure tourism investment leaves a lasting legacy—supporting local businesses, daily community use, and authentic, regenerative visitor experiences.

This approach builds on LGNSW Policy 2.6(d) but extends it into the digital era, aligning NSW's visitor economy with global trends in transformational and regenerative tourism, while ensuring regional communities share equitably in the benefits.

#### **4. Economic Development**

##### **Motion**

*That Local Government NSW advocate to the NSW and Australian Governments to establish a dedicated funding program for economic development in rural, regional and remote councils, which:*

- *Recognises that councils are central to driving economic growth, community wealth, and wellbeing but are chronically underfunded and under-resourced to support this role,*
- *Provides direct, untied and recurrent funding to councils to resource local economic development functions and enable precinct planning and activation, including smaller-scale Local Activation Precincts that highlight and enable distinct points of difference for towns and villages within an LGA,*
- *Ensures funding is equitably distributed across all LGAs, without being tied to the success of neighbouring councils or regional consortia programs,*
- *Removes requirements for council co-contributions, recognising that many rural, regional, and remote councils lack the financial capacity to leverage funds yet still urgently need to diversify and stimulate their local economies, and*
- *Positions local government as a key partner in delivering sustainable, inclusive, and place-based economic development outcomes across NSW.*

##### **Policy Alignment**

This approach directly advances LGNSW's policy position (2.2) and strengthens councils' ability to deliver thriving, sustainable local economies across NSW.

## Rationale

Councils play a critical role in creating the conditions for economic growth, business and industry development, and community wellbeing. This role is especially significant in rural, regional, and remote areas where councils often act as the primary drivers of local activation, precinct development, and business support. However, economic development is frequently one of the most underfunded and under-resourced areas of local government.

The NSW Government has initiatives which have supported some regions, but access to these funds is inconsistent, competitive, and often contingent on co-contributions that smaller councils cannot afford. This creates inequities, with some councils unable to access the resources needed to stimulate, diversify, and sustain their local economies.

A dedicated, untied, and equitably distributed funding program would:

- Enable all councils—regardless of size or resourcing—to establish and implement tailored economic development strategies,
- Support the creation of Local Activation Precincts that **develop and showcase distinct points of difference for individual towns and villages within an LGA**, helping them attract employers, grow diverse local jobs, and build community wealth,
- Ensure economic development is recognised as core council business and adequately resourced to deliver long-term benefits.

## 5. Housing

### Motion

*That Local Government NSW advocate to the NSW Government to establish a NSW Rural and Regional Local Housing Infrastructure Fund to:*

- *Provide direct, non-contestable funding to councils for enabling infrastructure (roads, water, sewerage, power, and drainage) required to unlock land for housing and ensure the economic viability of the provision of the land,*
- *Empower councils to implement local housing strategies and respond to unique housing pressures associated with major infrastructure projects such as Renewable Energy Zones, and seasonal workforce demands,*
- *Enable housing growth that contributes to place-making, liveability, and community wellbeing rather than short-term housing numbers alone.*

### Policy Alignment

This motion aligns with LGNSW Policy Platform 2025, Policy Area 08: Housing & Homelessness, which advocates for:

- Finance, government land, and infrastructure to increase affordable housing supply (8.1f),
- Funding and assistance for councils to develop and implement housing strategies (8.3e),

- Concurrence with councils in setting housing supply targets (8.7),
- Housing growth that supports place-making, safety, and quality of the built form (8.8),
- Solutions to unique regional housing pressures, including those linked to major infrastructure projects and Renewable Energy Zones (8.9).

## Rationale

Rural and regional NSW faces an escalating housing crisis. While councils are not direct housing providers, they play a critical enabling role through planning, approvals, and the delivery of essential infrastructure. Yet councils remain chronically underfunded and under-resourced to provide this infrastructure, leaving many developments stalled despite pressing demand.

The shortage of housing is already undermining local communities—essential workers are unable to relocate due to the lack of available housing, constraining service delivery and economic growth.

A NSW Rural and Regional Local Housing Infrastructure Fund would operationalise LGNSW’s existing housing policy positions by:

- Resourcing councils to unlock land for housing through enabling works,
- Supporting councils to implement their housing strategies and respond to unique pressures created by REZs, seasonal workforces, and major infrastructure,
- Ensuring housing growth contributes to place-making, liveability, and long-term community wellbeing.

Without such a dedicated fund, NSW housing targets cannot be met, and councils—particularly in rural and regional areas—will remain unable to respond effectively to growing pressures. With it, councils can deliver sustainable, liveable, and affordable communities across the state.

## 6. Federal Assistance Grants

### **Motion:**

*That Local Government NSW calls on the Australian Government to restore Financial Assistance Grants (FAGs) to at least 1% of total Commonwealth taxation revenue by 30 June 2026, and to review the FAGs allocation methodology to ensure equity for rural, regional, and metropolitan councils.*

### **Policy Alignment:**

This motion aligns with LGNSW Policy Platform 2025, Policy Area 01: Financial Sustainability, which advocates for:

- Increasing FAGs to at least 1% of total Commonwealth taxation revenue (1.3),
- A review of the allocation methodology for FAGs (1.4),

- An end to cost shifting from State and Commonwealth Governments (1.6).

### Rationale:

Local governments are key partners in delivering essential infrastructure and services that underpin community wellbeing, economic development, and liveability. However, decades of rate-pegging, cost shifting, and declining real FAGs have eroded councils' capacity to meet community expectations and invest for the future.

- **FAGs decline:** FAGs have fallen from 1% of Commonwealth taxation revenue in 1996 to just 0.5% today, leaving councils underfunded,
- **Community impact:** In 2024/25, councils have collectively received only \$3.27 billion in FAGs, despite rising costs and increasing demand for services. This shortfall forces many councils to apply for Special Rate Variations, shifting the burden onto ratepayers during a cost-of-living crisis,
- **Equity:** Rural and regional councils face disproportionately higher service delivery costs due to geography, infrastructure backlog, and limited revenue bases. Restoring FAGs to 1% ensures equitable service delivery across NSW and Australia,
- **National benefit:** A sustainable local government sector is essential for delivering on housing, infrastructure, roads, aged care, workforce development, and other national priorities. Restoring FAGs is not just about local sustainability—it is a long-term investment in Australia's economy and communities.

## 7. Biochar

### Motion

*That Local Government NSW calls on both the NSW and Australian Governments to support implementation of the Australian Biochar Industry 2030 Roadmap—the world's first national strategy to deliver coordinated action across energy, climate, sustainability, and the circular economy.*

The original Biochar motion was submitted to the ALGA's National General Assembly (NGA) in Canberra, calling on the Australian Government to support the implementation of the Australian Biochar Industry 2030 Roadmap.

This roadmap aims to:

- Upcycle over 50 million tonnes of carbon-based biowaste annually,
- Produce biochar, syngas, and renewable fuels,
- Create green jobs and support regional economic development, and
- Contribute to Australia's net zero emissions targets.

However, it was later confirmed that ALGA deferred consideration of the motion to the 2026 NGA, effectively postponing any formal debate or resolution.

It would be appropriate for a modified version of the Biochar motion to be submitted to the LGNSW Annual Conference in Penrith on 23–25 November 2025.

The modified motion:

- Addresses 16 of the 21 LGNSW policy areas,
- Emphasises strategic alignment with NSW local government priorities,
- Retains the environmental and economic rationale of the original motion,
- Is supported by the ANZBIG Industry Roadmap.

The Roadmap (**Annexure A**) presents significant opportunities, including:

- Creating new “green” jobs in both regional and urban communities,
- Upcycling more than 50 million tonnes of organic and carbon-based biowaste each year,
- Producing valuable solid biochar for agriculture and industry, alongside liquids, syngas, biohydrogen, and renewable fuels for energy production.

Adopting this Roadmap would provide measurable progress on the core principles of Local Government NSW—economic development, infrastructure, environmental protection, planning, social and community wellbeing, and accountability. It would also directly advance up to sixteen of the twenty-one Position Statements of Local Government NSW.

Further, support for the Roadmap would give effect to recommendations of the **Commonwealth Circular Economy Ministerial Advisory Group (CEMAG)** to prioritise market development for biochar and would align with international leadership such as Denmark’s €1.35B investment in a national biochar strategy.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Nil.

#### **Policy**

Nil.

#### **Risk**

Nil.

#### **Community Consultation**

Nil.

#### **Options (if applicable)**

Council has the option not to submit motions.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy* O1.3.1 Champion a robust advocacy agenda to ensure our community receives the necessary investment, resources and policy support to drive sustainable growth, improve liveability and address key social, economic and environmental challenges. SRV.

## **CONCLUSION**

Each year, Local Government NSW (LGNSW) members submit a range of motions to the LGNSW Annual Conference. These motions relate to strategic local government issues which affect members state-wide and introduce new or emerging policy issues. They are debated and resolved by Conference delegates, with successful resolutions establishing LGNSW's policy positions and guiding LGNSW's advocacy priorities for the year ahead.

## **ATTACHMENTS**

Annexure A     Roadmap

**REPORT TITLE: 7.6 PSYCHOSOCIAL SAFETY**

**REPORT FROM: General Manager's Office**

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**PURPOSE**

Council, at its meeting held on 22 May 2025 adopted a Mayoral Minute which had the objective of the development and implementation of a formal framework and supporting procedures to manage psychosocial hazards impacting councillors.

This report presents a “Councillor Psychosocial Safety and Wellbeing Framework” (*Annexure A*).

