

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Wednesday,

19 March 2025

The bottom of the page is decorated with two thick, curved lines. The upper line is golden-brown and curves from the left towards the right. The lower line is dark green and curves from the left towards the right, positioned below the golden-brown line.

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:

Wednesday, 19 March 2025 at 9:00 AM

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Bernard Smith
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 20 FEBRUARY 2025 AND EXTRAORDINARY MEETING - 7 MARCH 2025 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS:
PECUNIARY AND NON-PECUNIARY INTERESTS**

6 MAYORAL MINUTE(S)

REPORT TITLE: 6.1 MAYORAL MINUTE ALGA 2025 FEDERAL ELECTION CAMPAIGN

REPORT FROM: Councillors

MOTION

THAT Council:

- 1. Supports the national federal election funding priorities identified by the Australian Local Government Association (ALGA); and*
- 2. Supports and participates in the Put Our Communities First federal election campaign; and*
- 3. Writes to the local federal member(s) of Parliament, all known election candidates in local federal electorates and the President of the Australian Local Government Association expressing support for ALGA's federal election funding priorities.*

I, Councillor Margot Davis, give notice that at the next Ordinary Meeting of Council to be held on 19 March 2025, I intend to move the following motion:

That Council:

1. Supports the national federal election funding priorities identified by the Australian Local Government Association (ALGA); and
2. Supports and participates in the Put Our Communities First federal election campaign; and
3. Writes to the local federal member(s) of Parliament, all known election candidates in local federal electorates and the President of the Australian Local Government Association expressing support for ALGA's federal election funding priorities.

RATIONALE

Background

The next Federal Election must be held by 17 May 2025.

Working in conjunction with its member state and territory associations, the Australian Local Government Association (ALGA) has developed a framework and resources for a national advocacy campaign that will run in the lead up to this election.

Based around the tagline of “Put Our Communities First”, the goal is to secure additional federal funding that will support every council to play a bigger role delivering local solutions to national priorities.

All Australian councils have been asked to participate in this campaign to ensure a coordinated approach that will deliver the best possible outcomes.

Discussion

The Put Our Communities First campaign will advocate for new federal funding to be distributed to all councils on a formula-basis, similar to the Commonwealth’s Roads to Recovery Program, or the previous Local Roads and Community Infrastructure Program.

This will ensure that every council and community benefits and support local decision making based on local needs.

ALGA has developed free campaign resources that can be adapted and used by all councils to ensure a consistent and effective approach.

Participating in a national advocacy campaign does not preclude this council from advocating on additional local needs and issues, but it will strengthen the national campaign and support all 537 Australian local governments.

The five national funding priorities have been determined by the ALGA Board – comprised of representatives from each of Australia’s state and territory local government associations – and align with key national priorities.

These five funding priorities are:

- \$1.1 billion per year for enabling infrastructure to unlock housing supply
- \$500 million per year for community infrastructure
- \$600 million per year for safer local roads
- \$900 million per year for increased local government emergency management capability and capacity, and
- \$400 million per year for climate change adaptation.

Further information on each of these priorities is listed below.

Housing enabling infrastructure

A lack of funding for enabling infrastructure – including roads, and water and sewerage treatment connections and facilities – is a significant barrier to increasing housing supply across the country.

Research from [Equity Economics](#) found that 40 per cent of local governments have cut back on new infrastructure developments because of inadequate enabling infrastructure funding.

This research also shows that achieving the National Housing Accord’s housing targets would incur an additional \$5.7 billion funding shortfall on top of infrastructure funding gaps already being felt by councils and their communities.

A five year, \$1.1 billion per annum program would fund the infrastructure that is essential to new housing developments, and Australia reaching its housing targets.

Community Infrastructure

ALGA’s [2024 National State of the Assets report](#) indicates that \$8.3 billion worth of local government buildings and \$2.9 billion worth of parks and recreation facilities are in poor condition and need attention.

Introduced in 2020, the Local Roads and Community Infrastructure Program supported all councils to build, maintain and upgrade local facilities, with \$3.25 billion allocated on a formula basis.

This program had a significant impact, driving an almost \$1 billion improvement in the condition of local government buildings and facilities; and a \$500 million per year replacement fund would support all councils to build, upgrade and revitalise the community infrastructure all Australians rely on.

Safer Roads

Councils manage more than 75% of Australia’s roads by length, and tragically more than half of all fatal road crashes in Australia occur on these roads.

In 2023 the Australian Government announced that it would double Roads to Recovery funding over the forward estimates, providing councils with an additional \$500 million per year.

However, recent independent research by the [Grattan Institute](#) highlighted a \$1 billion local government road maintenance funding shortfall, meaning there is still a significant funding gap.

Providing local government with \$600 million per year tied to road safety programs and infrastructure upgrades would support all councils to play a more effective role addressing Australia’s unacceptable road toll.

Climate adaptation

Local governments are at the forefront of grappling with climate impacts as both asset managers and land use decision makers.

However, funding and support from other levels of government has failed to keep pace, placing an inequitable burden on councils and communities to fund this work locally.

A \$400 million per year local government climate adaptation fund would enable all councils to implement place-based approaches to adaptation, delivering local solutions to this national challenge.

Emergency management

Fires, floods and cyclones currently cost Australia [\\$38 billion per year, and this is predicted to rise to \\$73 billion by 2060](#).

Australian councils play a key role preparing for, responding to and recovering from natural disasters, but aren't effectively funded to carry out these duties.

The Government's \$200 million per year Disaster Ready Fund is significantly oversubscribed, especially considering the scale and cost of disaster mitigation projects. Numerous national reviews – including the [Colvin Review](#) and [Royal Commission into Natural Disaster Arrangements](#) – have identified the need for a significant uplift in local government emergency management capability and capacity.

A \$900 million per year fund would support all councils to better prepare their communities before natural disasters, and more effectively carry out the emergency management responsibilities that have been delegated to them.

I commend this Mayoral Minute to Council.

Cr Margot Davis
Councillor

Date: 14 March 2025

ECM INDEXES

Subject Index:	GOVERNANCE: Councillors
Customer Index:	INTERNAL DEPT: Councillors
Property Index:	Nil

ATTACHMENTS

There are no annexures to this report.

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 February 2025 Council Meeting	22
New actions assigned following February 2025 Council Meeting	17
Actions completed since the previous report	-16
Outstanding Actions as of Friday 14 March 2025	23

Annexure A provides the most recent comments, from the responsible officers, as of Friday 14 March 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 - as at 07.03.2025

REPORT TITLE: 7.2 OPERATIONAL MANAGEMENT AND IMPROVEMENT OF THE GLEN INNES HIGHLANDS HUB

REPORT FROM: General Manager’s Office

PURPOSE

The purpose of this report is to outline the operational management practices of the Highlands Hub since its opening, identify key challenges and inefficiencies and explore opportunities for improvement.

The report also provides recommendations for both short-term and long-term improvements to enhance performance, value, and community benefit.

RECOMMENDATION

THAT Council:

- 1. Notes the contents of this report on the operational management and performance of the Highlands Hub.***
- 2. Allocates a budget of \$10,000.00 in the 2025/26 financial year to assist with developing a Strategic and Operational Plan for the Highlands Hub, ensuring its long-term sustainability and alignment with Council’s broader economic and community objectives.***
- 3. Endorses the implementation of immediate short-term improvements, including:***
 - (a) A temporary marketing and engagement plan to increase awareness and facility usage.***
 - (b) Engagement with key stakeholders, including local businesses, universities, community organisations and funding bodies to explore additional revenue opportunities and partnerships to enhance the Hub’s financial sustainability.***
 - (c) A review of staffing and resource allocation to assess the need for dedicated on-site support.***
 - (d) A financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies.***
- 4. Requests a report on the progress of short-term improvements and strategic planning efforts for Council’s consideration at its September 2025 Ordinary Meeting (six months from the date of this resolution).***

REPORT

Background

Council, at its Ordinary Meeting, held 19 December 2024, resolved for a report to be prepared and submitted to the Ordinary Meeting of Council in March 2025 regarding the operations of the Glen Innes Highlands Hub. A copy of the resolution is provided below.

