

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Thursday, 20 February 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:

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



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, 20 February 2025 at 9:00 AM

ORDER OF BUSINESS

1	ACKNOWLEDGEMENT OF COUNTRY.....	4
2	OPENING WITH PRAYER.....	4
3	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS	4
4	MINUTES OF PREVIOUS ORDINARY MEETING - 19 DECEMBER 2024 TO BE CONFIRMED.....	4
5	DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON- PECUNIARY INTERESTS	4
6	MAYORAL MINUTE(S).....	4
7	REPORTS TO COUNCIL.....	5
	7.1 RESOLUTION TRACKING REPORT	5
	7.2 CHANGE OF DATE FOR MARCH AND JUNE 2025 ORDINARY COUNCIL MEETINGS	7
	7.3 ALGA NATIONAL GENERAL ASSEMBLY 2025	10
	7.4 DRAFT SOCIAL MEDIA POLICY.....	14
	7.5 DRAFT MEDIA AND COMMUNICATIONS POLICY	17
	7.6 PRIMARY DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS.....	20
	7.7 REVIEW OF COMMUNITY ENGAGEMENT STRATEGY	23

7.8	AUDIT, RISK AND IMPROVEMENT COMMITTEE QUARTERLY UPDATE	27
7.9	QUARTERLY BUDGET REVIEW - DECEMBER 2024.....	30
7.10	CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 31 JANUARY 2025.....	37
7.11	INVESTMENTS REPORT - JANUARY 2025	43
7.12	QUARTERLY BORROWINGS REPORT AS AT 31 DECEMBER 2024	53
7.13	POLICY REVIEW - POLICIES FOR RESCINDMENT	56
7.14	DEVELOPMENT ASSESSMENT REPORT: OCTOBER 2024 - DECEMBER 2024.....	59
7.15	CLASSIFICATION OF LAND AS OPERATIONAL	66
8	NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE	69
8.1	NOTICE OF MOTION - SEATA.....	69
9	CORRESPONDENCE, MINUTES, PRESS RELEASES	80
9.1	CORRESPONDENCE AND PRESS RELEASES	80
9.2	MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION.....	81
9.3	MINUTES OF NON-COUNCIL COMMUNITY COMMITTEES FOR INFORMATION.....	82
9.4	MINUTES OF OTHER ORGANISATIONS FOR INFORMATION	83
10	REPORTS FROM DELEGATES.....	84
10.1	REPORTS FROM DELEGATES.....	84
11	MATTERS OF AN URGENT NATURE	91
12	CONFIDENTIAL MATTERS	92
12.1	IT SYSTEM IMPROVEMENT AND STABILISATION PROGRAM - BUSINESS SYSTEMS ROADMAP	93
12.2	DEVELOPMENT ASSESSMENT REPORT - DA 34/24-25.....	93
12.3	DEVELOPMENT ASSESSMENT REPORT - DA 35/24-25.....	93
12.4	LICENCE AND OPERATION OF CROFTERS COTTAGE CAFE - CENTENNIAL PARKLANDS, GLEN INNES	93

12.5 DISCHARGE OF MORTGAGE FOR LOT IN DEEPWATER INDUSTRIAL ESTATE93

12.6 EXPRESSION OF INTEREST RETURN FOR 146 AND 148 CHURCH STREET, GLEN INNES93

12.7 GENERAL MANAGER PERFORMANCE REVIEW FOR 202493

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 - 19 DECEMBER 2024 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 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*).

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

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.

(b) Discussion

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the December 2024 Council Meeting	21
New actions assigned following December 2024 Council Meeting	9
Actions completed since the previous report	-8
Outstanding Actions as of Thursday, 13 February 2025	22

Annexure A provides the most recent comments, from the responsible officers, as of Thursday, 13 February 2025.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

The Local Government Act 1993

335 Functions of a General Manager

The general manager of a council has the following functions

b) to implement, without undue delay, lawful decisions of the council

(c) 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.

(d) Consultation

Various responsible officers within Council.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.1.1: Deliver the Integrated Planning and Reporting Framework (IPRF) requirements.

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.

ECM INDEXES

Subject Index: GOVERNANCE: Ordinary Meetings of Council
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A Outstanding Actions List as at 13.2.25 [⇒](#)

**REPORT TITLE: 7.2 CHANGE OF DATE FOR MARCH AND JUNE 2025
ORDINARY COUNCIL MEETINGS**

REPORT FROM: General Manager’s Office

PURPOSE

The purpose of this report is to seek Council’s consideration of rescheduling the dates of the March and June 2025 Ordinary Council Meetings.

RECOMMENDATION

THAT Council:

- 1. Reschedules the March 2025 Ordinary Council Meeting to Wednesday, 26 March 2025, to accommodate attendance at the Country Mayors Association and Coalition of Renewable Energy Mayors meetings.**
- 2. Reschedules the June 2025 Ordinary Council Meeting to Thursday, 19 June 2025, to avoid a scheduling conflict with the National General Assembly of Local Government.**

REPORT

(a) Background

At the Council Meeting held on 10 October 2024, Council resolved to set the dates and times for the Ordinary Council Meetings from October 2024 until September 2025. As part of this resolution, the March 2025 meeting was scheduled for 9.00am on Thursday, 27 March and the June 2025 meeting was scheduled for 9.00am on Thursday, 26 June.

(b) Discussion

Council is a member of the **Country Mayors Association (CMA)** and the **Coalition of Renewable Energy Mayors** given it is in the New England Renewable Energy Zone.

Both are important forums in terms of not only meeting with key agencies and government departments but also, particularly with regard to the CMA, it provides the opportunity to liaise directly with Ministers and be part of key lobbying activities and advocacy. The Mayor and General Manager attend.

Meetings of both organisations are co-ordinated in the interests of efficiency and are normally held early in the month. The first meetings for 2025 are being held late in the month and coincide with the March Council Meeting.

Hence it is proposed to bring the March Council meeting forward one day and hold it on Wednesday, 26 March.

Additionally, each year, the Mayor, selected Councillors, and the General Manager attend the National General Assembly of Local Government (NGA) in Canberra.

The NGA is a key platform for councils to raise matters of national significance for consideration by the Australian Local Government Association (ALGA). Councils can submit motions seeking support for policy development, advocacy, or immediate action on sector-wide issues.

As the premier Local Government event in Australia, the NGA brings together Mayors, Councillors, and Senior Officers from across the country. It provides a vital opportunity to shape policy, engage with Federal politicians, and gain insights from experts on critical issues affecting Local Government.

This year, the NGA will take place from Tuesday, 24 June, to Friday, 27 June, coinciding with the scheduled Ordinary Council Meeting on 26 June.

It is therefore proposed to bring the June Council meeting forward by one week and hold it on Thursday, 19 June 2025.

A separate report in this Business Paper outlines details regarding attendance and motion submissions for the NGA.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

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.”

(c) Risk

Nil.

(d) Consultation

Mayor.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Council's active participation in key forums such as the CMA, the Coalition of Renewable Energy Mayors, and the NGA ensures strong advocacy and engagement on matters of regional and national importance. These events provide valuable opportunities to collaborate with government agencies, lobby decision-makers, and contribute to policy discussions that impact Local Government.

To accommodate Council's representation at these important meetings, it is proposed to adjust the scheduling of two upcoming Council meetings. It is proposed that the March Council Meeting be brought forward to Wednesday, 26 March 2025, to align with the CMA and Coalition of Renewable Energy Mayors meetings, and that the June Council Meeting be rescheduled to Thursday, 19 June 2025, to avoid a clash with the NGA.

These adjustments will ensure that Council can effectively participate in these key events while maintaining its regular governance commitments.

ECM INDEXES

Subject Index:	CORPORATE MANAGEMENT: Council Meetings
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.3 ALGA NATIONAL GENERAL ASSEMBLY 2025

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is to seek approval for the Mayor, Deputy Mayor, one other Councillor and the General Manager to attend the 31st **National General Assembly of Local Government (NGA)**, which is being held in Canberra from 24-27 June 2025, and for Council to determine if it wishes to submit any motions for consideration at the assembly.

RECOMMENDATION

THAT Council:

- 1. Authorises for the Mayor, the Deputy Mayor, Cr.... and the General Manager to attend the National General Assembly of Local Government, which is being held in Canberra from Tuesday, 24 June 2025 until Friday, 27 June 2025.***
- 2. Considers whether it would like to submit any motions to the 2025 National General Assembly in accordance with the requirements listed in the 2025 National General Assembly Discussion Paper.***

REPORT

(a) Background

The NGA of Local Government is an opportunity for individual councils to identify matters of national relevance to the sector and to submit motions to seek support at the NGA for those matters to be considered by the **Australian Local Government Association (ALGA)** as national policy, for its advocacy role or for more immediate action by ALGA on behalf of the sector.

It is the peak Local Government event bringing together Mayors, Councillors and Senior Officers from Councils across Australia to develop Local Government policy ideas, meet with key Federal politicians, and to hear from experts on key issues affecting Local Government in Australia.

At the Ordinary Council Meeting held on 24 October 2024, Council resolved:

26.10/24 RESOLUTION

That Council requests the General Manager to prepare a report to be brought before Council, to resolve the attendance of councillors at each local government conference within Financial Year 2025.

(b) Discussion

The NGA provides a platform for Local Government to address national issues and lobby the Federal Government on critical issues facing our sector. The theme of the 2025 NGA is “*National Priorities Need Local Solutions*”. The 31st NGA will focus on opportunities for councils to work with the next Federal Government to deliver local solutions that will help them deliver on their vision for the nation.

Invitations are usually extended to the Prime Minister, the Leader of the Opposition, and relevant Ministers to address the NGA to give attendees the opportunity to hear directly from them, and it is expected for high level politicians to be attending again this year.

It is usual for a number of important policy motions to be debated at the NGA and it is preferable that every council is represented in these debates to actively contribute to the dialogue. A key purpose of the NGA is to bring local government together to adopt a position on key policy areas which in turn enables the peak body to lobby the Federal Government with the known backing of local government nationally.

The ALGA Board is calling for motions under the theme of “*National Priorities Need Local Solutions*”.

A discussion paper has been developed to assist councils to identify motions that address the theme of the NGA (**Annexure A**).

Motions for this year’s NGA should consider:

- Any new practical programs or policy changes that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and/or
- New program ideas that that would help the local government sector to deliver place-based solutions to national priorities.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.

5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording: *“This National General Assembly calls on the Australian Government to ...”*

Motions to the 2025 NGA should be lodged electronically no later than 11.59pm on Monday, 31 March 2025.

KEY CONSIDERATIONS

(a) Financial/Asset Management

The costs for a representative to attend the NGA include the registration fees for the NGA and the Regional Development Forum (approximately \$1,200 per person) as well as meals, accommodation and travel expenses (approximately \$2,300 per person).

There is sufficient funding available in the 2024/25 Operational Plan and Budget for the Mayor, Deputy Mayor, one other Councillor, and General Manager to attend this conference.

(b) Policy/Legislation

The payment of expenses for Councillors to attend the Conference will be in accordance with Council’s “Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy”, and the payment of expenses for the General Manager will be in accordance with Council’s Human Resources Policy Statement Register.

(c) Risk

Nil.

(d) Consultation

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report has no relevance to the Integrated Planning and Reporting Framework, however, some of the policy matters discussed at the Conference may influence Council's future strategic planning.

CONCLUSION

It is recommended that Council authorises for the Mayor, the Deputy Mayor, one other Councillor and the General Manager to attend the 31st NGA being held in from 24-27 June 2025 and that Council considers whether it would like to submit any motions in accordance with the criteria published in the 2025 NGA Discussion Paper (Annexure A).

ECM INDEXES

Subject Index: GOVERNANCE: Conferences
Customer Index: Australian Local Government Association (ALGA)
Property Index: NIL

ATTACHMENTS

Annexure A 2025 NGA Discussion Paper [⇒](#)

REPORT TITLE: 7.4 DRAFT SOCIAL MEDIA POLICY

REPORT FROM: General Manager's Office

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

(a) Background

The Social Media Policy was last adopted by Council on 23 July 2020 and is due for review every Council term (four years), or earlier if deemed necessary. The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for Council's review and adoption. This document has undergone major revision to adopt the **Office of Local Government (OLG)** Social Media Model Policy 2022.

(b) Discussion

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

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

- 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*.

(c) 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.

(d) Consultation

- Valuable feedback was provided by the Governance Officer, General Manager and MANEX,
- OLG NSW Model Social Media Policy, and
- Several Social Media Policies from other NSW Councils were considered when undertaking this review including, Tweed Shire Council, Moree Plains Shire Council and Armidale Regional Council.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Council’s Social Media Policy has undergone major revision since the current Policy was adopted in July 2020. The Social Media Policy has been reviewed by MANEX and is now presented to Council for its review and adoption.