**RECOMMENDATION**

**THAT Council:**

- 1. Adopts the Councillor Psychosocial Safety and Wellbeing Framework.**
- 2. Implements the actions outlined in the Framework.**

**REPORT**

Council at its meeting held on 22 May 2025 resolved:

**2.05/25**

**That Council:**

- 1. Endorses the development of a “Councillor Psychosocial Safety and Wellbeing Framework” to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members.**
- 2. Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to:**
  - a. Access to Employee Assistance Program (EAP) or equivalent mental health support for councillors**
  - b. Induction and ongoing training on managing conflict, abuse, and difficult community interactions**
  - c. Clear procedures for incident reporting, debriefing, and referral after public meetings or distressing events**
  - d. Communication protocols and standards to minimise hostility, bullying, and misinformation in Council forums and community platforms**
  - e. Guidance for risk assessments related to public meetings, online interactions, or site visits involving elected officials**

3. *Includes psychosocial safety as a standing consideration in Council's quarterly WHS reporting and Risk Register reviews, including any identified councillor-specific incidents or risks.*
4. *Advocates through LGNSW and regional groupings for the development of state-wide resources and shared frameworks to support the mental health and psychosocial safety of elected representatives.*

Councillors are increasingly required to operate in high-pressure environments, including exposure to public criticism, online harassment, verbal abuse, and highly emotional community issues. These factors can create or contribute to **psychosocial hazards**—which under the WHS Regulation (as amended in 2022), must be appropriately managed by the person conducting a business or undertaking (PCBU).

While councillors are not classified as workers under the **Work Health and Safety Act 2011 (NSW) (WHS Act)**, Council retains a duty of care to ensure the health and safety of all persons attending or engaging in the Council workplace. This includes elected members who carry out their duties on behalf of the community.

Creating a psychologically safe environment for councillors supports good governance, ethical conduct, and informed decision-making, and aligns with the principles of respectful leadership outlined in the Model Code of Conduct for Local Councils in NSW. Councillors recently had the opportunity to attend Councillor training on the Code of Conduct and the Code of Meeting Practice which also included discussion around Psychosocial safety and hazards.

The Psychosocial Safety and Wellbeing Framework for Councillors has been developed by Glen Innes Severn Council to promote a psychologically healthy workplace for elected officials. It aligns with obligations under the *Local Government Act 1993 (NSW)*, the WHS Act, and associated regulations. The Framework ensures councillors have access to resources, training, and mental health support, including the Employee Assistance Program. It also encourages active participation from councillors and community awareness to foster a respectful and safe governance environment.

The Framework outlines the nature of psychosocial risks—such as bullying, harassment, and abusive behaviour—and defines the workplace broadly to include council chambers, events, and any location where councillors perform their duties. It emphasises respectful engagement with the community, advocating for proactive communication strategies to reduce conflict and build mutual understanding.

The Framework also recognises the vital role of the community in supporting councillor wellbeing. Community members are encouraged to engage respectfully with elected officials, particularly during public discourse and feedback. By fostering understanding and civility, the community contributes to a safer and more constructive environment for councillors to perform their duties. Council will promote awareness of appropriate behaviour through communication campaigns and encourage shared responsibility for maintaining a psychologically safe civic space.

Framework is complemented by relevant legislation, council policies, and will be reviewed every four years to ensure its continued relevance and effectiveness.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

Council has a number of current WHS Policies which are relevant but do not address the issues to the extent required with respect to Councillors.

### **Risk**

Poor management of Psychosocial risks exposes both the individual and the organisation.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.*

## **CONCLUSION**

Creating a psychologically safe environment for councillors supports good governance, ethical conduct, and informed decision-making, and aligns with the principles of respectful leadership outlined in the Model Code of Conduct for Local Councils in NSW.

## **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.7 REVISED SOCIAL MEDIA POLICY**

**REPORT FROM: General Manager's Office**

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**PURPOSE**

The purpose of this report is to present Council with the revised Social Media Policy (*Annexure A*) for its review and adoption.

**RECOMMENDATION**

*That Council adopts the revised Social Media Policy.*

**REPORT**

The Social Media Policy was last adopted by Council on 20 February 2025 and is due for review every Council term (four years), or earlier if deemed necessary. Although adopted earlier this year, the policy has been brought forward for revision following recent activity highlighting the need for stronger guidance.

Social media activity earlier in the year negatively impacted on Councillors, staff and members of the community, affecting wellbeing and also relating to personal safety.

Social media is at the heart of modern communication. Since its inception, social media has grown in popularity and influence and is now fundamental to not just how people interact with one another, but also to how we work, play and consume information and ideas.

Social media can be broadly defined as online platforms and applications - such as social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards - that allow people to easily publish, share and discuss content. Significantly, one of social media's key features is its unprecedented reach and accessibility, in that anyone with a computer or mobile device can use social media to generate content which has the potential to be viewed and shared by hundreds of millions of people worldwide.

**Social Media and Local Government in NSW**

As in the Federal and State jurisdictions, social media has become an important tool in government and political discourse at the local level. In the context of NSW Local Government, social media has two primary functions:

- a) It is used by councils to interact and share information with their communities in an accessible and often more informal format,
- b) It enables councillors to promote their achievements and address their constituents directly about community issues and events in ways that either complement or bypass traditional news and print media.

In addition, many councils use social media as the platform through which they webcast their meetings. This increases transparency by providing visibility of council decision making in real time.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

- Office of Local Government (OLG) NSW Model Social Media Policy,
- Complaints Management Policy,
- Code of Conduct Policies,
- Media and Communications Policy,
- Computer Usage Policy,
- Councillor and Staff Interactions Policy,
- Community Engagement Strategy,
- Communications Strategy,
- Records Management Policies and Practices,
- *State Records Act 1998*,
- *Work Health and Safety Act 2011*,
- *Local Government Act 1993*, and
- *Health Records and Information Privacy Act 2002*.

### **Risk**

Despite its obvious benefits, social media also presents a variety challenges and risks. These include:

- the emergence of new, harmful forms of behaviour, such as cyber-bullying and trolling,
- maintaining the accuracy, reliability and integrity of information disseminated from multiple sources,
- organisations can be held liable for content uploaded onto their social media platforms by third parties,
- content uploaded in a person's private capacity can adversely affect their employment and cause significant reputational damage to colleagues and employers, and
- rapid innovation can make it difficult to keep pace with emerging technologies and trends.

In addition, potential corruption risks may arise due to social media use. These include:

- customers, development proponents / objectors, tenderers, or other stakeholders grooming public officials by behaviours such as 'liking' specific posts, reposting content, or sending personal or private messages,

- public officials disclosing confidential or sensitive information,
- using social media for sponsorship opportunities, which may unfairly advantage one sponsor over another and lack transparency, and
- public agencies or officials promoting certain businesses by behaviours such as ‘following’ them, ‘liking’ content, or making comments, which may result in those businesses being favoured over others.

Council has a responsibility to as much as possible protect the psychosocial safety of all stakeholders and the revised policy has this objective.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Open and Collaborative Leadership Strategy* O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.

### **CONCLUSION**

Council’s Social Media Policy previously underwent major revision when the current Policy was adopted in February 2025.

These revisions provide additional clarification around the management of inappropriate or unacceptable material and behaviour in response to recent activity on social media. These changes have been made to ensure Council has stronger guidance and clearer processes when using social media.

### **ATTACHMENTS**

Annexure A     Revised Social Media Policy

**REPORT TITLE: 7.8 REVISED CODE OF CONDUCT FOR COUNCILLORS**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present Council with the revised Code of Conduct for Councillors (*Annexure A*). The Code of Conduct is required to be reviewed every three years or within the first 12 months of the Council's term.

**RECOMMENDATION**

*That Council adopts the revised Code of Conduct for Councillors.*

**REPORT**

The Code of Conduct for Councillors Policy was last adopted by Council on 24 August 2023 and is due for review every three years as necessary or within 12 months after an ordinary local government election.

There are no material changes to the Policy, which remains consistent with the current Model Code of Conduct. The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for adoption.

It is noted that the Office of Local Government is currently reviewing the Councillor Conduct Framework. As a result, updates to the Model Code of Conduct are anticipated in the near future, which will prompt a further review of this document at that time.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

Nil.

**Policy**

Once adopted by Council, the revised Code will become policy of Council. Any breaches of the Code may result in disciplinary processes being undertaken and in some cases breaches of the Codes must be reported to the Office of Local Government.

**Risk**

Regularly reviewing Council's Codes and Procedure, together with training and awareness of the Codes, mitigates the risk of improper conduct in local government.

**Community Consultation**

Nil.

**Options (if applicable)**

Nil.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Open and Collaborative Leadership Strategy O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.*

**CONCLUSION**

The revised Code of Conduct for Councillors remains aligned with the current Model Code of Conduct and has undergone internal review by Council’s Governance Manager in consultation with MANEX.

While no material changes have been made at this stage, the ongoing review of the Councillor Conduct Framework by the Office of Local Government is likely to result in future amendments. Accordingly, a further review will be undertaken once the updated Model Code is released.

The revised code is now presented to Council for its adoption.

**ATTACHMENTS**

Annexure A     Revised Code of Conduct for Councillors

**REPORT TITLE: 7.9 REVISED CODE OF MEETING PRACTICE FOR PUBLIC EXHIBITION**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present Council with the revised Code of Meeting Practice (Annexure A) for its review and approval to proceed to public exhibition.

**RECOMMENDATION**

***THAT Council:***

- 1. Approves for the revised Code of Meeting Practice to be placed on public exhibition for 28 days from Thursday, 2 October 2025 until Thursday, 30 October 2025.***
- 2. Displays the revised Code of Meeting Practice on Council’s website, and that it be made available for viewing at the following locations:***
  - Council’s Town Hall Office, and***
  - The Village Post Offices at Deepwater and Emmaville.***
- 3. Requests the Manager Governance to prepare a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Code of Meeting Practice; otherwise, that the Code of Meeting Practice be adopted by Council.***

**REPORT**

The Code of Meeting Practice was last adopted by Council on 24 July 2025 due to the requirement for Council to review and adopt the Code within the first twelve months of an ordinary Council election.

Council recently received the new 2025 Model Code of Meeting Practice for Local Councils in NSW (2025 Model Meeting Code) which has now been finalised, and consequently, Glen Innes Severn Council must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.

A key focus of the changes made to the 2025 Model Meeting Code is to ensure meetings are conducted in a dignified and orderly way befitting to a chamber of democracy and to promote community confidence in councils and their decisions.