This report has been prepared in response to the resolution. The following discussion section includes each of the points from the resolution and a detailed response against each.

Copy of Resolution – Ordinary Council Meeting held 19 December 2024:

16.12/24 RESOLUTION

That Council requests the General Manager to prepare and bring back a report to Council's March 2025 Ordinary Council Meeting outlining the following:

1. The operational management practices of Highlands Hub since it was opened to the public;
2. Any identified challenges or inefficiencies in the operation of these assets;
3. Opportunities for improvement, including but not limited to:
 - a) Maintenance and upkeep strategies,
 - b) Resource allocation and staffing,
 - c) Financial performance and cost-efficiency,
 - d) Community access, use, and satisfaction levels,
 - e) Fees and charges,
 - f) Innovative or best-practice approaches adopted by other councils.
4. Recommendations for short-term and long-term operational improvements to enhance asset performance, value, and community benefit.

Discussion

1. OPERATIONAL MANAGEMENT PRACTICES OF HIGHLANDS HUB

The below seeks to inform Council of the operational management practices of the Highlands Hub since it was opened to the public.

Overview

The Highlands Hub (the Hub), was opened to the public on 26 September 2022. Located at 167 Grey Street, Glen Innes, it consists of co-working, training and meeting facilities, including hot desks, offices, meeting rooms, printing / photocopying services and a community co-working lounge that business and

the community can book for an hour, a day, a week, a month, or longer.

Since its opening, the Highlands Hub has played a key role in providing flexible workspaces, training facilities and event-hosting capabilities. It has already contributed positively to the local economy and business environment, with increasing community engagement and participation.

Originally funded by a \$616,861 grant from the Department of Primary Industries and Regional Development's Bushfire Local Economic Recovery Fund (BLERF), the project covered the building's construction and fit-out, (which Council leases), as well as program delivery, fixed equipment, and a Full-Time Equivalent (FTE) dedicated staff role for 1.5 years. Since opening to the public, the Hub has been managed by Glen Innes Severn Council.

Under the grant funding agreement, the Hub is required to operate until at least 20 March 2029, five years after the date the Department approved the closure of the grant.

Hub Management from Opening - June 2023

The grant funding included an allowance for one full-time equivalent (FTE) position for 1.5 years. To meet the terms of this funding, GISC employed a Community and Business Development Officer, who commenced in April 2022.

This officer played an important role in finalising the Hub construction at 167 Grey Street and worked alongside Council's Economic Development Manager at the time to open and commence operations of the Hub. Once the Hub became operational, this officer was based at the facility and managed its day-to-day operations, including:

- Overseeing bookings for meeting rooms and workspaces through the 'Nexodus' platform.
- Marketing the Hub to local businesses and community groups, including overseeing its website and social media pages.
- Engaging with stakeholders to enhance awareness and usage.
- Assisting in the planning and facilitation of the event program, in collaboration with the Manager of Economic Development.
- Providing monthly performance reports to Council.
- Overseeing facility maintenance and general upkeep, including liaising with the building owner, as required.

The officer left the organisation in June 2023.

Adding to the operational challenges, the Economic Development Manager left the organisation in April 2023. This departure predominantly resulted in:

- A loss of strategic oversight for the Hub’s development and long-term objectives.
- Increased workload pressure on remaining staff, particularly the Economic Development and Tourism teams.

Hub Management – 2023 - Present

With the departure of both the Community and Business Development Officer and the Economic Development Manager, responsibility for the Hub fell to Council’s Tourism and Events Officer, who was acting Manager of Economic Development at the time.

This increased their responsibilities, requiring them to manage the Hub’s operations alongside their existing role.

Notably, the dedicated staff member previously assigned to the Hub was not replaced following the conclusion of the grant-funded position. Given that the majority of the funding had been utilised, this further compounded resource challenges.

- Since June 2023, the Coordinator has managed the Hub without dedicated on-site staffing or while balancing their core responsibilities.
- Despite these challenges, the Hub has continued to operate in compliance with grant funding guidelines and customer service levels have remained consistent with those observed when a full-time grant funded officer was assigned.
- Additional staffing support has been provided by dedicated employees at the Visitor Information Centre and other areas of the Place and Growth Directorate, who have contributed their expertise while managing their primary responsibilities.
- The redistribution of resources has presented challenges in maintaining the same level of service delivery across day-to-day operations, event coordination, marketing, website and social media management, and performance reporting. With no full-time officer dedicated to the Hub, staff capacity has been stretched.

Financial and Booking Data Analysis

The financial performance of the Highlands Hub has been reviewed for 2022/23, 2023/24, and 2024/25 (up to March 2025). The analysis considered grant funding, income, operational and staffing expenses, booking trends, and financial sustainability.

A breakdown of the Highlands Hub’s income, expenditure, and fee changes across financial years which was used to provide the below summary is provided in **Annexure A**.

A summary of the financial and booking data analysis follows below:

- The Highlands Hub has been operating at a financial deficit, with expenditure exceeding income in all years reviewed.
- While bookings increased in 2023/24, fee reductions and changes introduced led to lower total revenue.
- No additional grant funding has been secured since the initial BLERF grant funding, limiting external financial support.
- Further financial strategies are required, including:
 - A fee structure review to ensure revenue growth without discouraging usage.
 - Increased marketing efforts to attract higher-value bookings.
 - Exploring alternative funding sources (grants, sponsorships, partnerships).
 - Potentially reintroducing flexible pricing options (e.g., hourly hot desks, short-term office hire) to improve revenue streams.

2. CHALLENGES AND INEFFICIENCIES

The below seeks to detail challenges that are impacting the Highland Hub's performance since opening:

a) The need to update Strategic and Operational Planning

- A review is needed to optimise the Hub's ability to meet its grant-funded operational obligations until 2029 and beyond.
- Revenue diversification needs to be investigated, decreasing reliance on limited funding sources.
- Currently no plan for fixed asset management / maintenance and renewal.

b) Staffing and Resource Constraints

- Lack of a dedicated Hub Officer.
- Visitor Information Centre and other Place and Growth staff dividing their time, affecting consistency in service delivery.
- Reduced capacity for marketing, program coordination, stakeholder engagement and reporting, impacting on performance.

c) Building not owned by Council

- Limited ability to make structural improvements or modifications.
- Dependent on landlord for major repairs and maintenance – this has resulted in unresolved building issues, related to the entry of water into the building in times of extreme weather events. While a hygienist report confirmed no mould, water ingress raises concerns about structural integrity, safety, and WHS / operational disruptions.
- Ongoing costs include the landlord's rates and workshop electricity.
- Noise from the landlord's workshop can occasionally impact the Hub's operations. While the landlord is cooperative in reducing noise where

possible, additional sound mitigation strategies may be beneficial.

d) Lack of Visibility and Awareness

- Improved signage or a potential colour refresh will enhance the Hub's visibility and make it more easily identifiable to the community.

e) Gaps in Facilities Provided

- No air-conditioning in some areas – causing heat issues in summer and cold in winter.
- No sink or wash-up area in kitchen which inhibits customer use of the facility.
- Small refrigerators limits catering storage for large groups.
- Thin walls result in lack of conversational privacy for users.

f) Financial Performance and Cost-Efficiency Issues

- Lower-than-expected revenue from facility hire and events, impacting sustainability.
- Increased maintenance costs, particularly due to the flooding issue.
- Limited external funding opportunities have been explored.

g) Community Access, Use, and Satisfaction Levels

- Awareness of the Hub's services has declined due to reduced marketing efforts.
- Limited engagement initiatives have led to underutilisation.

h) Website and Booking System Issues

- Difficult-to-navigate third-party booking system, discouraging usage.
- Limited digital updates, making it harder for the community to engage with the Hub.

