

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Thursday, 19 June 2025

Statement of Ethical Obligations

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

Conflicts of Interest

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

Recording of Council Meetings

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

Council meetings should be:

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



Notice is herewith given of an

ORDINARY MEETING

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

Thursday, 19 June 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 - 22 MAY
2025 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS:
PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

7 **REPORTS TO COUNCIL**

REPORT TITLE: **7.1 RESOLUTION TRACKING REPORT**

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

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the May 2025 Council Meeting	24
New actions assigned following April 2025 Council Meeting	13
Actions completed since the previous report	-11
Outstanding Actions as of Thursday, 12 June 2025	26

Annexure A provides the most recent comments, from the responsible officers, as of Thursday, 12 June 2025.

Annexure B outlines the 11 Council Resolution actions that have been completed since the report presented to Council in May 2025.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

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

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.

ATTACHMENTS

Annexure A	Outstanding Actions as at 12.6.25
Annexure B	Completed Actions 17.5.25 to 12.6.25

REPORT TITLE: 7.2 COUNCILLOR ATTENDANCE

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is to provide a status report on Councillor attendance at Ordinary and Extraordinary Meetings, Councillor Workshops, Induction Programs, and Mandatory or Voluntary Training Sessions since the commencement of the current Council term in October 2024.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

At the Ordinary Council Meeting held on 22 May 2025, Council resolved:

3.05/25 RESOLUTION

THAT Council:

1. Includes in the 2024–2025 Annual Report a record of individual councillor attendance at:
 - a. Ordinary and Extraordinary Meetings
 - b. Councillor Workshops and Briefings
 - c. Induction and Professional Development Training
 - d. Code of Conduct and WHS-related training
 - e. Any other structured sessions endorsed or required by Council
2. Requests a report to Council at the June 2025 Ordinary Meeting detailing councillor attendance at the above sessions since the commencement of the new Council term in October 2024.
3. Ensures that future attendance records are compiled and reported on a quarterly basis to support internal governance and public reporting.

The table below outlines Councillor attendance at Ordinary and Extraordinary Council Meetings held since 10 October 2024.

COUNCIL MEETING ATTENDANCE								
Date	Meeting Type	Davis	Sparks	Alt	Arandale	Elphick	Parsons	Scott
10.10.24	Additional	Y	Y	Y	Y	Y	Y	N/A*
24.10.24	Ordinary	Y	Y	Y	Y	Y	Y	N/A*
28.11.24	Ordinary	Y	Y	Y	Y	Y	Y	Y
19.12.24	Ordinary	Y	Y	Y	Y	Y	Y	Y
20.2.25	Ordinary	Y	Y	Y	Y	Y	Y	Y
7.3.25	Extraordinary	Y	Y	Y	Y	Y	Y	Y
19.3.25	Ordinary	Y	Y	Y	Y	Y	Y	Y
24.4.25	Ordinary	Y	Y	Y	Y	Y	Y	Y
22.5.25	Ordinary	Y	Y	Y	Y	Y	Y	Y

*Cr Scott was elected to Council in November 2024 through a countback process, following the vacancy created by the resignation of Cr Banham.

The table below outlines Councillor attendance at Councillor Workshops and Briefings held since 10 October 2024.

WORKSHOP ATTENDANCE								
Date	Workshop	Davis	Sparks	Alt	Arandale	Elphick	Parsons	Scott
30.1.25	Community Strategic Plan (CSP) Workshop 1 (9am-3pm)	Y	Y	Y	Y	Apology	NR*	Y
6.2.25	CSP Workshop 2 (5pm-9pm)	Y	Y	Y	Y	Y	NR*	Y
4.3.25	Budget Workshop 1 (6pm-8.30pm)	Y	Y	Y	No	NR*	NR*	Y
13.3.25	Councillor Workshop (6pm-8.30pm)	Y	Y	Y	No	NR*	NR*	Y
18.3.25	Budget Workshop 2 (6pm-8.30pm)	Y	Y	Y	No	NR*	NR*	Y
25.3.25	Budget Workshop 3 (6pm-8.30pm)	Y	Y	Y	No	Y	No	Y
9.4.25	Budget Q & A - online (5pm-6pm)	Y	Y	Apology	No	Y	Apology	Y
22.4.25	SEATA Site Visit and Presentation	Y	Y	Apology	No	Y - part 1	Y - part 2	Y
13.5.25	Code of Meeting Practice Refresher (12pm-6pm)	Y	Y	Apology	No	Apology	No	Y
12.6.25	Councillor Workshop - SRV	Y	Y	Apology	Y	Y	Y	Y

*NR – Nil response received on calendar invite – unsure of attendance due to this being an historical workshop

The table below outlines Councillor attendance at Induction and Training Sessions held since 10 October 2024.

INDUCTION AND TRAINING ATTENDANCE								
Date	Session	Davis	Sparks	Alt	Arandale	Elphick	Parsons	Scott
14.10.25	Councillor Information Workshop	Y	Y	Y	NR*	Y	NR*	N/A
21.10.25	Councillor Strategic Planning Day	Y	Y	Apology	Y	Y	NR*	N/A
31.10.25	Councillor Development (External Facilitator)	Y	Y	Y	Apology	Y	NR*	N/A
21.11.24	Mayoral Induction Session (part 1)	Y	N/A	N/A	N/A	N/A	N/A	N/A
26.11.25	Mayoral Induction Session (part 2)	Y	N/A	N/A	N/A	N/A	N/A	N/A
3.2.25	Councillor Induction (online)	N/A	N/A	N/A	N	N/A	N/A	Y
18.3.25	LGNSW Mayoral Induction Workshop	Y	N/A	N/A	N/A	N/A	N/A	N/A

*NR – Nil response received on calendar invite – unsure of attendance due to this being an historical workshop

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Code of Meeting Practice.

Councillor Induction and Professional Development Policy

Risk

Nil.

Consultation

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Council Sustainability, Transparency and Communication Principal Activity STC 5.2.3: Deliver a program of Councillor Inductions and continued Professional Development.

CONCLUSION

At the Ordinary Council Meeting held on 22 May 2024, Council requested a report for the June 2025 meeting outlining Councillor attendance at meetings, workshops, and training sessions since the commencement of the current Council term in October 2024. Accordingly, this report presents the requested attendance information in the tables provided.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.3 REPORT ON THE OUTCOMES OF THE PUBLIC EXHIBITION OF THE DRAFT COMMUNITY STRATEGIC PLAN 2025-2035, DRAFT DELIVERY PROGRAM 2025-2029, REVISED DRAFT LONG TERM FINANCIAL PLAN 2025-2035 AND THE 2025-2026 DRAFT OPERATIONAL PLAN AND BUDGET - SHAPING TOMORROW COMMUNITY ENGAGEMENT

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to inform Council on the outcomes of the Public Exhibition of the Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029, Revised Draft Long Term Financial Plan 2025-2035, and 2025-26 Draft Operational Plan and Budget as part of the Shaping Tomorrow Community Engagement Program.

RECOMMENDATION

That Council notes the outcomes of the Shaping Tomorrow Community Engagement Program.

REPORT

The purpose of the Shaping Tomorrow Community Engagement Program (**Annexure A**) was to ensure that the community was adequately informed and consulted about the new **Draft Community Strategic Plan 2025 to 2035 (CSP)**, **Draft Delivery Program 2025 to 2029 (DP)** and the **2026-2027 Draft Operational Plan (OP)** and **Revised Draft Long Term Financial Plan 2025-2036 (LTFP)**, including a proposal for a future application to the **Independent Pricing and Regulatory Tribunal (IPART)** for a **special rate variation (SRV)**.

Glen Innes Severn Council's (GISC) suite of Integrated Planning and Reporting Documents were on public exhibition from 28 April 2025 until 6 June 2025.

In early 2024 Glen Innes Severn Council's commissioned Morrison Low (specialists in Local Government Financial Management) to undertake a **Financial Sustainability Review (FSR)** and develop a comprehensive Long Term Financial Plan (LTFP 2024-2034). The findings of the FSR and LTFP were clear, GISC was not financial sustainable. The following recommendations were provided as part of the review and acted on by Council:

1. Undertake a full review of domestic and non-domestic waste income and costs, including compliance obligations, future remediation and new cell expenditure needs, FOGO 2030, along with funding options (councils are required to maintain separate accounting and reporting for domestic waste).

Item 7.3

2. Review Water and Sewer funds income and expenditure, including the level of capital expenditure.
3. Review Domestic Waste, Water and Sewer Fund overhead allocations methodology and ensure it is considered in determining pricing.
4. Develop a pricing approach and options analysis that fully cover the expenditures for Domestic and Non-domestic Waste, Water and Sewer funds.
5. Develop a recommended pricing strategy.
6. Develop a service review program and/or a council-wide improvement plan, with a focus on areas for potential service cost reductions.
7. Determine the need to increase rates revenue through a Special Rate Variation.

Commencing the implementation of these strategic actions from the above recommendations has improved General Fund's ongoing operating deficits to an average of \$4.7 million per year.

Four financial scenarios were developed as part of a Revision to the Long-Term Financial Plan 2025-2035, these scenarios were included in the new Delivery Program 2025-2029 and Operational Plan 2025-2026.

1. Managed Decline (rate peg only, no SRV).
2. Financial Sustainability (rate peg + 2 year SRV).
3. Growth and Prosperity (rate peg + 2 year SRV).
4. Growth and Prosperity (rate peg + 3 year SRV).

The 2025-2026 Operational Plan and Budget included a proposed action to apply to IPART for a Special Rate Variation in February 2026.

The Shaping Tomorrow Community Engagement Program was launched on 28 April for six weeks of engagement (until 6 June) with the community using the following communication channels:

- Media Releases,
- Regular information to the local Community News Paper,
- Radio advertisements,
- Shaping Tomorrow Community Information Pack, made available at the Library, Council Administration Centre, online (Council's website Have Your Say Page) and available at each Town Hall Meeting,
- Resident newsletter (to all residents),
- Ratepayer letter (to all ratepayers),
- Have Your Say site on Council's website – all documents are available, information videos and survey submission,
- Three Information Videos made by Greg Smith of Morrison Low at Council's request titled:
 - What is an SRV,
 - Why does GISC need one,
 - How will it impact me.

- SRV Micromex Phone and Online Survey (**Annexure B**) – issued online, hard copy (available at the Library, Council's Administration Office and at Town Hall Meetings) and by phone (19-22 May),
- Three Town Hall meetings (Emmaville 5 May, Glen Innes 14 May and Deepwater 27 May),
- Virtual Town Hall meetings (6 May, 15 May and 28 May).

The **Shaping Tomorrow Community Engagement Program (STCEP)** achieved its goals which was:

- To consult with the community on the Vision and Strategic Objectives as presented in the Draft CSP 2025 - 2036, Draft LTFP 2026-2036, Draft DP 2025 - 2029 and the Draft OP 2025-2026.
- To inform the community about Council's goal to achieve Financial Sustainability and the strategic actions council is taking to cut costs, undertake business improvement and implement strategic actions to improve revenue raising – this includes a proposal to apply to the NSW Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to be implemented in July 2026.
- To present the SRV as proposed in the Draft DP 2025-2029 and Draft LTFP 2026-2036.
 - To identify the impact of the SRV on the average rates across each rating category.
 - To exhibit the revised LTFP 2025-2035 demonstrating the impact of the proposed SRV on Council's operating results from 2025-2026 for feedback and final endorsement by Council.
 - To communicate to the community the timeline and process for any potential SRV application.
 - To gather and consider the community's feedback to inform Council's final decision on whether and how to move forward with an SRV application.

The key message in the Shaping Tomorrow Community Engagement was to answer the question "why is Council seeking an SRV":

- To become financially sustainable,
- Maintain current service levels to the community,
- Be able to proceed with planned asset management plans and maintenance, and
- Action opportunities to support future growth and prosperity in line with Towards 2034 Community Engagement outcomes.

The Community Engagement Program achieved a high degree of community awareness about:

- The new Draft CSP, Draft DP, Draft OP and Revised LTFP,
- Council's challenge to achieve Financial Sustainability,

- Council's proposal to apply to IPART for a Special Rate Variation (SRV) in 2026, and the four financial options and SRV scenarios being considered, and
- The impact on rate payers in relation to each SRV Scenario across each of the average rating categories.

Active participation in Town Hall and virtual meetings, completion of paper-based and online surveys and submissions to Council, as well as the outcomes from the Micromex phone survey, indicate a very high level of awareness among the 8,945 people of the in the Glen Innes Severn community about the proposed SRV. The Micromex survey found that **87% of the community say that prior to the SRV Survey, residents were aware that Council was considering an application to IPART for an SRV (Annexure C, Community Engagement Report and Annexure D, Micromex Survey Report).**

Seven hundred and sixty-three residents participated in the SRV survey process. Well over 200 paper-based surveys were handed out to residents, with over 70 completed and returned to Council's office. Over 390 surveys were completed online and there were 303 phone surveys (both mobile and landlines).