## **What's new or changing?**

Among other changes, the mandatory provisions of the 2025 Model Meeting Code will prohibit pre-meeting briefings. Councils must also livestream meetings of the council and committees comprising wholly of councillors from 1 January 2026 using an audio-visual recording. Recordings of meetings must be published on the council's website for the balance of the council term or for 12 months, whichever is the later date.

Mandatory changes to the Code include the following sections:

- Extraordinary meetings
- Dealing with urgent business
- Public forums
- Councillors attendance via audio-visual link
- Pre-meeting briefings
- Absences from Council Meetings
- Mayoral minutes
- Rules of debate
- Voting on planning decisions
- Closed public meetings and
- Dealing with disorder

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Implementation of the Code of Meeting Practice is not expected to incur any material additional expenditure.

### **Policy**

The Code of Meeting Practice was last adopted by Council on 24 July 2025 due to the requirement to have it revised and adopted within 12 months after an ordinary local government election. As the new 2025 Code has recently been released, there is an obligation for Council to once again review and adopt the updated Code of Meeting Practice.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.

### **Risk**

Regularly reviewing Council's Codes and Procedure, together with training and awareness of the Codes, mitigates the risk of improper conduct in local government.

### **Community Consultation**

Public Exhibition period will commence once endorsed by Council.

**Options (if applicable)**

Nil.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Open and Collaborative Leadership Strategy O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.*

**CONCLUSION**

Council has recently received the final 2025 Model Code of Meeting Practice from Office of Local Government which is now ready for consideration and adoption by Council, and if so adopted, to be placed on public exhibition for a period of 28 days.

**ATTACHMENTS**

Annexure A     Draft Code of Meeting Practice

**REPORT TITLE: 7.10 REVIEW OF THE FINANCIAL HARDSHIP AND DEBT RECOVERY POLICIES**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present Council with the revised Financial Hardship (*Annexure A*) and Debt Recovery (*Annexure B*) Policies for their approval to progress to public exhibition.

**RECOMMENDATION**

***THAT Council:***

- 1. Approves the revised Financial Hardship and Debt Recovery Policies to be placed on public exhibition for 28 days from 29 September 2025 to 27 October 2025.***
- 2. Displays the revised Financial Hardship and Debt Recovery Policies on Council's website, and that they be made available for viewing at the following locations***
  - Council's Town Hall Office,***
  - The Glen Innes Library and***
  - The Village Post Offices at Deepwater and Emmaville.***
- 3. Requests the Manager of Governance to prepare a further report to Council after the exhibition period on any submissions received.***

**REPORT**

Council at its Ordinary Meeting of 22 May 2025 resolved the following:

**10.05/25 RESOLUTION**

***THAT Council:***

- 1. Adopts the revised Financial Hardship, Debt Recovery, Pension Concession policies.***
- 2. Undertakes an additional review of the Financial Hardship, Debt Recovery, Pension Concession policies after the conclusion of the public consultation period for the proposed **Special Rate Variation (SRV)** to consider additional mechanisms to reduce the impact of the SRV on pensioners and low-income ratepayers including but not limited to:***
  - a. Introduction of a Council-Funded Supplementary Rebate for Pensioners,***
  - b. Creation of a Pensioner SRV Hardship Offset Fund,***
  - c. Expansion of Eligibility Criteria for Concessions,***
  - d. Enhanced Payment Flexibility,***

- e. Targeted Communication and Education.
3. Ensures that the draft policy updates:
    - a. Clearly articulate support measures related to the SRV period, including timelines and eligibility criteria,
    - b. Align with Council’s long-term financial planning and risk management strategies,
    - c. Reflect community feedback received through the SRV public consultation process,
    - d. Considers the outcomes of the Capacity to pay report,
    - e. Are more user friendly, empathetic and compassionate and incorporate ways of assisting those suffering hardship through the minimum requirement as legislated, exercising discretion on the burdens of proof.
  4. Places the updated policies on public exhibition for 28 days with a report being provided to Council on all submissions received during the public exhibition period prior to voting on the matter.

The Financial Hardship and Debt Recovery Policies have now been reviewed in consideration to feedback received during the SRV Consultation Period, updating the process of applications to be more streamlined and eliminating unnecessary burdens of proof, and updating the language to be empathetic and customer friendly.

This policy will also be reviewed again at the time of any implementation of a Special Rate Variation, ensuring that the support measures provided are responsive, fair, and considerate of individual circumstances.

The Pension Concession Policy will be reviewed and provided to Council at a time when the outcome of the SRV application is known.

The revised policies are now presented to Council for review and approval to progress to public exhibition.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

These policies represent Glen Innes Severn Council’s core financial policies with respect to the recovery of rates, fees and charges.

### **Policy**

The Financial Hardship Policy was reviewed and adopted at the May 2025 Ordinary Council Meeting; it has now been reviewed with submissions received through the public consultation period for the proposed SRV.

## **Risk**

It is important for Council to have policies in place that maximise assistance to ratepayers.

## **Community Consultation**

These policies have been reviewed in line with feedback provided during the public consultation period for the proposed SRV.

## **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

## **CONCLUSION**

Council's Financial Hardship and Debt Recovery Policies have now been revised in consideration of community feedback received during the public consultation period for the proposed SRV.

The review has identified material changes which have been made to reduce the burden of proof for assessments of hardship and streamline the process for applications for financial hardship.

The revised policies are now presented to Council for its review and approval to progress to public exhibition.

## **ATTACHMENTS**

Annexure A     Draft Financial Hardship Policy  
Annexure B     Draft Debt Recovery Policy

**REPORT TITLE: 7.11 CONSTITUTION OF THE ABORIGINAL CONSULTATIVE COMMITTEE DUE FOR REVIEW - REPLACING WITH TERMS OF REFERENCE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present Council with the proposed Terms of Reference for the **Aboriginal Consultative Committee (ACC)** replacing the existing Constitution (*Annexure A*) for its review.

**RECOMMENDATION**

*That Council endorses and approves the Terms of Reference for the Aboriginal Consultative Committee, replacing the current committee constitution.*

**REPORT**

The Constitution of the Aboriginal Consultative Committee was last adopted by the Committee on 27 June 2022 and accordingly is due for review. A previous member of the Governance Office prepared Terms of Reference replacing the Constitution.

It is proposed that the attached Terms of Reference replace the current constitution of the Committee. The Committees of Council Manual is the foundational document and these Terms of Reference contain the former Constitution with amendments. The documents were located in RelianSys and the Terms of Reference is recommended for approval and implementation.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

The Aboriginal Consultative Committee is an advisory committee to the Council.

**Policy**

The Community Committees of Council Manual represents the foundational instrument for the formation and functioning of Council committees. These Terms of Reference align with the Manual.

**Risk**

Nil identified.

## **Community Consultation**

Reviewed by MANEX – approved for progression to the Council for its endorsement and approval.

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

### **CONCLUSION**

Currently the Aboriginal Consultative Committee operates within the specifications of its Constitution adopted by the committee 27 June 2022. It would be more appropriate that the Council provides Terms of Reference to the Committee. The attached Terms of Reference encompasses the key points of the current constitution with amendments.

The ACC Constitution has been revised to include appropriate governance amendments. Changes are substantial and the revised Policy is now presented to Council for its endorsement and approval.

### **ATTACHMENTS**

Annexure A     Draft Terms of Reference Aboriginal Consultative Committee

**REPORT TITLE: 7.12 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 31 AUG 2025**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is for Council to review the progress of its Capital Works Program for the 2025/2026 Financial Year and the progress of Capital Works Projects carried over from previous financial years or revoted from previous financial years, all of which were adopted in July 2025.

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

The Capital Works Program report includes all currently active projects, confirming that each aligns with its approved budget. Refer to the attached report titled “Capital Projects Details” (**Annexure A**).

Projects have been categorised into relevant areas. With the grants register now fully established and rolled over into the 2025-26 fiscal year, monitoring grant-related capital projects has become a priority to ensure alignment with funding requirements. This enhanced oversight will include monthly reviews of capital projects associated with the contract assets/liabilities balance, aiming to ensure timely receipt of grant funds. Such timely inflows will help manage and relieve pressure on the unrestricted cash position, ensuring better management of working capital and cashflow.

This report has been prepared with input from the staff who have ownership of the various projects to ensure that there is up-to-date commentary on all the projects. It provides a holistic overview of Council’s progress regarding completed projects, works in progress, or expected project commencement dates.

The Annexure provides detailed information on all the open Capital Works projects for the 2025/2026 Financial Year and reviews progress on Capital Works projects that were carried over or revoted from previous financial years.

### **25/26 R2R WYCLIFFE ROAD GRAVEL RE-SHEET**

The Wycliffe Road gravel re-sheeting project has been successfully completed. The project involved laying 100mm of crushed gravel pavement on the 6km of Wycliffe Road between Emmaville Road and Wellington Vale road. The material was sourced from Councils Wellington Vale Road pit and performed well in the wet conditions that the contractors experienced during the project in July and August.



*Image 1: Grader leveling Gravel*

### **25/26 TRAFFIC FACILITIES**

The annual Regional Roads Traffic Facilities allocation is eligible for expenditure on signage, line marking and road safety barrier treatments on Councils Road network.

Council has commenced the FY25/26 Traffic Facilities project with guard rail installation on Paling Yard Creek on Bald Nob Road, and advisory speed signage has been installed on Gulf Road.



*Image 2: Guard Rail installation*

**GRANTS UPDATE:**

Current grant applications submitted and awaiting assessment and decision from funding bodies	Allocation	Co Contribution	Comments
NSW Govt - Regional Drought Resilience Planning Program Round 2 (RDRP2) – Implementation Stage – Glen Innes Severn Council (as lead applicant), Tenterfield Shire Council consortia	Allocation Request: \$250K  Total funding of \$305K: \$250K + \$55k underspend carried over from “Plan” stage.	NIL	This application has been approved and deed agreement has been executed. \$250k has been received.
Aust Govt - Support at Home - Thin Markets (rural, remote, and specialised). Community Services.	Allocation Request: \$31,864	NIL	Still awaiting decision.
NSW Govt – Good Neighbours Program – Biodiversity control of Serrated Tussock project.	Allocation Request: \$60,000	NIL	Still waiting for a decision.
NSW Govt – Regional Economic Development and Community Investment Program (REDCIP) – New England Rail Trail.	Allocation Request: \$5M	\$1M	Stated in grant application that “Council will seek to cover its co-contribution with any available federal grant.” Still under assessment.
NSW Govt - Regional Precincts and Partnerships Program  New England Rail Trail, Glen Innes to Ben Lomond	Allocation Request: \$11.9M	\$170,000  this has already been allocated in FY24/25 Budget under Job 7357C25.	Submitted 15/07/25 Currently under assessment.