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT: Policy
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A Draft Social Media Policy [⇒](#)

REPORT TITLE: 7.5 DRAFT MEDIA AND COMMUNICATIONS POLICY

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

THAT Council:

- 1. Adopts the Media and Communications Policy.**
- 2. Rescinds the Communication Policy as a policy of Council.**

REPORT

(a) Background

The Media Policy was last adopted by Council on 27 May 2021 and is due for review every Council term (four years), or earlier if deemed necessary. The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for Council's review and adoption. This document has undergone major revision to consolidate the current Media Policy and current Communication Policy and has been informed by the **Office of Local Government (OLG) Model Media Policy 2022**.

(b) Discussion

Effective media and communication practices are essential for councils to keep their community informed, explain decisions, and foster public confidence in the council and its operations. A proactive and strategic approach to media and communications ensures that council messaging is clear, consistent, and accessible to the community.

The rapid advancement of technology and the rise of non-traditional media have significantly expanded the reach and influence of media platforms. With widespread access to digital tools, individuals can engage with, share, and shape media content on a global scale. As a result, councils must adopt integrated media and communication strategies to effectively manage their public presence.

How a council is portrayed in the media directly influences community perception and trust. Media and communication are powerful tools to:

- Promote council programs, services, events, and initiatives,
- Provide timely and accurate information to the community,
- Enhance transparency and understanding of council decisions, and
- Support crisis communication and community resilience during emergencies.

By aligning media engagement with strategic communication, councils can strengthen their connection with the community and reinforce their role as a trusted source of information.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

- Office of Local Government (OLG) NSW Model Media Policy
- Social Media Policy,
- Code of Conduct Policies,
- Complaints Management Policy,
- Records Management Policies and Practices,
- Computer Usage Policy,
- Community Engagement Strategy,
- Communications Strategy,
- *State Records Act 1998*,
- *Work Health and Safety Act 2011*
- *Government Information (Public Access) Act 2009*,
- *Local Government Act 1993*, and
- *Health Records and Information Privacy Act 2002*.

(c) Risk

While media and communication provide significant benefits, they also present challenges and risks that must be managed effectively.

These include:

- maintaining the accuracy, reliability, and integrity of information,
- ensuring confidential information is managed appropriately, and
- the increased exposure and risk to reputation where information is not managed appropriately.

(d) Consultation

- Valuable feedback was provided by the Governance Officer, General Manager and MANEX,
- OLG NSW Model Media Policy, and
- Several Media Policies and Communications Policies from other NSW councils were considered when undertaking this review including: Bellingen Shire Council, Clarence Valley Council, Armidale Regional Council, Hawkesbury City Council, Tweed Shire Council and Moree Plains Shire Council.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Council’s Media Policy has been revised to reflect major changes since the current Policy was adopted in May 2021 including the name of this Policy. The Policy has been consolidated with the current Communication Policy, to reflect their interconnected roles in guiding Council’s media and communications practices. The Media and Communications Policy has been reviewed by MANEX and is now presented to Council for review and adoption.

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT: Policy
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A Draft Media and Communications Policy [⇒](#)

REPORT TITLE: 7.6 PRIMARY DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to table the Primary Disclosure of Interest Returns prepared by Councillors and Designated Persons for the Mayor Cr Margot Davis, Cr Max Elphick, Cr David Scott, Director of Corporate and Community Services, Director of Place and Growth and Ranger.

RECOMMENDATION

That Council notes the tabled Disclosure of Interests Returns by Councillors and Designated Persons as follows in accordance with Section 440AAB of the Local Government Act 1993:

- *Mayor – Councillor Margot Davis*
- *Councillor Max Elphick*
- *Councillor David Scott*
- *Director of Corporate and Community Services*
- *Director of Place and Growth*
- *Ranger*

REPORT

(a) Background

The purpose of the Disclosure of Interests Return is to provide Councillors and Designated Persons with the opportunity to disclose any items where there may be a *pecuniary interest* that may influence or affect official decisions made by the person completing the return.

It is a requirement to lodge a *Primary* Disclosure of Interests Return (first return) within three months of being elected to Council or becoming a Designated Person.

Once completed and lodged, the returns are required to be tabled at an Ordinary Council Meeting in accordance with section 440AAB of the *Local Government Act 1993 (the Act)*.

(b) Discussion

Individuals are responsible for lodging their returns by the due date, and the **Office of Local Government (OLG)** encourages General Managers to remind Councillors and Designated Persons of their obligation in this regard.

The Primary Disclosure of Interest Returns for all the listed Councillors and Designated Persons have been completed and returned within the three month timeframe and is tabled at this Council Meeting in accordance with the Act.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

- General Managers should ensure returns are tabled in accordance with Section 440AAB of the Act which states the following:

440AAB REGISTER AND TABLING OF RETURNS

- (1) *The General Manager must keep a register of returns disclosing interests that are required to be lodged with the General Manager under a code of conduct.*
- (2) *Returns required to be lodged with the General Manager must be tabled at a meeting of the council, being the first meeting held after the last day specified by the code for lodgement, or if the code does not specify a day, as soon as practicable after the return is lodged.*

Council must make all returns of interests publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the NSW Information Commissioner.

If any Councillor or Designated Person is concerned that their safety or the safety of their family may be put at risk if information about their home address is disclosed in the return of interests, such person may request that the information be redacted under section 739 of the *Local Government Act 1993*. Such a request should be made to the General Manager in writing.

- Pecuniary Interests are covered by the Code of Conduct for Councillors, Code of Conduct for Council Staff, and Code of Conduct for Council Committee Members, Delegates and Advisers.

(c) **Risk**

Disclosures of Interests Returns aim to promote transparency and mitigate the risk of pecuniary interest conflicts that may arise in carrying out the duties and functions of public office.

(d) **Consultation**

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.2.2: Formalise the Governance Framework and deliver compliance across all governance areas.

CONCLUSION

The Primary Disclosure of Interest Returns for all the listed Councillors and Designated Persons have been completed and returned within the 3 month timeframe and is tabled at this Council Meeting in accordance with section 440AAB of the Act.

ECM INDEXES

Subject Index:	GOVERNANCE: Disclosures by Councillors and Designated Persons Return Register
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.7 REVIEW OF COMMUNITY ENGAGEMENT STRATEGY

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Community Engagement Strategy (**Annexure A**) for public exhibition and adoption.

RECOMMENDATION

THAT Council:

1. ***Approves for the revised draft Community Engagement Strategy to be placed on public exhibition for 28 days from Monday, 24 February 2025 until Friday, 21 March 2025.***
2. ***Displays the revised draft Community Engagement Strategy 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 a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the draft Community Engagement Strategy; otherwise, that the draft Community Engagement Strategy be adopted by Council.***

REPORT

(a) Background

The **Community Engagement Strategy (CES)** was last adopted by Council on 25 August 2022 (15.08/22) with a review due date of December 2024. The document has been reviewed by Council’s **Management Executive Team (MANEX)** and is recommended for adoption.

(b) Discussion

The Community Engagement Strategy relates to all areas of Council’s functions where the community is invited to participate in the process of providing feedback and/or assistance with advice in relation to decision making. It is therefore a document for guiding community engagement in a range of areas such as for policy development, proposed site modifications / changes, new services and other strategic planning documents.

It is a requirement under the Integrated Planning and Reporting Framework for Local Government in NSW 2021 for all councils to have a Community Engagement Strategy in place. The Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods of engaging each group.

Further, it needs to be based on the principles of social justice (equity, access, participation and rights). The revised Community Engagement Strategy is in line with the above requirements.

The *Integrated Planning and Reporting Guidelines 2021 (the Guidelines)*, in relation to the preparation and implementation of the Community Engagement Strategy, state that the essential elements are:

- 2.1 *A Community Engagement Strategy must be prepared, adopted and implemented, based on social justice principles, for engagement with the local community to support council in developing its plans and determining key activities. This includes development of the Community Strategic Plan, and all relevant council plans, policies and programs.*
- 2.2 *As a minimum, the Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.*
- 2.3 *The Strategy must be reviewed by 31 December in the year of the local government elections, as part of the broader review of the Community Strategic Plan.*
- 2.4 *Where a council has community engagement requirements under other legislation or regulations, these should, wherever practical, be integrated into the Community Engagement Strategy.*

Note: A council is not required to establish and implement a Community Engagement Strategy in accordance with section 402A, as inserted by the amending Act, until 12 months after the next ordinary election of councillors following that amendment.

The draft Community Engagement Strategy (**Annexure A**) has various amendments to the current CES, the most obvious being a new format and design to enhance the presentation of the document and its importance as a key strategic document of Council.

Public Exhibition

The Guidelines do not require the Community Engagement Strategy to go out on Public Exhibition before adoption; however, noting that the purpose of the Strategy is to engage the community when planning and reviewing strategic plans, then including the community in its review is a desirable outcome.

KEY CONSIDERATIONS

(a) Financial/Asset Management

An important aspect of community engagement that has served Council well with statistically validated data, is an external customer service survey generally conducted every second year. An external customer survey is planned for in the 2025/2026 Operational Plan and Budget subject to Council approval.

(b) Policy/Legislation

- *Local Government Act 1993 -*

402A Community engagement strategy

*A council must establish and implement a strategy (called its **community engagement strategy**) for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).*

(c) Risk

The CES, when implemented thoroughly, mitigates the risk of Council being out of touch, which further mitigates the negative flow on effects of an organisation that does not consider, engage with, or communicate effectively with its primary stakeholders.

Any risks associated with implementing the Strategy will be considered under Council's Risk Management Policy.

Consideration must be given to scoping, stakeholders, methods, strategies, implementation, review and reporting.

A question that should be asked before engagement takes place is:

“What are the engagement risks and opportunities?”

(d) Consultation

- OLG Integrated Planning and Reporting Guidelines and Handbook,
- Some Community Engagement Strategies from other NSW councils were considered when undertaking this review, including, Lake Macquarie City Council, Tweed Shire Council and City of Parramatta Council, and
- Valuable feedback was provided by the Media and Communications Officer and incorporated into this draft.

CONCLUSION

Council's CES has been revised with the most obvious being a new format and design to enhance the presentation of the document. The CES has been reviewed by MANEX and is now presented to Council and placed on Public Exhibition for 28 days (minimum) prior to adoption.

ECM INDEXES

Subject Index:	COMMUNITY RELATIONS: Community Engagement CORPORATE MANAGEMENT: Policy
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

Annexure

**REPORT TITLE: 7.8 AUDIT, RISK AND IMPROVEMENT COMMITTEE
QUARTERLY UPDATE**

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with the **Audit, Risk and Improvement Committee (ARIC)** quarterly update in the form of the Minutes from the 6 December 2024 ARIC Meeting.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The *Risk Management and Internal Audit Guidelines for Local Government NSW* (the Guidelines) require that the Council and the ARIC decide in what form the quarterly updates are to be provided to Council. Council decided (Resolution 8.05/24) that the ARIC Quarterly Report will be made by way of presenting Council with the ARIC Meeting Minutes (*Confidential*).

The ARIC Committee consists of:

1. Independent Chair – Steve Coates
2. Independent Member – Bill Middleton
3. Independent Member – Mel Jacobs
4. Councillor Member (non-voting) – Cr Elphick

(b) Discussion

The ARIC held its quarterly meeting on 6 December 2024 with all members in attendance, however Bill Middleton was an apology and unable to attend.

The ARIC dealt with the following topics of which details are included within the Minutes (***Annexure A - confidential***):

- Emerging risks,
- General Manager’s update,
- IT System Improvement and Stabilisation Program – Business Systems RoadMap,
- Management Letter for the Financial Year 30 June 2023,

- Draft FY24 Financial Statements,
- Draft Long Term Financial Plan 2024-2034 and Financial Sustainability Review,
- Quarterly Budget Review – September 2024,
- Internal Audit Quarterly Update,
- Compliance with Integrated Planning and Reporting,
- Public Interest Disclosures – FY24 reporting statistics,
- Annual Assurance Meeting,
- Work Health and Safety report,
- State Cover Mutual General Managers Report FY24,
- Capital Works Update, and
- Divisional Risk Assessment – Road Risk Methodology.

