

# **Glen Innes Severn Council Meeting**

**19 JUNE 2025**

## **ANNEXURES**

# **Annexures**

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^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
21/12/2023	12.2	Proposed Sale of 181 Bourke Street, Glen Innes	<b>20.12/23 RESOLUTION</b>  THAT Council:  1. Notes the requirement to reclassify the land as operational and endorses the commencement of that process.  2. Accepts, in principle, the expression of interest received for the sale of the property at 181 Bourke Street, Glen Innes in the amount of \$301,500 plus GST.  3. Authorises the General Manager to negotiate the terms and conditions.  4. Receives a further report to consider the final contract of sale.  <b>CARRIED</b>	31/03/2026	Hunt, David	<b>31 Jan 2024 12:14pm Hunt, David</b>  Work is underway to reclassify property as Operational which will allow sale to continue. All Operational and Community assets are being reviewed and reclassified if necessary. This will involve community consultation and will take approximately 6 months.  <b>31 Jan 2024 12:16pm Hunt, David - Target Date Revision</b>  Target date changed by Hunt, David from 04 January 2024 to 31 August 2024 - Date revised to allow for reclassification to Operational land to occur. This involves community consultation and is expected to take 6 months to complete.  <b>06 Mar 2024 4:59pm Hunt, David</b>  Work is underway to reclassify property as Operational which will allow sale to continue. All Operational and Community assets are being reviewed and reclassified if necessary. This will involve community consultation and will take approximately 6 months.  <b>09 Apr 2024 8:25am Hunt, David</b>  Work is underway to reclassify property as Operational which will allow sale to continue. All Operational and Community assets are being reviewed and reclassified if necessary. This will involve community consultation and will take approximately 6 months.  <b>08 May 2024 8:10am Hunt, David</b>  Work is underway to reclassify property as Operational which will allow sale to continue. All Operational and Community assets are being reviewed and reclassified if necessary. This will involve community consultation and will take approximately 6 months.  <b>11 Jun 2024 11:53am Hunt, David</b>  Work is underway to reclassify property as Operational which will allow sale to continue. All Operational and Community assets are being reviewed and reclassified if necessary. This will involve community consultation and will take approximately 6 months.  <b>08 Aug 2024 8:52am Hunt, David - Target Date Revision</b>  Target date changed by Hunt, David from 31 August 2024 to 28 February 2025 - Date changed to allow for land to be reclassified to Operational from Community and Expressions of Interest to be received.

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						<p>17 Oct 2024 8:37am Hunt, David</p> <p>Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified.</p> <p>05 Nov 2024 3:50pm Hunt, David</p> <p>Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified.</p> <p>04 Feb 2025 12:32pm Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 28 February 2025 to 30 June 2025 - To allow for land to be reclassified from Community to Operational.</p> <p>04 Feb 2025 12:32pm Hunt, David</p> <p>Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified.</p> <p>07 Apr 2025 9:10am Hunt, David</p> <p>Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified.</p> <p>07 May 2025 9:28am Hunt, David</p> <p>The sale of 181 Bourke Street can not occur until the land is classified from community to operational. This process has been underway for some time and is being progressed Council's Directorate of Place and Growth. Due to the departure of Council's Manager of Growth and Development, an external consultant has been engaged to take over the process. Early indications indicate that the process will take another 6 months. The Department of Planning, Housing and Infrastructure provided a Gateway Determination on the 31st of March that an amendment to the Glen Innes Severn Local Environmental Plan 2012 to reclassify certain community land to operational land should proceed subject to conditions. The first condition was, "prior to agency and community consultation, the planning proposal is to be updated to outline how the funds from the sale of Lots 5-6, Section A, DP 193319, 181 Bourke Street, Glen Innes will be used". Public exhibition and a public hearing is also required for the reclassification to occur in accordance with the requirements of section 3.34(2)(e) of the Local Government Act 1993.</p>

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						<p>02 Jun 2025 9:49am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 30 June 2025 to 31 March 2026 - Date revised to allow for reclassification to be completed. Expected ETA of reclassification is December 2025. Additional time added to advertise property after reclassification occurs.</p> <p>02 Jun 2025 9:49am Hunt, David</p> <p>The sale of 181 Bourke Street cannot occur until the land is classified from community to operational. This process has been underway for some time and is being progressed Council's Directorate of Place and Growth. Due to the departure of Council's Manager of Growth and Development, an external consultant has been engaged to take over the process. Early indications indicate that the process will take another 6 months. The Department of Planning, Housing and Infrastructure provided a Gateway Determination on the 31st of March that an amendment to the Glen Innes Severn Local Environmental Plan 2012 to reclassify certain community land to operational land should proceed subject to conditions. The first condition was, "prior to agency and community consultation, the planning proposal is to be updated to outline how the funds from the sale of Lots 5-6, Section A, DP 193319, 181 Bourke Street, Glen Innes will be used". Public exhibition and a public hearing is also required for the reclassification to occur in accordance with the requirements of section 3.34(2)(e) of the Local Government Act 1993.</p>
22/02/2024	7.13	Reclassification of Council Owned Land	<p><b>15.02/24 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Endorses the submission of the attached planning proposal for Gateway Determination to the Department of Planning, Housing and Infrastructure.</p> <p>2. Notes that a subsequent report detailing the outcomes of public exhibition and public hearing will be reported back to Council.</p> <p><b>CARRIED</b></p>	30/08/2025	Sheridan, Riarna	<p><b>28 Feb 2024 10:00am Neil, Andrew</b></p> <p>Planning Proposal Submitted for Gateway Determination 28/2/24</p> <p><b>19 Mar 2024 9:48am Neil, Andrew - Target Date Revision</b></p> <p>Target date changed by Neil, Andrew from 07 March 2024 to 07 September 2024 - The timeframe for receiving Gateway Determination, undertaking Public Hearings and reporting back to Council will be a minimum of six months from the resolution of Council.</p> <p><b>19 Mar 2024 9:54am Neil, Andrew</b></p> <p>Request for amended maps to align with Department template received from Department of Planning 12/3/24. Currently amending maps for resubmission by 22/3/24.</p>

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						17 Apr 2024 12:03pm Neil, Andrew Revised PP sent to Department of Planning
						18 Jul 2024 12:11pm Neil, Andrew Gateway Determination anticipated week ending 23/08/2024
						06 Aug 2024 11:16am Neil, Andrew Request for additional information from Department received. 9/8/24 target for sending back.
						15 Oct 2024 4:12pm Neil, Andrew - Target Date Revision Target date changed by Neil, Andrew from 07 September 2024 to 20 December 2024 - Awaiting finalisation.
						11 Dec 2024 10:31am Neil, Andrew - Target Date Revision Target date changed by Neil, Andrew from 20 December 2024 to 31 January 2025 - Allow for DPE to complete taking into account Christmas shutdown
						12 Feb 2025 11:33am Neil, Andrew - Target Date Revision Target date changed by Neil, Andrew from 31 January 2025 to 28 February 2025 - Comments from DOP currently being made to finalise
						14 Mar 2025 12:51pm Ford, Gregory - Reallocation Action reassigned to Sheridan, Riarna by Ford, Gregory - Andrew Neil has Left Council
						02 Apr 2025 4:26pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 April 2025 to 30 May 2025 - Gateway Determination received from Department 28/03/25. Strategic Planning Consultant engaged to complete remainder of process including conducting public hearings. Process anticipated to be completed by 30 May 2025.
						08 May 2025 11:38am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 May 2025 to 30 June 2025 - The revised date reflects the expected timeframe for completion by the Strategic Planning Consultant, taking into account scheduling impacts during April, including multiple public holidays.