3. OPPORTUNITIES FOR IMPROVEMENT

A review of the matters outlined in Point 3 of the resolution has determined that a comprehensive plan is required to ensure the effective management, financial sustainability, and long-term success of Highlands Hub. Rather than developing separate strategic and operational documents, it is proposed to integrate both elements to provide a cohesive framework for governance, financial performance, community engagement, and service delivery.

Given it is two and half years since it opened, good practice would dictate that it is time for a comprehensive review.

The Strategic Plan component establishes the long-term vision, guiding principles and overarching priorities to align the Hub's operations with Council goals and community expectations. It ensures that key focus areas such as governance, financial sustainability, asset management and innovation are addressed with a future-oriented approach.

The Operational Plan component translates these strategies into practical actions, outlining the day-to-day processes, resource allocation, maintenance

schedules and performance tracking mechanisms required to achieve the strategic objectives. This ensures that the Hub not only has a long-term direction but also a structured approach to implementation, monitoring, and continuous improvement.

Key Components of the Highlands Hub Strategic & Operational Plan

It is proposed that the Hub's Strategic and Operational Plan comprise the following key components:

Vision, Governance & Oversight

- Define the mission, key objectives, and alignment with Council priorities to ensure a clear strategic direction

Resource Allocation & Staffing

- Assess staffing requirements and determine the feasibility of reinstating a Hub Officer to oversee daily operations and support long-term success.

Marketing, Financial Sustainability & Cost-Efficiency

- Develop a sustainable revenue model, including a structured pricing framework, cost-saving strategies, and external funding opportunities.
- Increase marketing efforts to improve facility hire revenue and overall financial sustainability.

Community Engagement & Access

- Develop and introduce new programs and services based on community feedback.
- Create a community outreach plan, incorporating targeted advertising and social media campaigns to boost engagement and facility use.

Facility Maintenance & Upkeep

- Establish a maintenance and renewal plan to ensure all fixed assets are preserved and upgraded as required.
- Investigate facility enhancements, including air-conditioning, a wash-up sink, and acoustic treatments or 'quiet zones' to improve comfort and usability.

Asset Management & Facility Improvements

- Investigate alternative booking and management systems to improve operational efficiency.

Innovation & Best-Practice Approaches

- Include exploration of partnerships with the UNE SRI Innovation Program and / or Tafe NSW to determine best-practice community engagement and management strategies, learning from councils such as Armidale, Narrabri, and Dubbo who have similar facilities and partnerships.
- Explore green initiatives and sustainability programs to align with community expectations and improve grant eligibility.

4. **RECOMMENDATIONS FOR SHORT-TERM AND LONG-TERM OPERATIONAL IMPROVEMENTS TO ENHANCE ASSET PERFORMANCE, VALUE AND COMMUNITY BENEFIT**

A combined Strategic & Operational Plan is recommended to be developed within the next 6 months. It will be informed by the below recommended short-term actions, including community feedback, financial reviews, and facility improvements. Implementation will begin immediately after Council adoption, with either monthly or quarterly progress reviews.

This coordinated approach ensures critical improvements happen now, while the Strategic & Operational Plan delivers long-term sustainability and success.

It is important to note that the Director of Place and Growth and the Coordinator of Economic Development and Tourism will prioritise completing short-term actions with support from existing staff. The pending recruitment of a Tourist and Events Officer will further free up capacity, enabling a more focused approach to these improvements.

To streamline the process and ensure quality outcomes, the recommended \$10,000 budget will be used to engage consultants for key planning tasks. This external expertise will complement internal efforts, ensuring effective execution of short-term actions while laying the groundwork for the Strategic & Operational Plan.

Recommended Short-Term (0-6 Months) Actions

While the Strategic & Operational Plan is being developed, the following short-term actions will address urgent needs without duplicating long-term strategies.

Launch a Temporary Marketing & Engagement Plan

- Implement targeted promotions, digital outreach and website improvements
- Offer limited-time discounts to attract new users.
- Increase community partnerships and outreach.

Conduct a Staffing & Resource Review

- Assess the need for a Hub Manager or additional staff.
- Explore volunteer and community-driven staffing models.
- Identify short-term efficiency improvements in staffing.

Address Immediate Facility Maintenance & Flooding Issues

- Escalate building owner engagement to resolve flooding issues.
- Implement a preventative maintenance schedule.
- Conduct a condition and needs assessment of fixed infrastructure / equipment to inform the Strategic an Operational Plan.

Strengthen Financial Management & Revenue Generation

- Conduct a financial review to identify cost-saving measures.
- Pilot a tiered pricing model for facility hire.
- Apply for grants and sponsorships to support operations.

Initiate Community Consultation

- Begin formal community engagement to gather immediate feedback.
- Trial new programs and services based on demand.
- Use insights to shape long-term engagement strategies.

Long-Term (1-5 Years) Actions

Once the Strategic & Operational Plan is developed, long-term actions will focus on:

- Implementing and monitoring the plan, with annual reviews.
- Establishing diverse funding sources (e.g., sponsorships, partnerships).
- Improving digital booking and operational systems.
- Expanding community engagement and programming.
- Introducing sustainability initiatives to reduce costs and enhance operations.

KEY CONSIDERATIONS

Financial/Asset Management

Highlands Hub is a valuable Council-managed asset that is required to operate until at least 2029 under the terms of the original grant funding agreement. To enhance its financial sustainability and maximise its benefits to the community, a review of its financial model is needed to strengthen revenue generation and optimise operational costs.

A financial review will focus on:

- Cost-efficiency improvements, including alternative maintenance strategies.
- A revised fee structure, ensuring that pricing remains competitive while covering operational expenses.

Further investment in the Hub will ensure it remains a functional, safe, and high-value asset for the community, allowing it to reach its full potential as a hub for business, collaboration, and innovation.

Policy/Legislation

Highlands Hub operates within the legislative framework applicable to local government asset management, financial management, and community service provision, including but not limited to:

- Local Government Act 1993 (NSW)
- Environmental Planning and Assessment Act 1979 (NSW)
- Work Health and Safety Act 2011 (NSW)
- Grant Funding Agreement Terms

Risk

A number of risks currently impact Highlands Hub's ability to operate efficiently and remain financially sustainable. Addressing these risks proactively presents an opportunity to strengthen the Hub's long-term success and community confidence.

Financial Risk

- The current operational model shows declining revenue from facility hire and rising operating and maintenance costs.
- A lack of a long-term financial sustainability plan increases the risk of budget overruns and underperformance.

Asset Risk

- Unresolved flooding issues continue to pose structural and operational risks, with potential long-term damage to the facility
- A lack of preventative maintenance planning could lead to increased repair costs and possible service disruptions.

Governance and Compliance Risk

- The absence of a Strategic & Operational Plan results in a lack of clear objectives, performance measures, and accountability.

Community and Stakeholder Risk

- A decline in awareness and engagement, due to reduced marketing and outreach efforts, risks underutilisation of the facility.
- Lack of formal community consultation may result in services not aligning with local needs, further impacting revenue and engagement.

Reputational Risk

- Without improvement, there is a risk that community confidence in the Hub could decline, potentially impacting trust, engagement, and future investment opportunities. Proactively addressing these concerns as recommended will help reinforce the Hub's value and long-term success.

Consultation

Consultation has occurred with key stakeholders from Council's Directorates of Place and Growth and Corporate and Community Services.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Operational Plan 2024/2025 –
ED 2.6.4.1: *Operate the Highland Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.*

ED 2.6.4.1 Operational Plan Target: Grow Highlands Hub revenue to achieve financial

sustainability over the next 5 years.

CONCLUSION

The Highlands Hub was established to support local businesses, community groups, and visitors by providing a space for training, events, and business development. While it continues to operate in line with grant obligations and objectives, challenges such as staffing constraints, financial sustainability concerns, and maintenance issues need to be reviewed.