In other business, under key opinions and take-outs from the meeting, the ARIC stated that:

- There were no key take-outs in this instance.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

- **Risk Management and Internal Audit Guidelines**
 - *Ongoing reporting by the audit, risk and improvement committee to the governing body (and general manager) is essential for accountability and will ensure that the governing body is kept informed of matters considered by the committee and any emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.*
 - *Additionally, it will ensure strong linkages between the audit, risk and improvement committee, governing body and the general manager and lead to a better functioning assurance mechanism.*
 - *The audit, risk and improvement committee must provide an update to the governing body of the council of its activities and opinions after every committee meeting.*
 - *Further, the audit, risk and improvement committee must provide its quarterly update to the general manager to ensure they are kept informed of issues raised and can answer any questions the governing body may have about the committee's opinions and recommendations.*

- *The mayor can request to meet with the chairperson of the audit, risk and improvement committee at any time to discuss any issues relating to the work of the committee during the quarter.*
- *The chairperson of the audit, risk and improvement committee can also request to meet with the mayor at any time.*
- **The ARIC Terms of Reference**
 - *Information and documents pertaining to the committee are confidential and are not to be made publicly available.*

(c) Risk

The ARIC keeps risk management under its appraisal and provides advice and levels of assurance to Council on all matters under its review.

(d) Consultation

ARIC Chair and independent members and the Governance Officer (ARIC Secretary).

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.3.7: Provide an Audit Risk and Improvement Committee in line with the Office of Local Government Risk Management Framework and Internal Audit Guidelines and ensure it has sufficiently resourced secretariat support to function optimally.

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.2.10: Implement the Enterprise Risk Management Framework and Plan.

CONCLUSION

The ARIC Meeting Minutes for 6 December 2024 are provided as a confidential annexure for Council’s review and form the ARIC’s quarterly update.

ECM INDEXES

Subject Index:	RISK MANAGEMENT: Audit, Risk and Improvement Committee (ARIC)
Customer Index:	Audit, Risk and Improvement Committee
Property Index:	NIL

ATTACHMENTS

Annexure A Audit, Risk and Improvement Committee Meeting Minutes - 6 December 2024 (*Confidential*)

REPORT TITLE: 7.9 QUARTERLY BUDGET REVIEW - DECEMBER 2024

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with a **Quarterly Budget Review Statement (QBR)** for the period from 1 October 2024 until 30 December 2024 (**Annexure A**) for its review and adoption.

RECOMMENDATION

That Council notes and adopts the December 2024 Quarterly Budget Review.

REPORT

(a) Background

As a result of the rigorous budget review process through QBR2, overall operating cost savings of \$1.1M have been achieved. This is offset by the need to expense additional project Jigsaw costs of \$455K, and therefore translates to a net improvement in the budget position of \$646K bringing the budget deficit position to -\$3.816M.

The original budget adopted by Council indicated that the Net Operating Deficit at the end of the 2024/2025 Financial Year was expected to be \$3.895M (excluding Capital Grants and Contributions of \$12M). This was based on budgeted total operating revenue of \$36.894M and budgeted total operating expenditure of \$40.789M, with \$12M expected from Capital Grants and Contributions.

(b) Discussion

The December 2024 Quarterly Budget Review proposes an improvement in the budget position \$646K, resulting in a projected Net Operating Deficit of \$3.816M (excluding capital grants and contributions of \$12M).

The Operating Performance Ratio demonstrates whether Council is making an operating surplus or deficit. The Operating Performance Ratio (excluding Capital income) is defined as:

Total Continuing Operating Revenue (excluding Capital grants and contributions) – Operating Expenses

Total Continuing Operating Revenue

The Benchmark for this ratio is 0% or greater. Council has a negative Operating Ratio (deficit) excluding Capital income of **-10.56%**. The Operating Performance Ratio will shift to **-10.7% (an improvement on -12.14% in QBR51)** due to proposed variations.

By way of comparison, the Annual Financial Statements reported that this ratio was:

- **-11.16%** in 2023/2024,
- 4.40% in 2022/2023,
- 1.23% in 2021/2022,
- **-4.81%** in 2020/2021,
- **-2.78%** in 2019/2020,
- 0.72% in 2018/2019.

The major adjustments recommended for the December 2024 quarterly review are as follows, noting that minor items affecting total increases have not been shown separately.

- 1) **Administration** – total net decrease of **\$468K**
 - **\$455K increase** – Project Jigsaw accumulated costs from 1 July 2022 had been incorrectly costed as capital costs which are now being expensed. This is a non cash item.
 - **\$923K decrease – highlights include:**
 - \$96K reduction to Computer repairs and maintenance expenses,
 - \$100K reduction in salaries and wages,
 - \$60K reduction for training costs,
 - \$70K reduction for fuel and insurance costs,
 - \$360K budget reallocation for RFS and SES.
- 2) **Life Choices Support Services** – total net increase of **\$142K**
- 3) **Economic Services** – total net decrease of **\$90K**
- 4) **Governance** – total net decrease of **\$123K**
- 5) **Housing and Community Amenities** – total net increase of **\$85K**
- 6) **Public Order and Safety** - total net increase of **\$603K**
 - \$464k budget reallocation of SES and RFS contributions (\$360K offset in Administration equating to a net increase of \$104K. Contributions are not known at the time of budgeting),

- \$108k increase due to RFS recoupable works related income and expenditure adjustment. Council will not be undertaking any works of this nature.
- 7) **Recreation and Culture** – total decrease of **\$57K**
 - 8) **Sewerage** – total decrease of **\$154K**
 - 9) **Transport and Communication** – total decrease of **\$468K** – mainly due to operational staff being deployed to capital projects, bad weather and plant breakdowns which have delayed projects
 - 10) **Water Supply** – total decrease of **\$156K**

Further details of income and expenditure adjustments are included in **Annexure A**.

Rating charge run preparation for 2025-26

The preparation work for the rating charge for 2025-26 is underway and on track to process the rating run in July 2025.

Water billing

Water usage charges for the second quarter of financial year 2024-25 is expected to be completed by 28 February 2025.

Capital project expenditure

Capital project expenditure for the year-to-date 31 December of financial year 2024-25 is \$8.310M. Based on the current spend and project progress, it is anticipated that the total budgeted capital grants income for 2024-25 will be achieved.

Cash and Investment Review

The cash and investment review provides the current internal and external restrictions on Council's invested funds.

It should be noted that both internally and externally restricted funds must be acquitted for a particular purpose, and therefore are in truth already committed for that purpose. For this reason, the expenditure of these funds is more of a cash flow / working capital issue and will have no effect on the operational surplus or deficit. However, the timing of receipt of income and the expending of this can occur over several financial years. This results in a variance in the operational budget between those years; however, the net effect should still be nil over the financial years in which the grant (or reserve) is acquitted.

This report in combination with the monthly investment report, ensures that Council is complying with the statutory, regulatory and policy requirements.

Further, a declaration as to the preparation of bank reconciliations is also required. Bank reconciliations occur daily with a full reconciliation performed monthly. The full reconciliation for the December 2024 quarter occurred on Monday, 6 January 2025.

Unrestricted Cash position

The unrestricted cash position refers to the amount of cash or liquid assets that are not tied to specific purposes, such as grants, reserves, or restricted funds. It represents the funds available for general operations and unanticipated expenses. A negative unrestricted cash position may lead to potential breaches of Local Government legislation, specifically under the *Local Government Act 1993 (NSW)* and its associated regulations.

The unrestricted cash position reported as at 31 December 2024 is negative \$7.719M. Council has incurred eligible capital expenditure that is grant funded, however the grant funding payments are in arrears of approximately \$10 million. These payments are expected to be recovered over the coming months as grant funded projects are acquitted.

As a result of timing issues relating to grant funded projects, the negative unrestricted cash balance has continued to grow over recent months. Our current unrestricted cash balance stands at negative \$4.337 million (inclusive of the \$5M overdraft) at 3 February 2025.

Urgent measures that have been undertaken through the QBRS2 process to remedy the negative unrestricted cash position are:

- Strict scrutiny regarding recruitment,
- Freeze on plant purchases,
- Immediate cessation and/or deferral of all discretionary expenditure both operating and capital expenditure,
- Deferral of non-grant funded capital projects that have not already commenced,
- Review of grant funded capital projects to delay or extend timeframe where possible, and
- Elimination of all non-essential overtime.

Other measures taken include:

- The overdraft facility of \$5M is in operation from February 2025,
- The grants register is now operational and provides a monthly position on contract assets, liabilities and Specific Purpose unexpended grants,
- The grants register will provide a detailed monthly list of projects that make up the contract assets and liabilities balance. This information will be analysed regularly to ensure that contract assets are collected in a timely manner,

- All major grants that require expending of funds before grant funds are received need to be assessed carefully ensuring cashflow needs can be met,
- An operational cashflow model will be developed taking into account expenses and cash flow forecasts for major capital projects irrespective of funding source to ensure cash flow and the unrestricted cash position is not adversely affected. This project has commenced,
- Management is to ensure that the contract assets balance is well above the negative unrestricted cash position to ensure Council's capacity to pay for its operational needs is not affected.

Capital Budget Review

The Capital Budget Review format allows Council to analyse any additional Capital expenditure to be incurred in the current Financial Year and the extent to which monies have already been expended. Importantly, the report also indicates how Council is to fund the Capital expenditure for the year.

The review process has resulted in changes of \$15K reducing the total Capital Budget to \$46.626M. Year to date capital expenditure is \$8.3M.

Capital projects capitalised as at 30 June 2024 have now been removed for the purpose of reporting budget and actual YTD spend.

Contracts

The Reporting Framework requires the identification of contracts entered into in the preceding quarter which exceed specified expenditure limits. The limit for reporting contracts in the QBRs is one percent of revenue from continuing operations, or \$50K, whichever is less.

New contracts entered into Council's contract register for the period of October to December 2024 are listed under the contracts section.

Consultancy and Legal Expenses

The current expenditure to 31 December 2024 on qualifying consultancies and legal fees is identified in the QBRs.

KEY CONSIDERATIONS

(a) Financial/Asset Management

It is important for Council to note that the adoption of this budget review approves the variations identified in the attached report and that the cumulative effect of the budget variations should be considered when reviewing this budget.

The original estimated Operating Deficit for the 2024/2025 Financial Year was \$3.895M excluding Capital Grants and Contributions. After the quarterly budget review adjustments, the estimated Operating Deficit for the 2024/2025 Financial Year is \$3.816M.

Capital projects are reported in detail as per the monthly capital report.

(b) Policy/Legislation

Section 203 of the *Local Government (General) Regulation 2021* requires all councils in NSW to prepare and submit to Council a budget review statement which has a revised estimate of the income and expenditure for that year, within two months of the end of the quarter.

A certification is required to ensure that all investments are made in accordance with the requirements of Section 625 of the *Local Government Act 1993*, the accompanying Regulations and Council's Investments Policy.

This budget review statement must be prepared in accordance with the new Integrated Planning and Reporting Framework introduced under the *Local Government (General) Amendment (Planning and Reporting) Regulation 2009*, the *Local Government Act 1993* (as amended) and the *Local Government Amendment (Planning and Reporting) Act 2009*.

(c) Risk

The Quarterly Budget Review aims to mitigate financial risk by providing a more accurate indication of Council's operating and capital budgets.

(d) Consultation

This report has been prepared with input from the Management Executive Team (MANEX) and managers to ensure that there is up-to-date information regarding income and expenditure.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.3.1: Provide financial and budget compliance reporting to Council and the community.

Council resolved at its Meeting held on 28 November 2024 to include quarterly Operating Plan updates in the QBR reporting process. As the half yearly OP report (up to 30 November 2024) was provided to Council at the November meeting, if Council was to bring this in line with the quarterly reporting (as at 31 December 2024) then this would only provide Council with an update for the month of December, therefore the quarterly operating plan updates will commence from the quarter ending 31 March 2025 and reported to Council at its May 2025 meeting, and therefore align it with the QBR3 reporting process.

CONCLUSION

As a result of the rigorous budget review process through QBR2, operating cost savings of ~\$1.1M have been achieved. This has been partly offset by the need to expense additional project Jigsaw costs of \$455K. In essence this translates to an improvement in the net operating deficit (September 30) of \$646K.

ECM INDEXES

Subject Index: FINANCIAL MANAGEMENT: Budgeting
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A QBR2 December 2024 [↔](#)

REPORT TITLE: 7.10 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 31 JANUARY 2025

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to review the progress of its Capital Works Program for the 2024/2025 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 October 2024.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

Council adopts its Capital Works Program annually as part of the adoption of the Operational Plan and Budget.

(b) Discussion

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 2024-25 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 2024/2025 Financial Year and reviews progress on Capital Works projects that were carried over or revoted from previous financial years.

Airport Runway Renewal

The Glen Innes Airport runway rehabilitation is nearing completion with the pavement works, subsoil drainage and 4km of primary electrical cable installation complete.

The crews are working 60 hours a week to maximise production and progress the runway project to completion and re-opening as soon as possible, however, have been battling rainfall and unexpected subgrade failures. Spray sealing and lighting works will be performed in the coming fortnight.