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						06 Jun 2025 8:15am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 June 2025 to 30 August 2025 - Works are progressing well. The Planning Proposal has been updated in accordance with the Gateway Determination conditions and uploaded to the NSW Planning Portal. Public exhibition is scheduled to occur throughout June and July, followed by a public hearing scheduled to occur in early August, in accordance with legislative requirements. Following the exhibition and hearing, a report will be presented to Council's August Ordinary Meeting.
27/06/2024	7.13	Dwelling Opportunities Map Review	<b>14.06/24 RESOLUTION</b>  THAT Council:  1. Permits landowners to make a submission to Council for potential inclusion of properties to the Dwelling Opportunity Map.  2. Notes that the properties submitted, as well as a recommendation for inclusion or exclusion, will be reported back to a future meeting of Council to enable a planning proposal to be submitted to the Department of Planning, Housing and Infrastructure.  <b>CARRIED</b>	30/07/2025	Sheridan, Riarna	<b>18 Jul 2024 12:11pm Neil, Andrew</b> Advertising material currently being finalised for publication. Target 9/8/24  <b>18 Jul 2024 2:42pm Duffell, Debbie - Target Date Revision</b> Target date changed by Duffell, Debbie from 11 July 2024 to 02 August 2024  <b>06 Aug 2024 12:04pm Neil, Andrew</b> Advertising material currently being finalised for publication. Target 9/8/24  <b>06 Aug 2024 12:06pm Neil, Andrew - Target Date Revision</b> Target date changed by Neil, Andrew from 02 August 2024 to 09 August 2024  <b>06 Aug 2024 1:08pm Neil, Andrew - Target Date Revision</b> Target date changed by Neil, Andrew from 09 August 2024 to 29 November 2024 - Allow for report back to Council  <b>11 Dec 2024 10:32am Neil, Andrew - Target Date Revision</b> Target date changed by Neil, Andrew from 29 November 2024 to 21 March 2025 - EOI process completed. Reviewing and preparing Council report.  <b>21 Mar 2025 9:14am Duffell, Debbie - Reallocation</b> Action reassigned to Sheridan, Riarna by Duffell, Debbie - Ceased employment with Council.

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						<p><b>29 Mar 2025 9:01am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 21 March 2025 to 30 May 2025 - RFQ process completed and the services of a contract Strategic Planner secured to finalise the dwelling opportunities map review. Consultant will prepare the report confirming number of Dwelling Opportunity map submissions received and next steps to the Ordinary Meeting of Council scheduled for May 2025.</p> <p><b>08 May 2025 11:41am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 May 2025 to 30 June 2025 - The revised date reflects the expected timeframe for completion by the Strategic Planning Consultant, taking into account scheduling impacts during April, including multiple public holidays.</p> <p><b>16 May 2025 2:03pm Duffell, Debbie - Target Date Revision</b></p> <p>Target date changed by Duffell, Debbie from 30 May 2025 to 30 June 2025</p> <p><b>06 Jun 2025 8:21am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 30 July 2025 - Works are progressing well. A report is expected to be presented to Council's July Ordinary Meeting, detailing the outcome of the public exhibition, assessment of submissions and recommendations regarding properties to be added to the Dwelling Opportunity Map. To accommodate this, the completion date has been extended to the end of July to align with the scheduled reporting timeframe.</p>
27/06/2024	7.14	Derry Place Road Closure	<p><b>15.06/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"><li>Proceeds to close the road corridor that holds Derry Place.</li><li>Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street.</li></ol>	31/12/2025	Hunt, David	<p><b>16 Jul 2024 2:16pm Reid, Adam</b></p> <p>Due to illness of Property Officer, this has not progressed. Notification to service providers to be issued</p> <p><b>16 Jul 2024 2:18pm Reid, Adam - Target Date Revision</b></p> <p>Target date changed by Reid, Adam from 11 July 2024 to 31 January 2025 - Time required for process of road closure</p> <p><b>07 Aug 2024 11:24am Reid, Adam</b></p> <p>Notification period set for 15 August 2024 to 12 September 2024</p>

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			3. Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer.			15 Aug 2024 2:54pm Reid, Adam Notification sent to all notifiable authorities, adjoining land holders, local newspapers, and Council website on 15 August 2024 for a period of 28 days
			CARRIED			18 Oct 2024 1:52pm Reid, Adam New England Surveying and Engineering have been engaged to complete the road closure on behalf of Council in tandem with the land owners subdivision plans. Negotiations surrounding the payment to Council for the land to be acquired and exchanged will be held at the time of subdivision
						04 Nov 2024 3:02pm Reid, Adam Property Officer awaiting quote for closure of road corridor to on bill to Land owners
						03 Jan 2025 1:53pm Reid, Adam Property Officer waiting on confirmation of payment for the oncost for survey works
						21 Jan 2025 3:33pm Reid, Adam Received payment from Allcrete on 20/01/2025. Notification sent to New England Surveying and Engineering to begin process.
						21 Jan 2025 4:03pm Reid, Adam - Target Date Revision Target date changed by Reid, Adam from 31 January 2025 to 30 June 2025 - Payment received to start survey work received 20/01/2025
						10 Feb 2025 8:36am Duffell, Debbie - Reallocation Action reassigned to Hunt, David by Duffell, Debbie - Resignation of Officer.
						07 Apr 2025 9:12am Hunt, David New England Surveying and Engineering engaged to prepare Compiled Plan, Liaise with Crown Lands Office, Lodge plan with Glen Innes Severn Council and lodge documentation with NSW Land Registry Service.