Face to face Town Hall Meetings	Population	Attendance
Emmaville	263 *	37
Glen Innes	6,219*	250
Deepwater	456*	56

*2021 Census

Virtual Town Hall Meetings	Attendance
6 May	2*
15 May	30
28 May	9

*Low attendance as many people tried but failed to connect

Findings

The majority of the population (64%) indicated that they would prefer not to have a Special Rate Variation due to their already strained financial situation. However more than one in three residents (36%) preferred at least some level of rate variation (36%). The majority of residents (88%) believe it is important or very important for Council to implement plans and programs that will maintain/renew local infrastructure in the local area.

Following the conclusion of the engagement program adjustments were made with a revised more modest SRV recommended to Council.

KEY CONSIDERATIONS

Financial/Asset Management

The *Local Government Act 1993* requires councils to apply sound financial management principles of being responsible and sustainable in aligning income, expenses and infrastructure investment, with effective financial and asset performance management.

The objectives are to:

- achieve a fully funded operating position,
- maintain sufficient cash to fund ongoing operational and capital requirements,
- maintain its asset base ‘fit for purpose’,
- have an appropriately funded capital program.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term. Failure to meet the financial management principles means council is in breach of its statutory obligations.

Policy

It is a requirement under the NSW *Local Government Act 1993* to place new or revised Community Strategic Plans, the Delivery Program, Long Term Financial Plan and Operational Plan and Budget on public exhibition for 28 days prior to being adopted by Council and for Council to consider community feedback prior to adopting these documents.

Risk

A new Council must adopt a Community Strategic Plan, Delivery Program, Operational Plan and Budget by 30 June 30 in the year following the NSW Local Government Election.

Consultation

A statistically valid and robust Community Engagement Program has been implemented between 28 April and 6 June as outlined in the Shaping Tomorrow Community Engagement Report attached (Annexure C).

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

The Micromex survey found that 87% of the community say that prior to the SRV Survey, residents were aware that Council was considering an application to IPART for a SRV (Annexure C Community Engagement Report and Annexure D Micromex Survey Report). Council has listened to the community and adjusted its forward financial sustainability strategies and remodelled an alternative SRV scenario.

ATTACHMENTS

Annexure A	Shaping Tomorrow Community Communications and Engagement Plan
Annexure B	GISC SRV Survey
Annexure C	Community Engagement Report
Annexure D	Micromex Phone Survey Findings

REPORT TITLE: 7.4 ADOPTION OF THE REVISED LONG TERM FINANCIAL PLAN 2025-2035

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to adopt the revised Long Term Financial Plan 2025-2035 (*Annexure A – under separate cover*) following its public exhibition from 28 April until 6 June 2025.

RECOMMENDATION

THAT Council:

- 1. Adopts the revised Long Term Financial Plan 2025-2035.*
- 2. Adopts the Sustainability Revised scenario as Council's scenario and makes a Special Rate Variation application to the NSW Independent Pricing and Regulatory Tribunal (IPART) in 2026 for a permanent 48.3% (cumulative, including the rate peg) SRV over three years as follows; 21.5% in 2026/27, 12.0% in 27/28 and 9.0% in 28/29.*

REPORT

The adopted Long Term Financial Plan 2024-2034 was revised to address Council's ongoing Financial Sustainability in line with the recommendations made by Morrison Low in the 2024 Financial Sustainability Review and reflects the strategic actions taken by Council to improve efficiency and financial sustainability.

The revised LTFP 2025-2035 (*Annexure A – under separate cover*) as publicly exhibited from 28 April to 6 June 2025 (as part of the Shaping Tomorrow Community Engagement Program) has **been revised following Community consultation and feedback** and now includes an additional financial scenario achieving financially sustainable for Council's General Fund by 2029/30.

To ensure that it remains sustainable, Council must:

- collect enough revenue to fund operational expenditure, repayment of debt and depreciation (which is shown in its **operating results**),
- maintain sufficient cash reserves to ensure it can meet its short-term working capital requirements (which can be seen in its **cash position**),
- have a fully funded capital program and maintain its asset base, by renewing identified ageing infrastructure (which is outlined below in its **capital results**),

Following community engagement, the revised Long Term Financial Plan 2025-35 has four financial options to address Council's forward financial sustainability and address deficits forecast in the LTFP.

The Revised 2025-2035 LTFP models the following scenarios:

SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4	SCENARIO 5
Managed Decline: No rate increase above the rate peg	A Sustainable Council 2 years	Growth and Prosperity 2 years	Growth and Prosperity 3 years	Sustainability Revised 3 Years
<p>The long term financial forecast tells us that without an increase in rates Council faces deficits of approximately \$4.7 million from 2025/2026.</p> <p>This option includes implementation of cost cutting strategic actions outlined in the LTFP, applying the rate peg but no SRV increase.</p> <p>This option is not financially sustainable.</p>	<p>Implementation of cost cutting strategic actions plus a cumulative permanent SRV of 55.49% applied over two years (including the rate peg) applied as follows:</p> <ul style="list-style-type: none"> 28.5% (rate peg + SRV) in FY26/27 21.0% (rate peg + SRV) in FY27/28 which is the second and final year of the rate variation. <p>This increase to rates will ensure that Council continues to break even financially while continuing to provide the current level of services and maintain infrastructure. This increase will provide a degree of response in emergencies and other events that cannot be predicted to support the community (e.g.</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 61.75% over 2 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> 31.50% (rate peg + SRV) in FY26/27 23.0% (rate peg + SRV) in FY27/28 which is the second and final year of the SRV <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level, respond to emergencies as required and implement some of the Economic Development and Our Towns initiatives identified in the Towards 2034 Community Engagement Program.</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 68.50% over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> 26.5% (rate peg + SRV) in FY26/27 20.0% (rate peg + SRV) in FY27/28 11.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level, respond to emergencies as required and implement the Economic Development and Our Towns initiatives identified in the Towards 2034 Community Engagement Program</p>	<p>Implementation of the cost cutting strategic actions plus additional expenditure cuts and a cumulative permanent SRV of 48.3% over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> 21.5% (rate peg + SRV) in FY26/27 12.0% (rate peg + SRV) in FY 27/28 9.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV. <p>This increase to rates would allow Council a modest General Fund surplus to continue to provide the current level of services and infrastructure maintenance and provide some degree of response in emergencies and other events that cannot be predicted to support the community (e.g. drought, bush fire, flood responses).</p>

After 2028/29, all scenarios assume the forecasted annual rate peg of 3.0% for rates increases.

Following the Shaping Tomorrow Community Engagement Program

In response to the community's feedback collected during the Community Engagement period, 28 April until 6 June 2025, and noting the Capacity to Pay report Council commissioned early in 2025 (**Annexure B**), an alternative **Special Rate Variation (SRV)** scenario has been developed.

Features of the Sustainability Revised scenario are:

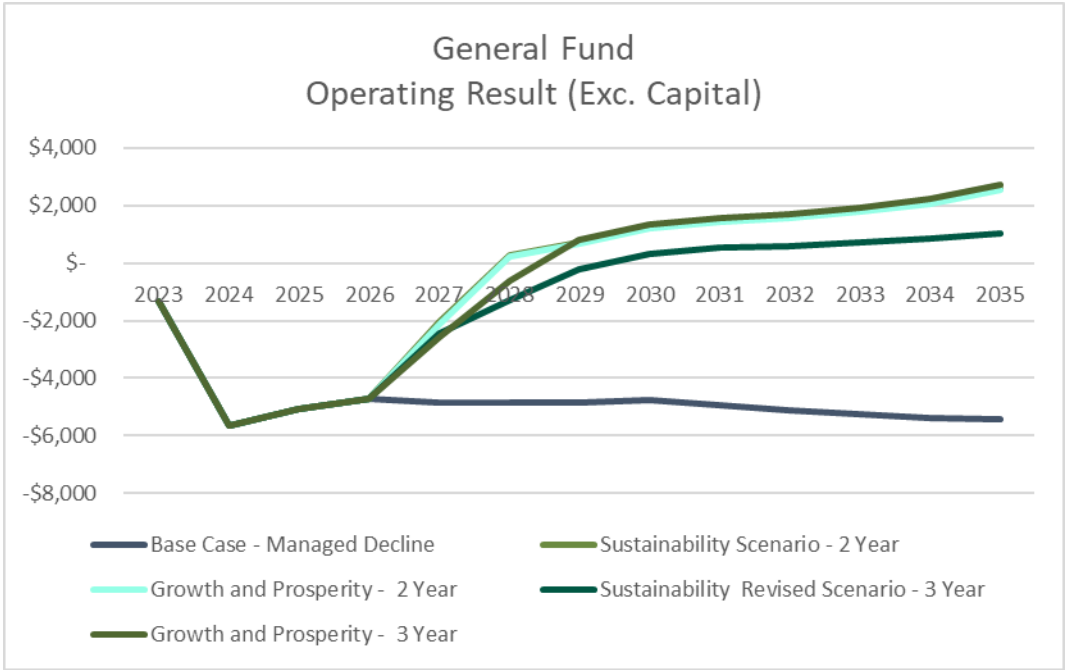
- Remodelled the current Sustainability option based on a delayed financial sustainability objective of 2029/30 (moved out by one year),
- Spread the SRV increases over 3 years to ease the annual impact on rate payers with 21.5% increase in 26/27, a further 12% increase in 27/28 and a third and final SRV increase of 9% in 28/29. While this option does delay Council's ability to report a modest surplus and be financially sustainable by one year (29/30), it reduces the impact of the rate increase on the Community and responds appropriately to the Community's feedback received over the engagement period,
- Applied additional business improvement savings of \$65K per year, bringing the total to \$165K per annum for 5 years,
- Through the recent technical review of depreciation improved the bottom line by a further \$350K per annum,
- To address the Community's concerns about affordability for pensioners, increased the pensioner concession from \$250 to \$300.
- After hearing directly from the communities of Deepwater and Emmaville, Council needs to do more for the villages and towns, and therefore we will proceed with the "Our Towns" improvement programs of up to \$200K per year, this to ultimately apply to smaller villages as well.
- Deferred improvements to the Glen Innes Town Hall until suitable grant funding becomes available,
- Reduced the investment in Economic Development, Health, and Housing programs from \$500k to \$300k per annum – this still enables Council to address the key barriers to population retention and growth.

Sustainability Revised Scenario

This Sustainability Revised scenario has been modelled and included in the revised LTFFP 2025-2035 as Council's revised position following community engagement. This scenario represents an increase in rates that would allow Council to provide the services and infrastructure maintenance at their current levels and be sustainable by 2029/30.

The Sustainability Revised scenario is a permanent cumulative SRV of 48.3% implemented over three years. This scenario is supported by a number of additional sustainability strategic actions as outlined above to enable General Fund operations to achieve modest surpluses and achieve the goal of financial sustainability.

Figure 1 (LTFP) General Fund operating results by scenario



All scenarios use the same LTFP assumptions outlined in the Revised LTFP 2025-2035 Appendix A - Detailed LTFP Assumptions (Appendix A).

TABLE 1 ESTIMATED RESIDENTIAL AVERAGE RATES TO 2028/29 – SUSTAINABILITY REVISED

Residential		2025/26	2026/27	2027/28	2028/29
Sustainability Revised - 3 year SRV		\$ 1,025.18	\$1245.59	\$1,395.06	\$1,520.62
	Increase:		\$220.41	\$149.47	\$125.56
	Minimum Rate	\$637	\$774	\$867	\$945

TABLE 2 ESTIMATED FARMLAND AVERAGE RATES TO 2028/29 – SUSTAINABILITY REVISED

Farmland					
		2025/26	2026/27	2027/28	2028/29
SUSTAINABILITY REVISED - 3 YEAR SRV		\$3668.62	\$4,457.37	\$4,992.26	\$5,441.56
	INCREASE:		\$788.75	\$534.88	\$449.30
	MINIMUM RATE	\$485	\$590	\$661	\$720

TABLE 3 ESTIMATED BUSINESS AVERAGE RATES TO 2028/29 – SUSTAINABILITY REVISED

Business					
		2025/26	2026/27	2027/28	2028/29
SUSTAINABILITY REVISED - 3 YEAR SRV		\$2,134.78	\$2,593.76	\$2,905.01	\$3,166.46
	INCREASE:		\$458.98	\$311.25	\$261.45
	MINIMUM RATE	\$637	\$744	\$867	\$945

TABLE 4 ESTIMATED MINING AVERAGE RATES TO 2028/29 – SUSTAINABILITY REVISED

Mining					
		2025/26	2026/27	2027/28	2028/29
SUSTAINABILITY REVISED - 3 YEAR SRV		\$373	\$453	\$508	\$553
	INCREASE:		\$80	\$54	\$46
	MINIMUM RATE	\$373	\$453	\$508	\$553

KEY CONSIDERATIONS

Financial/Asset Management

The revised Long Term Financial Plan 2025-2035 incorporates Council Asset Management Strategy and Asset Management Plans. To maintain Council assets into the future Council recommends implementation of the revised Long Term Financial Plan 2025-2035 which includes an application to IPART for an SRV.

Policy

The revised Long Term Financial Plan 2025-2035 has been developed in line with the NSW Integrated Planning and Reporting Guidelines and includes all the requirements for NSW Local Government Long Term Financial Plans.