Subsoil drainage installation on Runway 14/32

Regional Roads and Transport Recovery Package - Local Road Betterment

The Tender 24-05 pavement rehabilitation works have continued through January with the Furracabad and Haymarket Road rehabilitations progressing rapidly. Completion is due by the end of February.



Stabilisation works on Haymarket Road

Stronger Country Community Fund - ANZAC Park Playground

The ANZAC Park Playground Upgrade is progressing well, with an additional \$600,000 in funding secured under Round 2 of the Australian Government's Growing Regions Program. This funding builds on the \$500,000 awarded in 2022 through the NSW Government's Stronger Country Communities Fund (Round 5) and Council's committed \$100,000, as resolved in February 2023. This brings the total investment in the project to \$1.2 million.

The tender selection process has now been completed and the successful tenderer is developing two final design options in line with the project scope. These designs are anticipated to be released for community review and feedback in March 2025, with the consultation period open for 28 days.

Following community consultation and review, the final design will be presented to Council for adoption, after which works will be scheduled for the latter half of 2025. This timeline ensures that the project aligns with the January 2026 completion deadline associated with the initial funding.

Once complete, the ANZAC Park Playground will provide a modern, accessible, and inclusive recreational space, enhancing one of Glen Innes' most valued open spaces for families and the wider community.

LRCI – Town Centre Beautification Project

Council is continuing the enhancement of the town centre, supported by approximately \$870,000 in **Local Roads and Community Infrastructure (LRCI)** funding.

The project is now approaching 50% completion, with Council's Parks and Gardens Team leading the on-ground works. Current progress of the project indicates a completion date of mid-2025, and these upgrades will contribute to a more vibrant, accessible and welcoming town centre, benefiting residents, businesses and visitors alike.

BSBR000316 - Glen Innes Indoor Sports Centre Development Stage 2- Further Enhancements

The Glen Innes Indoor Sports Centre Development – Stage Two continues to advance, with approval granted to allocate \$124,178 in remaining project funds towards additional enhancements. These upgrades include new outdoor cricket nets to replace the existing dilapidated nets, ceiling fans for improved ventilation in the Stadium, and children's inflatables to enhance recreational opportunities. These improvements will further enhance the functionality of the facility and activate the outdoor spaces adjacent to the centre.

The additional enhancements are on track for completion by 31 March 2025, in line with the formally approved project extension. The total project funding remains at \$413,926 (excluding GST).

Crofters Cottage Roof and Power Upgrade

The roof works on Crofters Cottage have now been successfully completed by the contractor. This project involved removing the old thatching and replacing it with new steel roof sheeting, designed to complement the recent upgrades to Centennial Parklands. These improvements bring new life to the cottage, ensuring it remains a welcoming space for both locals and visitors.

In addition to the completed roof works, a power upgrade is currently underway and improvements to the existing wood heater flue are in progress. All works are anticipated to be finalised by mid-March 2025.

KEY CONSIDERATIONS

(a) Financial/Asset Management

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

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 thoroughly understood 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.

Project Type	Projects Count	FY25- Qbr 1 Budget	Total Spent	Expenditures %
Aerodome	3	3,303,178.00	760,672.02	23.03%
Bridge	7	4,637,878.72	3,474,811.95	74.92%
Building	3	95,000.00	49,069.46	51.65%
Community Halls	1	131,651.00	105,656.41	80.25%
Drainage	1	150,000.00	5,294.85	3.53%
Economic Development	7	893,446.00	484,231.17	54.20%
Flood Recovery & Natural Disasters	3	1,425,225.00	884,975.02	62.09%
IT	1	80,000.00	15,000.00	18.75%
Library	1	10,750.93	9,454.55	87.94%
Life Choices	5	187,153.00	144,031.26	76.96%
Open Office	1	785,825.00	507,206.39	64.54%
Open Spaces & Recreational	20	3,270,674.71	1,909,081.47	58.37%
Plant	29	1,833,388.89	1,306,932.37	71.29%
Quarry	5	956,119.32	650,899.96	68.08%
Roads	26	26,473,548.91	10,225,379.17	38.62%
Sewer	4	639,318.00	101,271.70	15.84%
Waste	7	1,859,065.00	1,085,672.46	58.40%
Water	6	1,279,941.67	315,777.78	24.67%
Grand Total	130	48,012,164.15	22,035,417.99	45.90%

(b) Policy/Legislation

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

The following legislation applies:

- *Local Government Act 1993,*
- *Local Government Code of Accounting Practice and Financial Reporting,* and
- *Australian Accounting Standards.*

(c) 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.

(d) Consultation

This report has been prepared with input from staff who have ownership of the various projects to ensure that the report includes up-to-date commentary.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Infrastructure Management Principal Activity IM 3.2.1: Implement Maintenance infrastructure works according to adopted service levels.

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 2024/2025 year will be updated into the Capital Report as they are commenced.

ECM INDEXES

Subject Index:	CORPORATE MANAGEMENT: Budgeting FINANCIAL MANAGEMENT: Financial Reporting
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

Annexure A Annexure A-Capital Projects Details [⇨](#)

REPORT TITLE: 7.11 INVESTMENTS REPORT - JANUARY 2025

REPORT FROM: Corporate and Community Services

Item 7.11

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 of 31 January 2025, including the certification by the Responsible Accounting Officer.

REPORT

(a) Background

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*.

(b) Discussion


Council has \$17.4M 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.

Currently Council has three responsible investments, being three \$1M investments with Westpac's Green Tailored Deposits. Three investments are with institutions that do not fund fossil fuels: \$1M with My State Bank, and two \$1M investments with Bendigo Bank.

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:

Bank Reconciliation Statement	
Balance as per General Ledger :	
Ledger Balance as at 31 January 2025	\$3,546,511.17
Balance as per Bank :	
Opening Balance 1 January 2025	\$3,405,610.09
January Movements	\$168,846.05
Closing Balance 31 January 2025	\$3,574,456.14
less : Unrepresented Receipts & Payments	\$27,944.97
less : Timing Differences	\$0.00
Total:	\$3,546,511.17
Variance	\$0.00
	
Responsible Accounting Officer	
3 February 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

Item 7.11

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	06/02/2025	5.12%	Westpac **	Yes	1,000,000	51,340
A1+/AA-	13/02/2025	5.10%	NAB	Yes	700,000	35,700
A2/BBB+	07/03/2025	5.10%	My State	No	1,000,000	50,860
A2/BBB	14/03/2025	5.11%	Regional Australia Bank	Yes	1,000,000	50,960
A1/A	14/04/2025	5.20%	ING	Yes	1,000,000	38,893
A1/A	22/04/2025	5.12%	ING	Yes	700,000	26,905
A2/A-	22/05/2025	4.95%	Rabobank	Yes	1,000,000	37,023
A2/A-	23/05/2025	5.10%	Bendigo	No	1,000,000	42,058
A2/A-	11/06/2025	4.98%	Rabobank	Yes	1,000,000	41,068
A2/BBB+	19/06/2025	5.02%	AMP	Yes	1,000,000	41,398
A2/A-	15/07/2025	5.15%	Bendigo	No	1,000,000	51,500
A2/A-	22/07/2025	4.90%	Rabobank	Yes	1,000,000	44,838
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
Expected Return FY24		5.02%	Total Investments		17,400,000	808,409
Avg. Headline Rate Return		5.03%	Cash on Hand		3,574,456	
Total Cash and Investments					20,974,456	

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.

Interest received for the year to 31 January 2025	\$602,756.73
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The table below details the monthly movements of investments for the reporting month:

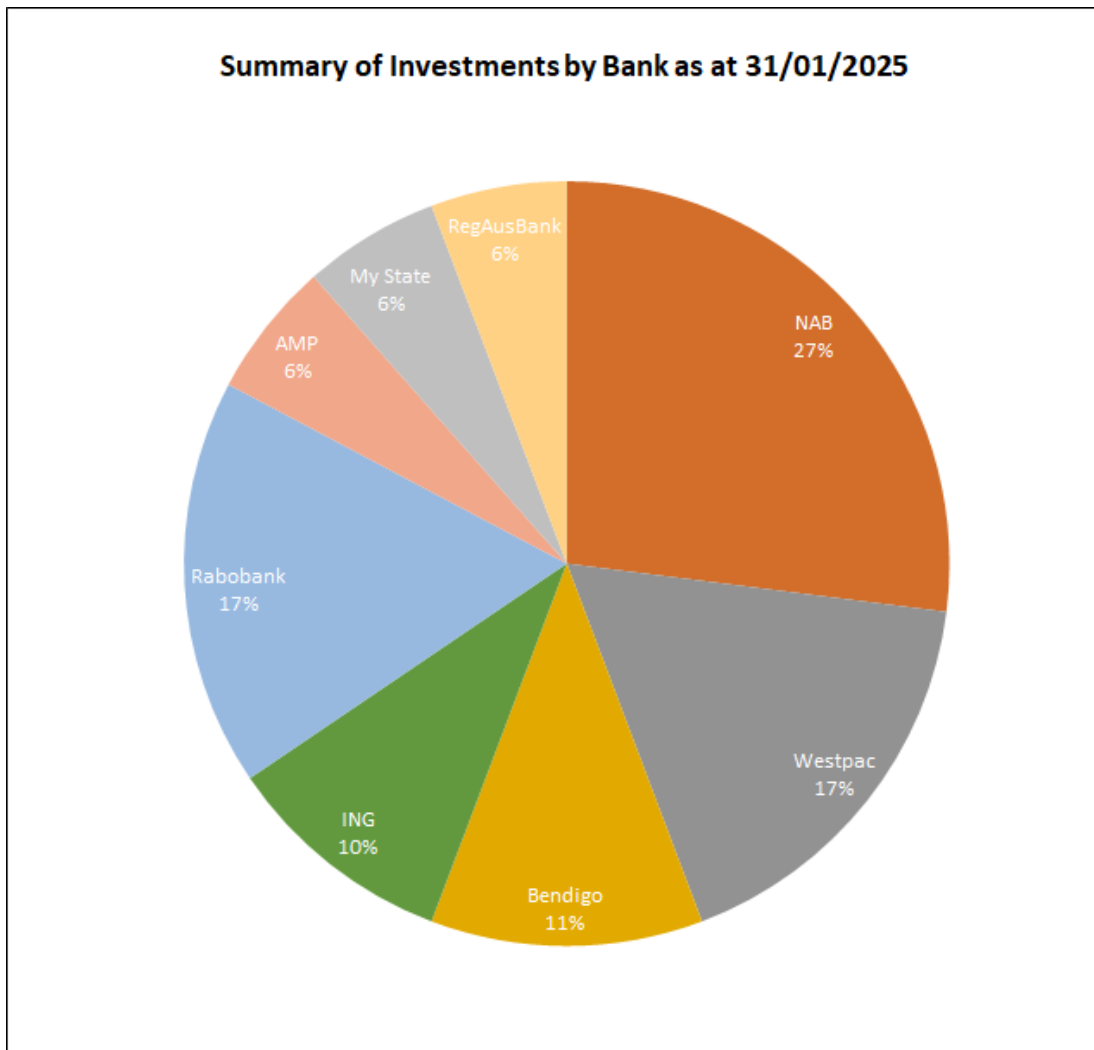
Investment Movements	
Opening Balance as at 1 January 2025	19,400,000
Less :	
Maturities (2)	2,000,000
Subtotal	17,400,000
Plus :	
Rollovers (0)	-
New Investments (0)	-
Current Balance as at 31 January 2025	17,400,000

During the reporting month two term deposits matured: \$1m with NAB and \$1m with BOQ, neither of which were reinvested.

A summary of maturities is set out below:

Period	No. of Term Deposits Maturing	Value
Feb-25	2	1,700,000
Mar-25	2	2,000,000
Apr-25	2	1,700,000
May-25	2	2,000,000
Jun-25	2	2,000,000
Jul-25	2	2,000,000
Aug-25	2	2,000,000
Sep-25	2	2,000,000
Oct-25	0	0
Nov-25	0	0
Dec-25	2	2,000,000
Jan-26	0	0
Total	18	\$17,400,000

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 January 2025.

Externally restricted cash, cash equivalents and investments as at 31 January 2025		
	\$'000	
Trust Funds	-	as at 30 June 2024
Included in Grant related contract liabilities	12,082	as at 31 January 2025
CHSP	-	
Developer contributions - Rangers Valley Feedlot S7.11	1,094	as at 30 June 2024
Water Fund	2,004	as at 31 January 2025
Sewer Fund	5,665	as at 31 January 2025
Waste management	4,151	as at 30 June 2024
Drainage	827	as at 30 June 2024
Council Committees	393	as at 31 January 2025
Specific purpose unexpended grants (general funds)	2,627	as at 31 January 2025
Total external restrictions	28,843	
Total Cash & investments as at 31 January 2025	20,974	
Unrestricted cash position (i.e. available after the above restrictions)	- 7,869	
The Contract Assets balance as at 31 January 2025	9,633	

Unrestricted Cash Position

The Office of Local Government has been formally notified of Council’s negative unrestricted cash position and incorporates a plan which outlines a number of immediate actions to address this issue.