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						<p>07 May 2025 9:28am Hunt, David</p> <p>New England Surveying and Engineering are still progressing through the requirements required to close the road corridor that holds Derry Place. This will involve liaising with Crown Lands, Glen Innes Severn Council and the NSW Land Registry Service. It is anticipated that the work required by New England Surveying and Engineering will be completed by the end of August 2025.</p> <p>02 Jun 2025 9:50am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 30 June 2025 to 31 December 2025 - Date revised to allow for surveying and land valuations to occur.</p>
27/06/2024	12.4	Sale of 23 Bourke Street, Deepwater	<p><b>24.06/24 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Rescinds Council Resolution 19.12/23, noting the withdrawal of the associated offer.</p> <p>2. Accepts the alternate offer as received for the sale of land at 23 Bourke Street, Deepwater in the amount of \$90,000.</p> <p>3. Authorises for the Common Seal of Glen Innes Severn Council to be affixed to the Contract for the Sale of Land between the Glen Innes Severn Council and Zanemax Pty Ltd as Trustee for Bradrach Super, at a sale price of \$90,000.</p> <p>4. Adds the proceeds of sale to the internal reserve for co-location of Council offices.</p> <p><b>CARRIED</b></p>	31/12/2025	Hunt, David	<p><b>18 Jul 2024 2:40pm Duffell, Debbie - Target Date Revision</b></p> <p>Target date changed by Duffell, Debbie from 11 July 2024 to 26 July 2024</p> <p><b>08 Aug 2024 8:56am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 26 July 2024 to 31 December 2024 - Date changed to allow for negotiation and exchange of contracts with new Purchaser. Council proceeding to engage a Surveyor to ensure block of land for sale does not encroach on existing SES shed on adjacent block of land.</p> <p><b>17 Oct 2024 8:41am Hunt, David</b></p> <p>Contract negotiation still underway with interested party.</p> <p><b>05 Nov 2024 3:54pm Hunt, David</b></p> <p>Contract negotiation still underway with interested party.</p> <p><b>04 Feb 2025 12:35pm Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 31 December 2024 to 30 June 2025 - Initial real estate agent provided with notice to terminate agreement due to sale not occurring. Date changed to allow for engagement of new agent.</p> <p><b>04 Feb 2025 12:35pm Hunt, David</b></p> <p>Real Estate Agent provided with notice of termination of contract. New agent to be engaged. Expected engagement in March 2025.</p>



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						<p>21 Mar 2025 12:18pm Hunt, David</p> <p>Expression of Interests released to 4 x real estate agents for analysis and selection to list block of land for sale.</p> <p>07 Apr 2025 9:13am Hunt, David</p> <p>Expressions of Interest received from 3 x Real Estate Agents. Real Estate Agent to be selected and proceed to sell vacant land.</p> <p>07 May 2025 9:29am Hunt, David</p> <p>Real Estate Agent selected to seek expressions of interest for the land. Advertising currently underway seeking expressions of interest.</p> <p>12 May 2025 11:48am Hunt, David</p> <p>Country Wide Property engaged to list the lots for sale via Expressions of Interest.</p> <p>02 Jun 2025 9:52am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 30 June 2025 to 31 December 2025 - Target date changed by Hunt, David from 30 June 2025 to 31 December 2025 - Date revised to allow for expressions of interest to be received by Country Wide Property and the subsequent timings of Council meeting to accept of decline and contract of sale to be settled.</p>
15/08/2024	L.1	Expressions of Interest - Council Depot Cool Rooms	<p>13.08/24 RESOLUTION</p> <p>That Council authorises the General Manager to enter into an agreement for the use of the Council Depot cool room area with the original interested party in the event that the Expression of Interest process reveals no other interest, noting any agreement is subject to the expected reclassification of the land as Operational land.</p> <p>CARRIED</p>	31/12/2025	Hunt, David	<p>30 Aug 2024 10:00am Appleby, Keith - Reallocation</p> <p>Action reassigned to Hunt, David by Appleby, Keith - .</p> <p>17 Oct 2024 8:42am Hunt, David</p> <p>Expression of Interest for the lease / use of the Cool rooms was completed. One EOI was received. Negotiations underway with the interested party. For the lease to proceed, physical works including electrical will need to be completed. These are currently being investigated.</p> <p>17 Oct 2024 9:22am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 29 August 2024 to 31 January 2025 - Target date changed to allow negotiations to occur and physical works required to be determined.</p>

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						05 Nov 2024 3:54pm Hunt, David Expression of Interest for the lease / use of the Cool rooms was completed. One EOI was received. Negotiations underway with the interested party. For the lease to proceed, physical works including electrical will need to be completed. These are currently being investigated.
						04 Feb 2025 12:38pm Hunt, David - Target Date Revision Target date changed by Hunt, David from 31 January 2025 to 30 June 2025 - To allow for land to be reclassified from Community to Operational.
						04 Feb 2025 12:38pm Hunt, David Land must be reclassified from Community to Operational before lease can be negotiated. Estimated value of works required by Council to be completed before lease can be taken up is \$150,000. A budget must be created for this.
						07 Apr 2025 9:14am Hunt, David Discussions still ongoing with interested party regarding space necessary and traffic movements. Expected to take occupation in late June, pending delivery of equipment. Lease details to be finalised.
						07 May 2025 9:32am Hunt, David A draft license has been provided to River Gum Eggs, the successful interested party, for the use of the Council Depot cool rooms. The license is for one year as a lease cannot be facilitated until the land is reclassified from community land to operational land. This process will take approximately 6 months. To facilitate River Gum Eggs occupying the space, an Electrician has been engaged to complete necessary electrical works and Council's Infrastructure Delivery teams have commenced works on Lang Street, to facilitate truck movements by River Gum eggs and eliminate unnecessary interference to Council crews. River Gum eggs is expected to take occupation in late June however this is pending any planning conditions placed on River Gum eggs from Council.
						02 Jun 2025 9:56am Hunt, David - Target Date Revision Target date changed by Hunt, David from 31 December 2025 to 31 December 2025 - To allow for finalisation of lease.

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						02 Jun 2025 9:56am Hunt, David No further details can be provided since the last action update. Item still progressing.
28/11/2024	9.5	Petition for Street Surveillance in the Central Business District	<b>21.11/24 RESOLUTION</b>  THAT Council:  1. Receives and notes the petition.  2. Notes the allocation in the current budget for CCTV for Council assets.  3. Continues to apply for external funding.  4. Works with the community to encourage property owners to install CCTV on their own premises.  5. Develops a Public Safety and Asset Protection CCTV Strategy incorporating Council installed cameras, mobile cameras, lighting, and property owner installed cameras.  6. Expresses its extreme concern regarding the impact on the community of crime particularly in public areas and makes a commitment to address the issue as much as possible, and that the General Manager be requested to bring back a comprehensive report to Council regarding the matter.  7. Notes the information presented to the meeting by Cr D Scott.   <b>CARRIED</b>	29/08/2025	Sheridan, Riarna	<b>02 Dec 2024 3:52pm Smith, Bernard - Reallocation</b>  Action reassigned to Burley, Gayleen by Smith, Bernard - Leave it to you Gayleen to refer. Suggest a staged approach with a report to the February Workshop  <b>10 Dec 2024 4:34pm Burley, Gayleen - Reallocation</b>  Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV  <b>12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision</b>  Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise.  <b>15 May 2025 8:52am Duffell, Debbie - Reallocation</b>  Action reassigned to Sheridan, Riarna by Duffell, Debbie  <b>16 May 2025 11:23am Sheridan, Riarna - Target Date Revision</b>  Target date changed by Sheridan, Riarna from 27 June 2025 to 29 August 2025 - Progress is continuing in line with the resolution, with significant upgrades to Council's CCTV network scheduled to commence between late May and early June 2025. These works are being delivered within the allocated \$50,000 budget for the current financial year and include the installation of 16 new cameras in the CBD between Bourke and Meade Streets, 13 new cameras and system upgrades at the Town Hall, and the first-ever installation of CCTV at ANZAC Park.  Development of the Public Safety and Asset Protection Strategy is also progressing internally, with initial scoping underway. A draft strategy is expected to be prepared for review by 29 August 2025.  <b>06 Jun 2025 8:35am Sheridan, Riarna</b>  Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16