Risk

Council has begun implementing a comprehensive program of business improvements to reduce risk and improve financial sustainability, however without an increase to revenue or a substantial reduction in service provision Council remains at serious risk financially.

Consultation

An extensive community consultation program has been undertaken by Council from 28 April to 6 June 2025 demonstrating a high degree (87%) of community awareness of Council's proposal to apply to IPART in 2026 for an SRV.

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

Under the NSW *Local Government Act 1993* all councils are required to be Financial Sustainable. The revised Long Term Financial Plan 2025-2035 achieves financial sustainability for the General Fund by financial year 2029/30 with a proposed application to IPART for a permanent SRV of 48.3% applied over three years from 2026/27. This increase in rates that would allow Council to provide the services and infrastructure at their current levels and support General Fund operations to achieve modest surplus's.

ATTACHMENTS

Annexure A	Revised LTFP 2025-2035 (<i>under separate cover</i>)
Annexure B	Capacity to Pay Report

REPORT TITLE: 7.5 ADOPTION OF THE COMMUNITY STRATEGIC PLAN 2025-2035

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to adopt Council's new Community Strategic Plan 2025-2035 (*Annexure A – under separate cover*) following its Public Exhibition from 28 April until 6 June 2025.

RECOMMENDATION

That Council adopts the new Community Strategic Plan 2025/2035.

REPORT

The **Community Strategic Plan (CSP)** guides the future direction of Glen Innes Severn for the next 10 years and describes the community's vision and aspirations for the future of the **Local Government Area (LGA)**.

It addresses four key questions for the community:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know when we have arrived?

The CSP was developed following the 2024 Local Government Elections with consideration of the findings of the Towards 2034 Community Engagement undertaken in 2024 that focused on receiving answers to questions 1 and 2 above.

Councillors worked over a series of Councillor Workshops held in January and February 2025 to finalise the CSP.

The CSP is Council's highest-level plan. The purpose of the Plan is to identify the community's main priorities and aspirations for the future ten-year timeframe of the CSP.

The new CSP 2025-2035 is designed to shape an economically diverse, socially connected, environmentally sustainable, and well-serviced place to live and work—supported by fit-for-purpose infrastructure that meets both current and future needs.

It links with other State and regional plans and describes Council's priorities and the approach Council will take to achieve the community's long-term vision for the LGA. To

ensure it continues to meet changing community expectations, the CSP is reviewed every four years, following a local government election.

It is a requirement under the Integrated Planning and Reporting Framework for Council to adopt a CSP by 30 June following the election of a new Council. The CSP must be adopted following a Public Exhibition of 28 days.

Council's new Community Strategic Plan is anchored by a central vision - *Transforming Today for a Thriving Tomorrow*. To realise this vision Council developed 5 Strategic Objectives and 15 Goals all outlined in the CSP.

The Strategic Objectives are:

- A thriving and connected community,
- A prosperous and diverse economy,
- A fit for the future infrastructure,
- A Protected and enhanced environment,
- Open and collaborative leadership.

The following feedback was provided by the community during the public exhibition period – Shaping Tomorrow Community Engagement, 28 April until 6 June.

Submissions to Council

Doc ID	From	Comment	Description
694154	A Robinson Geotourism Australia	Goal 3 of CSP supported. Goal E1.3 should be amended to read <i>'Leverage our pilot Status as an approved GeoRegion to lead a collaborative regional ambition to be nominated as an aspiring UNESCO Global Geopark – replace Australian Geoscience Council with its entity Geotourism Australia.</i> DP E1.3.2 should be amended to include reference to the approved GeoRegion. Goal 1 CSP Prosperous & Diverse Economy is supported. DP P1.1.1 should be amended to include reference to opportunity for implementation of post mine land use strategies.	17 page Submission re Draft IP&R documents.
694737	Pelchen	Restoration of the Armidale-Wallangarra train service.	Submission by Letter.
694462 694690	Bennell/Page x2	59 page submission on CSP and SRV <i>Council needs to re-focus on advocating for more dollars from State Government for maintaining assets and growing the population. Available at request.</i>	59 page Submission on CSP and SRV made public by Maxine G Bennell/Page.

Have Your Say Submission via Council Website

Submission topic	Submitter	Summary of Comments
CSP	A Sansom	Place greater emphasis on youth development in the CSP. Establish a Youth Advisory Panel.
CSP	N Cowan	Lots of promises in CSP & DP. Where is transparency? Cut back unnecessary spending, focus on major population areas, fix roads get back to basics.

KEY CONSIDERATIONS**Financial/Asset Management**

The CSP is supported by the Resourcing Strategy (which includes a Long Term Financial Plan, Asset Management Strategy and Plans and a Workforce Management Strategy), the Delivery Program 2025-2029 and Operational Plan and Budget 2025-2026. The full suite of Integrated Planning and Reporting documents were placed on public exhibition from 28 April until 6 June 2025.

Policy

It is a requirement under the NSW *Local Government Act 1993* and the **Integrated Planning and Reporting Framework (IP&R)** to adopt a Community Strategic Plan, Delivery Program, Long Term Financial Plan and Operational Plan and Budget by 30 June following the election of a new term of Council.

Risk

The CSP meets the requirements as outlined in the IP&R Framework and the NSW *Local Government Act 1993*.

Consultation

- All Councillors were consulted as part of series of workshops held on 30 January 2025, 6 February 2025, 13 March 2025,
- Meetings with all Council Managers,
- Manex,
- Mayor,
- Public Exhibition and Shaping Tomorrow Community Engagement conducted consulting the Community.

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

The CSP is Council's key strategic planning document. It links with other State and Regional plans and describes Council's and the communities priorities and the approach Council will take to achieve the community's long-term vision for the LGA. The CSP was on public exhibition from 28 April until 6 June as part of the Shaping Tomorrow Community Engagement Program.

ATTACHMENTS

Annexure A Community Strategic Plan Final (*under separate cover*)

REPORT TITLE: 7.6 ADOPTION OF THE DELIVERY PROGRAM 2025-2029

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to adopt Council's new Delivery Program 2025-2029 (*Annexure A – under separate cover*) following its Public Exhibition from 28 April until 6 June 2025.

RECOMMENDATION

That Council adopts the 2025-2029 Delivery Program.

REPORT

The Delivery Program was created following development of the new Community Strategic Plan as part of a series of Councillor Workshops held in January and February 2025 to finalise Council's key strategic documents required under the Integrated Planning and Reporting Framework.

The Delivery Program supports achievement of the Community Strategic Plan, as does the Resourcing Strategy (which includes a Long Term Financial Plan, Asset Management Strategy and Plans and a Workforce Management Strategy) and Operational Plan and Budget 2025-2026. Council must adopt a Delivery Program before 30 June in the year following an ordinary election of Council.

The following strategic documents were considered in the development of the Delivery Program 2025-2029:

- Financial Sustainability Review 2024,
- 2024-2034 Long Term Financial Plan,
- The Towards 2034 Community Engagement Program (conducted in 2024),
- Revised Long Term Financial Plan 2025-2035.

Community Feedback from Public Exhibition period 28 April until 6 June 2025

Doc ID	From	Comment	Description
694154	A Robinson Geotourism Australia	<p>Goal 3 of CSP supported. Goal E1.3 should be amended to read <i>'Leverage our pilot Status as an approved GeoRegion to lead a collaborative regional ambition to be nominated as an aspiring UNESCO Global Geopark – replace Australian Geoscience Council with its entity Geotourism Australia.</i> DP E1.3.2 be amended to include reference to the approved GeoRegion.</p> <p>Goal 1 CSP Prosperous & Diverse Economy is supported. DP P1.1.1 should be amended to include reference to opportunity for implementation of post mine land use strategies.</p>	17 page Submission re Draft IP&R documents.

Have Your Say Submission via Council Website

Submission topic	Submitter	Summary of Comments
CSP	A Sansom	Place greater emphasis on youth development in the CSP. Establish a Youth Advisory Panel.

Alternative Financial Scenarios developed in response to community feedback

Council received feedback from residents and ratepayers on the four financial options and three SRV scenarios outlined in the Financial Sustainability section of the Draft Delivery Program 2025-2029. The Community Engagement program offered a range of channels, including a phone survey, paper-based and online survey, face-to-face town hall meetings, virtual meetings, and email and postal submissions. The key community feedback expressed concern in relation to:

- Affordability,
- Level of household income,
- Cost of living crisis,
- Council to continue to deliver current services,
- Further cost savings.

Having listened to the community, Council carefully considered the feedback—particularly concerns about the community's capacity to pay Council has made several adjustments to the Revised LFTP 2025–2035, including the adoption of a new SRV scenario – **Sustainability Revised scenario**.

The following were made to the Revised LTFP 2025-2035 and Delivery Program Financial Sustainability Section and were considered at this meeting in a prior agenda item.

- **A remodelled Sustainability Revised scenario has been included** as an option for a permanent cumulative SRV of 48.3% spread over three years to ease the annual impact on ratepayers. This includes a 21.5% increase in 2026/27, a further 12% increase in 2027/28, and a final 9% increase in 2028/29 (all include the rate peg). This option allows Council to report a modest surplus and achieve financial sustainability one year later than previously anticipated in 2029/30. It reduces the rate increase impact on the community and directly addresses the feedback received during the engagement period.
- The pensioner concession has been increased to \$300—an additional voluntary \$50 increase on top of the current \$250 concession—to address community concerns about affordability for pensioners.
- Investment reduced in previously proposed Economic Development, Health, and Housing programs from \$500k to \$300k per annum – this still enables Council to address the key barriers to population retention and growth.
- Following the feedback from the Town Hall meetings in Emmaville and Deepwater, Council will increase its focus on improvements in the villages and proceed with the “Our Towns” improvement programs of up to \$200K per year – with the development of precinct plans for Red Range, Deepwater, Emmaville and Glencoe, which will identify the improvement programs to commence in 25/26.
- Deferred expenditure on improvements to the Glen Innes Town Hall until suitable grant funding becomes available.
- Additional business improvements and savings of \$65,000 per year have been identified raising total annual savings to \$165,000 over five years.
- The bottom line has been improved by \$350,000 per year through a review of depreciation.

These are the exhibited scenarios and the revised scenario.

SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4	SCENARIO 5
Managed Decline: No rate increase above the rate peg	A Sustainable Council 2 years	Growth and Prosperity 2 years	Growth and Prosperity 3 years	Sustainability Revised 3 Years
<p>The long term financial forecast tells us that without an increase in rates Council faces deficits of approximately \$4.7 million from 2025/2026.</p> <p>This option includes implementation of cost cutting strategic actions outlined in the LTFP, applying the rate peg but no SRV increase.</p> <p>This option is not financially sustainable.</p>	<p>Implementation of cost cutting strategic actions plus a cumulative permanent SRV of 55.49% applied over two years (including the rate peg) applied as follows:</p> <ul style="list-style-type: none"> • 28.5% (rate peg + SRV) in FY26/27 • 21.0% (rate peg + SRV) in FY27/28 which is the second and final year of the rate variation. <p>This increase to rates will ensure that Council continues to break even financially while continuing to provide the current level of services and maintain infrastructure. This increase will provide a degree of response to emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 61.75% over 2 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> • 31.50% (rate peg + SRV) in FY26/27 • 23.0% (rate peg + SRV) in FY27/28 which is the second and final year of the SRV <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level and respond to emergencies as required and implement some economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of 68.50% over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> • 26.5% (rate peg + SRV) in FY26/27 • 20.0% (rate peg + SRV) in FY27/28 • 11.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level, respond to emergencies as required and implement economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.</p>	<p>Implementation of the cost cutting strategic actions plus additional expenditure cuts and a cumulative permanent SRV of 48.3% over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> • 21.5% (rate peg + SRV) in FY26/27 • 12.0% (rate peg + SRV) in FY 27/28 • 9.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV. <p>This increase to rates would allow Council a modest General Fund surplus to continue to provide the current level of services and infrastructure maintenance and provide some degree of response in emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).</p>

KEY CONSIDERATIONS

Financial/Asset Management

The Delivery Program four-year budget is built on the Long Term Financial Plan which includes Councils Asset Management Strategy and Plan

Policy

The 2025-2029 Delivery Program has been developed in line with the NSW Integrated Planning and Reporting Guidelines and meets the requirements under the NSW *Local Government Act 1993*.

Risk

Council has begun implementing a comprehensive program of business improvements to reduce risk and improve financial sustainability, however without an increase to revenue or a substantial reduction in service provision Council remains at risk financially. Council must adopt the Delivery Program before 30 June in the year following an ordinary election of Council.

Consultation

An extensive community consultation program has been undertaken by Council from 28 April to 6 June 2025 meeting the Public Exhibition requirements under the NSW Integrated Planning and Reporting Framework. 87% of residents indicated that they are aware that Council was considering options for a Special Rate Variation application in 2026.

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

The Delivery Program supports achievement of the Community Strategic Plan, as does the Resourcing Strategy (which includes a Long Term Financial Plan, Asset Management Strategy and Plans and a Workforce Management Strategy) and Operational Plan and Budget 2025-2026. Council must adopt the Delivery Program before 30 June in the year following an ordinary election of Council.