## Item 7.12

Grant	Allocation	Co Contribution	Comments
Safer Local Roads and Infrastructure Program – Highland Home Bridge Renewal	Allocation Request: \$415,244	\$103,811 to be funded by R2R grant in a future year.	Submitted 30/06/25 and currently under assessment.
Safer Local Roads and Infrastructure Program – Oliver Street Upgrade	Allocation Request: \$1,182,878	\$295,719 to be funded by Roads to Recovery grant in a future year.	Submitted 30/06/25 and currently under assessment.
NSW Govt - Community War Memorial Fund - ANZAC Park Cenotaph Dias Upgrade.	Allocation Request: \$15,000.	NIL	Still awaiting decision.
NSW Govt – Stronger Together Festival and Events Grants – Multicultural - 2026 Harmony Day.	Allocation Request: \$10,000	\$1,000 (budgeted)	Still awaiting decision.
Spring Holiday Break 2025	\$5,000	\$500	Awaiting decision.  Proposed Spring 2025 School Holidays activities at Glen Innes Severn Public Library and The Youth Booth.
NSW Seniors Festival Grant Program 2026	\$10,000	\$0.00	Awaiting decision.  Two weeks of Seniors and carer proposed events to be managed and presented by Glen Innes Highlands Hub (DPG), and Glen Innes Severn Public Library, in association with Life Choices.

NSW Government – Holiday Break – Spring 2025	Allocation Request \$5,000	\$500	Grant application approved. Deed Agreement executed 4 September 2025
NSW GOVERNMENT – COMMUNITY WAR MEMORIAL FUND -  ANZAC Park Glen Innes Cenotaph Dais Restoration	Allocation Request \$15,000	\$0.00	Still under assessment
NSW GOVERNMENT – SENIORS FESTIVAL 2026 -  “Re-Wired”	Allocation Request: \$10,000	\$0.00	Still under assessment
NSW Government – Open Streets Program – 2025 -2028 Christmas in the Highlands Illuminations	Allocation Request: \$350,000	\$0.00	Application approved. Deed Agreement executed 6 June 2025.
AUSTRALIAN GOVERNMENT - EARLY CHILDHOOD EDUCATION AND CARE (ECEC)  WORKER RETENTION PAYMENT GRANT – CHILDREN & FAMILY SERVICES OOSH	Allocation Request: \$27,000 cap	\$0.00	Application approved 9 September 2025

#### Grant payments – upfront, milestone, or upon project completion:

Grant payment schedule (percentage milestone payment, execution, milestone progress payments and end of project final payments and due dates) are communicated in the Deed Agreement that is received by Council only when the grant application is approved by Funding Body and generally not, beforehand. At that time, Council reviews the deed agreement conditions, considers and accepts/rejects the offer of funding and factors in the funding schedule and possible impacts on cash flow. If Council accepts the offer, we then proceed to signing and execution of the Deed Agreement.

**CONSIDERATIONS****Financial/Asset Management**

The following table provides a summary of the adopted budget, the actual and committed amounts as of 31 Aug 2025, along with the percentage of the actual and committed expenditure when compared to adopted budgets.

Project Type	Projects Count	FY2025-26	Total Spent	Expenditures %
Aerodome	2	\$1,000,000.00	\$723,127.88	72.31%
Bridge	1	\$912,000.00	\$622,244.83	68.23%
Building	4	\$465,000.00	\$99,106.37	21.31%
Drainage	2	\$350,000.00	\$21,986.40	6.28%
Economic Development	5	\$653,446.00	\$292,861.23	44.82%
Flood Recovery & Natural Disasters	1	\$389,136.00	\$160,187.25	41.16%
IT	2	\$130,000.00	\$53,000.00	40.77%
Library	1	\$10,750.93	\$9,454.55	87.94%
Life Choices	4	\$162,763.00	\$146,428.39	89.96%
Open Office	1	\$785,825.00	\$51,890.91	6.60%
Open Spaces & Recreational	13	\$1,979,323.90	\$242,217.13	12.24%
Plant	18	\$1,770,243.00	\$279,079.45	15.77%
Quarry	3	\$329,225.00	\$166,506.91	50.58%
Roads	15	\$17,365,350.46	\$3,161,314.08	18.20%
Sewer	4	\$1,363,945.00	\$1,508,936.15	110.63%
Waste	5	\$620,000.00	\$165,808.63	26.74%
Water	7	\$2,505,681.67	\$958,563.43	38.26%
<b>Grand Total</b>	<b>88</b>	<b>\$30,792,689.96</b>	<b>\$8,662,713.59</b>	<b>28.13%</b>

The extent to which the Capital Works program is completed determines the Infrastructure Asset Renewal ratio, which is a measure of the financial sustainability of Council's assets. This ratio is crucial in determining the future cash requirements and Council will need to ensure that asset renewals are at the required levels and the funding source of asset renewals are understood thoroughly and forecasted. The asset revaluations and depreciation expense also play a pivotal role in ensuring all these factors are allowed for in Council's Long Term Financial Plan.

Ongoing projects currently marked as "Capitalised" are now included in this report. The remaining budgets for these projects have been brought forward after capitalisations have been completed.

**Policy**

Maintenance of Council's infrastructure assets is in accordance with Council's Risk Management policies, Procurement Policy and with Asset Management Plans.

## **Risk**

Maintaining Council's assets minimises legal and risk exposure. Council faces project management risks in managing timelines and budgets, particularly relating to grant funded projects.

Developing a project risk management assessment and plan, using Council's Enterprise Risk Management system, will assist in mitigating risk.

## **Community Consultation**

Nil.

## **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

## **CONCLUSION**

Council adopts its Capital Works Program annually as part of its Operational Plan and Budget. This report provides updated information on the projects within each of the Capital Works Programs, the spend to date as well as updated commentary. Projects for the 2025/2026 year will be updated into the Capital Report as they commence.

## **ATTACHMENTS**

Annexure A      Capital Report Details August 2025

**REPORT TITLE: 7.13 INVESTMENTS REPORT - AUGUST 2025**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to provide details of all funds that Council has invested.

**RECOMMENDATION**

*That Council notes the Investment Report as at 31 August 2025, including the certification by the Responsible Accounting Officer.*

**REPORT**

In accordance with section 212 of the **Local Government (General) Regulation 2021 (Regulation)**, the Responsible Accounting Officer must provide Council with a written report on a monthly basis setting out details of all money that the Council has invested under section 625 of the *Local Government Act 1993*.

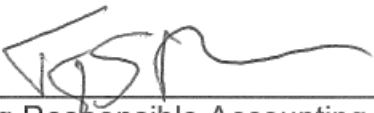
Council has \$22.5M invested in term deposits, equating to 100% of Council's total financial investment portfolio as at the end of the reporting month.

Council selects banks based on rating, return and term of investment. It is expected that future investments will continue to target returns while aiming to select institutions with a high **Standard and Poor's (S&P)** rating. This is done by rolling investments between banks that meet Council's criteria and cash requirements.

If Council has two comparable investment fund options, investment will be made in the fund that does not fund fossil fuels.

Council currently holds three responsible investments: Three \$1 million deposits with Westpac's Green Tailored Deposits. In addition, Council has \$2 million investment with BOQ and with Bendigo Bank \$1 million investment, being institutions that do not fund fossil fuels.

The Bank Reconciliation Statement shown below details what Council held in its bank account as at the end of the reporting month. This considers unrepresented cheques, unrepresented deposits and unrepresented debits compared to what is stated in the General Ledger:

<b>Bank Reconciliation Statement</b>	
<b>Balance as per General Ledger :</b>	
Ledger Balance as at 31 August 2025	<b>\$7,477,384.44</b>
<b>Balance as per Bank :</b>	
Opening Balance 1 August 2025	\$5,489,707.69
August Movements	\$2,074,119.26
Closing Balance 31 August 2025	<u>\$7,563,826.95</u>
less : Unrepresented Receipts & Payments	\$86,442.51
less : Timing Differences	\$0.00
<b>Total:</b>	<b><u><u>\$7,477,384.44</u></u></b>
Variance	\$0.00
	
Acting Responsible Accounting Officer	
15 September 2025	

The summary of Investments set out in the following table details each of Council's investments, where each investment is held, maturity date, interest rate and the rating of each investment as at the end of the reporting month.

## SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	08/08/2025	5.05%	NAB	Yes	1,000,000	50,500
A1+/AA-	22/08/2025	4.95%	NAB	Yes	1,000,000	49,500
A1+/AA-	05/09/2025	4.90%	NAB	Yes	1,000,000	48,866
A1+/AA-	10/09/2025	4.83%	Westpac **	Yes	1,000,000	48,300
A1+/AA-	12/12/2025	4.95%	NAB	Yes	1,000,000	49,500
A1+/AA-	12/12/2025	4.92%	Westpac **	Yes	1,000,000	49,200
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ	No	1,000,000	40,389
A1+/AA-	05/02/2026	4.05%	CBA	Yes	1,000,000	26,630
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	11/03/2026	4.28%	Rabobank	Yes	1,000,000	32,012
A2/BBB+	20/11/2025	4.30%	AMP	Yes	1,000,000	18,142
A2/A-	20/01/2026	4.25%	Rabobank	Yes	1,000,000	21,192
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A3/BBB+	21/04/2026	3.90%	BOQ	No	1,000,000	29,170
A2/A-	30/01/2026	4.10%	Bendigo*	No	1,000,000	21,567
A1+/AA-	29/10/2025	4.20%	NAB	Yes	1,000,000	10,471
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
<b>Expected Return FY25</b>		<b>4.38%</b>	<b>Total Investments</b>		<b>22,500,000</b>	<b>842,203</b>
<b>Avg. Headline Rate Return</b>		<b>4.37%</b>	<b>Cash on Hand</b>		<b>7,563,827</b>	
			<b>Total Cash and Investments</b>		<b>30,063,827</b>	

The table below details the interest received for the current financial year as at the end of the reporting month. Interest yield maybe be affected against budget as investments maturing are not being reinvested due to cash requirements for operational purposes.