This report recommends practical actions to improve the Hub’s performance, financial sustainability, and community engagement. Priorities include developing a combined Strategic and Operational Plan, addressing staffing and resource limitations, resolving maintenance issues, enhancing marketing efforts and securing additional funding. By implementing these measures, Council can ensure the Hub remains a valuable asset for the Glen Innes community well beyond 2029.

ECM INDEXES

Subject Index: Highlands Hub
Customer Index: NIL
Property Index: 167 Grey Street, GLEN INNES

ATTACHMENTS

Annexure A Highlands Hub Financial and Booking Data

REPORT TITLE: 7.3 2025 NATIONAL GENERAL ASSEMBLY-CALL FOR MOTIONS

REPORT FROM: General Manager’s Office

PURPOSE

The purpose of this report is to consider motions (Annexure A) for putting forward to the Australian Local Government Association (ALGA) National General Assembly to be held in June this year.

RECOMMENDATION

THAT Council submits the following motions to the ALGA for consideration at its 2025 National General Assembly

1. This National General Assembly calls on the Australian Government to deliver a Land Development and Housing Construction Fund to Address the Housing Crisis.
2. This National General Assembly calls on the Australian Government to restore the Financial Assistance Grants (FAGs) to 1% of Commonwealth Taxation Revenue by 30 June 2025.
3. This National General Assembly calls on the Australian Government to adopt Place-Based, Needs-Based, and Outcome-Driven Funding Models, allocating a minimum of \$1,000 per person annually for 10 years to each Local Government Area to strengthen councils as enablers of essential community and social services.
4. This National General Assembly calls on the Australian Government to support a network of advanced technology Pyrolysis plants for the removal of carbon based waste including the utilisation of biosolids, animal waste, FOGO, cropping, forestry and weed residue for the production of Biochar and Syngas for power generation throughout Australia. This process will ensure that carbon is sequestered in a carbon negative manner and that Australian net zero targets are met.

REPORT

(a) Background

Convened annually by the Australian Local Government Association (ALGA), the National General Assembly of Local Government (NGA) attracts more than 800 attendees each year. The 2025 NGA is an opportunity for attending Councillors to deliver the views and concerns of Council as well as contribute their own experiences and knowledge to debate on a broad set of national

issues, influencing the national policy agenda. The conference's theme this year is National Priorities Need Local Solutions.

(b) Discussion

Further to the invitation to Councillors to submit motions for consideration, the following have been received.

Federal-Backed Local Housing Infrastructure Fund

Motion Background:

Federal-Backed Land Development and Housing Construction Fund.

Australia's housing and homelessness crisis is worsening, with rising housing insecurity and a lack of affordable homes preventing workforce mobility. While local governments are not responsible for building housing, they play a critical role in strategic land use planning, development approvals, and infrastructure provision.

However, many regional councils lack adequate funding to efficiently and cost-effectively deliver the strategic land use planning changes, development approvals, roads, water, and power connections necessary for housing developments to proceed.

Restoring Financial Assistance Grants to 1%

Motion Background:

Strengthening Local Government Financial Sustainability to Deliver National Priorities.

Local government plays a critical role in delivering local solutions to national priorities – yet across Australia, many councils face significant financial challenges. Cost shifting, inadequate federal and state funding, and rate pegging in some jurisdictions have left councils struggling to fund essential services and maintain infrastructure. Every year, councils are asked to do more with less, despite being fundamental to community wellbeing, economic development, and liveability.

The erosion of Financial Assistance Grants (FAGs)—which have fallen from 1% of Commonwealth taxation revenue in 1996 to just 0.5% today—has significantly weakened councils' ability to deliver for their communities. In 2024/25, councils will receive only \$3.27 billion in FAGs, an amount that fails to reflect rising costs and increasing service demands.

Local Government as an Enabler of Local Solutions

Motion Background:

Empowering Communities Through Place-Based, Needs-Based, and Outcome-Driven Funding Models.

Local government plays a critical role in service delivery, providing a diverse range of essential services tailored to local needs, priorities, and community resources. Councils deliver services where market failure exists, often stepping in on behalf of other levels

of government to ensure equitable access to healthcare, childcare, aged care, disability support, homelessness programs, recreation, arts, culture, and economic development.

A shift towards place-based, needs-based, and outcome-driven funding would provide local governments with the flexibility, financial stability, and accountability required to address socio-economic challenges, close service gaps, enhance liveability, and position councils as enablers of essential community and social services.

SEATA Pyrolysis Plants

Council has previously recognised the potential for the development of this technology to make a significant contribution to achieving the circular economy as well as achieving carbon neutrality.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Local Government nationally is under financial stress and the erosion of Financial Assistance Grants has been a key contributor.

(b) Policy/Legislation

(c)

Nil

(d) Risk

The inability of a community to have access to housing is a key risk to the ability of a community to function socially and economically.

Equally is the importance of applying waste management practices in a way which is effective and has a positive environmental outcome.

(e) Consultation

General Manager

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Community Service Principal Activity CS 1.6.1: Deliver the Housing Strategy and associated action plan/s.

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

The NGA is an important forum for Local Government to adopt policy and lobbying positions. The submission of motions reflects Councils role of advocating for the community on important matters.

That attachment provides further information.

ECM INDEXES

Subject Index: GOVERNANCE: Conferences

Customer Index: Australian Local Government Association (ALGA)

Property Index: Nil

ATTACHMENTS

Annexure A Proposed National General Assembly Motions

REPORT TITLE: 7.4 POLICY REVIEW - POLICIES FOR RESCINDMENT (LC-SS)
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. Life Choices – Support Services Procedure Manual, Service Delivery Policy Statement Register (People Who Are Older)*
- 2. Life Choices – Support Services Response to Abuse of People who are Older and People with a Disability Policy*
- 3. LC-SS Bus Use Policy*
- 4. Code of Ethics Policy for Life Choices – Support Services*
- 5. Incident Management and Reportable Incidents Policy for Community Services*
- 6. Life Choices - Support Services National Police Certificate - Criminal History Check Policy*

REPORT

(a) Background

Life Choices - Support Services (LC-SS) has strengthened its operational effectiveness through comprehensive governance updates. The Management Executive Team has provided guidance and approval throughout this process, ensuring the new governance framework aligns with both operational needs and legislative requirements.

Key Decisions by Management Executive Team (MANEX):

30 October 2024

MANEX approved rescission of the Life Choices – Support Services Procedure Manual, Service Delivery Policy Statement Register (People Who Are Older), Life Choices – Support Services Response to Abuse of People who are Older and People with a Disability Policy.

11 December 2024

- MANEX endorsed the LC-SS Community Access Bus Safety Management System (SMS)
- MANEX rescinded: Bus Use Procedure (15210) and Bus Policy (15209)

28 January 2025

MANEX approved the removal of two policies now integrated into the LC-SS Operating Policy (endorsed October 22, 2024):

- Code of Ethics Policy (13675)
- Incident Management and Reportable Incidents Policy (13834)

Governance Requirements

The National Police Certificate - Criminal History Check Policy is recommended to transition to operational status, with future revisions requiring MANEX approval.

(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.

Accordingly, the listed policies are recommended for rescindment.