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						cameras in the CBD (between Bourke and Meade Streets), and 13 new cameras along with system upgrades at the Town Hall are on track to be installed by 30 June 2025. The Public Safety and Asset Protection Strategy also remains on track for preparation and review by 29 August 2025.
28/11/2024	12.1	Purchase of Property	<b>24.11/24 RESOLUTION</b>  THAT Council:  1. Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report.  2. Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land.  3. Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all associated and necessary disbursements, fees and duties.  4. Raises the total loan borrowings of \$6,000,000 staged as required over a 2-year period commencing in the current financial year to fund the purchase and the necessary works to complete the project.  5. Gives public notice of its intentions to classify the land as Operational Land in accordance with the provisions of Section 34 of the <i>Local Government Act 1993</i> and that submissions be received for a minimum period of 28 days closing at 4:00pm on 24 January 2025.	31/12/2026	Smith, Bernard	<b>11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision</b>  Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve.  <b>15 May 2025 2:35pm Smith, Bernard - Target Date Revision</b>  Target date changed by Smith, Bernard from 01 June 2025 to 31 December 2026 - Resolution includes raising the borrowings for the total project, this will occur in 2 loans and the second will not be raised until mid 2026.  <b>15 May 2025 2:40pm Smith, Bernard</b>  Sale contract finalised within 4 weeks, includes provisions relating to carpark design, works funded by vendor, other works to be undertaken by vendor., Brief for internal fitout design to be issued with 4 week., Draft plan of subdivision being prepared.  <b>10 Jun 2025 3:40pm Smith, Bernard</b>  Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised.

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			<div>6. That, if no objecting submissions are received, Council classifies the property being land owned by the Council that is shown as Lot 1 on Plan B as Operational Land in accordance with Section 31 of the <i>Local Government Act 1993</i>.</div> <div>7. Notes that the land currently used for carparking is to continue in that form.</div> <div>CARRIED</div>			
28/11/2024	6.1	New England Rail Trail	<div>3.11/24 RESOLUTION</div> <div>THAT Council:</div> <div>1. Continues to support the delivery of the New England Rail Trail (NERT) through advocating to State and Federal Government to reverse the decision to withdraw the BLER Funding;</div> <div>2. Continues to utilise the previously committed \$170,000 for survey, design and environmental assessment of NERT to meet the NSW Rail Trails Framework requirements;</div> <div>3. Requests the General Manager to submit a grant application to the Federal Government's Regional Precincts and Partnerships Program (RPPP) – Stream Two: Precinct delivery to fund Stage 1 of the NERT - Glen Innes to Ben Lomond;</div> <div>4. Requests the General Manager to initiate and partner with Friends of New England Rail Trail and Armidale Regional Council on a robust engagement strategy for the NERT project to address community concerns and miss-information on the</div>	31/07/2025	Kamphorst, Anthony	<div>05 Dec 2024 9:43am Smith, Bernard - Reallocation</div> <div>Action reassigned to Appleby, Keith by Smith, Bernard - I will call re this Keith</div> <div>12 Dec 2024 4:31pm Appleby, Keith - Target Date Revision</div> <div>Target date changed by Appleby, Keith from 12 December 2024 to 30 March 2025 - .</div> <div>12 Dec 2024 4:31pm Appleby, Keith</div> <div>A report regarding the TfNSW Integrated Strategic Plan is included in the December ordinary Council meeting.</div> <div>04 Feb 2025 12:46pm Hunt, David</div> <div>Due to departure of DIS, no further work has been completed on this action. Guidance to be sought from GM on next steps.</div> <div>06 Feb 2025 3:24pm Duffell, Debbie - Reallocation</div> <div>Action reassigned to Hunt, David by Duffell, Debbie - Acting DIS</div> <div>06 Mar 2025 1:40pm Hunt, David - Reallocation</div> <div>Action reassigned to Price, Sam by Hunt, David - Change of Acting Director Position.</div> <div>03 Apr 2025 11:28am Price, Sam - Target Date Revision</div> <div>Target date changed by Price, Sam from 30 March 2025 to 30 April 2025 - Grant application has been submitted in Feb</div>

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			return of trains to the Northern Line and to continue community engagement to support future funding applications;  5. Requests the General Manager to bring a report to 19 December Ordinary Council Meeting on a plan and the availability of funds to conduct a robust and representative review of local community and public transport needs in preparation for a submission to the New England and North West Strategic Regional Integrated Transport Plan 'Have your say' portal.  <b>CARRIED</b>			05 May 2025 9:12am Price, Sam - Reallocation  Action reassigned to Kamphorst, Anthony by Price, Sam - Reassigned to Acting Director Kamphorst  14 May 2025 2:28pm Kamphorst, Anthony - Target Date Revision  Target date changed by Kamphorst, Anthony from 30 April 2025 to 30 June 2025 - Council is awaiting the outcome of the Regional Economic and Community Investment Program grant, anticipated after the 26th of May. Survey and design investigation is ongoing.  12 Jun 2025 10:42am Kamphorst, Anthony - Target Date Revision  Target date changed by Kamphorst, Anthony from 30 June 2025 to 31 July 2025 - Councils design team have completed an inspection of the project between Glen Innes and Glencoe and are reviewing the structures against Public Works estimate of the project, and have started work on the NE Highway crossing design. The grant submission for the RPPP is under development.
07/03/2025	4.1	Expression of Interest - Sale of 146 and 148 Church Street	<b>2.03/25 RESOLUTION</b>  THAT Council:  1. Accepts the offer of \$250,000 from New England CT Pty Ltd and proceeds with the sale of 146 and 148 Church Street, incorporating the below items into the contract as applicable, and  2. Creates a budget of \$10,000 to complete a subdivision of the rear area of 148 Church Street, allowing the front office area to be sold while retaining the historical elements of the building, and  3. Includes as part of the subdivision, a realignment of the rear boundary of 146 Church Street (the dwelling site) to ensure adequate separation between the dwelling and retained rear section of 148 Church Street is provided, and	31/07/2025	Sheridan, Riarna	07 Apr 2025 9:21am Hunt, David  Tenterfield Surveying engaged to prepare subdivision documents. APJ Law engaged to draft lease conditions and contract of sale.  07 Apr 2025 9:22am Hunt, David - Target Date Revision  Target date changed by Hunt, David from 21 March 2025 to 06 April 2025 - To allow further time to complete actions.  08 Apr 2025 1:55pm Hunt, David - Target Date Revision  Target date changed by Hunt, David from 06 April 2025 to 30 June 2025 - Date revised to allow for subdivision to be prepared and lodged.  07 May 2025 9:33am Hunt, David  Tenterfield Surveying engaged to proceed with subdivision requirements. Lease documents created and provided to lessee.  02 Jun 2025 9:59am Hunt, David  Tenterfield Surveying continuing with requirements for subdivision. Lease has been executed with New England CT.