<b>Investment Interest</b>	
<b>Interest received for year to 31 August</b>	<b>\$175,430.80</b>

The table below details the monthly movements of investments for the reporting month:

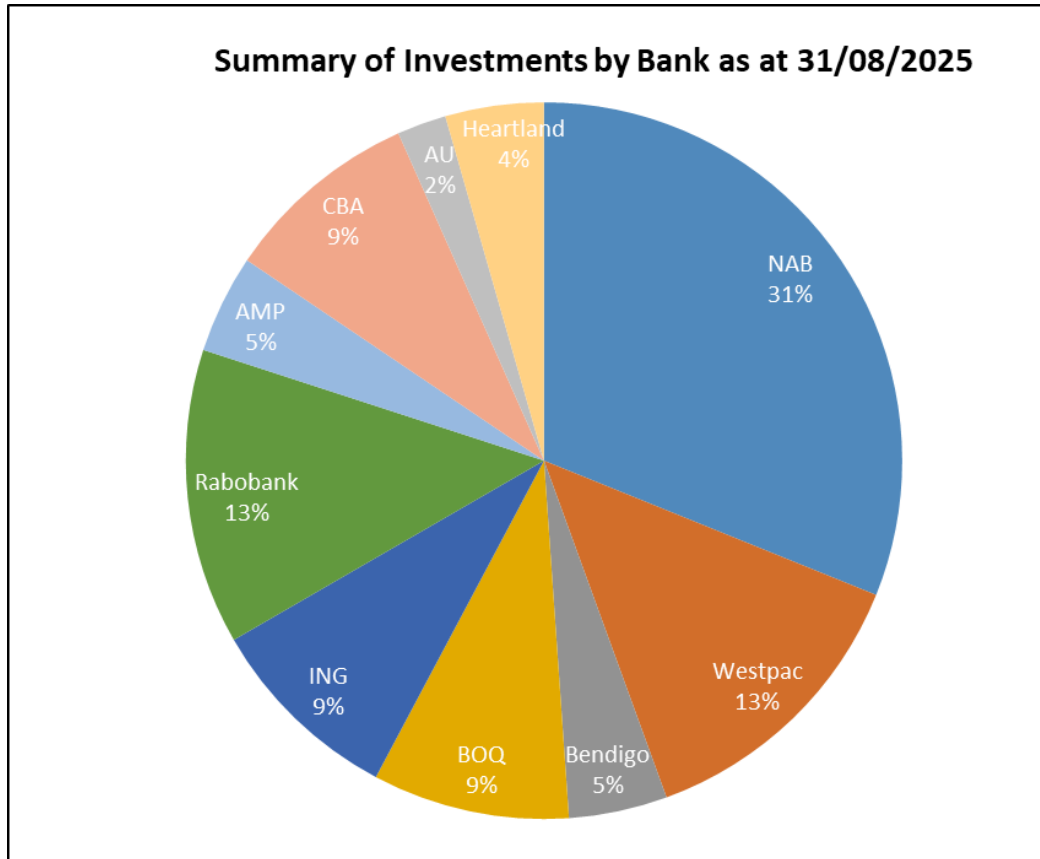
<b>Investment Movements</b>	
<b>Opening Balance as at 1 August 2025</b>	<b>22,500,000</b>
<b>Less :</b>	
Maturities (2)	2,000,000
<b>Subtotal</b>	<b>20,500,000</b>
<b>Plus :</b>	
Rollovers (2)	2,000,000
New Investments (0)	-
<b>Current Balance as at 31 August 2025</b>	<b>22,500,000</b>

During the reporting month, two term deposits of \$1 million each—held with NAB matured and were rolled over.

A summary of maturities is set out below:

<b>Period</b>	<b>No. of Term</b>	<b>Value</b>
Sep-25	2	2,000,000
Oct-25	1	1,000,000
Nov-25	1	1,000,000
Dec-25	2	2,000,000
Jan-26	2	2,000,000
Feb-26	1	1,000,000
Mar-26	2	2,000,000
Apr-26	2	2,000,000
May-26	2	2,000,000
Jun-26	1	500,000
Jul-26	5	5,000,000
Aug-26	2	2,000,000
Sep-26	0	0
Oct-26	0	0
Nov-26	0	0
<b>Total</b>	<b>23</b>	<b>\$22,500,000</b>

The graph below shows the summary of investments by bank:



Restricted funds and trust funds are limited to a particular purpose and must be set aside for that purpose. Therefore, they may not be available to meet certain obligations, and this should be kept in mind when determining the short-term liquidity of Council.

The table below is reporting restricted funds balances as at 31 August 2025.

Externally restricted cash, cash equivalents and investments as at 31 Aug 2025		
	\$'000	
Trust Funds	-	As at 31 Aug 2025
Included in Grant related contract liabilities	5,743	As at 31 Aug 2025
Developer contributions - Rangers Valley Feedlot S7.11	1,323	As at 31 Aug 2025
Water Fund	3,465	As at 31 Aug 2025
Sewer Fund	4,599	As at 31 Aug 2025
Waste management	4,659	As at 31 Aug 2025
Drainage	1,186	As at 31 Aug 2025
Council Committees	407	As at 31 Aug 2025
Specific purpose unexpended grants (general funds)	3,909	As at 31 Aug 2025
<b>Total external restrictions</b>	<b>25,291</b>	
<b>Total Cash &amp; investments as at 30 June 2025</b>	<b>30,510</b>	
<b>Unrestricted cash position (i.e. available after the above restrictions)</b>	<b>5,219</b>	

Contract Assets balance

5,596

## Unrestricted Cash Position

The unrestricted cash position reported as at 31 August 2025 is positive \$5.219 million. The main drivers for the improvements in Council’s unrestricted cash position include the following:

- Council approved the affixing of the Council Seal to the NAB Bank Loan Documents at its July OCM which enabled the execution of the external loan of \$5M through NAB Bank – executed on Friday, 25 July 2025 and funds were received on 29 July 2025.
- Considerable work has been undertaken on updating the Grants Register and validating the data relating to all contract assets and contract liabilities (capital grants), and the subsequent reductions were realized and helped to improve Council’s unrestricted cash position.

## Certification

I, Timothy S. Flynn, Interim Chief Financial Officer, do hereby certify that the above investments have been made in accordance with the Regulation (Section 212), the **Local Government Act 1993 (the Act)** (Section 625), and Council’s **Investment Policy (the Policy)**.

## KEY CONSIDERATIONS

### Financial/Asset Management

The actual average return on Council investments for the 2024/2025 financial year was **5.09%**. In comparison, the current average return for the 2025/2026 financial year stands at **4.29%**, representing a **0.8% decrease**, consistent with the broader trend of declining interest rates. In response to emerging economic challenges, the **Reserve Bank of Australia (RBA)** adopted a more accommodative monetary policy, beginning to reduce the official cash rate in early 2025. As of August 2025, the RBA official cash rate stands at **3.60%**, following a 25 basis point reduction on August 12, 2025.

The following table compares information on investment balances from this year to last year:

Investment Balances	This Year	Last Year
Opening Balance 1 August	22,500,000	19,100,000
Closing Balance 31 August	22,500,000	23,100,000

## Policy

Monthly financial reporting ensures transparency, to enable councillors to make financially sustainable and accountable decisions. The Policy states that short-medium term funds can be invested for up to five years.

Investments are to be considered in conjunction with the following key criteria:

- At the time of investment, no institution at any time shall hold more than 45% of Council's total investments. The maximum will be determined by the long-term rating of the institution - AAA up to 45%; AA up to 35%; A up to 15% and BBB up to 5% percent,
- At the time of investment, the maximum portfolio limits per rating are - AAA up to 100%; AA up to 100%; A up to 45%; BBB up to 30% and Government up to 100%, and
- Council's Investments can be placed in a mixture of short (0-12 months), short-medium (1-2 years) and medium (2-5 years) term investments whilst ensuring that liquidity and income requirements are met.

The portfolio is split across three of the credit rating categories (AA, A and BBB).

### **Credit Quality Portfolio Compliance**

The following table details the credit rating of each of the categories where Council has money invested. All investments were compliant with the Policy at time of investment:

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	22,500,000
Yes	AA	57.8%	13,000,000	100%	9,500,000
Yes	A	15.6%	3,500,000	45%	6,625,000
Yes	BBB	26.7%	6,000,000	30%	750,000
Yes	Government	0.0%	-	100%	22,500,000
		<b>100.0%</b>	<b>22,500,000</b>		

A credit rating is an evaluation of the credit risk of a prospective financial institution, predicting its ability to pay back the investment and interest maturity and an implicit forecast of the likelihood of the institution defaulting. The credit ratings are an opinion based on the creditworthiness of the company issuing the security and are assigned by Australian Ratings based on publicly available information at a point in time.

All investments continue to be made in accordance with the requirements of the Act and the Policy.

Section 625 of the Act states the following:

### **How may Councils invest?**

- (1) *A Council may invest money that is not, for the time being, required by the Council for any other purpose.*
- (2) *Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.*
- (3) *An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.*

- (4) *The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.*

Section 212 of the Regulation states the following:

### Report on Council's Investments

- (1) *The responsible accounting officer of a council:*
- (a) *must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:*
- (i) *if only one ordinary meeting of the council is held in a month, at that meeting, or*
- (ii) *if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and*
- (b) *must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.*
- (2) *The report must be made up to the last day of the month immediately preceding the meeting.*

### Risk

The following table provides information on investment types including a risk assessment and the amount and percentage invested compared to the total investment portfolio:

#### RISK ASSESSMENT OF INVESTMENT PORTFOLIO

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	22,500,000	100%
<b>Total</b>			<b>22,500,000</b>	<b>100%</b>

The Policy defines the principal objective of the investment portfolio as the preservation of capital. There is a risk that the investment portfolio does not perform on par with or greater than the **Consumer Price Index (CPI)**. It is possible therefore that Council does not meet the principal objective of the Policy. In addition, consideration must be given to the potential that the investment restrictions provided in the Policy (both legislatively and by Council) may increase this risk.