ATTACHMENTS

Annexure A Delivery Program 2025-2029 (*under separate cover*)

REPORT TITLE: 7.7 ADOPTION OF THE 2025-2026 OPERATIONAL PLAN AND BUDGET

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to seek Council's adoption of the Glen Innes Severn Council Operational Plan and Revised Budget 2025/2026 (*Annexure A – under separate cover*).

RECOMMENDATION

THAT:

1. *Council adopts the Operational Plan and Revised Budget for the 2025/2026 Financial Year.*
2. *Council adopts the Rating and Revenue Policy Statement 2025/2026 Financial Year as part of Council's Operational Plan and Budget. The "Estimated Rate Differential and Income" for 2025/26 has been updated to reflect land valuation changes as per the NSW Valuer General. All rating categories Ad Valorem has been adjusted to ensure the increase in rates only reflects the rate peg of 4.4%.*
3. *Council adopts the Schedule of Fees and Charges for the 2025/2026 Financial Year as part of Council's Operational Plan and Budget.*
4. *Council adopts the Water Supply Charge Schedule for the 2025/2026 Financial Year as part of the Council's Operational Plan and Budget. The following charges are proposed to be levied in accordance with the provisions of Section 552 and Section 501(1) of the Local Government Act 1993 on all land rateable to the Water Supply Charge for the year ending June 2026.*
5. *Council adopts the new Waste Pricing Strategy.*
6. *The Waste Management Facility Charge of \$168 levied under the provisions of Section 501 of the Local Government Act 1993 for the 2025/2026 Financial Year be adopted by Council as part of the Council's Operational Plan and Budget in accordance with the provisions of Section 405 of the Local Government Act 1993.*
7. *The Waste Collection Service Schedule for the 2025/2026 Financial Year be adopted by Council. The following charges are proposed to be levied in accordance with the provisions of Sections 496 and 502 of the Local Government Act 1993 for the Waste Collection Services (with the understanding that one Waste Collection Service entitles a property owner to a 240 litre fortnightly recycling service and a 140 litre weekly garbage service per assessment – unless otherwise indicated):*
 - *Standard – one 140 litre waste and one 240 litre recycling bin per assessment - \$473*

- ***Additional standard waste service per assessment - \$240***
- ***Large – one 240 litre waste and one 240 litre recycling bin per assessment - \$647***
- ***Additional Large Service per Assessment - \$349***

8. Council adopts the following fees for fire safety compliance that have been added to the Fees and Charges schedule:

- ***Administration Processing Fee – Annual Fire Safety Statement - \$100***
- ***Audit Inspection of Fire Safety Measures in Building – By Quotation***
- ***Issue a new/replacement Fire Safety Schedule - \$150***

REPORT

Council's Operational Plan and Budget for the 2025/2026 Financial Year has 118 actions that directly link to achievement of the Strategic Actions in the 2025/2029 **Delivery Program (DP)**, and in turn the 10 Year 2025/2035 **Community Strategic Plan (CSP)**.

The 2025/2026 Operational Plan and Budget outlines the actions and financial resources to enable the new Community Strategic Plan 2025/2035 and Delivery Program 2025/29 goals and strategies to be implemented during the 2025/2026 Financial Year.

Snapshot of Council's Financial Position and the 2025/2026 Budget:

Council's final budget comprises the following (with last year's figures in brackets as a comparison):

• Operating Income (including Capital Grants and Contributions)	\$50,327,192 (\$48,994,226)
• Operating Income (excluding Capital Grants and Contributions)	\$37,327,192 (\$36,894,226)
• Operating Expenditure	\$41,701,833 (\$40,788,752)
• Capital Expenditure	\$ 9,096,000 (\$ 9,744,069)

The Operational Plan Budget for the 2025/2026 Financial Year proposes an Operational Surplus of \$8.6M, which includes forecasted Capital Income of \$13M. Therefore, after excluding Capital Income, the proposed Operational deficit will be \$4.4M.

Council's Capital Works Program Budget of \$9,069,000 is detailed within the Operational Plan 2025-2026.

The 2025/2026 Financial Year Operating Performance Ratio measures Council's ability to contain operating expenditure within operating revenue.

The benchmark for this ratio is 0% or better to break even average over three years. The ratio excludes capital grants and contributions from Operating Revenue.

Council is unlikely to meet this target in the 2025/2026 Financial Year. The negative ratio of (-11.72%) shows that Council has insufficient operational revenue to cover its operational expenditure.




The annual rate peg amount for 2025-26 is 4.4%, whilst salary and wages under the Local Government (State) Award are budgeted to increase by 3.0% and superannuation is budgeted to increase by 0.5% to 12.0%. The March quarter 2024 to March quarter 2025 all groups CPI increased by 2.4%.




Depreciation expenses have been calculated based on the current asset base. The impact of a depreciation review is yet to be fully executed through the fixed asset register to ascertain the exact impact of depreciation for 2025-26. The asset revaluation that has been completed for certain asset classes for financial year 2024-25 will also impact depreciation expenses for 2025-26. The depreciation review and asset revaluation works will be completed in July 2025 and the 2025-26 budget will be adjusted accordingly.

Internal administration overheads have been estimated for Sewer, Water and Waste and allocated to each business unit's administration charges. The internal overhead charges for Glen Innes Aggregates and Community Services are yet to be determined and will impact the result for each of these business units upon allocation. The final internal overhead allocations will be completed in July 2025 pending the completion of the depreciation review and asset revaluation results. The internal overhead charges will not impact the bottom-line result but will change the relevant business unit results.

Council's Key Performance Indicators (KPIs):

Council's KPIs can be visually depicted as follows:

Measure / benchmark	2025/2026	
	ESTIMATED	
Operating Performance Ratio (Greater than or equal to breakeven average over 3 years)		This ratio measures Councils ability of containing operating expenditure within operating revenue. GISC is in a breakeven position for the next three years and meets this target.
Own Source Revenue Ratio (Greater than 60% average over 3 years)		This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. GISC is unfavourable for the current year due to high grant revenue but meets the target for the three year average.
Building and Infrastructure Asset		This ratio measures the rate at which assets are being renewed relative to the rate they are being depreciated.

Renewal Ratio (Greater than 100% average over 3 years)		GISC asset strategies ensure this target is met.
Infrastructure Backlog Ratio (Less than 2%)		This ratio shows the annual renewal backlog as a proportion of the total value of Council's infrastructure. GISC does not meet, due to the high level of backlog. While reducing, the target will not be met within the Long-Term Financial Plan.
Asset Maintenance Ratio (Greater than 100% average over 3 years)		This ratio compares actual asset maintenance with required asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog through insufficient funds. GISC currently meets this target.
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)		This ratio measures the availability of operating cash to service debt. GISC currently meets this target.

Council's Revenue Policy

Council's significant revenue sources are from general rates, fees and charges, the **Financial Assistance Grant (FAG)**, Roads to Recovery Grant, and other grant funds; particularly in the area of Community Services, of which Life Choices - Support Services is largely externally funded through client funding from the State and Commonwealth Governments.

Council's Own Source Operating Revenue Ratio, which measures fiscal flexibility and the degree of reliance on external funding sources such as operating grants and contributions, is not expected to meet the benchmark of >60% average over three years in 2025/2026. The 2025/2026 estimate is 54.19% (excluding all grants and contributions) and 66.32% (including all grants and contributions). Rural councils are permitted to report a ratio including all grants and contributions under the "Own Source Operating Ratio (Rural Council version)" which highlights the reliance on grants and contributions for rural councils.

Public Submissions

Doc ID	From	Comment	Description
694156	Johnson	Reference to community submission Opposition to 68.5% rate increase.	Submission re SRV
694137	St Vincent de Paul Society K Muir	Consider the financial impact on low-income renters. Low-income renters are already paying 30% of their pensions on rent.	Submission by letter re SRV
693997	C Funnell	Deep concern re a proposed 68% rate increase. Not affordable. Hardship policy applies to ratepayers but there is no safety net for renters.	Submission by letter re SRV
693964	R Kamradt	Opposed to SRV.	Submission by letter re SRV

Doc ID	From	Comment	Description
692675	A Fearnley	Opposed to SRV. Promised transparency has not happened.	Submission by letter re SRV
692610	W Hunter	Opposed to SRV.	Submission by letter re SRV
693650	Campbell	Opposition to SRV.	Submission by letter re SRV
693344	A Gray	Questions re cost of consultants and move from surpluses to deficits in a matter of a few years.	Submission by Letter re SRV
694223	Epple	Opposed to increase in waste fees and rates. Late SRV ratepayer letter received after town hall meetings.	Submission by letter re SRV & Waste Fees
694502	Azara	Objection to large rate rise.	Submission by letter re SRV
694462 694690	Bennell/Page x2	59 pg submission on CSP and SRV <i>Council needs to re-focus on advocating for more dollars from State Government for maintaining assets and growing the population. Available at request.</i>	59 page Submission on CSP and SRV made public by Maxine G Bennell/Page
694512	Anderson	Opposed to SRV – will no longer be able to live here.	Letter to Council re SRV
694648	Williams	68.5% SRV unacceptable. LGA has low income base. Decrease expenditure.	Submission to IPART and Council re SRV
694649	Stanton	Respectfully request no rate increase.	Submission by email re SRV
694650 694724	Donnelly x2	Short notice of SRV Forum. SRV is excessive across all rating categories. Poor communication and transparency. Additional fees & charges unacceptable.	Submission by letter re SRV plus 2025/26 Draft Operational Plan & Budget
694651	Gray	Re Proposed SRV. Achieve financial sustainability by examining excessive expenditure Glen Innes town hall meeting did not answer questions.	Submission via Letter re SRV
694652	Gresham	Opposed to increase in ACF fees/charges. Sunday pass should be lower for all categories.	Submission via public comment form on Operational Plan Fees and Charges
694653	Gresham	Permanent SRV 60-69% will work against growth & prosperity & will harm ratepayers and renters.	Submission via public comment form on revised LTFP / SRV
694648	Williams	SRV of 68.5% unacceptable. Decrease in expenditure & minimal increase in rates is preferred.	Hard copy submission to IPART & Council re SRV
694705	Peter	The survey is inadequate to make comments. 68% is way too much. Why was volunteer meals on wheels staff dismissed?	Submission by email re SRV

Doc ID	From	Comment	Description
694708	Munro	Rates are already high. LGA is Socio-Economically disadvantaged. Operate within means.	Submission by email re SRV
694713	Landers	Opposed to SRV. What is the definition for rates? Council is spending beyond its means. Council is not listening.	Submission by email re SRV
694720	Falconer/NSW Farmers Asso.	Opposition to weighbridge chard on a per head basis for livestock trucks using the quarry weigh bridge.	Submission by letter on Operational Plan & Budget 2025-26
694737	Pelchen	Restoration of the Armidale-Wallangarra train service. SRV not affordable for those on low income.	Submission by Letter
694770	Talati x 2	Only increase rates by Rate Peg no SRV. Concern re overdraft issue raised by Cr Scott.	Submission by Letter
694782	Atkins	Issues re dust & trucks parking overnight Deepwater. Seal Fraser Street & no truck parking.	Public submission Form
694784	Urquhart	Emmaville meeting information not as detailed as Glen Innes meeting. Poor service delivery. Objection to rate rise.	Submission by letter re SRV
694785	Witchard	Objection to rate rise – late ratepayer letter.	Submission by letter re SRV
694793	Hall	Objection to SRV of 68%.	Submission by letter re SRV
TOTAL	33		

Have Your Say Submission via Council Website

Submission topic	Submitter	Summary of Comments
CSP	P Newsome	68% SRV not tenable. Savings should be found else where, focus on roads, guttering, water & close the Hub if costing too much.
CSP	N Cowan	Lots of promises in CSP & DP. Where is transparency. Cut back unnecessary spending, focus on major population areas, fix roads get back to basics.
CSP	C Pike	Grateful to Council for the work it does. More moderate option should be provided. Go for lower SRV over longer time. Keep it simple.
LTFP	MD & TM Craig	A rate variation over 50% inappropriate. Forget about dog registrations, close one council office, sell assets, cut library hours, cut office hours, fire staff, do whatever needed to balance books. A 10% max is a massive increase.
CSP	A Sansom	Place greater emphasis on youth development in the CSP. Establish a Youth Advisory Panel.
CSP	J Taylor	To save money consider works and maintenance programs. Restrict expenditure to fit the basic increase. General Rates should be a fixed amount per block rather than based on land values.