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			<p>4. Authorises the General Manager (or delegate) to negotiate lease terms with New England CT Pty Ltd for both properties for an 18-month period while the subdivision process is completed, ensuring the inclusion of the following:</p> <ul style="list-style-type: none"><li>• A clause requiring the Lessee to secure all the necessary approvals and licenses for the permitted use within three months of signing the lease,</li><li>• A clause requiring the Lessee commence operation of the CT business within six months of obtaining the required approvals,</li><li>• An option for the Lessee to purchase the properties 12 months after the subdivision is completed.</li></ul> <p>5. Authorises the General Manager to execute all necessary documentation to effect the lease and the Contract for the Sale of Land, and</p> <p>6. Requests that a report be brought back to the July 2025 Council Meeting outlining potential future uses for the rear section of 148 Church Street, which will be retained by Council.</p> <p><b>CARRIED</b></p>			<p><b>02 Jun 2025 10:22am Hunt, David - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Hunt, David - As requested by Director Sheridan. Actions assigned to MAS have been completed at stage.</p> <p><b>06 Jun 2025 8:54am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 31 July 2025 - Progress to date includes finalisation and execution of the lease and lodgement of Development Applications for both subdivision and change of use to a Medical Centre (including associated alterations and additions). These applications are currently under assessment in accordance with Council's Conflict of Interest Policy (Dealing with Council-Related Development). The sale contract will be prepared closer to the date of sale, being 12 months post-subdivision in line with the resolution.</p> <p>A report is on track to be presented to the July 2025 Council Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p>
19/03/2025	7.2	Operational Management and Improvement of the Glen Innes Highlands Hub	<p><b>8.03/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Notes the contents of this report on the operational management and performance of the Highlands Hub.</p> <p>2. Endorses the implementation of immediate short-term improvements, including:</p> <p>(a) A temporary marketing and engagement plan to increase awareness and facility usage.</p>	30/09/2025	Sheridan, Riarna	<p><b>25 Mar 2025 11:48am Smith, Bernard - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Smith, Bernard</p> <p><b>02 Apr 2025 5:17pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 02 April 2025 to 30 September 2025 - Works are now underway in line with the short-term improvements outlined in the resolution. The completion date has been extended to the end of September in accordance with point 3 of the resolution, which requires a report to be presented to Council's Ordinary Meeting in September 2025 on the progress of short-term improvements and strategic planning efforts.</p>

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			<p>(b) Engagement with key stakeholders, including local businesses, universities, community organisations and funding bodies to explore additional revenue opportunities and partnerships to enhance the Hub's financial sustainability.</p> <p>(c) A review of staffing and resource allocation to assess the need for dedicated on-site support.</p> <p>(d) A financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies.</p> <p>3. Requests a report on the progress of short-term improvements and strategic planning efforts for Council's consideration at its September 2025 Ordinary Meeting (six months from the date of this resolution).</p>			<p>08 May 2025 11:50am Sheridan, Riarna</p> <p>Works are progressing in line with the short-term improvements identified in the resolution, with a dedicated staff member now allocated two days per week to support their delivery.</p> <p>12 Jun 2025 6:36am Sheridan, Riarna</p> <p>Given the dedication of a staff member 2 days per week, works are progressing swiftly in line with the short-term improvements identified in the resolution. This includes, a temporary marketing and engagement plan on track to be completed and implemented by 30 June. Proactive engagement with key stakeholders has commenced including UNE, Regional Business NSW, TAFE NSW, Business NSW, Glen Innes Health Hub, Regional Development Australia Northern Inland, and Destination NSW. A staffing, financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies is on track for completion by 30 July.</p>
24/04/2025	7.4	Endorsement of the Revised 2025 to 2035 Long Term Financial Plan to be placed on Public Exhibition	<p><b>CARRIED</b></p> <p><b>5.04/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <p>1. Approves the Revised Long Term Financial Plan 2025-2035 to be placed on public exhibition, inviting submissions from 28 April 2025 until 6 June 2025.</p> <p>2. Displays the Revised Long Term Financial Plan 2025-2035 on Council's website, and that it be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> <li>Council's Town Hall Office,</li> </ul>	19/06/2025	Woodland, Lindsay	<p><b>02 May 2025 3:12pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 08 May 2025 to 19 June 2025 - the final Draft Long Term Financial Plan requires approval of Council at the June Ordinary Council Meeting following public exhibition closure date of 6th June 2025.</p>



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			<ul style="list-style-type: none"><li>Glen Innes Severn Public and TAFE Library, and</li><li>The Village Post Offices at Deepwater and Emmaville.</li></ul> <p>3. Undertakes a comprehensive Community Engagement Program – Shaping Tomorrow, regarding a proposed application to the NSW Independent Pricing and Regulatory Tribunal for a Special Rate Variation (SRV) to apply in 2026-2027 as outlined in Revised 2025-2035 Long Term Financial Plan.</p> <p>4. Requests the General Manager (or his delegate) to prepare a further report to Council after the exhibition period in the event of Council receiving any submissions regarding the Revised Long Term Financial Plan 2025-2035.</p>			
			<b>CARRIED</b>			
24/04/2025	7.3	Endorsement of the Draft 2025-2026 Operational Plan and 2025-2026 Budget for Public Exhibition	<b>4.04/25 RESOLUTION</b>  THAT Council endorse for public exhibition from 28 April 2025 until 6 June 2025, in line with the Shaping Tomorrow Community Engagement Program, the following Draft 2025-2026 Operational Plan documents:  1. The Draft Operational Plan 2025-2026 (Parts 1 and 2).  2. The Draft 2025-2026 Financial Year Operating Budget (Part 3).  3. The Draft Rating and Revenue Policy Statement for the 2025-2026 Financial Year (Part 3).  4. The Draft Schedule of Fees and Charges for the 2024-2025 Financial Year (Part 3).	19/06/2025	Woodland, Lindsay	<b>02 May 2025 3:09pm Woodland, Lindsay - Target Date Revision</b>  Target date changed by Woodland, Lindsay from 08 May 2025 to 19 June 2025 - The final Draft Operational Plan and Budget requires approval of Council at the June Ordinary Council Meeting following public exhibition closure date of 6th June 2025.