Council is currently only investing in fixed term deposits which are similar to or below the CPI. To gain returns higher than CPI, long term investments are needed that are not fixed term deposits and may pose a higher risk. With investments maturing every month, this allows the ability to not reinvest if funds need to be directed to major projects.

A review of the aggregate performance on Council investments, comparative to the CPI, over a significant period (greater than five years) may ascertain if the investment strategy has been meeting the Policy's principal objective. This may then advise if changes are required to Council's investment strategy.

### **Consultation**

Council makes investments through Curve Securities and deals directly with the Commonwealth Bank and the Westpac Bank. During the month, all three advisors were contacted to gain advice on daily interest rates.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program Open and Collaborative Leadership Strategy O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by implementing leading practices, systems and technologies.

### **CONCLUSION**

Funds have been restricted to ensure all areas of Council continue to operate in accordance with both the annual Operational Plan and Budget and the Long-Term Financial Plan. Further, all investments continue to be made in accordance with the requirements of the Act, the Regulation, and the Policy.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.14 DRAFT REVIEW OF THE AGREEMENT BETWEEN GLEN INNES SEVERN COUNCIL AND THE GLEN INNES SEVERN LIBRARY COMMITTEE 2025 - 2029**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present the Council with the reviewed Agreement between Glen Innes Severn Council and the Glen Innes Severn Library Committee.

**RECOMMENDATION**

***THAT Council:***

- 1. *Endorses the reviewed Agreement between the Glen Innes Severn Council and the Glen Innes Severn Library Committee.***
- 2. *Authorises the General Manager to sign the Agreement.***

**REPORT**

The Glen Innes Severn Library Committee is a Committee formed under Section 11 of the *Library Act 1939* and a Community Committee of Council under Section 355 of the *Local Government Act 1993*.

The Committee consists of two nominated representatives from Council – the Director of Corporate and Community Services and the Mayor, the Library and Learning Centre Manager, the Senior Librarian, TAFE NSW Library Services or a delegate, four office bearers, and community committee members.

The Committee meetings are held bi-monthly to discuss Library issues, to review policies and strategies, and to generally involve the community in the current and future directions of the Public and TAFE Library.

The Glen Innes Severn (GIS) Library Committee Agreement is reviewed regularly or as needed. The committee last reviewed the Agreement at a committee meeting held on Tuesday, 6 May 2025. The reviewed Agreement was sent to the Acting Manager of Governance and then to a MANEX meeting on 27 May 2025. MANEX made several suggestions and additions to the Agreement and asked for a further committee meeting to discuss the suggestions. At the GIS Library Committee meeting on Tuesday, 17 June 2025 all suggestions were considered and given that the Library Act states that:

***Under the Library Act 1939 No.40 – NSW Legislation, Council is the Local Authority:***

- ***A Library Committee shall exercise and perform its powers and duties subject to the control and direction of the local authority (Council).***
- ***The local authority (Council).....may, from time to time, amend or vary any delegation to a Library Committee.***

The changes below include all the **Management Executive Team (MANEX)** and Committee suggestions:

1. Item 1:
  - 'one' changed to 'two' nominated persons by Council,
  - 'four community office bearers' to 'three' with the removal of the Treasurers position.
  - Add 'with representation from Glen Innes, Emmaville, Deepwater, Glencoe, youth and Indigenous community'.
2. Item 2:
  - 'Treasurer' has been removed as the position is no longer needed in the Committee.
3. Item 5:
  - This item has been removed as it is a repeat of Item 2.
4. Item 6:
  - Monthly meetings have been changed to bi-monthly meetings.
5. Item 11:
  - Bi-monthly meetings, minor grammar changes, and Council has requested that the Centre Librarian position be a voting position.
6. Item 12:
  - Bi-monthly meeting and Council has requested that the TAFE representative be voting position.
7. Item 15:
  - Addition requested by Council – The Library Committee will have input into the forward planning of the budget process prior to budget submission to Council with suggestions of projects, and grants.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

Nil.

## **Policy**

The Glen Innes Severn Library Committee is a Committee formed under Section 11 of the *Library Act 1939* and a Community Committee of Council under Section 355 of the *Local Government Act 1993*.

This Agreement does not fall into a category under Council’s Execution of Document Matrix.

All Section 355 Community Committee of Council are required to comply with and be aware of the conditions as outlined in the manual. The manual details Council policies which the Committees are required to adhere to along with Council’s Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers.

NSW Public Library Services are legislated by the *Library Act 1939* No. 40 and Library Regulations. Legislation passed by the New South Wales Government on 2 November 1939 aimed to encourage Local Governments to establish free public libraries for their citizens and includes financial subsidies.

## **Risk**

There is a risk that the community is not involved or able to have a say in the current and future direction of the Public and TAFE Library. The Committee, formed under Section 11 of the *Library Act 1939* and under Section 355 of the *Local Government Act 1993*, is aimed, in part, at mitigating such a risk.

Further, risks around the operation of the Committee are mitigated by the Agreement between Council and the Committee, and the Committee being a 355 Community of Council which formalises and documents how the Committee functions and interacts with Council, including the Committee’s obligations and responsibilities to Council’s policies.

Regularly reviewing this agreement mitigates the risk of the agreement not being relevant and/or up to date with current needs and/or obligations.

## **Community Consultation**

Community members and the TAFE delegate were consulted, and feedback was received and noted.

Council delegates on the Library Committee were consulted and feedback was received and noted.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Thriving and Connected Community Strategy T1.2.2* Strengthen volunteerism and community-led initiatives supporting intergenerational programs, including reward and recognition.

## **CONCLUSION**

The Glen Innes Severn Library Committee Agreement has been reviewed and is presented to Council for endorsement.

## **ATTACHMENTS**

Annexure A      Draft / Reviewed Glen Innes Severn Library Committee Agreement  
with the Glen Innes Severn Council 2025-2029

**REPORT TITLE: 7.15 PROGRESS REPORT - HIGHLANDS HUB**

**REPORT FROM: Place and Growth**

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**PURPOSE**

The purpose of this report is to respond to Point 3 of Resolution 8.03/25 by presenting a progress report on short term improvements made to the Glen Innes Highlands Hub in the areas of marketing / engagement, partnerships, staffing and facilities.

The report also sets out the next steps, including completion of the current Marketing and Engagement Plan through to June 2026 and preparation of a Strategic Plan to guide the Hub's long-term growth and sustainability.

**RECOMMENDATION**

***THAT Council:***

- 1. Notes the strong progress achieved in implementing Resolution 8.03/25, with measurable outcomes across marketing, stakeholder engagement, staffing and facility improvements at the Highlands Hub.***
- 2. Requests that quarterly progress reports on the Highlands Hub be provided to Council for the duration of its operation.***

**REPORT**

The Glen Innes Highlands Hub was established with a \$616,861 grant from the Department of Primary Industries and Regional Development's **Bushfire Local Economic Recovery Fund (BLERF)**, covering the fit-out, program delivery, equipment and a dedicated staff role for 1.5 years. Since opening in 2022, the Hub has been managed by Glen Innes Severn Council and under the funding agreement, must remain in operation until at least 20 March 2029.

At its Ordinary Meeting held, 19 March 2025, Council resolved to implement immediate short-term improvements to the Highlands Hub and to receive a progress report at the September 2025 meeting.

A copy of the full resolution is provided below. This report has been prepared in response to point 3 of the resolution, by outlining the progress achieved to date and identifying the next steps required to ensure the Hub's continued growth.

It is important to note that the original officer recommendation in March 2025 included allocating \$10,000 for the preparation of a Highlands Hub Strategic Plan. As this recommendation was not adopted, a portion of point 3 of the resolution, which refers to 'strategic planning efforts', is not directly relevant.

## 8.03/25 RESOLUTION

THAT Council:

1. Notes the contents of this report on the operational management and performance of the Highlands Hub.
2. Endorses the implementation of immediate short-term improvements, including:
  - (a) A temporary marketing and engagement plan to increase awareness and facility usage.
  - (b) Engagement with key stakeholders, including local businesses, universities, community organisations and funding bodies to explore additional revenue opportunities and partnerships to enhance the Hub's financial sustainability.
  - (c) A review of staffing and resource allocation to assess the need for dedicated on-site support.
  - (d) A financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies.
3. Requests a report on the progress of short-term improvements and strategic planning efforts for Council's consideration at its September 2025 Ordinary Meeting (six months from the date of this resolution).

### Progress Report

This section of the report responds to each element of Council's March 2025 resolution, setting out the actions undertaken, progress and outcomes achieved and the recommended next steps to further strengthen and grow the Highlands Hub.

### **RESOLUTION 2(a): Temporary Marketing and Engagement Plan to Increase Awareness and Facility Usage:**

A Glen Innes Highlands Hub Temporary Marketing & Engagement Plan 2025/26 was developed between April–May 2025 and implemented in June 2025 to provide a clear framework for raising awareness, increasing usage, and strengthening partnerships at the Hub. A copy of the Plan is attached as **Annexure A**.

The Plan is structured around four strategic pillars, each with defined benchmarks, actions and measures of success:

- **Pillar 1 – Branding & Positioning**  
Establishing a strong and consistent identity for the Hub and promoting it as a central space for business, collaboration, and community activity.
- **Pillar 2 – Digital Presence & Content**  
Using online platforms, social media, and targeted campaigns to enhance visibility and engagement, drive awareness, showcase stories and provide easy access to bookings and information.