KEY CONSIDERATIONS

(a) Financial/Asset Management

Nil

(b) Policy/Legislation

Once rescinded by Council, the nominated policies will cease being policies of Council. Relevant replacement 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: 7.5 INVESTMENTS REPORT - FEBRUARY 2025

REPORT FROM: Corporate and Community Services

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 28 February 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 \$15.7M 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 two responsible investments, being two \$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 28 February 2025	\$5,956,307.30
Balance as per Bank :	
Opening Balance 1 February 2025	\$3,574,456.14
February Movements	\$2,338,126.62
Closing Balance 28 February 2025	\$5,912,582.76
less : Unrepresented Receipts & Payments	-\$43,724.54
less : Timing Differences	\$0.00
Total:	\$5,956,307.30
Variance	\$0.00
	
Responsible Accounting Officer	
5 March 2025	

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

SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
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		5.01%	Total Investments		15,700,000	721,369
Avg. Headline Rate Return		5.01%	Cash on Hand		5,912,583	
			Total Cash and Investments		21,612,583	

** green deposit

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 28 February 2025	\$665,237.48
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The table below details the monthly movements of investments for the reporting month:

Investment Movements	
Opening Balance as at 1 February 2025	17,400,000
Less :	
Maturities (2)	1,700,000
Subtotal	15,700,000
Plus :	
Rollovers (0)	-
New Investments (0)	-
Current Balance as at 28 February 2025	15,700,000

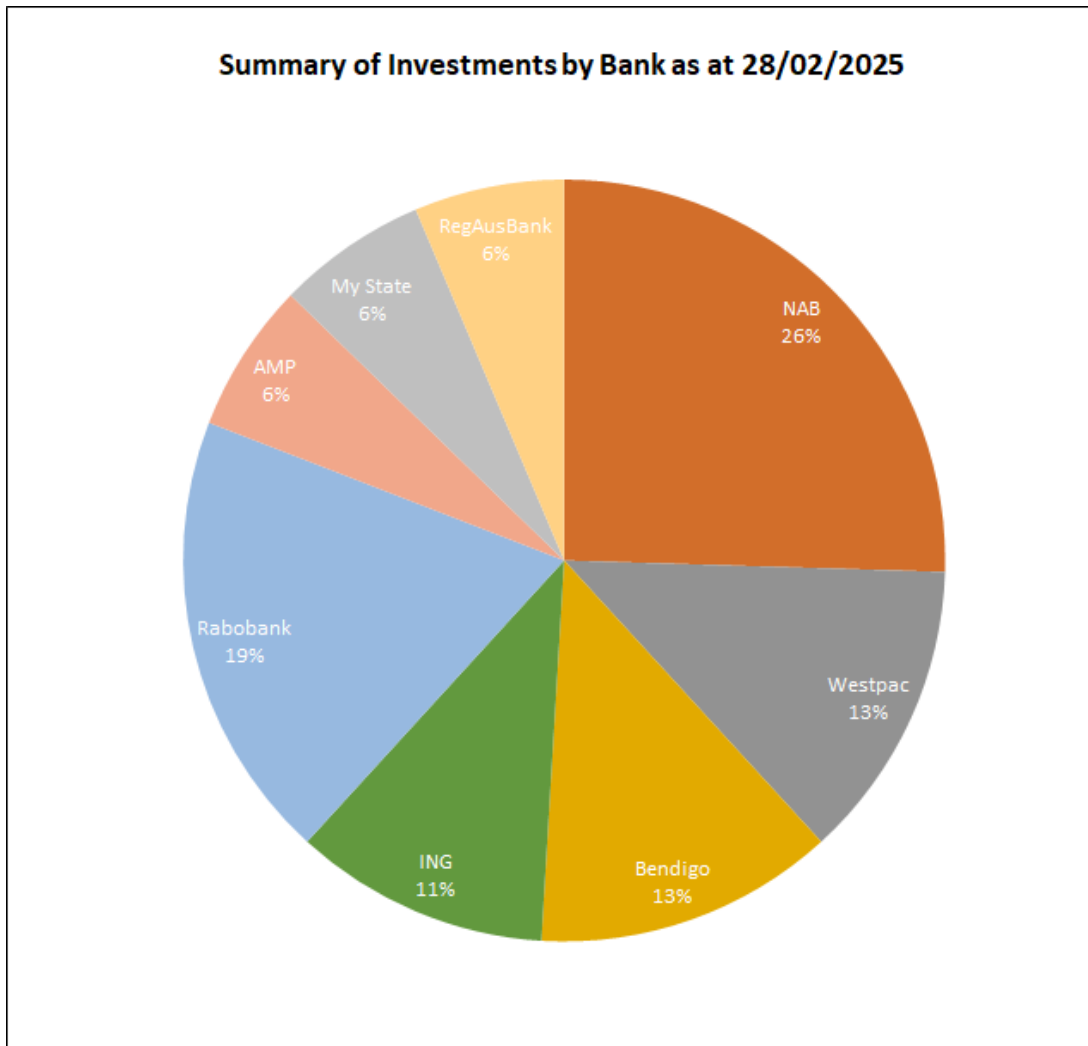
During the reporting month two term deposits matured: \$1m with WBC and \$700k with NAB, neither of which were reinvested.

A summary of maturities is set out below:

Period	No. of Term Deposits Maturing	Value
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
Feb-26	0	0
Total	16	\$15,700,000

The graph below shows the summary of investments by bank:

Item 7.5



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 28 February 2025.

Externally restricted cash, cash equivalents and investments as at 28 February 2025		
	\$'000	
Trust Funds	-	as at 30 June 2024
Included in Grant related contract liabilities	11,871	as at 28 February 2025
Developer contributions - Rangers Valley Feedlot S7.11	1,094	as at 30 June 2024
Water Fund	2,223	as at 28 February 2025
Sewer Fund	5,845	as at 28 February 2025
Waste management	4,151	as at 30 June 2024
Drainage	827	as at 30 June 2024
Council Committees	393	as at 28 February 2025
Specific purpose unexpended grants (general funds)	3,781	as at 28 February 2025
Total external restrictions	30,185	
Total Cash & investments as at 28 February 2025	21,613	
Unrestricted cash position (i.e. available after the above restrictions)	- 8,572	
Balance after overdraft facility	- 3,572	
The Contract Assets balance as at 28 February 2025	10,147	

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.

To ensure no further escalation of the unrestricted cash position, it is recommended that all grants that require Council to expend its own funds be approved by management and once management has thoroughly assesses the cashflow impacts of such Grants.

Other measures that have been implemented as part of the QBR2 and other projects that are being implemented are as follows;

- QBR2 resulted in OPEX cost savings of \$646k
- A real-time cash flow forecasting model is being developed to track cash needs for major capital projects
- A focus on debt recovery for overdue rates and sundry debtors
- Phasing of grant related contract assets to support the cash flow model
- Project will be implemented to ensure grant contract assets are acquitted when required so that funds are received on a timely basis
- Council will investigate and consider internal loans from another council fund (e.g., water/sewer fund) with clear repayment terms. This will require ministerial approval.

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 5.01%, a decrease of 0.16% 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 February	17,400,000	20,200,000
Closing Balance 28 February	15,700,000	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%	15,700,000
Yes	AA	38.2%	6,000,000	100%	9,700,000
Yes	A	42.7%	6,700,000	45%	365,000
Yes	BBB	19.1%	3,000,000	25%	925,000
Yes	Government	0.0%	-	100%	15,700,000
		100.0%	15,700,000		

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	15,700,000	100%
Total			15,700,000	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.

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: 7.6 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 28 FEBRUARY 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 revoked from previous financial years, all of which were adopted in December 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.

Pinkett RD. AGRN 1012 Natural Disaster Recovery (EPAR)

The Pinkett Road Essential Public Asset Restoration project is 75% complete with significant heavy patching works completed in December 2024.



Fixing Country Bridges Round 2B-Cox's Rd

The previous bridge has been dismantled, and a side track has been established. Concrete foundations for the abutments have been poured in anticipation of rock drilling and anchoring. Additionally, the production of precast components for the abutments and planks is currently in progress.



Item 7.6



Bridge 5170 Furracabad Rd over Furracabad Creek

The Furracabad Bridge project is nearing completion with final road approach works (spray seal of approaches and guard rail installation) being finalised in March.