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			5. Requests the General Manager to conduct a Councillor Workshop in June 2025 for Councillors to review public submissions and provide detailed feedback for the inclusion in the final draft of the 2025-2026 Operational Plan and Budget.			
			<b>CARRIED</b>			
24/04/2025	7.5	Endorsement of the Draft Workforce Strategy 2025-2029	<b>6.04/25 RESOLUTION</b>  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.	20/06/2025	Woodland, Lindsay	<b>12 May 2025 10:27am Woodland, Lindsay - Target Date Revision</b>  Target date changed by Woodland, Lindsay from 08 May 2025 to 20 June 2025 - Align with other related IP&R reports being tabled at Council for approval.  <b>15 May 2025 4:21pm Woodland, Lindsay - Target Date Revision</b>  Target date changed by Woodland, Lindsay from 20 June 2025 to 20 June 2025 - The revised draft Workforce Management Strategy will be tabled at the June Ordinary Council Meeting in line with other IP&R documentation.
24/04/2025	7.13	Waste-to-Energy Technology - Costs, Benefits and Risks	<b>14.04/25 RESOLUTION</b>  That Council:  1. Notes the contents of this report.  2. Creates a sub-committee of Council comprised of Councillors Davis, Scott, Arandale and Parsons, the General Manager, the Director of Place and Growth, John Winter and 3 SEATA directors to undertake further investigations and discussions regarding a potential Public Private Partnership (PPP), and to obtain legal advice to inform this process.  3. Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA.  4. Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including	30/09/2025	Sheridan, Riarna	<b>08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision</b>  Target date changed by Sheridan, Riarna from 08 May 2025 to 30 September 2025 - Works are progressing in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee are currently being developed, with the first meeting scheduled to be held prior to 30 June 2025.  The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.  Further updates will be provided as the sub-committee progresses its work.  <b>06 Jun 2025 9:29am Sheridan, Riarna</b>  Works continue to progress in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee have been developed and are being reviewed, with the first meeting still scheduled to be held prior to 30 June 2025, with invites to be sent out within the coming week.

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			legal considerations, and estimated costs and returns to potentially progress the proposed agreement towards the ownership and means of operation of a SEATA plant by GISC, to also enable GISC to become a power producer and retailer.			The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.  Further updates will be provided as the sub-committee progresses its work.
			5. Makes recommendation for the amendment of the Draft Community Strategic Plan, Delivery Program and the Operational Plan to ensure there are no potential impediments for submissions to OLG.			
			6. Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works.			
			<b>CARRIED</b>			
24/04/2025	7.2	Endorsement of the Draft Community Strategic Plan 2025-2035 and Draft Delivery Program 2025-2029 for Public Exhibition	<b>3.04/25 RESOLUTION</b>  <b>THAT Council:</b>  1. Approves the Draft 2025-2035 Community Strategic Plan and Draft 2025-2029 Delivery Program to be placed on public exhibition for 6 weeks, inviting submissions from 28 April 2025 until 6 June 2025.  2. Implements Council's Community Engagement Plan – Shaping Tomorrow, in line with Council's Community Engagement Strategy and Displays the Draft 2025-2035 Community Strategic Plan and Draft 2025-2029 Delivery Plan on Council's website, and that it be made available for viewing at the following locations: <ul style="list-style-type: none"><li>• Council's Town Hall Office,</li><li>• The Glen Innes Severn Public and TAFE Library, and</li><li>• The Village Post Offices at Deepwater and Emmaville.</li></ul>	19/06/2025	Woodland, Lindsay	<b>02 May 2025 3:11pm Woodland, Lindsay - Target Date Revision</b>  Target date changed by Woodland, Lindsay from 08 May 2025 to 19 June 2025 - Final Draft Community Strategy Plan and Delivery Program requires approval of Council at the June Ordinary Council Meeting following public exhibition closure date of 6th June 2025.

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			3. Requests the General Manager (or his delegate) to prepare a further report to Council after the exhibition period in the event of Council receiving any submissions regarding the Draft 2025-2035 Community Strategic Plan; otherwise, that the Draft 2025-2035 Community Strategic Plan and Draft 2025-2029 Delivery Program be adopted by Council.			
			CARRIED			
24/04/2025	11.1	Illegal Trade of Tobacco in Glen Innes	25.04/25 RESOLUTION  That That this council must act to hinder if not close the illegal trade of tobacco in Glen Innes. By,  1. Enforcing no smoking rules within our Main Street.  2. Ensuring the tobacco shops in Glen Innes Strictly adhere to our councils Development. Control Plan and remove the shop window facade blocking visibility into shopfronts.  3. Reporting the presence and effects of these shops and products to NSW Health and demand action.  4. Work with local police to eliminate the sale of illegal tobacco products in our town. And,  5. Demand action by state and federal governments to stop these products ending up in the hands of our children.  CARRIED	30/06/2025	Sheridan, Riarna	08 May 2025 12:13pm Sheridan, Riarna - Target Date Revision  Target date changed by Sheridan, Riarna from 08 May 2025 to 30 June 2025 - Council officers have completed initial investigations. Updated 'No Smoking' signage is being ordered and installed in the CBD to support enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action has commenced with tobacco retailers, and concerns have been referred to NSW Health. Council is also working with Police on illegal tobacco sales and advocating to other levels of government.  06 Jun 2025 9:34am Sheridan, Riarna  Progress continues to be made. Updated 'No Smoking' signage is on track for installation in the CBD by 30 June, supporting enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.

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24/04/2025	12.2	Taronga Mines Heads of Agreement Letter	<p><b>28.04/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Endorses the proposed terms from Taronga Mines as the basis for a binding Heads of Agreement, with the exception of the lease amount which is to be negotiated.</p> <p>2. Ensures the following economic development opportunities are included in the heads of agreement:</p> <p>a. Local Procurement and Supply Chain Commitments to Prioritise local suppliers and contractors including adequate reporting as part of the future lease terms;</p> <p>b. Facilitation of Local Business Inclusion in Camp Operations including but not limited to service contracts be opened to local tender or partnership with local operators;</p> <p>c. Requirements to enable Local Spending by FIFO/DIDO Workers including providing transport or shuttle services into Glen Innes township on weekends or RDOs to support local hospitality, retail, and recreation;</p> <p>d. Link Camp Development to Skills and Employment Pathways including a requirement for Taronga to offer local traineeships or apprenticeships during construction or operation as well as TAFE partnerships to run pre-employment programs;</p> <p>e. Tie Economic Benefit to Performance Reporting and Planning Reviews to ensure ongoing transparency and accountability;</p>	01/08/2025	Kamphorst, Anthony	<p>05 May 2025 9:09am Price, Sam - Reallocation</p> <p>Action reassigned to Kamphorst, Anthony by Price, Sam</p> <p>05 May 2025 9:50am Kamphorst, Anthony - Email</p> <p>Action Item - Taronga Mines Heads of Agreement Letter</p> <p>14 May 2025 2:37pm Kamphorst, Anthony - Email</p> <p>Action Item - Taronga Mines Heads of Agreement Letter</p> <p>16 May 2025 9:14am Kamphorst, Anthony - Target Date Revision</p> <p>Target date changed by Kamphorst, Anthony from 08 May 2025 to 13 June 2025 - A meeting is to be scheduled with Rob Kidd (Taronga Mines) and DIS, DPG and GM to discuss lease figure and proposed conditions of Heads Of Agreement as per the Council resolution.</p> <p>12 Jun 2025 10:35am Kamphorst, Anthony - Target Date Revision</p> <p>Target date changed by Kamphorst, Anthony from 13 June 2025 to 01 August 2025 - The representative for Taronga Mines, Robb Kid, has been contacted and has agreed to a meeting to discuss lease terms and to update the Council and the Councillors on the status of the project. Council is waiting on Taronga Mines to provide an available meeting date.</p>