Certification

I, Shageer Mohammed, 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

(a) Financial/Asset Management

The actual average return on Council investments for the 2023/2024 Financial Year was 5.17%. The current actual average return for the 2024/2025 Financial Year is 5.03%, a decrease of 0.14% reflecting declining interest rates.

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

Investment Balances	This Year	Last Year
Opening Balance 1 January	19,400,000	22,100,000
Closing Balance 31 January	17,400,000	20,200,000

(b) **Policy/Legislation**

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 five 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 25% 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%	17,400,000
Yes	AA	44.3%	7,700,000	100%	9,700,000
Yes	A	38.5%	6,700,000	45%	1,130,000
Yes	BBB	17.2%	3,000,000	25%	1,350,000
Yes	Government	0.0%	-	100%	17,400,000
		100.0%	17,400,000		

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.*

(c) 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	17,400,000	100%
Total			17,400,000	100%

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. Given the total cash position and no clear oversight of the restricted and unrestricted cash positions at this stage, it is prudent to continue with the fixed term deposits that are risk free. 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.

(d) 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.

The Manager of Governance, Risk and Corporate Planning was consulted previously regarding the risk implications section of this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.4.2: Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community’s assets.

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.

ECM INDEXES

Subject Index:	FINANCIAL MANAGEMENT: Investments
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.12 QUARTERLY BORROWINGS REPORT AS AT 31 DECEMBER 2024

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with a reconciliation of borrowings as at the end of the reporting quarter.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

This report is provided to inform Council of the reconciliation of borrowings. The summary of borrowings set out below details each of Council’s borrowings.

(b) Discussion

The following tables detail the interest rate, loan completion date and balance as at the end of the reporting quarter for each of Council’s borrowings, in each of the respective funds.

General Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
1	TCORP "Wattle Vale" & RFS Loan	3.95%	12/12/2016	8/12/2036	\$1,415,193.59
2	GIMC Debt at Amalgamation	6.69%	31/10/2002	1/11/2027	\$1,148,166.01
3	Learning Centre	7.35%	19/06/2009	19/06/2025	\$ 19,745.08
11-01	Business Acquisition: Quarry	7.69%	28/07/2011	28/07/2036	\$ 493,500.00
14	LIRS Loan: Accelerated Road Renewal	3.82%*	6/03/2015	28/05/2025	\$ 29,922.84
15	LIRS Loan: Accelerated Bridge Program	3.82%*	6/03/2015	7/03/2025	\$ 119,691.35
16	Glen Innes & Emmaville Swim Centre	4.70%	6/03/2015	28/02/2035	\$ 940,407.00
Total General Fund Liability					\$4,166,625.87

Water Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
11-02	Land Acquisition: Future Storage	7.69%	28/07/2011	28/07/2036	\$1,320,700.00
Total Water Supply Fund Liability					\$1,320,700.00

Sewer Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
10	Sewer Augmentation Loan	6.51%	9/05/2006	11/05/2026	\$ 349,633.82
Total Sewer Fund Liability					\$ 349,633.82

TOTAL LOANS LIABILITY					\$5,836,959.69
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*On each of the two (2) **Local Infrastructure Renewal Scheme (LIRS)** loans, Council pays the interest rates above; Council is then reimbursed three percent every six months of interest paid on each loan under the LIRS scheme.

Certification

I, Shageer Mohammed, Chief Financial Officer, do hereby certify that the above borrowings have been made in accordance with the requirements of the **Local Government Act 1993 (the Act)** (Chapter 15, Part 12 – sections 621 to 624) and the **Local Government (General) Regulation 2021 (the Regulation)** (Section 230).

KEY CONSIDERATIONS

(a) Financial/Asset Management

Council has Loan Liabilities totalling **\$5,836,959.69** as at the end of the reporting quarter.

(b) Policy/Legislation

Council is responsible for the prudent management of community resources and adheres to the NSW Office of Local Government Capital Expenditure Guidelines.

All Borrowings continue to be made in accordance with the requirements of the *NSW Local Government Act 1993* and the Minister of Local Government's Borrowing Order pursuant to section 624 of the Act (Appendix A11, Code of Accounting Practice) Local Government Circulars and Directives.

(c) Risk

Council must manage risk and practice due diligence when borrowing funds. Council is required to abide by the contractual requirements of the loan providers.

(d) Consultation

The Manager of Governance, Risk and Corporate Planning was consulted previously regarding the risk implications section contained in this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.4.2: Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community’s assets.

CONCLUSION

Council’s loans continue to be made in accordance with the requirements of the Act and the Regulation.

ECM INDEXES

Subject Index: FINANCIAL MANAGEMENT: Loans
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.13 POLICY REVIEW - POLICIES FOR RESCINDMENT

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the results of a **Management Executive Team (MANEX)** review of Council's policy register and to recommend policies for rescindment.

RECOMMENDATION

THAT Council rescinds the following policies as policies of Council:

1. *Asbestos Management (Council Operations and Facilities) Policy.*
2. *Contractor Work Health and Safety Management Policy.*
3. *Fatigue Management Policy.*
4. *First Aid Policy.*
5. *Vaccination Policy.*
6. *Workplace Injury Management and Recover at Work Policy.*

REPORT

(a) Background

MANEX carried out a review of Council's Policy Register at its 28 November 2023 meeting, with recommendations made to rescind several policies. Some of these policies were to be removed altogether and others were to become management policies in accordance with the Corporate Governance Policy Framework.

A report was presented to Council at its Ordinary Meeting on 28 March 2024 meeting, listing a number of policies for rescindment. Unfortunately, some of the policies that had been recommended for rescindment were inadvertently omitted from this report. These policies are now presented to Council with a recommendation for rescindment.

(b) Discussion

The Corporate Governance Policy Framework distinguishes a management policy from a Council policy as *...an administrative policy that is a statement of mandatory principles, however, does not require a resolution of Council to be passed. A Management Policy is established by a decision of Manex or a directive of the General Manager. Like Council Policies, Management Policies support the Council's Strategic plans, however, are general in nature, have application to the staff body and provide guidance for decision making that affects employees.*

Whereas [a] Council policy is a statement of the mandatory principles guiding the Council's operations and decision making. Policies relate to subject areas where Council directly interacts or impacts on the community, rather than operational issues. Policies should support legislation, but not replicate it. Council policies are approved by a Council resolution and are binding and apply Council-wide.

As noted in the report to Council on 28 March 2024, policies recommended for rescindment will still go through appropriate consultation and reviews. The listed policies will remain as management or MANEX policies, as they serve an administrative purpose.

Accordingly, the following policies are recommended for rescindment:

1. Asbestos Management (Council Operations and Facilities) Policy.
2. Contractor Work Health and Safety Management Policy.
3. Fatigue Management Policy.
4. First Aid Policy.
5. Vaccination Policy.
6. Workplace Injury Management and Recover at Work Policy.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil

(b) Policy/Legislation

Once rescinded by Council, the nominated policies will cease being policies of Council. Those policies will become management policies and future revisions will be approved by MANEX.

(c) Risk

Nil.

(d) Consultation

Consultation has been carried out with MANEX and relevant stakeholders.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.2.2: Formalise the Governance Framework and deliver compliance across all governance areas.

CONCLUSION

MANEX has undertaken a review of Council policies and has recommended certain policies for rescindment in accordance with the Corporate Governance Policy Framework. These policies are now presented to Council for rescindment.

ECM INDEXES

Subject Index:	CORPORATE MANAGEMENT: Policy Register – Obsolete Policies- Amended / Revoked Etc
Customer Index:	NIL
Property Index:	NIL

ATTACHMENTS

There are no annexures to this report.

**REPORT TITLE: 7.14 DEVELOPMENT ASSESSMENT REPORT: OCTOBER 2024
- DECEMBER 2024**

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to provide information on the Development Assessment and Building Certification activities assessed by Council from 1 October 2024 to 31 December 2024.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

This report provides a summary on the Development Assessment and Building Certification activities assessed by Council from 1 October 2024 to 31 December 2024. This includes data on the year-to-date number of **Development Applications (DA)** determined, number of **Complying Development Certificate (CDC)** determined, number of **Construction Certificates (CC)** determined, DA, CDC and CC lodged, average days taken to approve these applications, comparison to the previous financial year total and previous quarter total, together with commentary on building and development trends for the information of Council.

(b) Discussion

A report of statistical data and updates relating to DA, CDC and CC will be presented to Council each quarter for comparison purposes, showing the quarterly totals, previous year's quarterly totals, and the year-to-date figures for the current year. This report includes information from 1 October 2024 to 31 December 2024.

Table 1 below provides data on the volume of applications received and determined over the October 2024 to December 2024 quarter relative to the previous year:

Applications Received and Determined	Oct 2024	Nov 2024	Dec 2024	Total for Oct - Dec Quarter 2024	Monthly Average for Oct - Dec Quarter 2024	Total for Oct - Dec Quarter 2023	Monthly Average for Oct - Dec Quarter 2023
DA Received	8	8	4	20	7	19	6
DA Determined	12	9	4	25	8	10	3
Average days for Determination	42	38	19		33		118
CDC Received	0	0	0	0	0	1	1
CDC Determined	0	0	0	0	0	2	1
Average days for Determination	0	0	0		0		26
CC Received	0	3	1	4	1	6	2
CC Determined	2	1	2	5	2	1	1

Table 1

CDCs require the applicant to adhere to rigorous compliance requirements and thus result in a shorter processing period but fewer applications. CDC applications have decreased, with no CDCs received by Council for the quarter, similar to a single application received for the corresponding quarter last year. There has been a decrease in CDC applications over the past two quarters, with numbers expected to remain low with increased cost of living and materials associated with development projects considered to be contributing factors.

The number of DAs received by Council this quarter remained comparable with their respective quarter last year, recording only a slight increase. However, the number of DAs determined this quarter have more than doubled than that of last year’s quarter. On a positive note, the average determination time for the quarter was 33 days, by far surpassing the average determination time of 118 days in the corresponding quarter last year.

Pursuant to the previous quarterly assessment report, commencing 1 July 2024, the Minister for Planning and Public Spaces updated their *Environmental Planning and Assessment (Statement of Expectations) Order 2024* to establish the expectations of Councils in **New South Wales (NSW)** in terms of planning assessment performance. As a result, this updated order is supported by the NSW Department of Planning, Housing and Infrastructure, with the Department publicly monitoring all Councils across NSW by the way of an interactive league table to monitor the timeframe expectations.

Table 2 below provides data from the NSW Development League table, outlining the assessment days expected from Glen Innes Council as per the order (which is based on the historical average of 85 days for the financial year 2022-2023), alongside Council’s cumulative average assessment days for the current financial year, in comparison to the rest of the state.

Expectation Assessment Days (GISC) (Order for 2024-2025)	Average Assessment Days (GISC) (1 July 2024 – 31 Dec 2024)	NSW Average Assessment Days (1 July 2024 – 31 Dec 2024)
85	54	103

Table 2

This data shows that Council is currently not only meeting and outperforming the expected timeframe as allocated by the Minister’s order, but also outperforming the state-wide average assessment days for all councils by 47%.

It is important to note that the processing times provided in the previous tables are based on gross assessment days and do not consider time when applications are on “stop the clock” while officers are waiting for requested information to be provided by applicants. It is noted also that there is no ability to “stop the clock” while waiting for referral or concurrence responses from state agencies such as the Rural Fire Service or Transport for NSW.

Since the NSW Planning Portal became mandatory for all development types, Council has seen a significant decrease in potential developers and owners attending Council for formal pre-development application meetings. This can lead to delays in processing times as many applications – particularly those lodged by the owners rather than consultants – do not include all required information to the appropriate standard.

Applications for CCs received by Council this quarter have decreased slightly compared to their respective quarter last year, with the number of CCs determined having increased. It is noted that during the previous quarter, Council was notified of a significant number of CC’s issued by Private Certifiers, contributing to the decline in applications received by Council. However, the increase in the number of CCs determined this quarter is expected to assist with regaining market share from private certifiers.

Table 3 below provides a summary of the number of DAs determined, the value of the work, type of development and the average determination, **year-to-date (YTD)**, compared to the 2023-2024 Financial Year. After a recent re-evaluation of the table, additional headings have been included to provide a more comprehensive overview of the developments determined by Council.