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- Qbr2 Budget	Total Spent	Expenditures %
Aerodome	3	3,303,178.00	1,681,349.68	50.90%
Bridge	7	4,637,878.72	3,844,443.08	82.89%
Building	3	95,000.00	79,520.74	83.71%
Community Halls	1	131,651.00	106,780.37	81.11%
Drainage	1	150,000.00	22,019.70	14.68%
Economic Development	7	893,446.00	485,246.48	54.31%
Flood Recovery & Natural Disasters	3	1,425,225.00	887,650.92	62.28%
IT	1	80,000.00	25,000.00	31.25%
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	21	3,870,674.71	2,041,503.48	52.74%
Plant	30	1,177,408.39	1,362,603.32	115.73%
Quarry	5	836,119.32	650,899.96	77.85%
Roads	27	26,584,696.37	11,409,812.88	42.92%
Sewer	4	639,318.00	101,899.32	15.94%
Waste	7	1,759,065.00	1,086,136.12	61.75%
Water	6	1,429,941.67	370,583.16	25.92%
Grand Total	133	47,997,331.11	24,816,141.41	51.70%

(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: 7.7 AUDIT REPORT
FINANCIAL YEAR 2023-2024 (INFORMATION)**

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with final the Audit Report on the Financial Statements for financial year 2023-2024.

RECOMMENDATION

That Council notes the information contained within this report.

REPORT

- (a) Discussion

Glen Innes Severn Council received an Audit Report from the NSW Office of the Auditor General on 13 February 2025 for the Financial year 2023-24 Financial Statements as attached.

AUDIT REPORT

Primarily as a consequence of the poor implementation of and ongoing systems and reporting issues related to the *ReadyTech Dynamics 365 Business System*, the audit report for financial year 2023-34 is a “Disclaimer of Opinion” for the general purpose financial statements, the special purpose financial statements and the special schedule permissible income for general rates.

Council endorsed the *IT System Improvement and Stabilisation Program* and the updated *Business Systems Roadmap* on 20 February 2025 to ensure that the causes of the disclaimed opinion are addressed.

BACKGROUND

2023/24 Financial Statements have been prepared for Glen Innes Severn Council in accordance with applicable Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, the Local Government Act 1993 and

Regulations and the Local Government Code of Accounting Practice and Financial Reporting December 2023 (the Code).

2. The Annual Financial Statements comprises of the following:

(a) General Purpose Financial Statements

(i) Income Statement

(ii) Statement of Comprehensive Income

(iii) Statement of Financial Position

(iv) Statement of Changes in Equity

(v) Statement of Cash Flows

(b) Special Purpose Financial Statements

(i) Income Statement of Business Activities

(ii) Statement of Financial Position of Business Activities

(c) Special Schedules

(i) Special Schedule – Permissible Income for General Rates

(ii) Special Schedule – Report on Infrastructure Assets as at 30 June 2024 (note that this schedule is not subject to audit).

3. Notes to the accounts provide supporting information, and these, together with the above Financial Statements, fulfil all related statutory financial reporting requirements and will be included within Council’s Annual Report.

4. The Office of Local Government requires councils to value non-current assets at fair value on a staged approach of valuing different asset classes in different years, and to continue the cycle on a rolling basis.

5. As a result, the valuation process comprises comprehensive revaluations of each asset class on a maximum five-year cycle basis. Council has the option to undertake valuations more frequently, if required.

6. For the 2023/24 financial year, an interim (index-based) revaluation was undertaken for all asset classes except investment properties.

7. For the 2023/24 financial year, Council engaged an external valuer to re-assess the value of investment property assets. The valuation resulted in a decrease in investment properties value for the financial year.

8. A detailed explanation of the valuation methodologies for the asset classes mentioned above is set out in note E2-1 of the General Purpose Financial Statements.

9. The draft Financial Statements were reviewed by the Audit Risk and Improvement Committee on 06 December 2024 for endorsement to Council for authorisation.

10. The 2023/24 financial statements incorporate mandatory disclosures of financial performance ratios within the Statement of Performance Measurement (Note G5 in the General Purpose Financial Statements).

11. While council supports the ongoing measurement and monitoring of a range of relevant performance indicators, to assess and report each council's financial and asset management sustainability, there remains a number of reservations about the current definition and mandatory benchmarks for a number of these indicators (especially around the level of high depreciation smaller rural councils have to report). Industry lobby groups and other local government professionals and auditors, will continue to work with the Office of Local Government to refine the current suite of indicators.

Key Implications

Financial Implications

The Financial Statements reflect a Net Operating Result for the year of \$16.322M, in accordance with relevant accounting standards and reporting requirements, against a budgeted surplus of \$9.420M and a Net Operating Deficit excluding Capital Grants and Contributions of \$4.361M versus a budgeted deficit \$2.580M.

A long-term financial plan is being developed to address Council's future deficits and negative unrestricted cash position. The current long term financial plan was adopted by council on 24 October 2024 and is currently published on Council's website.

Public Consultation

Following endorsement of the Financial Statements by Council, in accordance with Section 420 of the Local Government Act 1993 (NSW), any person may make a submission to Council with respect to the Council's Audited Financial Statements or the Auditor's Reports.

Copies of the Audited Financial Statements and the Auditor's Reports have been available to the public since 3rd March 2025 and may be inspected via the following:

- Online (External link)
- Council's Town Hall Customer Service Office 265 Grey Street, Glen Innes
- Glen Innes Severn Public & TAFE Library 71 Grey Street, Glen Innes
- The village post offices at: Emmaville and Deepwater

Submissions close seven business days after the March 2025 Ordinary Council Meeting has been held. For further assistance, please contact Council on (02) 6730 2300 or email

council@gisc.nsw.gov.au

The summary provided below has been published online with a link to the full suite of financial statements.

A summary of the Audited Financial Statements for the period 1 July 2023 - 30 June 2024 is provided below:

	2024	2023
	\$'000	\$000
Income Statement		
Total Income from continuing operations	50,562	48,823
Total expenses from continuing operations	34,240	36,276
Operating result from continuing operations	16,322	12,547
Net operating result for the year	16,322	12,547
Net operating result before grants and contributions provided for capital purposes	(4,361)	569
Statement of Financial Position		
Total current assets	41,927	42,780
Total current liabilities	16,167	18,490
Total non-current assets	414,542	384,928
Total non-current liabilities	9,343	12,334
Total equity	430,959	396,884
Other financial information		
Operating performance ratio	(11.16)%	4.40%
Own source operating revenue ratio	39.09%	42.70%
Unrestricted current ratio (times)	2.64	2.86
Debt service cover ratio (times)	2.89	4.54
Rates and annual charges outstanding percentage	13.07%	22.65%
Cash expense cover ratio (months)	11.22	12.16

Conclusion

That Council notes the information contained within the Audit Report from the NSW Office of the Auditor General received on 13 February 2025 for the Financial Year 2023-24 Financial Statements as attached.

ECM INDEXES

Subject Index: FINANCIAL MANAGEMENT: Financial Reporting
Customer Index: Audit, Risk and Improvement Committee (ARIC)

Property Index: NIL

ATTACHMENTS

Annexure A GISC - Audited Financial Statements 2023-2024 - Final

Item 7.7

REPORT TITLE: 7.8 GLEN INNES COMMUNITY ACCESS COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to endorse recommendations made at the Glen Innes Community Access Committee meeting held on Monday, 3 March 2025.

RECOMMENDATION

THAT Council:

- 1. *Endorses the following nine community representatives as the elected Glen Innes Community Access Committee:***
 - *Kerrie Sturtridge*
 - *Jo-Anne Cooper*
 - *Leonie Lee*
 - *Kelly Reynolds*
 - *Julie Teal*
 - *Maryann Brookfield*
 - *Lyn Cregan*
 - *David Thomas, and*
 - *Joan Jones*

- 2. *Endorses the election of office bearers within the newly elected Glen Innes Community Access Committee as follows:***
 - *Chairperson – Jo-Anne Cooper, and*
 - *Vice Chairperson – David Thomas*

REPORT

(a) Background

The Glen Innes Community Access Committee includes representation from interested community members. The Committee is required to make recommendations to Council arising from matters brought before it.

The **Annual General Meeting (AGM)** of the Glen Innes Community Access Committee was held on Monday, 3 March 2025.

Nine nominations were received for membership of the committee.