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			3. Brings the final heads of agreement to a future Council meeting for endorsement.			
			CARRIED			
24/04/2025	7.18	Lex Ritchie Park - Plan of Management	20.04/25 RESOLUTION	30/06/2025	Hunt, David	07 May 2025 9:36am Hunt, David Plan of Management has been placed on Public Exhibition. 07 May 2025 9:38am Hunt, David - Target Date Revision Target date changed by Hunt, David from 08 May 2025 to 30 June 2025 - To allow for Public Exhibition comments to be received and reviewed. 02 Jun 2025 10:03am Hunt, David Plan of Management is currently on Public Exhibition
			THAT Council:			
			1. Rescinds the existing Plan of Management – Lex Ritchie Park.			
			2. Approves for the revised Lex Ritchie Park – Plan of Management to be placed on public exhibition for 28 days from Thursday, 24 April until Wednesday, 4 June 2025, with submissions to be made within 42 days from Thursday, 24 April 2025.			
			3. Displays the revised Lex Ritchie Park – Plan of Management on Council's website, and that it be made available for viewing at the following locations: <ul style="list-style-type: none"><li>Council's Town Hall Office;</li><li>Council's Church Street Office; and</li><li>The Village Post Offices at Deepwater and Emmaville.</li></ul>			
			4. Requests the Manager of Asset Services to prepare a further report to Council after the exhibition and submission period in the event of Council receiving any substantial submissions regarding the Lex Ritchie Park – Plan of Management; otherwise, that the Lex Ritchie Park – Plan of Management be adopted by Council.			
			5. Endorses the construction of a truckers' memorial at Lex Ritchie Park by the Glen Innes Local Truck Committee, subject to the full adoption of the Plan of Management and the Committee obtaining all necessary			

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			development and building approvals prior to works commencing. It is further noted that the ongoing maintenance of the memorial, once constructed, will be the responsibility of the Glen Innes Local Truck Committee.			
			<b>CARRIED</b>			
22/05/2025	7.9	Cashflow Management and Forecasts	<b>12.05/25 RESOLUTION</b>  THAT Council:  1. Notes the information contained in the Cashflow forecast.  2. Endorses the conversion of two equipment purchases to a lease.  3. Approves the drawdown of up to the maximum limit of \$5M from the overdraft facility on 26 June 2025, if required at the discretion of the General Manager, that will be reversed on 1 July 2025.	20/06/2025	Mohammed, Shageer	<b>12 June 2025 3:01pm Mohammed, Shageer - Target Date Revision</b>  Target date changed by Mohammed, Shageer from 05 June 2025 to 20 June 2025 – Will need to reassess after the Council Meeting in regards to the \$5M drawdown of the overdraft.
			<b>CARRIED</b>			
22/05/2025	6.1	Managing Psychosocial Safety Risks for Councillors and Upholding Respectful Conduct in Council	<b>2.05/25 RESOLUTION</b>  That Council:  1. Endorses the development of a "Councillor Psychosocial Safety and Wellbeing Framework" to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members.  2. Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to:  a. Access to Employee Assistance Program (EAP) or equivalent mental health support for councillors	29/08/2025	Smith, Bernard	<b>10 Jun 2025 3:43pm Smith, Bernard</b>  A number of stakeholders have been contacted including LGNSW, LGPro, other Councils.  <b>13 June 2025 7:47am Smith, Bernard - Target Date Revision</b>  Target date changed by Smith, Bernard from 05 June 2025 to 29 August 2025 – Aligns with resolution.

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			<div><div>b. Induction and ongoing training on managing conflict, abuse, and difficult community interactions</div><div>c. Clear procedures for incident reporting, debriefing, and referral after public meetings or distressing events</div><div>d. Communication protocols and standards to minimise hostility, bullying, and misinformation in Council forums and community platforms</div><div>e. Guidance for risk assessments related to public meetings, online interactions, or site visits involving elected officials</div><div>3. Includes psychosocial safety as a standing consideration in Council's quarterly WHS reporting and Risk Register reviews, including any identified councillor-specific incidents or risks.</div><div>4. Advocates through LGNSW and regional groupings for the development of state-wide resources and shared frameworks to support the mental health and psychosocial safety of elected representatives.</div></div>			
22/05/2025	7.17	Headworks Charges Discount for Not-for-Profit Organisations	<div>CARRIED</div> <div>20.05/25 RESOLUTION</div> <div>THAT Council:</div> <div>1. Approves the inclusion of a 50% discount on headworks charges for eligible not-for-profit organisations, as defined in this report including the Administrative Procedures, Application Form and the Checklist, within the Glen Innes Severn Council's Development Services Plan.</div>	30/06/2025	Price, Sam	<div>10 Jun 2025 2:42pm Price, Sam - Target Date Revision</div> <div>Target date changed by Price, Sam from 05 June 2025 to 30 June 2025 - Work has begun to get the process up and running successfully</div>



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			2. Undertakes a review of the financial impact of the discount after 12 months of implementation and reports back to Council with findings and recommendations.			
			CARRIED			
22/05/2025	7.2	Resolution Tracking Report	5.05/25 RESOLUTION  THAT Council:  1. Notes the information in the report.  2. A monthly update of all current grant applications, including whether a co-contribution is required, the payment schedule (whether funds are received before project commencement or after completion), and any associated implications for asset depreciation.	25/07/2025	Woodland, Lindsay	10 Jun 2025 12:43pm Woodland, Lindsay - Target Date Revision  Target date changed by Woodland, Lindsay from 05 June 2025 to 25 July 2025 - The monthly updates to Council of all current grant applications, including whether a co-contribution is required, the payment schedule (whether funds are received before project commencement or after completion), and any associated implications for asset depreciation will be available from the new financial year and tabled at the July Ordinary Council Meeting..
			CARRIED			
22/05/2025	6.2	Reporting of Councillor Attendance in Annual Report and Update on Attendance Since October 2024	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	22/08/2025	Duffell, Debbie	04 Jun 2025 11:02am Duffell, Debbie - Target Date Revision  Target date changed by Duffell, Debbie from 05 June 2025 to 22 August 2025 - Preparation of the Annual Report should commence during August.

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			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.  CARRIED			
22/05/2025	7.16	Glen Innes Severn Learning Centre - Plan of Management	19.05/25 RESOLUTION THAT Council:  1. Approves for the Glen Innes Severn Learning Centre – Plan of Management to be placed on public exhibition for 28 days from Thursday, 29 May 2025.  2. Displays the Glen Innes Severn Learning Centre – Plan of Management on Council's website, and that it be made available for viewing at the following locations: <ul style="list-style-type: none"><li>Council's Town Hall Office, and</li><li>The Village Post Offices at Deepwater and Emmaville.</li></ul> 3. Requests the Manager of Asset Services to prepare a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Glen Innes Severn Learning Centre – Plan of Management; otherwise, that the Glen Innes Severn Learning Centre - Plan of Management be adopted by Council.  CARRIED	31/08/2025	Hunt, David	02 Jun 2025 10:04am Hunt, David - Target Date Revision  Target date changed by Hunt, David from 05 June 2025 to 31 August 2025 - Date revised to allow for Public Exhibition process to be completed.  02 Jun 2025 10:04am Hunt, David  Plan of Management is currently on public exhibition.
22/05/2025	7.15	Biosecurity Weeds Management Policy	18.05/25 RESOLUTION  That Council:  1. Places on exhibition, the draft Biosecurity Weeds Management Policy for 28 days	30/06/2025	Sheridan, Riarna	06 Jun 2025 9:38am Sheridan, Riarna - Target Date Revision  Target date changed by Sheridan, Riarna from 05 June 2025 to 30 June 2025 - Draft policy currently on exhibition in line with the resolution.