Submission topic	Submitter	Summary of Comments
OP & Budget	L Wiegold	The Operational Plan does not mention rural drainage networks – this plan contains the same omission as past plan. Council's budget is to maintain urban drainage assets. Rural drainage assets have been overlooked once again. The community deserves clarity not spin.
OP & Budget	McMullen & Partners	Waste Facility Charge increase of 100% - for rural ratepayers with no garbage collection receive minimal service. Rural rate payers with no waste collection should receive access to waste disposal for no additional costs up to a certain weight limit or number of loads. Continue current recyclable off-setting.
OP & Budget	NSW Farmers Glen Innes Branch	Opposition to weighbridge charge on a per head basis for livestock trucks using the quarry weigh bridge. Reconsider the inequitable charge for livestock trucks.
OP & Budget	McMullen & Partners	Reconsider inequitable charge on livestock trucks which impacts NSW Farmers members and change all vehicles at the proposed fee of \$35 per weighbridge ticket.
OP & Budget	K Falconer	We ask Council to reconsider the inequitable charge on livestock trucks which impacts our business and charge all vehicles at the proposed fee of \$35 per weighbridge ticket.
LTFP	M McNamara	Congratulate Council for addressing its financial position. Council should adopt Option 2 but over a longer time frame, 5 years instead of 2. Lower annual rises leading to less hardship.
OP & Budget	Glen Innes Netball Association	Formal request for Council to pause the application of all fees and charges for sporting groups using the Glen Innes Indoor Sports Facility until a comprehensive and equitable review is undertaken and consultation with all affected sporting groups has been completed.

KEY CONSIDERATIONS

Financial/Asset Management

The Operational Plan and Budget 2025/2026 sets out the operational and capital revenue and expenditure that Council has committed to for the 2025/2026 Financial Year.

Council has a current Asset Management Strategy and Asset Management Plans as adopted in October 2024. Asset Management Plans are included in the development of Council's Long Term Financial Plan and annual budget.

Risk

Council must ensure that it adopts its annual budget and fees and charges in accordance with various provisions in the *Local Government Act 1993* and the *Local Government (General) Regulations 2021*.

Consultation

The 2025/26 Budget, Fees and Charges was developed in full consultation with Council's Executive and service Managers.

The 2025/26 Operational Plan and Budget has been on Public Exhibition for six weeks from 28 April 2025 until 6 June 2025.

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

The 2025/2026 Operational Plan and Budget outlines the actions and financial resources to enable the new Community Strategic Plan 2025/2035 and Delivery Program 2025/29 goals and strategies to be implemented during the 2025/2026 Financial Year.

ATTACHMENTS

Annexure A Operational Plan and Budget 2025-2026

REPORT TITLE: 7.8 ENDORSEMENT OF THE DRAFT WORKFORCE MANAGEMENT STRATEGY 2025-2029

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Workforce Management Strategy 2025-2029 (**Annexure A**) for review and adoption. The strategy forms part of Council's Resourcing Strategy and supports the delivery of outcomes in the 2025-2029 Delivery Program.

RECOMMENDATION

That Council endorses the revised Workforce Management Strategy 2025-2029.

REPORT

The Workforce Management Strategy is required under the NSW Local Government Act 1993, forming part of the Resourcing Strategy within the Independent Planning and Reporting Framework. Unlike other documents such as the Community Strategic Plan, Delivery Program and annual Operational Plans, it does not require public exhibition.

The Workforce Management Strategy is a key component for achieving Council's Delivery Program. It addresses important workforce management issues, including health and safety, staff wellbeing, impacts of an aging workforce, knowledge retention and succession planning, staff training and development, leadership skills development, information technology and other emerging technologies, and workforce diversity. The Strategy includes a comprehensive action plan that aims to address these and other workforce issues.

Council was first presented with the Workforce Management Strategy 2025-2029 at its Ordinary Meeting on 24 April 2025. At that meeting, Council resolved the following:

That Council defers the report to thoroughly review and revise the Workforce Management Strategy 2025-2029 to align it with progressive workforce planning considerations, General Manager Priorities, Delivery Program Strategies, and modern strategic workforce outcomes.

In response to Council's resolution, the attached Workforce Management Strategy 2025-2029 has been reviewed to ensure that there is sufficient emphasis placed on modern workforce challenges, including the challenges and opportunities provided by the ever-increasing digitisation of the workplace and the rapid emergence of AI.

It should be noted that there was considerable emphasis already placed on emerging workforce opportunities and challenges in the first version of the draft Strategy. This information can be found in the draft Action Plan at the rear of the document.

The Action Plan was updated significantly from the previous version of the Workforce Management Strategy to recognise and accommodate such issues, especially in digitisation and AI, which are driving significant workplace change and can be expected to be the main drivers of change in the foreseeable future.

To further address the concerns raised by Council at its meeting on 24 April 2025, the Workforce Management Strategy now incorporates the Elevate360 framework, which will be implemented over the life of the Strategy. Elevate360 will be used in addition to other strategies to fill gaps and develop a structured approach to building a modern and responsive workforce with the right culture to roll out Delivery Program strategies.

The Elevate360 framework is built on the pillars of Leadership, Residents and Stakeholders, Improvement and Innovation, People, Information and Knowledge, Strategy and Planning, and Culture. It aims to produce the following:

- Cohesive teams,
- Increased trust,
- Empowered decision-making,
- Enhanced responsiveness,
- Councillors and staff cohesion,
- Connection and belonging,
- Increased engagement,
- Reduced staff turnover,
- Achievement orientation.

Elevate360 will be combined with the other initiatives already laid out in the Workforce Management Strategy's action plan, providing a comprehensive approach to workforce planning. It can be used to address the concerns and expectations of Council, as expressed at the meeting on 24 April 2025.

KEY CONSIDERATIONS

Financial/Asset Management

The Workforce Management Strategy and Action Plan aligns with the 2025-2026 Operational Plan budget. Future Operational Plans will be informed by the Strategy.

Policy

The inclusion of a Workforce Management Strategy in Council's Resourcing Strategy is a requirement under the Integrated Planning and Reporting Framework and Guidelines under the *NSW Local Government Act 1993*.

Risk

The Workforce Management Strategy aims to limit risk to Council through implementing a Workforce Management Strategy and Action Plan that places staff wellbeing and safety as a priority.

Consultation

The revised Workforce Management Strategy has been developed to align with the 2025-2035 Community Strategic Plan and 2025-2029 Delivery Program to ensure compatibility with Council's goals and strategies.

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

Council's endorsement of the draft revised Workforce Management Strategy 2025-2029 is now sought, to be included in Council's current Resourcing Strategy.

ATTACHMENTS

Annexure A Draft Workforce Management Strategy 2025-2029

REPORT TITLE: 7.9 DETERMINATION OF THE LOCAL GOVERNMENT REMUNERATION TRIBUNAL

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to inform Council regarding the Annual Determination by the **Local Government Remuneration Tribunal (the Tribunal)** and to implement the Councillor and Mayoral Fees for the 2025/2026 Financial Year.

RECOMMENDATION

THAT Council sets the maximum annual 2025/2026 fee, being:

- 1. Councillors Fee of \$13,930*
- 2. An Additional Fee of \$30,390 for the Mayor.*

REPORT

The **Local Government Act 1993 (the Act)** requires each council to determine an annual fee for the Councillors and an additional fee for the Mayor.

In accordance with Section 239 of the Act, the Tribunal has made its determination regarding the categories of councils and Mayoral Offices in NSW and the allocation of each council and Mayoral Office into one of those categories for the 2025/2026 Financial Year. Last year, Council resolved to implement the maximum approved fees to the Mayor and Councillors (Resolution 5.06/24).

The Tribunal released its annual determination on 17 April 2025. Glen Innes Severn Council is determined in the category of a Rural Council. The remuneration increase, from 1 July 2025, has been determined at 3%.

Table 1 provides detail on the minimum and maximum fees payable, effective 1 July 2025 for the Councillor Annual Fee and the Mayoral Additional Fee.¹

Table 1

Fee Type	Minimum	Maximum
Councillor	\$10,530	\$13,930
Mayor - Additional	\$11,210	\$30,390

¹ The Mayoral Additional Fee is paid in addition to the fee paid to the Mayor as a Councillor. See s249(2) of the *Local Government Act 1993*.

Council is required to set the fees for the Mayor and Councillors for the 2025/2026 Financial Year. The fees fixed by Council must be in the range determined by the Tribunal and it is mandatory for the fees to be paid to the Mayor and Councillors. A Council cannot fix a fee higher than the maximum amount determined by the Tribunal. This report recommends the maximum allowed amount, both for councillors and the Mayor.

The Circular from the Office of Local Government and The Tribunal's Determination are attached (*Annexures A and B*).

KEY CONSIDERATIONS

Financial/Asset Management

Fees paid to Councillors and the additional fee for the Mayor are included in the 2025/2026 Operational Plan.

Policy

Local Government Act 1993

Sections 248 and 249 of the Act require councils to fix the annual fees paid to Councillors (including the Mayor) and the Mayor as separate allowances. Should Council not fix an annual fee, then in accordance with sections 248 (4) and 249 (4) of the Act, the minimum remuneration levels as determined by the Tribunal apply.

Risk

Non identified.

Consultation

The Tribunal's Annual Determination and The Office of Local Government Circular 25-10 / 21 May 2025 / A958620.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Tribunal has released its Annual Determination, providing an increase of 3% on the minimum and maximum fees payable for Councillors and the additional fee for Mayors in Rural Councils. This report, in keeping with previous years, recommends the maximum amount for all fees.

ATTACHMENTS

- | | |
|------------|---|
| Annexure A | OLG Circular 25-10 - 2025/26 Determination of the Local Government
Remuneration Tribunal |
| Annexure B | Annual Determination |

Item 7.9

REPORT TITLE: 7.10 DRAFT LOBBYING OF COUNCILLORS POLICY

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council adopts the revised Lobbying of Councillors Policy.

REPORT

Noting that the current policy has passed its review date, Governance reviewed the current policy in comparison with the ICAC guidelines, the current version being that of 2006. The current policy has been adapted to the current policy template, with minor grammatical corrections.

KEY CONSIDERATIONS

Financial/Asset Management

Lobbying may have financial impact and consequences; none directly identified.

Policy

ICAC recommends that local government authorities have a version of this policy, based on their guidelines; provides useful and appropriate guidance to Councillors in dealing with lobbyists.

Risk

None directly identified.

Consultation

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Draft Lobbying of Councillors Policy has been reviewed and adapted to the new policy template and is now presented to Council for its review and adoption.

ATTACHMENTS

Annexure A Lobbying of Concillors Policy

REPORT TITLE: 7.11 WORKING CAPITAL BORROWINGS TO BE DRAWN DOWN 30 JUNE 2025

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to seek approval for an interest only term loan to address the unrestricted cash deficit for the current and the coming financial year. This loan will replace the existing \$5M overdraft facility.

Recent discussions with Council’s auditors have indicated that, while from a technical accounting standards point of view, the overdraft should comply with accounting standards, it however may not provide a “true and fair” representation of the financial statements. Consequently, the overdraft is not viewed as the most ideal mechanism to address the negative unrestricted cash position whereas a loan will address this issue.

RECOMMENDATION

That Council authorises the General Manager to negotiate and execute a fixed interest loan agreement on behalf of Glen Innes Severn Council for \$5 million with drawdown scheduled for 30 June 2025.

REPORT

- 1) Council has a legal obligation to maintain a positive unrestricted cash position according to section 409(3) of the *Local Government Act 1993* (NSW).
- 2) At last month’s meeting, Council reported an unrestricted cash deficit of \$9.068 million as at 30 April 2025 (excluding the overdraft facility).
- 3) Calculating and reporting unrestricted cash balances can be a difficult process to complete, however it essentially entails taking the cash and equivalents figure in the **Statement of Cashflows** in the Annual Financial Statements, and in **Note C1-3** reducing said amounts by external restrictions (*Specific Fund Balances, Unexpended Specific Purpose Grants, Developer Contributions etc.*) and any internal restrictions if they exist. *Please see attached extracts of Last Year’s Annual Financial Statements.*
- 4) Recent advice from auditors indicates that funds derived from overdrafts, for the purpose of these cash calculations, may be netted against the cash and cash equivalents figure; therefore, working capital is best obtained through term loans if it is to ease the unrestricted cash position.
- 5) Unrestricted Cash are funds available to cover operational needs and unexpected or emergency costs within each fund. Restricted funds in Water, Sewer or Drainage funds cannot be utilised by other funds without Ministerial Approval to do so.

Meanwhile, unrestricted cash in General Fund can be lent to the other funds. There are no restrictions, internal or external, on balances held for Quarry Operations.