The representatives who nominated for the Glen Innes Community Access Committee are aware of the conditions as outlined in the **Community Committees of Council Manual (the Manual)**. Some of the conditions are included here, from section 13-14:

A Community Committee will comprise of those people endorsed by the General Manager or Council. Committee membership is on an annual basis. Members may stand for re-election at each AGM.

No qualifications are necessary for membership, though a commitment to the activities of the committee, a willingness to be actively involved in committee issues, and a willingness to attend training provided by Council, are essential.

Community representatives nominated for a committee are to be residents of the LGA, carry out business within the LGA, or an employee in a business within the LGA.

Members of Community Committees are volunteers, therefore, do not receive payment for services.

(b) Discussion

In accordance with the Manual, all positions were declared vacant. Nominations were called from interested members of the community to fill the committee positions for the coming year.

The AGM Minutes of the Glen Innes Community Access Committee (**Annexure A**) include the following recommendations, for membership, for consideration by Council:

- Kerrie Sturtridge
- Jo-Anne Cooper
- Leonie Lee
- Kelly Reynolds
- Julie Teal
- Maryann Brookfield
- Lyn Cregan
- David Thomas, and
- Joan Jones

The election of office bearers was also held, with Jo-Anne Cooper elected as Chairperson and David Thomas re-elected as Vice Chairperson. It is to be noted that the secretarial role of this committee is performed by a Council staff member.

In accordance with Council's resolution 7.10/24, dated Thursday, 10 October 2024, Council's representative on this Committee is Deputy Mayor, Councillor Carol Sparks.

The Director of Infrastructure Services and the Manager of Community Services also attend these meetings as management representatives.

KEY CONSIDERATIONS

(a) Financial/Asset Management

As this is an advisory Committee of Council, the Glen Innes Community Access Committee has no financial delegations.

(b) Policy/Legislation

A wholly advisory committee is a Council committee that Council has not delegated any functions to. Members of such a committee do not fall under Council's Code of Conduct for Council Committees, Delegates and Advisers, although Council staff members and Councillors will come under the Code of Conduct for Council Staff and Code of Conduct for Councillors, respectively. Despite this, the manual includes this provision at section 11:

Community Committees with advisory functions only, must:

- (a) Always put the public interest ahead of personal interest,*
- (b) Act respectfully, courteously, properly, ethically, legally and not engage in conduct that constitutes bullying or harassment, and*
- (c) Provide impartial advice.*

(c) Risk

Delegating functions to community committees frees up resources of Council. Providing that committees follow and comply with the Manual, risks associated with the governance of committees and their exercising of functions on behalf of Council are largely mitigated.

(d) Consultation

Nil

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Glen Innes Community Access Committee duly considered the matters brought before it, and the recommendations arising from the meeting require endorsement from Council.

The Glen Innes Community Access Committee has elected nine members for the coming year, who have agreed to be actively involved in Committee issues in accordance with the conditions set out in the Manual. Council's approval is now sought for the new membership.

ECM INDEXES

Subject Index:	GOVERNANCE: Committees of Council
Customer Index:	Community Access Committee
Property Index:	Nil

ATTACHMENTS

Annexure A AGM Minutes - Community Access Committee - 03 March 2025

REPORT TITLE: 7.9 GLEN INNES SEVERN LIBRARY COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to endorse recommendations made at the Glen Innes Severn Library Committee meeting held on Tuesday, 18 February 2025.

RECOMMENDATION

THAT Council:

1. ***Endorses the following four community representatives as members of the newly elected Glen Innes Severn Library Committee:***
 - ***Kerry Muir***
 - ***Lindy Stevenson***
 - ***Marina Gerlofsma***
 - ***Jenny Sloman***

2. ***Endorses the election of office bearers within the newly elected Glen Innes Severn Library Committee as follows:***
 - ***Kerry Muir (Chairperson)***
 - ***Lindy Stevenson (Vice Chairperson)***
 - ***Marina Gerlofsma (Minute Secretary)***

REPORT

(a) Background

The Glen Innes Severn Library Committee includes representation from interested community members. The Committee is required to make recommendations to Council arising from matters brought before it.

The **Annual General Meeting (AGM)** of the Glen Innes Severn Library Committee was held on Tuesday, 18 February 2025.

Four nominations were received for membership of the committee.

The representatives who nominated for the Glen Innes Severn Library Committee are aware of the conditions as outlined in the **Community Committees of Council Manual (the Manual)**. Some of the conditions are included here, from section 13-14:

A Community Committee will comprise of those people endorsed by the General Manager or Council. Committee membership is on an annual basis. Members may stand for re-election at each AGM.

No qualifications are necessary for membership, though a commitment to the activities of the committee, a willingness to be actively involved in committee issues, and a willingness to attend training provided by Council, are essential.

Community representatives nominated for a committee are to be residents of the LGA, carry out business within the LGA, or an employee in a business within the LGA.

Members of Community Committees are volunteers, therefore, do not receive payment for services.

(b) Discussion

In accordance with the Manual, all positions were declared vacant. Nominations were called from interested members of the community to fill the 12 committee positions for the coming year.

The AGM Minutes of the Glen Innes Severn Library Committee (**Annexure A**) include the following recommendations, for membership, for consideration by Council:

- *Kerry Muir*
- *Lindy Stevenson*
- *Marina Gerlofsma*
- *Jenny Sloman*

The election of office bearers was held, with Kerry Muir elected as Chairperson, Lindy Stevenson elected as Vice Chairperson and Marina Gerlofsma elected as Minute Secretary.

In accordance with Council's resolution 7.10/24, dated Thursday, 10 October 2024, Council's representatives on this Committee are the Mayor (Councillor Margot Davis), the Director of Corporate and Community Services, the Manager of the Library and Learning Centre also attend these meetings as management representatives.

In addition to Council representatives the following representative will also participate as a non-voting committee member:

- Sarah Wilson (Senior TAFE Librarian).

KEY CONSIDERATIONS

(a) Financial/Asset Management

As this is an advisory Committee of Council, the Glen Innes Severn Library Committee has no financial delegations.

(b) Policy/Legislation

A wholly advisory committee is a Council committee that Council has not delegated any functions to. Members of such a committee do not fall under Council's Code of Conduct for Council Committees, Delegates and Advisers, although Council staff members and Councillors will come under the Code of Conduct for Council Staff and Code of Conduct for Councillors, respectively. Despite this, the manual includes this provision at section 11:

Community Committees with advisory functions only, must:

- (a) Always put the public interest ahead of personal interest,*
- (b) Act respectfully, courteously, properly, ethically, legally and not engage in conduct that constitutes bullying or harassment, and*
- (c) Provide impartial advice*

(c) Risk

Delegating functions to community committees frees up resources of Council. Providing that committees follow and comply with the Manual, risks associated with the governance of committees and their exercising of functions on behalf of Council are largely mitigated.

(d) Consultation

Nil

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Community Service Principal Activity CS 1.2.1: Deliver Library and Learning Centre Services to enhance the equity of access to information, education and recreation for all members of the community.

CONCLUSION

The Glen Innes Severn Library Committee duly considered the matters brought before it, and the recommendations arising from the meeting require endorsement from Council.

The Glen Innes Severn Library Committee has elected four members for the coming year, who have agreed to be actively involved in Committee issues in accordance with the conditions set out in the Manual. Council's approval is now sought for the new membership.

ECM INDEXES

Subject Index:	GOVERNANCE: Committees of Council
Customer Index:	Library Committee
Property Index:	Nil

ATTACHMENTS

Annexure A Minutes of the Library Committee AGM 18 February 2025

REPORT TITLE: 7.10 THE AUSTRALIAN STANDING STONES MANAGEMENT BOARD - REVISED CHARTER OF THE COLLEGE OF GUARDIANS OF THE AUSTRALIA STANDING STONES

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to present the updated Charter of the College of Guardians of the Australian Standing Stones to Council for consideration and endorsement.