	2024-2025	2023-2024
Total Number of DAs Determined	54	78
Average Determination Time (days)	48	86
Value of DAs	\$8,031,415.74	\$14,498,508
Number of Single New Dwellings	8	23
Number of Residential Alterations/Additions and Ancillary Developments	27	
Number of Subdivisions	6	7
Number of Multi Unit Dwellings	1	0
Number of Commercial Developments	4	12
Number of Commercial Alterations/Additions and Associated Developments	4	
Number of Industrial Developments	3	3
Number of Infrastructure Developments	1	
Withdrawn	4	2

Table 3

Table 4 below provides statistical information regarding the number of CDCs issued in the 2023-2024 Financial Year, compared to the number issued YTD for the current Financial Year.

	2024-2025	2023-2024
Total Number of CDCs Determined	0	10
Value of CDCs	-	\$751,100
Number of Single Dwellings	-	1 - RU1 Zone
Withdrawn	1	4

Table 4

Section 4.59 of the *Environmental Planning and Assessment Act 1979* (herein referred to as “the Act”), as amended, precludes a challenge to the validity of consent more than three months after the date of public notification of the consent. Consents are available for public inspection, free of charge, during ordinary office hours at Council’s Church Street office. In accordance with Section 4.59 of the Act and Clause 161 of the *Environmental Planning and Assessment Regulation 2021*, the following table lists the determinations issued between 1 October 2024 to 31 December 2024 to be publicly notified.

DA/CDC Number	Description	Location
DA 17/24-25	Installation and Occupation of a Moveable Dwelling (Caravan)	111 Moore Street, Emmaville
DA 4/24-25	Alterations and Additions to Existing Business Premises	359 Grey Street, Glen Innes
DA 81/23-24	Installation of Manufactured Home for Dual Occupancy and Ancillary Development	76 Manns Lane, Glen Innes
DA 21/24-25	Install a Shipping Container	14 Lambeth Street, Glen Innes
#DA 16/24-25	Demolition of Garage and Erection of New Garage	1 Clarke Street, Glen Innes
#DA 7/24-25	Erect Shed	89 Hunter Street, Glen Innes
DA 25/2019/B	Senior Housing – 5 Self-Contained Dwellings	103-111 Grey Street and 76 Grovers Lane, Glen Innes
DA 15/24-25	Shed with Attached Carport	608 Schrodgers Road, Emmaville
DA 60/15-16/B	Dwelling	608 Schrodgers Road, Emmaville
DA71/22-23/A	Change of Use to Indoor Recreation Facility (Mystery Rooms) and Internal Alterations	15-19 East Avenue, Glen Innes
#DA 18/24-25	Alterations and Additions to Existing Dwelling and Construction of an Outbuilding with Garage and Indoor Swim Spa	116 Oliver Street, Glen Innes
DA 12/24-25	Erect Shed	24 Lindsay Avenue, Glen Innes
DA 22/24-25	Change of Use – Shop Top Accommodation to Serviced Apartment	293 Grey Street, Glen Innes
DA 70/23-24/A	Installation of a Manufactured Dwelling and Construction of associated Ancillary Developments	17 Veness Street, Glen Innes
DA 70/2020/B	Alterations and Additions to Existing Supermarket	128-134 Grey Street, Glen Innes
#DA 23/24-25	Erection of an Industrial Warehouse	204 Herbert Street, Glen Innes

DA/CDC Number	Description	Location
#DA 25/24-25	2 Lot Residential Subdivision	1 Meade Street, Glen Innes
#DA 26/24-25	2 Lot Residential Subdivision	154 Coronation Avenue, Glen Innes
#DA 19/24-25	Telecommunications Facility (NBN Tower)	2 Simpson Street, Deepwater
#DA 24/24-25	2 Lot Residential Subdivision	46 Coronation Avenue, Glen Innes
DA 30/24-25	Alterations and Additions to Existing Dwelling	25 Margaret Street, Glen Innes
DA 32/24-25	Alterations and Additions to Existing Dwelling	262 Bourke Street, Glen Innes
#DA 28/24-25	Residential Subdivision (1 lot into 2)	97 Dumaresq Street, Glen Innes
DA 31/24-25	Amended Operating Hours for Existing Retail Premises	108 Macquarie Street, Glen Innes
#DA 29/24-25	Subdivision (excision of Strata Lot as Torrens Title)	31A Grey Street, Glen Innes

The application was required to be notified in accordance with Table 2.1 of the Glen Innes Severn DCP 2014.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

Nil.

(c) Risk

Nil.

(d) Consultation

The information contained in this report has been collected in consultation with input from staff including the Manager of Growth and Development, Building and Environmental Health Officer, and the Technical Services Officer.

Statistics such as the ones contained in this report are discussed internally as the key indicator of system performance.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Environment Heritage Principal Activity EH 4.9.1: Provide Building Control services to adopted customer service standards and EH 4.9.4: Provide Town Planning services to adopted customer service standards.

CONCLUSION

The data in this report demonstrates that the number of DAs received by Council continue to remain steady, with determination timeframes continuing to improve. Council’s assessment times are continuing to outperform the expected timeframe set by the *NSW Environmental Planning and Assessment (Statement of Expectations) Order 2024*.

CDC and CC numbers have declined, attributed to rising living and material costs in development projects and growing competition from private certifiers. However, the number of CC determinations have increased compared to the previous year, which is expected to assist in regaining market share.

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT: Reporting
Customer Index: INTERNAL DEPT – Place and Growth
Property Index: NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.15 CLASSIFICATION OF LAND AS OPERATIONAL

REPORT FROM: Infrastructure Services

PURPOSE

The purpose of this report is to express Council’s intention to classify land as operational.

RECOMMENDATION

THAT Council:

- 1. Gives public notice of its intention to classify the land created by the closure of Derry Place in Glen Innes NSW as Operational land in accordance with the provisions of Division 1 of the Local Government Act 1993 and that submissions be received for a period of 35 days closing at 4.00pm on 27 March 2025; and**
- 2. Classifies the land created by the road closure of Derry Place in Glen Innes NSW as Operational land in accordance with the provisions of the Local Government Act 1993, if no objecting submissions are received.**

REPORT

(a) Background

In June 2024, a report was presented to Council indicating the intention to complete a road closure (the entirety of Derry Place) in accordance with the conditions of Development Application 40/23-24:

15.06/24 RESOLUTION

THAT Council:

- 1. Proceeds to close the road corridor that holds Derry Place.**
- 2. Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street.**
- 3. Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer.**

CARRIED

(b) Discussion

An oversight in the original report to Council resulted in the omission of the necessary arrangement to classify the land as Operational under the *Local Government Act 1993*.

Under Division 1 of the *Local Government Act 1993*, while a public road remains open, it is automatically classified as Operational land. However, once a road is formally closed under the *Roads Act 1993 (NSW)*, it ceases to be a public road and is no longer automatically classified as Operational land. Although the Act does not expressly require classification, councils typically classify closed roads as Operational land to facilitate sale, lease, or development. If left unclassified, the land may be treated as Community land, imposing restrictions on its disposal or use.

To proceed with the sale of the closed road corridor (Derry Place), the land should be formally classified as Operational land by Council. Addressing this oversight promptly will ensure the necessary approvals are in place and enable the intended transaction.

KEY CONSIDERATIONS

(a) Financial/Asset Management

As the intention is to sell the closed road corridor (Derry Place) to the adjoining property owner, the land must be classified as Operational to be permitted for disposal.

(b) Policy/Legislation

Road closures are governed by the Glen Innes Severn Council Corporate Property Guidelines and must comply with relevant legislation, including the *Roads Act 1993* and Division 1 of the *Local Government Act 1993*.

The *Roads Act 1993* outlines the legal framework for the management, closure, and transfer of roads, ensuring proper procedures are followed. Separately, the *Local Government Act 1993* requires that all public land, including land affected by road closures, be classified as either “Community” or “Operational” land. Community land is subject to strict management controls and must be used for public purposes, while Operational land has fewer restrictions and can be used, sold, or leased at the discretion of the council.

(c) Risk

Nil.

(d) Consultation

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Infrastructure Management Principal Activity IM 3.6.2: Implement the Corporate Property Policy.

CONCLUSION

Due to an oversight in the original report, the required statement to classify the closed road corridor as Operational land was omitted. To comply with legislative requirements, the land must be formally classified as Operational land before it can be sold to the adjacent landowner.

ECM INDEXES

Subject Index: **ROADS: Road Closure**
Property Index: **9 PENZANCE STREET, GLEN INNES - 00184-79670000-000**

ATTACHMENTS

There are no annexures to this report.

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

Clause 3.9 of Council's *Code of Meeting Practice* states the following:

A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted six (6) business days before the meeting is to be held (by 12 noon on the Wednesday one (1) week prior to the council meeting).

REPORT TITLE: 8.1 NOTICE OF MOTION - SEATA

REPORT FROM: Councillors

MOTION

That Council requests council officers to prepare a report to the Council Ordinary Meeting to be held on Thursday, 24 April 2025 to advise Council of the potential costs, benefits and risks involved in delivering the following:

- 1. Creation of a Business Plan to:
 - a. Assist SEATA in the commercialisation of their proprietary technology.*
 - b. Establish a retail Energy Supply business for the benefit of residents and Council.**
- 2. A public private partnership agreement with SEATA for the use of the Business Plan to raise both awareness, in the community, and capital.*
- 3. A pathway which upon completion of the Business Plan and the receipt of a both a positive Cost Benefit Ratio (CBR) and positive Environmental Protection Authority (EPA) test results and licence, due to be available in July 2025, enables Council:
 - a. To negotiate the purchase of the first commercial unit to be used to treat both local Glen Innes and regional carbonaceous waste.*
 - b. To negotiate with SEATA a commercial agreement to establish the manufacture of pyrolysis units in Glen Innes.*
 - c. To support SEATA with an agreement to provide industrial land to facilitate the manufacture of units as per point 3b.**
- 4. Advice to Council on possible budget allocation to progress this initiative.*

I, Councillor David Scott, give notice that at the next Ordinary Meeting of Council to be held on Thursday, 20 February, I intend to move the abovementioned motion.

RATIONALE

The innovative technology developed and patented by the SEATA group is set to achieve EPA approval by July 2025. This milestone presents an ideal opportunity to invest in this locally developed cutting-edge solution for the considerable benefit of the local area and region.

This innovation aligns seamlessly with the **Glen Innes Severn Council (GISC) Community Strategic Plan 2022-2032**, which emphasises a comprehensive approach to economic development, as well as the **Glen Innes Highlands Economic Development Strategy 2020-2040** and its associated **Action Plan 2020-2025**.

The project adheres to all the Key Guiding Principles, including:

1. *Diversification and Specialisation.*

GISC can maximise efficiency and resilience by strategically balancing and integrating diversification and specialisation. The SEATA project is highly specialised and will lead to immense diversification of GISC base and the base of many other parts of the local economy. Council can build an adaptable local economy, improve resource management and allocation, and enhance long-term prosperity for both the Glen Innes, and surrounding, communities through:

- **Diversification for Resilience:**
 - Reduces the dependency on limited revenue streams of rates, grants and other fees and broaden to other income streams (additional to extractive gravel industry) to be able to support basic local government functions,
 - Shield the local economy from sector-specific downturns (e.g., climate susceptible agricultural production, forestry and ‘old school’ manufacturing),
 - Encourage innovation by fostering a variety of new industries (e.g., maize for grain in the Wellingrove, Furracabad and Beardy Waters valleys and the use of corn waste) and skills (e.g., stainless steel fabrication, refractory linings, specialty instruments, engineering services, maintenance services, laboratory services and on-going R&D).

- **Specialisation for Efficiency:**
 - Focuses resources on a sector where the GISC will have a competitive advantage as Council aligns with an industry leader,
 - Attracts further investments and skilled labour to our area by positioning the region as a leader in the circular economy and the specific field of waste resource management, biochar and syngas production,
 - Improves the service delivery by leveraging the ‘home-grown’ expertise and streamlined processes developed by SEATA.

- **Synergy Between Strategies:**

- Diversification of a portion of the local economy will create a foundation for stability and growth, allowing specialisation to thrive without overexposure to risk as Council would be a minor partner.
- Collaboration between diverse and specialised sectors can spur further innovation and economic growth e.g., by increasing soil fertility capacity with biochar and micro-pelletised fertilisers, green concrete, road base manufacture.

2. Sustainability

The sustainability of this project will create a more liveable, resilient, and equitable community while addressing local, national and global environmental and social challenges.