- Pillar 3 – Community & Business Engagement / Partnerships**  
 Delivering programs, events, and initiatives that encourage participation, build relationships, and demonstrate the Hub’s value to a broad audience, while exploring partnerships with education, health, and community groups / service providers.
- Pillar 4 – Sustainability & Growth**  
 Achieving financial sustainability and scalable growth for the Hub through increased utilisation, diversified revenue, strong partnerships, and trialling new service models.

Since commencement of the Temporary Marketing & Engagement Plan in June 2025 (plan developed in Apr-May), strong progress has been achieved across all four pillars as detailed in the progress report provided in Table 1 below.

Please note – The ‘Progress to Date’ column / information outlined in the table aligns with the Action and Implementation Timeline set out in the Temporary Marketing & Engagement Plan.

**TABLE 1 – PROGRESS REPORT TEMPORARY MARKETING & ENGAGEMENT PLAN 2025/26**

Pillar	Benchmarks / Measures of Success	Progress to Date (Apr–Sept 2025)
<b>Brand and Positioning</b>	<ul style="list-style-type: none"> <li>6 testimonials / success stories collected and published by August 2025</li> <li>Updated marketing photos by August 2025</li> <li>Branding alignment across all platforms by September 2025</li> <li>At least 2 regional / state media features: 1 by December 2025, 1 by March 2026</li> </ul>	<ul style="list-style-type: none"> <li>Refreshed branding across signage, collateral and digital platforms scheduled to be completed by 30 September 2025</li> <li>Marketing photography completed (Jul–Aug 2025)</li> <li>6 client testimonials collected (5 written, 1 Facebook)</li> <li>Client stories being prepared and commenced to be promoted via newsletters and social media</li> </ul>
<b>Digital Presence and Content</b>	<ul style="list-style-type: none"> <li>10 online enquiries per month from October 2025 onwards</li> <li>15% increase in website traffic by June 2026</li> <li>15% social media growth (from 1175 to 1355) by June 2026</li> <li>Subscriber database reaches 1,200 by June 2026</li> </ul>	<ul style="list-style-type: none"> <li>Website refresh launched Sept 2025 (new landing page, SEO)</li> <li>2,500 social media views in first month with 4 new followers</li> <li>Economic Development &amp; Highlands newsletters issued Sept 2025 to 1,000 subscribers</li> <li>Regular social media schedule commenced (1–2 posts weekly)</li> <li>Digital signage with content established and installed inside Hub (Operational since August 2025)</li> </ul>

Item 7.15

Pillar	Benchmarks / Measures of Success	Progress to Date (Apr–Sept 2025)
<p><b>Community and Business Engagement and Partnerships</b></p>	<ul style="list-style-type: none"> <li>• 4 x Quarterly Open Days held by June 2026</li> <li>• 6 workshops held by June 2026</li> <li>• 4 x Free/low-cost coworking days held by June 2026</li> <li>• At least 6 repeat community organisation and / or business client by June 2026</li> <li>• At least 1 partnership formalised with UNE, Tafe, Arts North West or similar by June 2026</li> <li>• Direct engagement with UNE Smart Incubator, TAFE NSW, Glen Innes Health Hub, service providers, Destination Country &amp; Outback, Business NSW New England North-West, Arts North West, Glen Innes High School, Department of Primary Industries, Glen Innes Business Chamber for programming. Collaboration with local businesses and event organisers to position the Highlands Hub as the first stop for business and community innovation and connection</li> <li>• Delivery of at least 1 x co-branded program by June 2026</li> </ul>	<ul style="list-style-type: none"> <li>• First Open Day held 31 Jul 2025 –  <b>Resulting in:</b> 20 attendees, 2 bookings converted, arts group secured ongoing space  The day showcased the co-working space, promoted the Town Boosters Program, connected with volunteers for future Council events and launched expressions of interest for Christmas in the Highlands— Illuminations supported through the NSW Government funded Open Streets grant.</li> <li>• Outreach to 10 private schools and 4 universities made (Aug 2025),  <b>Resulted in:</b> UNE booking and holding strategic planning session; Glen Innes Highschool students participating in Town Boosters session</li> <li>• Engagement with schools, community, UNE, TAFE, GLENRAC and Arts North West, Glen Innes Health Hub  <b>Resulted in</b> – Glen Innes Health Hub now regular client; GLENRAC booked and held strategic planning day; Arts North West / RealArtWorks Inc Bioluminescence mentorships info session and workshops scheduled for September and October; School holiday workshops forming part of Christmas in the Highlands – sold out / at capacity: Glowing in the Dark – Painted Umbrellas Woven in Light – Weaving Workshop (Christmas Bells) Paper Lantern Making</li> <li>• Design of Free or low cost co working day on track for completion 30 September</li> <li>• Targeted marketing and survey to identify usage needs on track to be distributed 30 September</li> </ul>

Pillar	Benchmarks / Measures of Success	Progress to Date (Apr–Sept 2025)
		<ul style="list-style-type: none"> <li>• Cross promotion with accommodation provider on track to be completed by 30 September (i.e. pamphlets to be displayed at accommodation providers front desks, awareness campaign to providers to alert guests / visitors to the Hub conducted).</li> <li>• Plan of monthly workshops and sessions for Oct-Dec completed – GLENRAC providing multiple sessions through to November; Guyra Adult Learning Association booked workshop to be held October 2025</li> </ul>
<p><b>Sustainability / Growth</b></p>	<ul style="list-style-type: none"> <li>• 20% growth in utilisation hours by June 2026 compared to previous year</li> <li>• At least 60 new client bookings by June 2026</li> <li>• Enquiry to booking conversion rate is at least 25% by March 2026</li> <li>• Repeat bookings account for at least 30% of total by June 2026</li> <li>• Deliver at least one co-branded revenue generating program by June 2026</li> <li>• Secure at least \$20,000 in external funding towards operations or workshops by June 2026</li> <li>• Pricing recommendations included in 2026/27 Fees and Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Usage hours nearly doubled (+97.6%) Apr–Sept compared to Apr – Sep 24:  For the period April – September 2024. There were 235 bookings with a total of 1,305.8 hours booked and revenue of \$9,893.34  For the period April – September 2025. There were 233 bookings with a total of 2,581 hours booked and revenue of \$8,920.73*</li> <li>*It is important to note that as room rates were reduced in 24/25 to entice more bookings, revenue was slightly reduced during this period.</li> <li>• 23 new client bookings Apr–Sept 2025</li> <li>• Repeat bookings remain steady.</li> <li>• Exploration of partnerships progressing. Meetings to be booked prior to Dec 25</li> <li>• Grant application prepared and due to be submitted 23 September 2025 (following MANEX endorsement) - Innovate with nbn® Grants Program – Grant proposed: Highlands Hub – 10 Week Digital Bootcamp (\$15,000)</li> </ul>

**RESOLUTION 2(b): Engagement with Key Stakeholders, including Local Businesses, Universities, Community Organisations and Funding Bodies to Explore Additional Revenue Opportunities and Partnerships to Enhance The Hub’s Financial Sustainability**

As outlined in Table 1, Council staff are actively engaging stakeholders and progressing opportunities that directly support the Hub, in line with Resolution 2(b).

This work is being predominantly delivered through the Community & Business Engagement & Partnerships and Sustainability & Growth pillars of the Temporary Marketing & Engagement Plan.

Key outcomes to date (as fully detailed in Table 1) include:

- Engagement with universities, schools, community organisations, health providers and local businesses resulting in new bookings, repeat use, and program collaborations.
- The first Open Day leading to new clients and ongoing community use.
- Strong utilisation growth compared to the same period last year (+97.6%).
- A grant application prepared for submission to the Innovate with nbn® program (\$15,000) and further partnership meetings scheduled prior to December 2025.

**RESOLUTION 2(c): Review of Staffing and Resource Allocation**

A review of current staffing arrangements found the Hub is presently managed by the Coordinator Economic Development & Tourism, supported by:

- A part-time front counter officer (3 days per week).
- The Grants Officer, assisting with marketing, funding applications, and client services (2 days per week).
- Backup support from Place & Growth staff.

This lean model has enabled the creation and delivery of the Marketing and Engagement Plan and supported the strong progress achieved to date. However, the review also confirmed that if Council wishes to see the Hub continue to grow, a full-time dedicated Hub staff member is required.

The Hub, when first opened had a dedicated resource that led marketing, workshops, client engagement and program development. While the current team has achieved excellent outcomes, their capacity is divided across other responsibilities. This limits the Hub’s ability to pursue new revenue opportunities, expand programming and fully capitalise on community demand.

**Position consideration 2026/27:**

A dedicated Hub position will be considered in the 2026/27 budget as a strategic investment. The role would be designed to drive increased bookings, expand partnerships, seek grant funding and deliver programs and workshops that generate revenue, creating a pathway to offset the cost of the position over time.

To safeguard Council’s resources, the role would only proceed if usage and demand continue to grow over the next 6 months (i.e. being the time when 26/27 budgets are prepared), providing confidence that the investment will deliver a strong return in community and economic outcomes.

## **RESOLUTION 2(d): A Financial and Facility Maintenance Review to Identify Cost-Saving Measures and Address Ongoing Operational Inefficiencies**

### **Financial Performance**

A financial and facility maintenance review was undertaken to identify cost-saving measures and address operational inefficiencies. A comparison of financial performance from April – September in 2024 and 2025 is provided below:

- **2024:** 235 bookings | 1,305.8 hours | \$9,893 revenue
- **2025:** 233 bookings | 2,581 hours | \$8,920 revenue

While revenue decreased slightly due to reduced hire rates introduced to attract more users, this strategy has proven effective: usage hours almost doubled (+97.6%), demonstrating significantly stronger engagement. This higher patronage provides a stronger base for future revenue growth and ensures the Hub is actively used rather than underutilised.

### **Facility Maintenance Improvements and Cost Savings:**

- **Utilities management** was reviewed, with improved scheduling of heating/cooling and lighting to reduce wasted energy in low-use periods.
- **Telecommunications** were streamlined, with a new call-flow system ensuring enquiries are answered promptly, reducing lost business opportunities.
- **Staff training in AV and IT equipment** has reduced reliance on external contractors, lowering service costs while improving turnaround times for clients.
- **Building condition report (Sept 2025)** Council’s consultant Registered Certifier inspected the Hub and identified future upgrade works (flooring wear and tear, mechanical ventilation to be installed in select offices, accessibility upgrades (increase some door widths, ensure clear circulation spaces, hand rail install / adjustments), enabling Council to plan and budget proactively, while also having upgrades ready to seek grant funding to assist.