RECOMMENDATION

THAT Council:

- 1. Endorses the updated Charter of the College of Guardians of the Australian Standing Stones (Annexure A) and recognises the Mayor of Glen Innes Severn Council as an Honorary Temporary Guardian by virtue of office, serving as Chief Guardian.*

REPORT

Background

The Australian Standing Stones were officially opened on 1 February 1992, at which time the College of Guardians was established.

The Charter of the College of Guardians of the Australian Standing Stones was prepared by the Australian Standing Stones Management Board (ASSMB), a Community Committee of Council. It seeks to formalise the roles, responsibilities, membership structure and governance framework of the College of Guardians, ensuring its continued alignment with the heritage and purpose of the Australian Standing Stones.

Discussion

A review of the Charter was undertaken by the Australian Standing Stones Management Board (ASSMB) in late 2024, with a resolution passed at the Board's November 2024 meeting for the revised Charter to be presented to Council for approval. Please refer to **Annexure A** for a copy of the updated Charter.

The revised Charter includes updates to the Temporary Guardian section, ensuring greater clarity.

Importantly, the revised Charter continues to provide a clear framework for the College's role, membership, and governance structure.

Key aspects include:

- The role and responsibilities of Guardians, including their ceremonial duties at the Australian Celtic Festival.
- The Mayor of Glen Innes Severn Council serving as an Honorary Temporary Guardian by virtue of office, holding the title of Chief Guardian.
- Membership categories, including Honorary Life Guardians, Honorary Temporary Guardians, and Additional Honorary Life Guardians.
- Governance provisions, including the appointment and maintenance of the Register of Guardians by the ASSMB.
- Provisions for continuity, ensuring that if the ASSMB ceases to exist, the College of Guardians may continue to function in accordance with the Charter.

KEY CONSIDERATIONS

(a) Financial/Asset Management

The revised Charter does not impose any financial burden on Council as the ASSMB continues to oversee the governance of the College, ensuring minimal administrative impact on Council resources.

(b) Policy/Legislation

- Local Government Act 1993
- Glen Innes Severn Council *Community Committees of Council Manual*

(c) Risk

- The revised Charter provides clear governance structures and ensures procedural continuity.
- Establishing a formalised process for appointments and continuity minimises governance risks if the ASSMB ceases to exist.

(d) Consultation

- Australian Standing Stones Management Board (ASSMB), including Councillor Margot Davis (Mayor of Glen Innes Severn Council), who serves on the board in the capacity of an elected member (Councillor)

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program - Partnerships

CONCLUSION

The revised Charter of the College of Guardians, prepared by the Australian Standing Stones Management Board (ASSMB) following a 2024 review, continues to provide a clear governance framework for the ongoing preservation, promotion and oversight of the Australian Standing Stones.

Council's recommended endorsement of the revised Charter ensures strong governance and procedural clarity for the continued success of the College of Guardians.

ECM INDEXES

Subject Index: ASSMB - Charter of the College of Guardians of The Australian Standing Stones – Version 3 – Nov 2024
Customer Index: AUSTRALIAN STONES MANAGEMENT BOARD
Property Index: NIL

ATTACHMENTS

Annexure A ASSMB - Charter of the College of Guardians of the Australian Standing Stones - Version 3 - Nov 2024

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Council Magazine,
- Councillor updates from the General Manager,
- Local Government NSW – newsletters, and
- Office of Local Government (OLG) – Circular 25-03 and newsletter.

Press Releases

- Member for Northern Tablelands, Mr Brendan Moylan MP, and
- Parliament of NSW.

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

Item 9.2

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 - 5/02/25
Annexure B Emmaville Mining Museum Committee - 19/12/24
Annexure C Library Committee - 3/12/24
Annexure D Recreation and Open Spaces Committee - 27/11/24
Annexure E Roads Consultative Committee - 19/02/25
Annexure F Saleyards Advisory Committee - 11/12/24

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:

Glen Innes Interagency	12/02/25
Local Traffic Committee	5/02/25

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

Item 9.4

PURPOSE

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

Murray Darling Association Region 11

26/02/25

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

There are no annexures to this report.

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 February 2025:

Name of Committee	Councillor Delegate(s)	Date
Local Traffic Committee	Mayor	05.02.2025
Saleyards Advisory Committee	Mayor, Cr Arrandale, Cr Alt	12.02.2025
GI Library Committee Meeting & AGM	Mayor	18.02.2025
Roads Consultative Committee meeting & AGM	Mayor, Cr Arrandale, Cr Alt	19.02.2025
Open Spaces Committee Meeting & AGM	Mayor, and Cr Alt	26.02.2025
GI Aboriginal Consultative Committee - Meeting & AGM	Mayor, and Cr Sparks	27.02.2025
GLENRAC Committee Meeting	Cr Elphick	28.02.2025

The following is a list of meetings and functions attended by Councillors during February 2025:

Councillor	Name of Meeting / Function	Date attended
Cr M Davis (Mayor)	International Women's Day - Panel Member Request	05.02.2025
	Local Traffic Committee Meeting	05.02.2025
	CSP Workshop 2	06.02.2025
	Masonic Lodge - 150 years commemoration	08.02.2025
	GIHS Duz Ceremony	10.02.2025
	Essential Energy	11.02.2025
	Saleyards Advisory Committee	12.02.2025
	Cicut Meeting	13.02.2025
	GI Show Society President's Luncheon	14.02.2025
	GI Show Official Opening	15.02.2025
	National Servicemen's Day Commemorative Service	16.02.2025
	Meeting regarding Severn River	17.02.2025
	UNE Chancellor meeting	17.02.2025
	GI Library Committee Meeting & AGM	18.02.2025
	Roads Consultative Committee meeting & AGM	19.02.2025
	ASSMB Monthly Meeting	19.02.2025
Pre-meeting briefing	20.02.2025	

Councillor	Name of Meeting / Function	Date attended
	Ordinary Council Meeting	20.02.2025
	Taronga Mine Project Update	25.02.2025
	Jim Thomas meeting	25.02.2025
	Open Spaces Committee Meeting & AGM	26.02.2025
	28 th Feb - Political Wellbeing Summit	26.02.2025
	GI Aboriginal Consultative Committee - Meeting & AGM	27.02.2025
	GLENRAC Committee Meeting	28.02.2025
Cr C Sparks (Deputy Mayor)	Community Access Committee	03.02.2025
	Councillor Workshop	06.02.2025
	DUX Ceremony Glen Innes High School	10.02.2025
	Receiving Show Entries for Art Gallery Committee	11.02.2025
	Safe in our Town Committee Meeting	12.02.2025
	Judging Pottery at Show	13.02.2025
	Formal Lunch at Show	14.02.2025
	Art Gallery Committee Meeting	17.02.2025
	Pre-Meeting Briefing	20.02.2025
	Council Meeting	20.02.2025
	Aboriginal Consultative Committee Meeting and AGM	27.02.2025
Cr T Alt	Councillor Workshop	06.02.2025
	Glen Innes Saleyards AGM	12.02.2025
	Deepwater Progress Association Meeting	12.02.2025
	Roads Consultative Committee meeting & AGM	19.02.2025
	Pre-Meeting Briefing	20.02.2025
	Ordinary Council Meeting	20.02.2025
Cr T Arandale	No information was provided	
Cr M Elphick	Councillor Workshop	06.02.2025
	Pre-Meeting Briefing	20.02.2025
	Council Meeting	20.02.2025
	GLENRAC Committee Meeting	28.2.2025
Cr A Parsons	No information was provided	
Cr D Scott	LGNSW - elected life induction workshop	03.02.2025

Councillor	Name of Meeting / Function	Date attended
	Councillor Workshop	06.02.2025
	Glen Innes Show	14.02.2025
	Pre-Meeting Briefing	20.02.2025
	Ordinary Council Meeting	20.02.2025
	Change maker workshop	24.02.2025

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:

<i>Item</i>	<i>Report</i>	<i>Reason</i>
<i>12.1</i>	<i>New England Weeds Authority</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>

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.