- **Climate Protection** This is a carbon negative industry and has the significant implications of net-zero emissions by replacing fossil fuels plus actively removing more **carbon dioxide (CO₂)** from the atmosphere (in the form of biochar) than it emits. Carbon negativity has significant positive outcomes across environmental, economic, and social areas.
 - Environmental Outcomes:
 - Climate Change Mitigation. Actively contributes to reversing global warming by reducing atmospheric CO₂ levels. GISC would be seen as an innovative leader.
 - Enhances ecosystem resilience by offsetting emissions from other sectors.
 - Resource Management:
 - Promotes the use of renewable energy and sustainable materials. This plant will not only manage human biosolids, but has the potential to increase productivity by the management of feed lot waste, cardboard, plastics, waste timber, etc.
 - Green Waste (Garden Organics) typically contains 30% oversize material, which can be utilised as feedstock in a SEATA plant. This can be mixed with **Food Organics (FO)** to balance the moisture content. Further, FO contains a significant amount of single use paper containers (with the phase out of single use plastics). However, the paper is treated with water proofing chemical that that enter the food cycle if composed, hence thermal treatment to biochar is a better option.

- With transition to **Food Organics and Garden Organics (FOGO)**, associated with the installation of a SEATA plant, household waste removal should be maintained to two collections per week. As the plant and community are synchronised in waste disposal potentially only one collection of domestic waste per week will be necessary.
- Reduces environmental degradation by minimising reliance on fossil fuels and potentially harmful industrial practices e.g., nuclear energy. Pyrolysis techniques have been shown as one of the only practical ways to remove and destroy PFAS chemicals.
- Innovative Technologies. Drives the development and deployment of alternative **carbon capture and storage (CCS)** techniques, via soil carbon sequestration. For example, a 5t/h SEATA plant can sequester 27,800 t CO₂ equivalent per year – to put this into perspective the largest **Direct Air Capture (DAC)** CCS project (currently under construction in Iceland) called Mammoth will sequester 36,000 t CO₂. The biochar produced by SEATA technology can be direct drilled back into our cropping and pasture lands increasing soil carbon fertility and, ultimately, production or, be sold on the open market. Biochar blended with traditional fertilisers significantly reduces NOx emissions and therefore increase the plant utilisation.
- Economic Implications:
 - Cost Implications:
 - Requires significant initial investments in infrastructure. Early estimates suggest capital requirement in excess of \$20M.
 - Will lead to long-term cost savings through increased efficiency of waste handling and reduced reliance on carbon-intensive inputs.
 - Early estimates suggest a payback period of 2.5yrs.
 - Market Competitiveness:
 - Offers a competitive edge as Government, consumers and businesses increasingly favour environmentally responsible products and services.
 - Opens up new revenue streams through carbon credit trading and incentives for negative emissions as well as sales of biochar and syngas or syngas derivatives Syngas can be stored and converted to

- electricity on demand, hence providing firming power for the local region in conjunction with the existing wind and solar generators.
- Innovation and Job Creation:
 - Stimulates innovation in green technologies, fostering growth in other renewable energy sectors such as storage -with a number of recent applications for battery storage facilities being lodged in GISC, clean manufacturing, and sustainable agriculture.
 - Creates green jobs while transitioning the workforce away from high-carbon industries.
- Social and Ethical Implications:
 - Community Impact:
 - Improves public health by reducing air pollution and associated respiratory and cardiovascular issues. The issues with the current GISC landfill of smell, pollution and potential of having to enter the old quarry site, or the potential of having to move to another greenfield site, is markedly reduced by this proposed model.
 - Supports development by providing clean energy (as syngas converted to natural gas) and sustainable resources to the GISC community.
 - Corporate Responsibility:
 - Demonstrates leadership and commitment to sustainability, aligning with growing public and investor expectations for corporate and local environmental responsibility.
 - Builds trust and strengthens relationships with other stakeholders including other regional councils, residents, consumers in general, employees, and regulators.
 - Global Contribution. This development could play a critical role in achieving international climate goals, setting a benchmark for other industries and communities to follow.
 - A carbon-negative industry represents a transformative shift, balancing ecological stewardship with economic viability and social equity. It aligns both with industrial progress and planetary health, fostering a sustainable and inclusive future as well as with the agricultural activities within the shire.

3. *Innovation*

Innovation enhances the long-term viability of local governments by enabling them to adapt to changing circumstances, improve their efficiency, and better meet the needs of their communities. By embracing the SEATA innovation, GISC can create adaptive, efficient, and forward-thinking systems that ensure the long-term viability and improving quality of life for the Glen Innes community.

Below are some key ways the SEATA innovation supports this:

- Improved efficiency and cost savings through energy efficiency. Implementing renewable energy and energy-efficient systems, the manufacture of syngas and gas turbine electricity production, reduces utility expenses for GISC facilities (offices, workshops, wastewater treatment plant, etc) as well as residents and existing and new businesses.
- Increased resilience through economic diversification. GISC would have an income stream additional to rates, fees and grants.
- Economic growth and job creation. GISC SEATA alliance would foster an increase in professionals such as engineers and workers with specialty skills. This has a flow on effect to the local economy with the need for additional housing and associated businesses but also to bring further investment and technological advances into the local area.
- Public-private partnerships. Collaborations with the private sector bring investment and technological advancements into local communities. This project has the capacity to leverage innovative funding mechanisms such as green bonds through partnerships and alliances with Federal and State Government, meeting zero carbon emissions goals.
- Sustainability and environmental stewardship:
 - Transitioning to solar, wind, and other renewable sources is State and Federal policy and already in place in our **Local Government Area (LGA)**. GISC is in the New England Renewable Energy Zone. The production of syngas is another renewable energy resource.
 - Circular economy practices: Encouraging recycling, composting, and resource-efficient systems minimises waste and preserves resources. This is exactly what this project achieves.
 - Carbon footprint reduction. As outlined above, this project is carbon negative. It supports the ultimate environmental goal of the reduction of greenhouse gases. This project will also attract sizeable carbon credits representing substantial potential income.
 - The plant would act as a demonstration for the technology, attracting national and international attention, with additional visitors to town.
- Future-Readiness:
 - Workforce Innovation: This project will be employing professionals as well as tradespeople. Locals as well as new people will be employed on this project and it will be necessary to upskill and reskill employees to prepare them for emerging challenges and technologies.

- **Global Alignment:** Innovative policies help align local goals with global sustainability and technological standards. GISC will be at the forefront of technology.

4. **Collaboration**

A collaboration between SEATA and GISC can offer significant mutual benefits, including:

- **Economic Growth and Job Creation:**
 - **Business Investment:** Other private businesses attracted to the area will bring investments into the community, boosting economic activity.
 - **Employment Opportunities:** New or expanded businesses create jobs, reducing unemployment and enhancing residents' income levels.
- **Enhanced Services and Infrastructure:**
 - **Public-Private Partnerships (PPPs):** Collaborations can improve infrastructure like roads, public transit, and utilities as GISC will have an additional income stream.
 - **Service Delivery:** Waste management and technological solutions to waste will be markedly improved. Recycling waste will be reduced to metals and glass, all other waste will be handled by this new technology.
- **Innovation and Expertise:**
 - **Access to Expertise:** SEATA will bring specialised knowledge, skills, and technologies that GISC lacks.
 - **Innovative Solutions:** SEATA's cutting-edge practices and technology will enhance public services and operations.
- **Cost Savings:**
 - **Shared Costs:** GISC will be able to access grant funding and government to government funding opportunities easier than private business.
 - **Operational Efficiency:** GISC will already be able to supply raw materials to the operation.
- **Community Development:**
 - **Improved Amenities:** An additional income stream for GISC will enable better facilities and enhance quality of life for residents.
 - **Corporate Social Responsibility (CSR) Initiatives:** A profitable business and associated businesses often engage in CSR efforts, benefiting local schools, non-profits, and community programs.
- **Attracting Further Investment:**
 - **Business Ecosystem:** A successful partnership with GISC and SEATA will demonstrate to the wider Australian community that GISC is creating a pro-business environment, which will ultimately attract other businesses to the area, whilst ensuring ongoing sustainability.

- **Branding the LGA:** A vibrant collaboration enhances a locality's reputation as an attractive place to live, work, and invest.

5. *Liveability*

This project will significantly impact the well-being of residents, the economic development of the area and the long-term sustainability of the Glen Innes community by:

- **Attracting and Retaining Residents:**
 - **Population Growth and Workforce Availability:** The population of the LGA has been stable for a long time with long term projections being very concerning. This project will attract new residents and retains current ones, which will support a stable long term growth model.
 - Innovation also encourages innovation. By supporting and growing an innovative and forward-thinking business model. GISC can position itself differently; catalyst projects are often needed to build prosperity, and this is one such potential catalyst project. The support of one such business will often lead to other businesses or start-ups relocating to the area, leveraging off each other.
 - **Diverse Demographics:** It is expected that the project will attract a larger number of younger professionals and increase the diversity of the community, assisting to address the age imbalance of the population, and creating additional economic demand and drivers for the provision of additional services.
- **Public Health and Safety:**
 - **Health Outcomes:** Liveability factors like clean air (especially around the current waste facility), unpolluted ground water, fertile and productive lands influence residents' physical and mental health. Carbon negative environment has positive long term health impacts at a local, state, federal, regional and international level.
 - **Safety Priorities:** Governments at all levels prioritise safety measures. This project removes significant pollutants from our environment (including plastics) making our region safer, healthier and more secure. The anticipated EPA approval of the trial facility will indicate this.
- **Quality of Life:**
 - **Access to Services:** Liveability considerations lead to investments in aged care, libraries, community centres, sporting facilities etc. By supporting innovation, regional prosperity can be achieved, increasing access to services through a larger population base and a larger impact on the state economy.
 - **Cultural and Recreational Opportunities:** Parks, arts programs, and sports facilities enhance the quality of life and attract a vibrant community. The creation of a larger rate base and a larger business base will allow for the better provisioning of cultural and economic outcomes.

- **Environmental Sustainability**
 - **Green Infrastructure:** Local governments prioritise sustainability through green spaces, renewable energy projects, and water conservation efforts. A carbon negative development that decreases landfill and need for the expansion of a landfill, as well as providing a solution for the long-term implementation of FOGO has a significant role in achieving environmental sustainability.
 - **Climate Resilience:** Decisions often consider long-term environmental challenges to ensure the community remains liveable. An innovative solution that embraces carbon negative outcomes, decreases the single biggest contributor to climate change, is an imperative for Council to support.
- **Urban Planning and Development:**
 - **Housing Policies:** Governments aim to balance housing affordability with the demand for higher-quality living spaces.
 - **Transportation:** Investment in public transportation, pedestrian-friendly spaces, and bike lanes enhances mobility and reduces congestion.
- **Community Engagement:**
 - **Resident Feedback:** Governments frequently seek input from residents on what makes the community liveable and tailor policies accordingly.
 - **Inclusivity:** Efforts are made to ensure equitable access to resources and opportunities for all community members.
- **Tourism and Cultural Appeal:**
 - **Visitor Attraction:** Liveable communities with unique amenities and cultural attractions draw visitors, boosting the local economy.
 - **Community Pride:** Residents' satisfaction with their community enhances civic pride and participation.

6. *Nurture*

To nurture is to care for and encourage the growth or development of someone or something. In this context of this proposal the role of GISC is to foster the idea through encouragement and support for the betterment of the community. Nurturing can also take the form of properly encouraging the long term development of a sustainable local industry, that has the significant potential for long term economic growth. SEATA has advised that their long term goal is to have a centralised control room, for many plants Australia wide, based in Glen Innes. All of the engineering design, project management and R&D will be based here as well.

7. Local Pride

Over the years the Glen Innes community has produced significant numbers of scientists, engineers and doctors who have gone on in their careers to make a significant contribution to local, national and international endeavours. We have at this point the opportunity to support a ‘home-grown’ initiative which will have significant effects on waste management and energy efficiency and carbon sequestration locally, nationally and internationally. Opportunities for a town and Council to get behind such initiatives are rare and the GISC should embrace it to the maximum extent possible. Council has previously acknowledged SEATA’s Engineer and Patent Developer, John Winter, as Environmental Citizen of the Year in 2024.

Conclusion and Summary

These seven principles above are considered vital for the economic development of GISC. They form the foundation of Council’s vision in the Community Strategic Plan and Economic Development Strategy and Action Plan. The discussion of how these principles relate to this proposed project adds considerable weight to the argument for supporting this proposal.

It is crucial for GISC to support this technology by investing early and at the foundational stage. One of the primary challenges to the commercial success of this innovative project is to establish a sustainable Business Plan to enable investment capital to be raised. This motion marks the beginning of a partnership aimed at overcoming this hurdle and setting and negotiating with SEATA for the long term benefit of the GISC community.

Additionally,

Council's support will enable SEATA to achieve a significant milestone, paving the way for the local manufacture and application of the technology within the Glen Innes Severn LGA. This initiative also holds the potential for broader adoption, including nationwide and international export opportunities.