- 6) A significant driver for the reported deficit is recent high levels of investment in General Fund infrastructure (\$16.366 million in the 10 months ending 30 April 2025); an aggravating factor is a lack of three-way modelling to predict cash balances.
- 7) A three-way financial model, also known as a three-statement model, integrates three key financial statements – the income statement, balance sheet, and cash flow statement – into a single, comprehensive forecast. This integrated approach provides a holistic view of financial health, allowing for better forecasting and decision-making.
- 8) Management has developed, and is in the process of refining, a three-way predictive model, presented at the May Ordinary Council Meeting, which indicated that the negative cash position will be resolved by 30 June 2025 (dependent upon a number of factors listed below) and will remain positive for the year ending 30 June 2026.
- 9) This model is predicated on an influx of working capital via the following mechanisms:
 - a) Introduction of \$5million working capital by way of borrowings (loan) drawn down on 30 June 2025.
 - b) Lease back of a compactor and loader plant releasing a further \$1.4 million working capital.
 - c) Receipt of \$5.3 million in Financial Assistance Grants (FAGs) before 30 June 2025. This is untied funding.
 - d) It was assumed, in the modelling that there would be a gap, between the cost of money borrowed and the interest received of 2% (200 basis points) and that said borrowing would be by way of an overdraft, therefore interest only.
- 10) As previously stated, discussions with auditors now indicate that the Council requires a term loan if it is to ease the unrestricted cash position. Discussions with the Bank have indicated that they are willing to enter into an interest only loan. This will limit cash outflows in the medium term.
- 11) Therefore, in order to ease risk of interest rate fluctuation on term deposit yields, it is recommended that Council negotiate a five-year variable rate interest only loan currently quoted at 4.79% This is 94 basis points above the cash target rate which is currently 3.85%. Council can invest the money in term deposits at 4.25%, (40 basis points above the cash target rate) leaving a gap of 54 basis points.
- 12) The cost of this borrowing will result in an additional operating expense of approximately \$27,000 per annum. Council has limited options if it is to comply with the Local Government Act. It is assumed that at the five-year point, additional unrestricted funds stemming from the Special Rate Variation (subject to approval

by IPART and the percentage approved) will facilitate discharge of the loan principal.

- 13) Council is also considering internal loans (borrowing from external reserves from Water and Sewer funds) which will require Council and Ministerial approval. Recent discussions with Office of Local Government indicate that there is support for this approach, however it is expected to be a lengthy process.

KEY CONSIDERATIONS

Financial/Asset Management

The loan recommendation will ensure that Council is addressing the negative unrestricted cash position being the most cost-effective method and will meet audit requirements. The debt servicing costs will be incorporated into Council's Long-Term Financial Plan and operational plan budgets, once approved by Council and will be updated accordingly.

Policy

"In accordance with Section 377(1)(f) of the *Local Government Act 1993* (NSW), the borrowing of money is a function that cannot be delegated and must be approved by a resolution of Council."

Risk

Council will continue to be in breach of the treatment of restricted cash as guided by Section 409 of the *Local Government Act 1993* and Clause 215 of the *Local Government (General) Regulation 2021*, which requires accurate financial records and disclosure of externally and internally restricted assets in the financial statements, in accordance with the OLG's Code of Accounting Practice."

Consultation

This recommendation is being made in consultation with the General Manager, Director of Corporate and Community Services, Chief Financial Officer and Council's external Finance Consultant and Projects Manager.

CONCLUSION

The conversion of the \$5M overdraft to a 5-year loan will provide a sustained and cost-effective medium-term solution to Council's negative unrestricted cash position and address any auditor concerns.

ATTACHMENTS

Annexure A	Cash Note
Annexure B	Restricted Note

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

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to review the progress of its Capital Works Program for the 2024/2025 Financial Year and the progress of Capital Works Projects carried over from previous financial years or revoted from previous financial years, all of which were adopted in October 2024.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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.

RRTRP Regional Roads Betterment

The Wellington Vale Road Segment 50-60 is well underway with Council's construction team . Drainage works are completed and shoulder widening of a 1km section east of Springfield Road are nearly complete. The 3.9km project will then be overlaid with gravel crushed at the nearby Deepwater gravel pit and then recycled and stabilised in early July.

This section of road is part of the Infrastructure Backlog Plan and received eligible funding through the Betterment grant program after the 2022 natural disaster events.



Image: Works on Wellington Vale Road

KEY CONSIDERATIONS

Financial/Asset Management

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

Project Type	Projects Count	FY25-QBR3 Budget	Total Spent	Expenditures %
Aerodome	3	\$3,423,391.00	\$2,624,109.80	76.65%
Bridge	7	\$4,645,540.23	\$4,008,504.39	86.29%
Building	3	\$95,000.00	\$108,164.89	113.86%
Community Halls	1	\$131,651.00	\$114,304.45	86.82%
Drainage	1	\$150,000.00	\$22,019.70	14.68%
Economic Development	7	\$893,446.00	\$487,449.38	54.56%
Flood Recovery & Natural Disasters	2	\$1,425,225.00	\$1,030,345.09	72.29%
IT	1	\$80,000.00	\$50,000.00	62.50%
Library	1	\$10,750.93	\$9,454.55	87.94%
Life Choices	5	\$187,153.00	\$168,421.48	89.99%
Open Office	1	\$785,825.00	\$507,206.39	64.54%
Open Spaces & Recreational	23	\$3,870,674.71	\$2,106,530.90	54.42%
Plant	31	\$1,511,461.73	\$1,401,819.09	92.75%
Quarry	5	\$836,119.32	\$655,732.56	78.43%
Roads	27	\$26,575,838.48	\$14,442,043.91	54.34%
Sewer	4	\$639,318.00	\$636,153.13	99.50%
Waste	7	\$1,751,701.50	\$1,250,552.14	71.39%
Water	6	\$1,429,941.67	\$509,518.61	35.63%
Grand Total	135	\$48,443,037.57	\$30,132,330.46	62.20%

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.

Policy

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

Risk

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

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

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.

ATTACHMENTS

Annexure A Capital Projects Details

REPORT TITLE: 7.13 INVESTMENTS REPORT - MAY 2025

REPORT FROM: Corporate and Community Services

Item 7.13

PURPOSE

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

RECOMMENDATION

That Council notes the Investment Report as of 31 May 2025, including the certification by the Responsible Accounting Officer.

REPORT

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


Council has \$13M invested in term deposits, equating to 100% of Council's total financial investment portfolio as at the end of the reporting month.

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

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

Council currently holds two responsible investments: two \$1 million deposits with Westpac's Green Tailored Deposits. In addition, Council has two \$1 million investments with Bendigo Bank, an institution that does not fund fossil fuels.

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

Bank Reconciliation Statement	
Balance as per General Ledger :	
Ledger Balance as at 31 May 2025	\$6,593,941.48
Balance as per Bank :	
Opening Balance 1 May 2025	\$4,413,465.79
May Movements	\$2,142,672.83
Closing Balance 31 May 2025	<u>\$6,556,138.62</u>
less : Unpresented Receipts & Payments	-\$35,049.59
less : Timing Differences	-\$2,753.27
Total:	<u>\$6,593,941.48</u>
Variance	\$0.00
	
Responsible Accounting Officer	
10 June 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

	aturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
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
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A1+/AA-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A1+/AA-	22/05/2026	4.05%	BOQ	Yes	1,000,000	40,389
Expected Return FY25		4.81%	Total Investments		13,000,000	603,159
Avg. Headline Rate Return		4.81%	Cash on Hand		6,556,139	
			Total Cash and Investments		19,556,139	

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

Interest received for the year to 31 May 2025
--

\$840,501

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

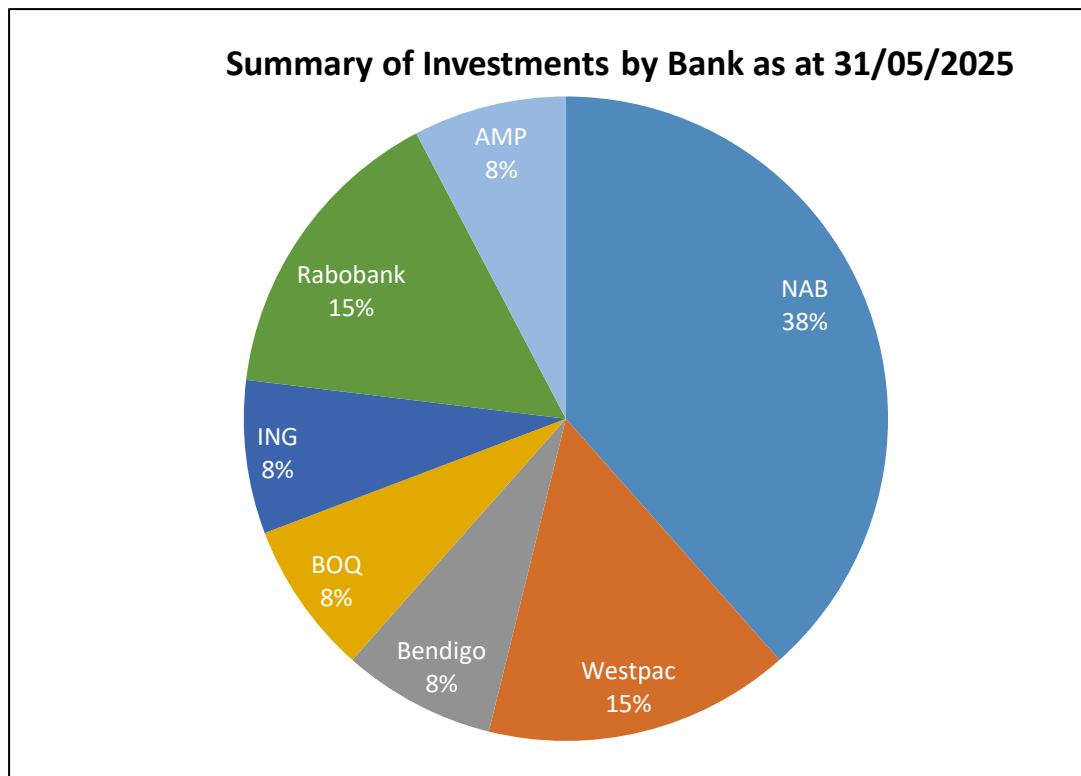
Investment Movements	
Opening Balance as at 1 May 2025	13,000,000
Less :	
Maturities (2)	2,000,000
Subtotal	11,000,000
Plus :	
Rollovers (0)	-
New Investments (2)	2,000,000
Current Balance as at 31 May 2025	13,000,000

During the reporting month two term deposits of \$1M each matured: with Rabobank and Bendigo, which were reinvested with ING and BOQ in line with council Investment policy.

A summary of maturities is set out below:

Period	No. of Term	Value
Jun-25	2	2,000,000
Jul-25	2	2,000,000
Aug-25	2	2,000,000
Sep-25	2	2,000,000
Dec-25	2	2,000,000
Mar-26	1	1,000,000
May-26	2	2,000,000
Total	13	\$13,000,000

The graph below shows the summary of investments by bank:



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

Council has been working with ReadyTech, its Finance system Vendor, over several months to rectify the Interfund script that is related to the reporting of the water and sewer fund reserves, being externally restricted. The interfund script correction has now been completed to address a \$1.7 million understatement in the Water Fund, which is not yet reflected in the restricted balance, which originated from the system go-live on 1 July 2022. This fix has improved the accuracy of reporting for the unrestricted cash position. Ongoing monitoring of future reports is in place, and Council is actively working to restore the unrestricted cash position to a positive balance before the end of the financial year.

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

Externally restricted cash, cash equivalents and investments as at 31 May 2025		
	\$'000	
Trust Funds	-	as at 30 June 2024
Included in Grant related contract liabilities	9,000	as at 31 May 2025
Developer contributions - Rangers Valley Feedlot S7.11	1,094	as at 30 June 2024
Water Fund	419	as at 31 May 2025
Sewer Fund	5,852	as at 31 May 2025
Waste management	4,151	as at 30 June 2024
Drainage	827	as at 30 June 2024
Council Committees	406	as at 31 May 2025
Specific purpose unexpended grants (general funds)	2,225	as at 31 May 2025
Total external restrictions	23,975	
Total Cash & investments as at 31 May 2025	19,556	
Unrestricted cash position (i.e. available after the above restrictions)	-	4,418
Balance after overdraft facility offset (not drawn down)	582	

The Contract Assets balance as at 31 May 2025

7,172

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. Funds should only be released after management has thoroughly assessed the cashflow impacts of these grants.

Other measures implemented as part of the QBR3 and other projects are as follows:

- 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

Financial/Asset Management

The actual average return on Council investments for the 2023/2024 financial year was **5.14%**. In comparison, the current average return for the 2024/2025 financial year stands at **4.81%**, representing a **0.33% decrease**, consistent with the broader trend of declining interest rates. In response to emerging economic challenges, the Reserve Bank of Australia (RBA) adopted a more accommodative monetary policy, beginning to reduce the official cash rate in early 2025. As of May 2025, the cash rate has been lowered to **3.85%**.

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

Investment Balances	This Year	Last Year
Opening Balance 1 May	13,000,000	19,200,000
Closing Balance 31 May	13,000,000	17,200,000

Policy

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

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

- At the time of investment, no institution at any time shall hold more than 45% of Council’s total investments. The maximum will be determined by the long-term rating of the institution - AAA up to 45%; AA up to 35%; A up to 15% and BBB up to 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%	13,000,000
Yes	AA	53.8%	7,000,000	100%	6,000,000
Yes	A	38.5%	5,000,000	45%	850,000
Yes	BBB	7.7%	1,000,000	25%	2,250,000
Yes	Government	0.0%	-	100%	13,000,000
		100.0%	13,000,000		

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.*

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	13,000,000	100%
Total			13,000,000	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.

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.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.14 AGED AND DISABILITY INCLUSION STRATEGY 2025-2035

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present the draft Aged and Disability Strategy 2025-2035 for Council endorsement for 28-day community public exhibition and subsequent adoption.