The above actions have already resulted in improving the customer experience and strengthening the Hub’s ability to service demand. By doubling usage, the Hub is now better positioned to generate future income.

The next step is to translate higher patronage into stronger revenue. Council will review hire rates and service charges as part of the 2026/27 Fees and Charges, exploring options such as tiered pricing, premium services, and revised room hire categories.

Together, these changes will ensure the Hub continues to operate efficiently while steadily improving financial sustainability.

**RESOLUTION 3: Requests a report on the progress of short-term improvements and strategic planning efforts for Council’s consideration at its September 2025 Ordinary Meeting (six months from the date of this resolution)**

This report satisfies Council’s requirement to provide a six-month progress update on short-term improvements.

As noted, the \$10,000 allocation for strategic planning originally recommended in March 2025 was not adopted. Consequently, point 3 of the resolution is not applicable at this stage.

**NEXT STEPS**

Building on the strong progress achieved to date, the following next steps are proposed to ensure the Highlands Hub continues its positive growth trajectory:

- **Continue implementation of the Temporary Marketing and Engagement Plan**  
The current plan has proven highly effective, doubling usage hours and significantly lifting the Hub’s profile. Council will continue delivering all marketing and engagement activities outlined in the plan through to June 2026, ensuring this momentum is maintained and the benefits are fully realised.
- **Review of Fees and Charges**  
To translate the reported higher patronage into stronger revenue, Council staff will review hire rates and service charges as part of the 2026/27 Fees and Charges process, exploring options such as tiered pricing, premium services, and revised room hire categories.
- **Preparation of a Highlands Hub Strategic Plan**  
To secure long-term sustainability, a Strategic Plan for the Highlands Hub will be prepared following the appointment of a Manager of Economic Development (which at this stage is earmarked for recruitment in early 2026). This plan will:
  - Consolidate learnings from the temporary plan.
  - Identify future revenue opportunities, partnerships, and program growth.
  - Provide a clear framework for staffing, marketing, and facility development.
  - Ensure the Hub continues to grow as Glen Innes’s centre for innovation, collaboration and community connection.

By taking these steps, Council will not only consolidate the Hub’s early successes but also position it for exponential growth, ensuring its ongoing contribution to the local economy, community connection, and Glen Innes’s reputation as a place of innovation.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

Continued growth in patronage will allow for revised hire rates and services to strengthen revenue in 2026/27.

A Strategic Plan will guide investment priorities and position the Hub to contribute to its own sustainability.

### **Policy**

Operations remain compliant BLERF grant obligations (operation until 2029).

### **Risk**

Increased usage has reduced reputational and underutilisation risks.

Financial sustainability remains a key focus; mitigated by ongoing efficiency measures and planned pricing review.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy* O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by implementing leading practices, systems and technologies.

### **CONCLUSION**

The Highlands Hub has achieved significant progress in a short timeframe, with measurable results across marketing, stakeholder partnerships, staffing efficiencies and facility improvements. Usage has nearly doubled and the Hub is increasingly recognised as a central venue for business, innovation and community collaboration.

The next stage is to sustain this momentum by completing the current Marketing and Engagement Plan through to June 2026, then transitioning to a comprehensive Strategic Plan developed in-house before June 2026. This will give Council a clear and cost-effective roadmap for the Hub's growth and financial sustainability, ensuring it continues to deliver strong outcomes for the community and local economy.

### **ATTACHMENTS**

Annexure A      Glen Innes Highlands Hub Temporary Marketing & Engagement Plan  
2025/26

## **8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE**

## 9 CORRESPONDENCE, MINUTES, PRESS RELEASES

**REPORT TITLE:** 9.1 CORRESPONDENCE AND PRESS RELEASES

**REPORT FROM:** Corporate and Community Services

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**Item 9.1**

### PURPOSE

The purpose of this report is to list the documents and press releases that have been circulated to Councillors during August 2025.

### RECOMMENDATION

*That Council notes the information contained in this report.*

### Correspondence

- Council Magazine,
- Councillor updates from the General Manager,
- Glen Innes TAFE Ladies Preloved Boutique Fundraiser,
- Local Government NSW – newsletters, and
- Office of Local Government (OLG) – newsletter.

### Press Releases

- Member for Northern Tablelands, Mr Brendan Moylan MP, and
- Country Mayors Association of NSW.

All the above documents and press releases were sent by email to each Councillor for their information as they were received.

**REPORT TITLE: 9.2 MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The minutes listed as annexures have been received from Committees of Council for the information of Council.

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**ATTACHMENTS**

- Annexure A Australian Standing Stones Management Board - 16.7.25
- Annexure B Australian Standing Stones Management Board - 20.8.25

**REPORT TITLE: 9.3 MINUTES OF NON-COUNCIL COMMUNITY COMMITTEES FOR INFORMATION**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The minutes listed as annexures have been received from Community Committees for the information of Council.

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**ATTACHMENTS**

Annexure A Deepwater Progress Association - 13.8.25

**Item 9.3**

## 10 REPORTS FROM DELEGATES

**REPORT TITLE: 10.1 REPORTS FROM DELEGATES**

**REPORT FROM: General Manager’s Office**

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### PURPOSE

This report outlines recent meetings conducted by the Section 355 Community Committees and records Councillor attendance at these meetings.

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

Council currently has the following number of Committees, Groups and Industry Structures on which it is represented:

- Councillor/Staff Committees of Council: 4,
- Community Committees of Council: 15,
- Delegates of Council: 1,
- County Councils: 1, and
- Community Committees NOT Committees of Council: 12.

Council delegates were assigned at the Ordinary Council Meeting held on Thursday, 10 October 2024. These delegates will remain in place until the September 2025 Ordinary Council Meeting.

In keeping with past practice, Council resolved the following (in part) at the Ordinary Council Meeting held on Thursday, 10 October 2024:

### **7.10/24 RESOLUTION**

3. All Councillors be required to provide the Executive Assistant to the Mayor and General Manager with all relevant information relating to their attendances at all Committee Meetings during the previous month, in a timely, professional and accurate manner, and that these records of attendance continue to be published for all Councillors under Section 10 “Reports from Delegates” in the following month’s Business Paper.

During August 2025, the following meetings were held by Council Committees, Community Committees of Council, Regional Committees, and Non-Council Community Committees to which Councillors were appointed as delegates:

Date	Committee	Councillor Delegate	Attendance
4.8.25	SEATA Sub-Committee	Cr M Davis Cr D Scott	Yes Yes
7.8.28	Stonehenge Reserve Trust	Cr M Elphick Cr T Alt*	Apology Yes
13.8.25	Community Services Interagency Committee	Cr Sparks	Yes
15.8.25	Glencoe Hall Committee	Cr M Elphick	Yes
19.8.25	Library Committee	Cr M Davis	Yes
20.8.25	Roads Consultative Committee	Cr M Davis Cr T Alt	Yes ??
20.8.25	Australian Standing Stones Management Board	Cr M Davis	Yes
22.8.25	GLENRAC	Cr M Elphick	Yes
27.8.25	Recreation and Open Spaces Committee	Cr M Davis Cr T Alt	Yes Yes

\* Delegate for Cr Elphick

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

Manual for Community Committees of Council.

### **Risk**

Nil.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework.

**CONCLUSION**

Committee delegates are appointed annually and are expected to attend all meetings relevant to their assigned roles or arrange for an alternate delegate to attend in their absence.

**ATTACHMENTS**

There are no annexures to this report.

## **11 MATTERS OF AN URGENT NATURE**

## 12 CONFIDENTIAL MATTERS

### CLOSED COUNCIL

#### To consider Confidential Reports

(Section 10A(2) of The Local Government Act 1993)

Where it is proposed to close part of the Meeting, the Chairperson will allow members of the public to make representations to or at the meeting, before any part of the meeting is closed to the public, as to whether or not that part of the meeting should be closed to the public.

The Chairperson will check with the General Manager whether any written public submissions or representations have been received as to whether or not that part of the meeting should be closed to the public.

The grounds on which part of the Council or Committee meeting may be closed to the public are listed in Section 10A(2) of the *Local Government Act 1993* and are as follows:

- (a) personnel matters concerning particular individuals other than Councillors,
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, councillors, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) during the receipt of information or discussion of information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of any code of conduct requirements applicable under section 440.

Section 10A(3) of the Act provides that Council, or a Committee of the Council of which all the members are councillors, may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Section 10B(3) of the Act provides that if a meeting is closed during discussion of a motion to close another part of the meeting to the public (as referred to in section 10A(3) of the Act), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting (other than consideration of whether the matter concerned is a matter referred to in section 10A(2) of the Act).

Section 10B(1) of the Act provides that a meeting is not to remain closed to the public during the receipt of information or the discussion of matters referred to in section 10A(2):

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret - unless the Council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest section 10B(4) of the Act states it is irrelevant that:

- (a) a person may interpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the Council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the Council or committee.

**RECOMMENDATION**

***That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:***

<b><i>Item</i></b>	<b><i>Report</i></b>	<b><i>Reason</i></b>
<b><i>12.1</i></b>	<b><i>Sale of 23 Bourke Street, Deepwater</i></b>	<b><i>(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.</i></b>
<b><i>12.2</i></b>	<b><i>Sale of Council-owned land at Dumaresq Street, Glen Innes - Sale and Marketing Options</i></b>	<b><i>(d) (ii) commercial information of a confidential nature that would, if disclosed confer a commercial advantage on a competitor of the Council.</i></b>

The following two (2) recommendations will also be put to the Closed Council:

**RECOMMENDATION**

***That Council moves out of Closed Council into Open Council.***

**RECOMMENDATION**

***That the Confidential Closed Council Resolutions be recommended for adoption to the Ordinary Meeting of Council.***