Opportunity to co-ordinate and aggregate relevant waste generated from the regional group of councils. Initially treating green waste and FOGO however, extending to more problematic waste streams (all carbonaceous waste) as approvals are obtained from the regulator.

Aggregating the regions waste enables initial plant scale of 5t/h (37,000t/annum) as ideal scale to treat green waste and FOGO.

SEATA has advised that at a 5t/h scale their technology will generate outputs including the following:

Output	Unit	5 (dry) t/h
Biochar	kg/h	1,350
	t / year	10,800
CO ₂ .eq Draw-down	t / year	27,700
Syngas (excess)	kg/h	1,840
Power Generation Efficiency	%	35 (gas engines)
	MWe/h	3.2
	GWe/y	25.6
CO ₂ avoidance (eligible ACCU*s)	ACCU/y	24,175
CO ₂ gas (high purity) (optional)	kg/h	940

*ACCU: Australian Carbon Credit Units

There is the potential to increase scale in a managed, economically viable and orderly approach with potential for larger waste volumes and broader variety as approvals are achieved.

Advantages of a SEATA plant include:

- a. Estimated 15 FTE direct employment applicable to a SEATA plant.
- b. Enhanced indirect employment in the following areas: Manufacturing, assembly, operation, maintenance, harvesting/sorting, aggregation, logistics.

There are up and down stream positive effects in respect to population growth, increased housing demand, increased demand for services including within the ancillary retail, commercial, industrial, residential and education sectors.

I commend this Notice of Motion to Council.

Cr David Scott
 Councillor
 Date: 12 February 2025

ECM INDEXES

Subject Index: GOVERNANCE: Councillors
 Customer Index: INTERNAL DEPT: Councillors; SEATA
 Property Index: NIL

ATTACHMENTS

There are no annexures to this report.

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to list the documents and press releases that have been circulated to Councillors during December 2024 and January 2025.

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Council Magazine,
- Councillor updates from the General Manager,
- Local Government NSW – newsletters,
- Office of Local Government (OLG) – Circulars 24-23 and 25-01,
- Royal Flying Doctor Service, and
- TAFE NSW Glen Innes – Open Week 2025.

Press Releases

- Member for Northern Tablelands, Mr Brendan Moylan MP,
- Member for New England, The Hon. Barnaby Joyce MP, and
- Minister for Local Government, Ron Hoenig.

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

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT: Reporting
Customer Index: NIL
Property Index: NIL

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

REPORT FROM: Corporate and Community Services

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.

ECM INDEXES

Subject Index: GOVERNANCE: Committees of Council
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A Australia Day Committee - 4/12/24 [⇒](#)
Annexure B Australia Day Committee - 2/01/25 [⇒](#)
Annexure C Australian Standing Stones Management Board - 20/11/24 [⇒](#)
Annexure D Australian Standing Stones Management Board - 15/01/25 [⇒](#)
Annexure E Community Access Committee - 4/11/24 [⇒](#)
Annexure F Roads Consultative Committee - 20/11/24 [⇒](#)

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

REPORT FROM: Corporate and Community Services

PURPOSE

The following minutes have been received from Community Committees for the information of Council:

Local Traffic Committee

7/08/24

RECOMMENDATION

That Council notes the information contained in this report.

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT – Meetings – Local Community Committees

Customer Index: NIL

Property Index: NIL

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 9.4 MINUTES OF OTHER ORGANISATIONS FOR INFORMATION

REPORT FROM: Corporate and Community Services

PURPOSE

The following minutes have been received from other organisations for the information of Council:

Country Mayors Association AGM	15/11/24
Northern Inland Integrated Planning Reference Group	30/09/24

RECOMMENDATION

That Council notes the information contained in this report.

ECM INDEXES

Subject Index: CORPORATE MANAGEMENT: Meetings – Other Organisations
Customer Index: NIL
Property Index: NIL

ATTACHMENTS

Annexure A Country Mayors Association of NSW - 15/11/24 [↔](#)

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is to list recent meetings held by the Section 355 Community Committees of Council and the meetings and functions attended by Councillors.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

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.

(b) Discussion

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.

The following meetings were held by Community Committees of Council during December 2024 and January 2025:

Name of Committee	Councillor Delegate(s)	Date
Australia Day Committee	Cr Parsons, Cr Arandale	4.12.24 2.1.25
Australian Standing Stones Management Board	The Mayor, Cr Arandale	15.1.25
Emmaville Mining Museum Committee	Cr Arandale	19.12.24
Glen Innes Saleyard Advisory Committee	The Mayor, Cr Alt, Cr Arandale	11.12.24
Glen Innes Severn Library Committee	The Mayor	3.12.24

The following is a list of meetings and functions attended by Councillors during December 2024 and January 2025:

Councillor	Name of Meeting / Function	Date attended
Cr M Davis (Mayor)	Chief Guardian Briefing Meeting with Judi Toms, Australian Standing Stones Management Board	2.12.24
	Department of Primary Industries and Regional Development (DPIRD) – New England Rail Trail (NERT) funding	2.12.24
	Audit Risk and Improvement Committee (ARIC) Meeting	6.12.24
	Deepwater Community Christmas Event	7.12.24
	Deepwater Progress Association Meeting	9.12.24
	Brendan Moylan, MP Member for Northern Tablelands briefing with Councillors	10.12.24
	Destination NSW Town Hall	11.12.24
	Glen Innes Public School Presentation	11.12.24
	Glen Innes Saleyard Advisory Committee Meeting	11.12.24
	St Joseph’s School Presentation	11.12.24
	Meeting with Blue Hills Community Group	11.12.24
	Primary Health Network (PHN) Briefing regarding Health Hub	11.12.24
	Meeting with the Office of the Hon. Tara Moriety MLC on Regional Trust Funding	12.12.24
	Emmaville Central School Presentation	12.12.24
	Councillor Workshop	12.12.24

Item 10.1

Councillor	Name of Meeting / Function	Date attended
	Lions Youth of the Year Club Event	14.12.24
	Glen Innes West Infants School Presentation	16.12.24
	Ordinary Council Meeting	19.12.24
	Council Christmas Party	20.12.24
	Town Hall Christmas Lunch	25.12.24
	Hunter New England Health (HNEH) Meeting to discuss local workforce gaps	14.1.25
	State Emergency Services (SES) drop-in following storms	11.1.25
	Volunteer clean-up	13.1.25
	SES lunch with volunteers	13.1.25
	Meeting with Chair and Deputy Chair of Friends of New England Rail Trail	20.1.25
	Premier's Department Consultation with Regional Communities Community Listening Session	21.1.25
	General Manager's Performance Review Panel Meeting	23.1.25
	Ambassador Dinner (pre-Australia Day)	25.1.25
	Australia Day Breakfast at Pinkett	26.1.25
	Australia Day Morning Tea, Ceremony and Citizenship Ceremony	26.1.25
	Australia Day Dinner	26.1.25
	Community Strategic Plan Workshop	30.1.25
Cr C Sparks (Deputy Mayor)	Family Youth and Support Services	4.12.24
	Glen Innes & District Community Centre Christmas Dinner	4.12.24
	Twilight Christmas markets	6.12.24
	Opening of the Makers Shed, Deepwater	7.12.24
	Deepwater Community Christmas Event	7.12.24
	Presentation of Love Bites Program (Year 9, Glen Innes High School)	9.12.24
	Brendan Moylan, MP Member for Northern Tablelands briefing with Councillors	10.12.24
	Glen Innes High School Presentation	10.12.24
	Safe In Our Town Meeting	11.12.24
	Interagency Committee Meeting	11.12.24
	St Joseph's School Presentation	11.12.24

Councillor	Name of Meeting / Function	Date attended
	Glen Innes Public School Presentation	12.12.24
	Councillor Workshop	12.12.24
	Glen Innes West Infants School Presentation	16.12.24
	Deepwater Cool Choir Presentation at Roseneath and RFBI Masonic Village Nursing Homes	16.12.24
	Art Gallery Committee Meeting	16.12.24
	Glen Innes & District Community Centre Committee Extraordinary Meeting	17.12.24
	Meeting with the Mayor	18.12.24
	Ordinary Council Meeting	19.12.24
	Service and Funeral, Rosemary Curtis OAM	19.12.24
	Council Christmas Party	20.12.24
	Glen Innes & District Community Centre Committee Meeting	16.1.25
	Family Fun Day	22.1.25
	General Manager's Performance Review Panel Meeting	23.1.25
	Workshop with Waabi (Adele Chapman Burgess) at Coomera	24.1.25
	Holiday Activity Weaving Baskets	24.1.25
	Australia Day Breakfast at Pinkett	26.1.25
	Australia Day Morning Tea and Ceremony at Glen Innes	26.1.25
	Art Gallery Committee Meeting	29.1.25
	Community Strategic Plan Workshop	30.1.25
Cr T Alt	Glen Innes Saleyard Advisory Committee	11.12.24
	Councillor Workshop	12.12.24
	Ordinary Council Meeting	19.12.24
	Australia Day Breakfast at Pinkett	26.1.25
	Australia Day Morning Tea and Ceremony at Glen Innes	26.1.25
	Community Strategic Plan Workshop	30.1.25
Cr T Arandale	No information was provided	
Cr M Elphick	ARIC Meeting	8.12.24
	Brendan Moylan, MP Member for Northern Tablelands briefing with Councillors	10.12.24

Councillor	Name of Meeting / Function	Date attended
	Councillor Workshop	12.12.24
	Ordinary Council Meeting	19.12.24
	Council Christmas Party	20.12.24
	Hunter New England Health (HNEH) Meeting to discuss local workforce gaps	14.1.25
	General Manager Performance Review Panel Meeting	23.1.25
	Australia Day Breakfast at Pinkett	26.1.25
Cr A Parsons	Australia Day Committee	4.12.24
	Councillor Workshop	12.12.24
	Ordinary Council Meeting	19.12.24
	Ambassador Dinner (pre-Australia Day)	25.1.25
	Australia Day Breakfast at Pinkett	26.1.25
	Australia Day Morning Tea, Ceremony and Citizenship Ceremony	26.1.25
	Australia Day Dinner	26.1.25
Cr D Scott	Brendan Moylan, MP Member for Northern Tablelands briefing with Councillors	10.12.24
	Meeting with the Blue Hills Community Group	11.12.24
	PHN Briefing regarding Health Hub	11.12.24
	Councillor Workshop	12.12.24
	Ordinary Council Meeting	19.12.24
	Australia Day Breakfast at Pinkett	26.1.25
	Australia Day Morning Tea, Ceremony and Citizenship Ceremony	26.1.25
	Community Strategic Plan Workshop	30.1.25

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil.

(b) Policy/Legislation

Although most Council committees are advisory in nature, input from these committees assists Council in formulating policy.

Manual for Community Committees of Council

23. Attendance at Committee Meetings

- (1) Attendance of Committee members is required at Committee meetings.
- (2) Committee members are required to attend a minimum of three meetings in each financial year.
- (3) In the instance that members are unable to attend a scheduled meeting, an apology must be submitted to the Secretary prior to the commencement of the meeting.
- (4) A person shall cease to be a member of a Community Committee if the member is absent for three meetings without leave (i.e., accepted apology).
- (5) Subsection (3) does not apply to Councillors or Council staff.

(c) Risk

Nil.

(d) Consultation

The Governance Administration Officer provided the information regarding the meetings held by Community Committees of Council.

Individual Councillors provided the information regarding the meetings and functions that they attended.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.2.2: Formalise the Governance Framework and deliver compliance across all governance areas.

CONCLUSION

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

This report lists the recent meetings held by the Community Committees of Council and the meetings and functions that have been attended by Councillors.

ECM INDEXES

Subject Index: GOVERNANCE: Committees of Council
Customer Index: INTERNAL DEPT - Councillors
Property Index: NIL

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:

Item	Report	Reason
12.1	<i>IT System Improvement and Stabilisation Program - Business Systems Roadmap</i>	<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. (d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.</i>
12.2	<i>Development Assessment Report - DA 34/24-25</i>	<i>(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.</i>
12.3	<i>Development Assessment Report - DA 35/24-25</i>	<i>(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.</i>
12.4	<i>Licence and Operation of Crofters Cottage Cafe - Centennial Parklands, Glen Innes</i>	<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>
12.5	<i>Discharge of Mortgage for Lot in Deepwater Industrial Estate</i>	<i>(a) personnel matters concerning particular individuals (other than councillors).</i>
12.6	<i>Expression of Interest Return for 146 and 148 Church Street, Glen Innes</i>	<i>(d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.</i>
12.7	<i>General Manager Performance Review for 2024</i>	<i>(a) personnel matters concerning particular individuals (other than councillors).</i>

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.