RECOMMENDATION

THAT Council:

- 1. Endorses the draft Aged and Disability Strategy 2025-2035 for public exhibition for a period of 28 days, and***
- 2. Subject to no significant adverse submissions being received during the exhibition period, adopts the Aged and Disability Strategy 2025-2035 at the conclusion of the exhibition period.***

REPORT

The Aged and Disability Strategy 2025-2035 has been developed to guide Council's approach to supporting older residents and people with disability within the Local Government Area over the next 10 years. This long-term planning document builds upon previous strategic work while responding to emerging demographic trends, legislative changes, and community needs.

The Aged and Disability Strategy 2025-2035 outlines Council's vision, priorities and actions to create an inclusive, accessible and supportive community for older people and people with disability. The Strategy has been developed following extensive research and community consultation to identify current service gaps, needs and priorities.

The Strategy addresses key focus areas including:

- Accessible infrastructure and facilities,
- Inclusive community participation,
- Service coordination and advocacy,
- Support for carers and families,
- Ageing in place initiatives, and
- Inclusive communication and information.

Implementation of the Strategy will be guided by detailed action plans with measurable outcomes and timelines. Regular progress reports will be provided to Council throughout the implementation period.

KEY CONSIDERATIONS

Financial/Asset Management

Implementation of the Strategy has been considered within Council's long-term financial planning. Most actions within the Strategy will be delivered through existing operational budgets, while specific infrastructure improvements will be incorporated into Council's forward capital works programme.

Additional funding opportunities through State and Federal grants will be pursued where applicable to support implementation.

Policy

The Strategy aligns with relevant policy frameworks including:

- National Disability Insurance Scheme,
- NSW Ageing Strategy,
- Council's Community Strategic Plan.

Risk

Failure to adopt and implement a contemporary Aged and Disability Strategy could result in Council being inadequately prepared to address the needs of an ageing population and maintain compliance with legislative requirements for disability inclusion.

Consultation

Development of the Strategy involved comprehensive consultation with:

- Older residents and people with disability,
- Carers and family members,
- Aged care and disability service providers,
- Health professionals,
- Community organisations, and
- Council staff across multiple departments.

The proposed 28-day public exhibition period will provide additional opportunity for community feedback prior to final adoption.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Community Service Principal Activity CS 1.1.7: Review and Implement the Disability Inclusion Action Plan (DIAP) relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

CONCLUSION

The Aged and Disability Strategy 2025-2035 represents a comprehensive and forward-thinking approach to addressing the needs of older residents and people with disability in our community. The Strategy balances aspirational goals with practical, achievable actions to create meaningful improvements in accessibility, inclusion and support services.

Public exhibition of the Strategy will ensure community members have opportunity to provide feedback on the draft document before final adoption. This collaborative approach will strengthen community ownership and support for the Strategy's implementation.

ATTACHMENTS

- Annexure A Aged and Disability Strategy 2025-2035
- Annexure B Aged and Disability Strategy 2025-2035 Actions

**REPORT TITLE: 7.15 AUDIT, RISK AND IMPROVEMENT COMMITTEE -
PERFORMANCE ASSESSMENT AND REAPPOINTMENT
OF INDEPENDENT MEMBER**

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to assess the performance of independent member William Middleton and approve his reappointment to the **Glen Innes Severn Council (GISC) Audit, Risk and Improvement Committee (ARIC)**.

RECOMMENDATION

THAT Council:

- 1. Considers the assessment of William Middleton's performance as independent member of the Glen Innes Severn Council Audit Risk and Improvement Committee, and***
- 2. Extends William Middleton's appointment as Independent Member of the Glen Innes Severn Council Audit, Risk and Improvement Committee from 30 June 2025 to 30 June 2028 (3 Year Term).***

REPORT

William Middleton was re-appointed to the position of Independent Member of the GISC ARIC at the 23 May 2024 Ordinary Council Meeting (Resolution 7.05/24) for a one-year term from 1 July 2024 to 30 June 2025.

To preserve the Committee's knowledge of Council, the recommended term for reappointment of William has been staggered with the Committee Chair Stephen Coates (Term ending 30 June 2027) and independent member Mel Jacobs (term ending 30 June 2026).

In accordance with the Guidelines for Risk Management and Internal Audit for Local Councils in NSW (the Guidelines) and the ARIC Terms of Reference, the recommendation to reappoint William as a GISC ARIC independent member complies with the following:

- Independent Chairs and Members may be appointed for up to a four-year period and reappointed for a further term, but the total period of continuous membership cannot exceed eight years in any ten-year period.
- To preserve the Committee's knowledge of Council, ideally, no more than one member should retire from the Committee because of rotation in any one year.

- Members of the Committee must possess and maintain a broad range of skills, knowledge and experience relevant to:
 - the operations, governance and financial management of Council,
 - the environment in which Council operates, and the contribution that the Committee makes to Council.
- At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment.
- All members should have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of Council's annual financial statements.
- Prior to approving the reappointment or extension of the Chair's or an independent member's term, the Governing Body is to undertake an assessment of the Chair's or Committee member's performance.
- Reappointment of the Chair and members is also to be subject to that person still meeting the independence and eligibility requirements.

The ARIC Member's Performance Assessment for William Middleton 2025 (**Confidential Annexure A**) provides details on his performance and a revised summary of his qualifications, skills and experience relevant to the operations, governance and financial management of Council.

This assessment is for Council's consideration prior to voting on the endorsement of the reappointment of William.

KEY CONSIDERATIONS

Financial/Asset Management

Remuneration:

- Independent Member - \$1,255 per meeting (including preparation time) plus travel reimbursements.

Policy

- *ARIC Terms of Reference*

Risk

Risks associated with the reappointment of ARIC members are mitigated largely by following the requirements and recommendations from the Guidelines, such as carrying out an assessment, ensuring independence and eligibility requirements are met, and by carrying out criminal and bankruptcy checks on the members.

Consultation

- General Manager
- Director Corporate and Community Services
- Audit Risk and Improvement Committee

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

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

CONCLUSION

Council's ARIC independent member William Middleton is nearing the end of the previously appointed term, a performance assessment has been provided (Confidential Annexure A) for Council's review. This assessment supports the recommendation to reappoint the William as independent Member whilst maintaining staggered terms with other ARIC members.

ATTACHMENTS

Annexure A Audit, Risk and Improvement Committee Performance Assessment 2025 - William Middleton (*Confidential*)

REPORT TITLE: 7.16 GLEN INNES ABORIGINAL CONSULTATIVE 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 Aboriginal Consultative Committee meeting held on 27 March 2025.

RECOMMENDATION

THAT Council:

- 1. *Endorses the following six community representatives as the elected Glen Innes Aboriginal Consultative Committee:***
 - *Katie Spry*
 - *Elena Weatherall*
 - *Richard Fields*
 - *Jacqueline Byrne*
 - *Waabii Adele Chapman-Burgess*
 - *Belinda Tully (Alternate Debbie McCowen)*
- 2. *Endorses the Mayor (Councillor Margot Davis) as the Committee Chairperson of the newly elected Glen Innes Aboriginal Consultative Committee.***

REPORT

The Glen Innes Aboriginal Consultative Committee includes representation from interested Aboriginal 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 Aboriginal Consultative Committee was held on 27 February 2025. six nominations were received for membership of the committee. The representatives who nominated for the Glen Innes Aboriginal Consultative 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.

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 Aboriginal Consultative Committee (**Annexure A**) include the following recommendations, for membership, for consideration by Council:

- Jacqueline Byrne - Boorabee Aboriginal Corporation representative,
- Waabii (Adele) Chapman-Burgess – Aboriginal community representative,
- Richard Fields – Aboriginal community representative,
- Belinda Tully (Debbie McCowen) – Armajun Health Service representatives,
- Katie Spry – TAFE representative,
- Elena Weatherall - Glen Innes Local Aboriginal Lands Council CEO/representative.

The election of office bearers was held with the Mayor (Councillor Margot Davis) elected to perform the duty of Chairperson for this committee. 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 representatives on this Committee are the Mayor (Councillor Margot Davis) and Councillor Carol Sparks, the Director of Corporate and Community Services and the Manager of Community Services also attend these meetings as management representatives.

KEY CONSIDERATIONS

Financial/Asset Management

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

Policy

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.

Regarding conduct, 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.

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.

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 Aboriginal Consultative Committee duly considered the matters brought before it, and the recommendations arising from the meeting require endorsement from Council.

The Glen Innes Aboriginal Consultative Committee has elected 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.

ATTACHMENTS

Annexure A Aboriginal Consultative Committee AGM - 28 February 2025

REPORT TITLE: 7.17 AIRPORT MASTER PLAN UPDATE

REPORT FROM: Infrastructure Services

PURPOSE

The purpose of this report is to provide an update on the progress of the implementation of the Glen Innes Airport Master Plan and improved utilisation of the Glen Innes Airport as requested at the April 2025 Ordinary Council Meeting:

13.04/25 RESOLUTION

THAT Council:

1. Notes the information contained in this report.
2. Requests the General Manager to bring a report back to Council pertaining to the improved utilisation of the Glen Innes Airport and the next stages of the Airport Master Plan.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

The Glen Innes Airport Master Plan was adopted by Council in December 2022, Council Resolution 17.12/22. The Master Plan provided for three staged concepts:

1. Stage 1 (Immediate) Development,
2. Stage 2 (Medium Term) Development, and
3. Stage 3 (Long Term) Development.

The Glen Innes Airport Master Plan was completed by Rehbein Airport Consulting in consultation with Council's Technical Services Coordinator / Airport Manager. The Master Plan aimed to consider future plans and increase utilisation in consideration of a number of Council Plans and Strategies and other available information such as "GeoTourism Scoping Studies". Rehbein Airport Consulting also reviewed existing runway pavement conditions and facilities as well as current aircraft traffic movements. A series of possible opportunities for increased utilisation and future development of the Glen Innes Airport were identified and presented in the three stages.

Stage 1 (Immediate Development)

Stage 1 (Immediate) Development (Page 31 of Airport Master Plan) was recommended for implementation at the earliest opportunity. This was to preserve the operational capability of the airport and establish the infrastructure and services necessary to attract more aviation activity over time. The key points of Stage 1 were listed as:

- Rehabilitation of the existing runway, taxiway and apron pavement,
- Replacement and upgrade of the airfield lighting system with more efficient and less maintenance-intensive LED technology in accordance with the latest standards,
- Upgrade of the drainage network to improve operational outcomes due to inundation of the runway intersections,
- Provision of the taxiway connection between TWY A and Runway 14/32, with NSW Rural Fire Service consultation,
- Establishment of an aviation refuelling facility, and
- Provision of hangar lots suitable for one or two larger commercial businesses and two to six smaller private sites.

Stage 2 (Medium Term) Development

Stage 2 (Medium Term) Development (Page 31 of Airport Master Plan) was described as more speculative than the Stage 1 development and would depend on a combination of demand, business case, operational need and the alignment of particular opportunities with the strategic objectives and vision for the Airport. Development concepts proposed were listed as:

- Aviation Business Park,
- Main apron expansion,
- Patient transfer facility,
- Events arena,
- “Gateway” Facilities,
- Multi-use airside / landside zone, and a
- Non-aviation activities zone.

Stage 3 (Long Term) Development

Stage 3 (Long Term) Development (Page 33 of Airport Master Plan) represented the ultimate development envisaged by the Master Plan. Key facilities and infrastructure anticipated included:

- Sealing of Runway 10/28 and completion of a parallel taxiway to the west of Runway 14/32,
- Connection of a taxiway from the proposed Aviation Business Park to the runway and possible widening of the southern section of the taxiway to accommodate larger aircraft,
- Possible expansion of the main apron to accommodate additional and potentially larger aircraft, and
- Expansion of the multi-use precinct apron in line with the proposed flight school design, for potential increased use by community support and aviation events.

Progress to Date

Council was successful in receiving three separate grants for the recently completed runway rehabilitation works and runway lighting upgrade. The grants totalled 3.3 million dollars and were funded under AGRN1012, Infrastructure Betterment Funding (IBF) and the Regional Airports Program round 3 (RAPIII). The works completed part of Stage 1 Development items in the Airport Master Plan. These are:

- Rehabilitation of the existing runway, taxiway and apron pavement,
- Replacement and upgrade of the airfield lighting system, and
- Upgrade of the drainage network.

Items contained in Stage 1 Development still outstanding are:

- Provision of the taxiway connection between TWA A and Runway 14/32,
- Establishment of an aviation refuelling facility, and
- Provision of additional hanger lots.

The grants that funded the completed works were very specific in their allowable activities and the intent of each of the grants was to restore or improve existing facilities. RAPIII provided more scope however this grant stream was used to facilitate upgraded runway lighting which was not provided for in the other two grants. RAPIII also required a 33.33% co-contribution from Council. The two grants, AGRN1012 and IBF, were used as Council's 33.33% co-contribution towards RAPIII which limited the scope Council was able to pursue. For example, if Council applied for additional funding through RAPIII to complete further planned Stage 1 works, the required co-contribution by Council would have been funded from Council's General Fund. Whilst still a cost-effective way for Council to complete the works, the decision to not pursue additional funding was made due to this requirement.

It's important to note that a business that operates from the Airport currently provides an ad hoc refuelling facility. Recent permission has been granted for this business to install a more permanent fuel pod which can be accessed at all times to assist emergency services in refuelling when necessary. Whilst not necessarily in line with the location and extent of the Master Plan, the fuel pod serves as an interim solution.

Outstanding Stage 1 Development works will continue to be assessed when funding becomes available through grants. Stage 2 and Stage 3 Development requires further thought and scoping with an action in the Draft Operational Plan 2025 -2026 being "P1.1.2.3 Review Airport Masterplan".

Increased Utilisation of the Glen Innes Airport

The Glen Innes Airport currently supports limited but essential aviation activity, with Superair Group being the only regular commercial operator, providing aerial fertilisation services to the agricultural sector across the New England region. In addition, the Airport is routinely used by aeromedical services including CareFlight Australia, the Royal Flying Doctor Service, Westpac Rescue Helicopter Service and NSW Ambulance. Two flight training schools also utilise the Airport intermittently for take-off and landing

exercises. Other aircraft movements are largely ad hoc, consisting of one-off landings by private or commercial operators.

Future increases in Airport utilisation are anticipated with the progression of Stage 2 and Stage 3 of the Glen Innes Airport Master Plan, which was developed to guide strategic growth and improve the facility's viability. Additionally, the recent runway rehabilitation and installation of upgraded lighting infrastructure are expected to enhance operational reliability, particularly during adverse weather conditions. Previously, moderate rainfall often necessitated Airport closures due to runway condition issues; however, the improvements have significantly mitigated this risk. A more detailed assessment of landing data at the end of 2025 will help determine the extent to which these upgrades have contributed to increased usage.

KEY CONSIDERATIONS

Financial/Asset Management

Further Airport Master Plan works will be completed when funds become available, for example available grants. This development will increase Council's annual depreciation which must be considered when applying for funding.

Policy

The Glen Innes Airport Master Plan is the overarching document for future works at the Airport. All works must be compliant with CASR Part 139 (Aerodromes) Manual of Standards 2019.

Risk

All works must be compliant with CASR Part 139 (Aerodromes) Manual of Standards 2019.

Consultation

Acting Director of Infrastructure Services

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program Infrastructure Management Principal Activity IM 3.6.1: Continue to investigate options for increased utilisation of the Airport, whilst maintaining current service levels.

CONCLUSION

Recently completed works at the Glen Innes Airport have completed a number of items contained in the Glen Innes Airport Master Plan. Whilst some items remain outstanding, these works can only be considered when funding from grants become available. The Airport Master Plan is due to be reviewed in the next Operational Plan period. This internal review will provide more detail and investigation around the staged development and future requirements. This will, in turn, provide for increased utilisation of the Glen Innes Airport.

ATTACHMENTS

Annexure A Glen Innes Airport Master Plan

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

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

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

REPORT TITLE: 8.1 NOTICE OF MOTION - UNLAWFUL SALE OF TOBACCO FROM TOBACCO SHOPS WITHIN THE GLEN INNES SEVERN LOCAL GOVERNMENT AREA AND GREATER NORTHERN TABLELANDS

REPORT FROM: Councillors

MOTION

THAT Council:

1. ***Writes to the NSW Department of Planning, Housing, and Infrastructure (DPHI) to formally express its serious concerns regarding the unlawful sale of tobacco products from tobacco shops within the Glen Innes Severn Local Government Area and greater Northern Tablelands and respectfully, but firmly, requests that DPHI urgently considers an amendment to the NSW Standard Instrument – Principal Local Environmental Plan as follows:***
 - I. Introduce a new standalone land use definition for “Tobacconist”.***
 - II. Exclude tobacconists from existing definitions of “shop”, “retail premises”, and “specialised retail premises”.***
 - III. Create a transitional provision deeming existing tobacconist premises as having development consent, subject to but not limited to the following standard conditions:***
 - a. Compliance with All Relevant Legislation***
 - 1. Public Health (Tobacco) Act 2008 (NSW)***
 - 2. Tobacco Advertising Prohibition Act 1992 (Cth)***
 - 3. Therapeutic Goods Act 1989 (Cth)***
 - 4. Customs Act 1901 (Cth) regarding import restrictions***
 - 5. Excise Act 1901 and the Excise Tariff Act 1921 (Cth)***

b. Prohibition of Sale of Prohibited or Illicit Products

The sale, display, possession, or distribution of products prohibited under Commonwealth or NSW law—including non-prescription vapes, flavoured tobacco, or illicit (non-duty paid) cigarettes—is strictly prohibited.

2. *Seeks formal support from all councils within the Northern Tablelands and relevant regional organisations to:*
 - I. *Present a joint representation to the NSW Minister for Planning and Public Spaces to implement the Standard Instrument amendment state-wide, and*
 - II. *Prepare a coordinated submission to the upcoming senate inquiry with councils in the Northern Tablelands outlining the effects of illegal tobacco shops in our Local Government Areas (A draft submission is included as Annexure B)*

I, Councillor Troy Arandale, give notice that at the next Ordinary Meeting of Council to be held on Thursday, 19 June 2025, I intend to move the abovementioned motion.

RATIONALE

The unregulated proliferation of tobacconist premises—particularly those trading in illegal tobacco, non-prescription vaping products, and other illicit items—presents a growing public health, safety, and compliance concern for local councils across New South Wales, especially in regional communities. The current planning framework provides insufficient tools for councils to manage these developments through the development consent process, allowing loopholes to be exploited by unscrupulous operators.

1. Legislative Gaps and Planning Ambiguity

Under the existing **Standard Instrument – Principal LEP**, tobacconists are not defined as a standalone land use. They fall under broader categories such as “shop,” “retail premises,” or “specialised retail premises,” which:

- Prevent councils from effectively distinguishing between legitimate retailers and high-risk tobacconist operations,
- Create ambiguity when considering development applications or enforcing compliance conditions,
- Do not allow councils to conditionally approve, restrict, or refuse these uses based on public health or law enforcement advice.

Introducing a **new standalone definition for “Tobacconist”** would close these regulatory gaps and empower councils to apply local planning controls that better reflect community safety expectations and state policy objectives.

2. Public Health and Compliance Imperatives

Illegal tobacconist operations are often associated with:

- The sale of **illicit tobacco** (non-duty paid or smuggled cigarettes),
- **Unregulated vaping products**, including those containing nicotine and marketed to, or purchased for, children,
- Non-compliance with state and federal legislation, including the *Public Health (Tobacco) Act 2008*, *Tobacco Advertising Prohibition Act 1992*, and *Therapeutic Goods Act 1989*.

By including **transitional provisions** deeming existing tobacconists as lawful but **subject to compliance conditions**, the planning system can ensure:

- Existing businesses are accountable to State and Federal laws,
- Non-compliant operations can be subject to enforcement or refusal,
- Councils have a proactive rather than reactive role in regulating public health risks.

3. Regional and State-wide Coordination

The issues posed by unregulated tobacconists are not isolated to a single LGA. The Northern Tablelands region has seen a marked increase in complaints, police actions, and media attention regarding illegal tobacco activity. A **coordinated regional response** will:

- Strengthen the collective advocacy power of affected councils,
- Provide the NSW Government with evidence-based rationale for a **state-wide Standard Instrument amendment**,
- Reinforce local government's role in delivering public health and community safety outcomes,
- Align with State priorities around planning reform, enforcement consistency, and harm minimisation.

Furthermore, preparation of a **joint submission to the Federal Senate Inquiry** by affected councils will offer critical, place-based insights into the impacts of illegal tobacco and vaping on regional communities, bolstering national policy reform discussions.

Conclusion

This motion positions the Council as a leader in addressing a complex, cross-jurisdictional issue by using the planning system to support legal compliance, public health, and safer communities. The proposed planning reforms are modest, achievable,

Item 8.1

and consistent with local and state objectives—while also providing a practical enforcement framework for councils.

This is a timely and necessary step to protect communities and ensure that retail land uses reflect lawful, responsible business practices.

I commend this Notice of Motion to Council.

Cr Troy Arandale
Councillor
Date: 10 June 2025

ATTACHMENTS

- | | |
|------------|--|
| Annexure A | Amendment to the Standard Instrument - Principal Local Environmental Plan |
| Annexure B | Draft Joint Submission to the Senate Inquiry into Illicit Tobacco and Unregulated Vaping |

REPORT TITLE: 8.2 QUESTIONS WITH NOTICE

REPORT FROM: Councillors

I, Councillor Troy Arandale, hereby give notice that I will be asking the following questions with notice during the scheduled council meeting to be held on Thursday, 19 June 2025:

1. **How much rent does the council currently pay to occupy the HUB per month?**

Officer Response:

\$2,083.33 per month.

2. **Under the rental agreement negotiated by the General Manager for the building known as “the essential energy building”. How much will the council receive in rent per month?**

Officer Response:

\$736 per month plus outgoings.

3. **Can the council please indicate the date it received the “Capacity to Pay Report” and the formal process in which this information is released to councillors and community?**

Officer Response:

The final Capacity to Pay Analysis Report was received on 26 May 2025.

As part of Council’s consideration and decision-making process, Council needs to satisfy/demonstrate that it has considered the Community’s “Capacity to Pay”. For SRV applications made by councils, this has been in the form of a Capacity to Pay Analysis Report.

The report has been attached to this Council agenda.

As part of the SRV process, there is discretion with regard to what information is made available to the community, the report is available to the community via this agenda.

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4. According to the Mayors Facebook page in response to comments to her post titled “community update. A message of patience” the mayor replied to comments and I quote “we will look into alternatives” and “the number is likely to come down”. Considering this council decided that modelling additional alternatives for the SRV was “too much work” in the May council meeting. When did council decide to look into alternatives to likely bring the number down and why were all councillors not informed of this work?

Officer Response:

Council officers commenced a review towards the end of the consultation period upon receipt of amended depreciation figures and in the light of community feedback. As with any matters brought to Council, officers spend a period of time collecting information, assessing all the inputs whether that be data, community views, precedents, financial impacts etc., and then formulate a position which is presented to Council. There is no need or requirement to for officers to advise Councillors on the day-to-day deliberations of officers.

5. Since the reduction of federal assistance grants from 1% of GDP how many times has the motion to reinstate the funding been presented to conferences for Local Government NSW (LGNSW) and Australian Local Government Association (ALGA) the two advocating bodies for local council? Also has the Glen Innes Council ever not supported the motion or the advocacy stance of LGNSW and ALGA on the matter.

Officer Response:

Research into the exact number of times has not been undertaken however it could be confidently said that noting the importance of the issue, it has been raised at every state and national conference for many years and one would imagine the Glen Innes Severn Council has supported any motions and all advocacy stances.

At the upcoming Australian Local Government Assembly there are 16 motions relating to the matter including Council’s.

At a meeting this week between councils and the NSW Grants Commission there was much discussion on the topic.

Change will not happen if the industry does not keep making noise.

ATTACHMENTS

There are no annexures to this report.

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to list the documents and press releases that have been circulated to Councillors during May 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) – newsletter.

Press Releases

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

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

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

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A Australian Standing Stones Management Board - 16/04/25

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

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A Northern Tablelands Bushfire Management Committee - 19/02/25
Annexure B Sapphire Wind Farm Community Consultative Committee - 8/05/25

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**REPORT TITLE: 9.4 MINUTES OF OTHER ORGANISATIONS FOR
 INFORMATION**

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A Country Mayors Association of NSW - 28/05/25

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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

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

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

7.10/24 RESOLUTION

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

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

Date	Committee	Councillor Delegate	Attendance
2.5.25	GLENRAC	Cr Elphick	Yes
7.5.25	Glen Innes & District Community Centre Committee	Cr Sparks	Yes
8.5.25	Sapphire Wind Farm Community Consultative Committee	Cr Sparks	Yes
8.5.25	Glencoe Hall Committee	Cr Elphick	Yes
9.5.25	GLENRAC Planning Meeting	Cr Elphick	Yes
12.5.25	Community Access Committee	Cr Sparks	Yes
14.5.25	Saleyards Advisory Committee (<i>no quorum</i>)	Cr Davis Cr Sparks* Cr Arandale Cr Alt Cr Elphick*	Yes Yes No Apology Yes
21.5.25	Roads Consultative Committee	Cr Davis Cr Arandale Cr Alt	Yes No Apology
21.5.25	Australian Standing Stones Management Board	Cr Davis Cr Arandale	Yes No
21.5.25	Community Access Committee Working Group	Cr Sparks	Yes
28.5.25	Recreation and Open Spaces Committee	Cr Davis Cr Alt	Yes No

*Councillor not a delegate but attended as an interested person as per the meeting invite.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Manual for Community Committees of Council.

Risk

Nil.

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.

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>
12.1	T25-02 Glen Innes Water Treatment Plant CCP Instrumentation Integration Upgrade	(d) (ii) commercial information of a confidential nature that would, if disclosed confer a commercial advantage on a competitor of the Council.
12.2	2025 Performance Agreement for the General Manager	(a) personnel matters concerning particular individuals (other than councillors).

The following two 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.