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			from Thursday 29 May 2025.			
			2. Displays the draft Biosecurity Weeds Management Policy on Council's website, and makes it available for viewing at the following locations: <ul style="list-style-type: none"><li>• Council's Town Hall Office, and</li><li>• The Village Post Offices of Deepwater and Emmaville.</li></ul>			
			3. Requests a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the draft Biosecurity Weeds Management Policy; otherwise, that the draft Biosecurity Weeds Management Policy be adopted by Council.			
			CARRIED			

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19/12/2024	7.7	Operational Plan 2024-2025 Periodic Review (H1)	<p><b>8.12/24 RESOLUTION</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Requests the General Manager to provide a simple methodology to Council staff to improve consistency and relevant commentary in reports to Council as a means of improving transparency and understanding.</li> <li>2. That the approach in point 1 be demonstrated in the next Operational Plan update as part of the Quarterly Budget Review in alignment with Resolution 9.11/24.</li> </ol> <p><b>CARRIED</b></p>	Woodland, Lindsay	<p><b>31 Jan 2025 10:33am Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 02 January 2025 to 20 February 2025 - Report to February meeting</p> <p><b>14 Mar 2025 1:04pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 20 February 2025 to 22 May 2025 - Aligns with QBR3</p> <p><b>01 May 2025 11:42am Smith, Bernard - Reallocation</b></p> <p>Action reassigned to Woodland, Lindsay by Smith, Bernard</p> <p><b>15 May 2025 9:35am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 22 May 2025 to 22 May 2025 - The quarterly update of the operational plan report will be tabled at the May Council meeting.</p> <p><b>10 Jun 2025 12:38pm Woodland, Lindsay - Completion</b></p> <p>Completed by Woodland, Lindsay (action officer) on 10 June 2025 at 12:38:26 PM - Quarterly Operational Report with improvements made to information provided was tabled at the May Ordinary Council Meeting</p>	10/06/2025
19/03/2025	7.1	Resolution Tracking Report	<p><b>7.03/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes the information contained in this report.</li> <li>2. Reaffirms its commitment to the Lang Street Amenities project and includes it in the resolution tracking report going forward.</li> </ol> <p><b>CARRIED</b></p>	Smith, Bernard	<p><b>03 Apr 2025 4:07pm Smith, Bernard - Completion</b></p> <p>Completed by Smith, Bernard (action officer) on 03 April 2025 at 4:07:56 PM - Depot in resolution tracking report</p> <p><b>07 May 2025 11:44am Duffell, Debbie - Completion</b></p> <p>Uncompleted by Duffell, Debbie</p> <p><b>15 May 2025 2:44pm Smith, Bernard</b></p> <p>Construction plans have been documented, Request for Quotation to be issued in July 2025</p> <p><b>15 May 2025 4:20pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 02 April 2025 to 01 February 2026 - Target date for the completion of works., - Contract condition and cost apportionment almost finalised., - Plan of Subdivision being prepared., - Brief for internal design to</p>	10/06/2025

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					be issued within four weeks. <b>10 Jun 2025 3:42pm Smith, Bernard - Completion</b> Completed by Smith, Bernard (action officer) on 10 June 2025 at 3:42:40 PM - Lang St Amenities now included in the tracking report	
24/04/2025	7.17	Headworks Charges Discount for Not-for-Profit Organisations	<b>19.04/25 RESOLUTION</b>  That Council defers this report to the May 2025 Ordinary Council Meeting to ensure that the risks associated with discount head works are dealt with.  <b>CARRIED</b>	Price, Sam	<b>14 May 2025 2:12pm Kamphorst, Anthony - Target Date Revision</b>  Target date changed by Kamphorst, Anthony from 08 May 2025 to 22 May 2025 - Report updated and included in May Council meeting as per resolution in April meeting <b>10 Jun 2025 2:41pm Price, Sam - Target Date Revision</b>  Target date changed by Price, Sam from 22 May 2025 to 30 June 2025 - Work has begun to get the process up and running successfully <b>10 Jun 2025 2:41pm Price, Sam - Completion</b>  Completed by Price, Sam (action officer) on 10 June 2025 at 2:41:47 PM - The report was rewritten and went to Council in May for approval	10/06/2025
24/04/2025	7.12	Capital Works Program Progress Report as at 31 March 2025	<b>13.04/25 RESOLUTION</b>  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.  <b>CARRIED</b>	Hunt, David	<b>01 May 2025 11:36am Smith, Bernard - Reallocation</b>  Action reassigned to Hunt, David by Smith, Bernard - Area of responsibility <b>07 May 2025 9:36am Hunt, David</b>  Report expected to be created for June 2025 Council meeting. <b>07 May 2025 9:37am Hunt, David - Target Date Revision</b>  Target date changed by Hunt, David from 08 May 2025 to 30 June 2025 - Report to be created for June 2025 Council meeting. <b>02 Jun 2025 10:07am Hunt, David - Completion</b>  Completed by Hunt, David (action officer) on 02 June 2025 at 10:07:39 AM - Report tabled at June Council meeting.	02/06/2025

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24/04/2025	7.8	Glen Innes Community and District Centre - In Kind Support	<b>9.04/25 RESOLUTION</b>  THAT Council:  1. Advocates for Homes North to strengthen their support of Glen Innes and District Community Centre (GIDCC) operations and the client referral process.  2. Authorises Council Officers to provide in-kind support through assistance with developing a 2025/26 Strategy document for the GIDCC.  3. Authorises Council Officers to provide in-kind administrative support for the preparation of external grant applications for the GIDCC to improve the Centre's financial position.  4. Requests the General Manager to investigate and determine the availability of up to \$20,000 within the current financial year budget, for the purpose of providing a one-off subsidy to support the debt repayment and running costs of the GIDCC; and  5. Notes that this subsidy is intended to assist the Community Centre Committee in maintaining service continuity while they work to improve their financial sustainability.  6. Supports in principle the concept of establishing a Community Service Hub in Glen Innes to improve access to coordinated services for vulnerable and disadvantaged members of the community; and  7. Authorises the General Manager to engage with relevant local service providers, including Homes North, the Glen Innes & District Community Centre, and State and Federal Government agencies, to explore co-location opportunities and collaborative	Brackenborough, Ellie	<b>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</b>  Target date changed by Brackenborough, Ellie from 08 May 2025 to 30 June 2025 - In Kind Support has commenced by way of:  <b>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</b>  Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - - Strategy Workshop Attendance  <b>15 May 2025 2:50pm Brackenborough, Ellie - Target Date Revision</b>  Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - Support through determination of current NFP status and distribution identified grant opportunities.  <b>10 Jun 2025 2:49pm Brackenborough, Ellie - Completion</b>  Completed by Brackenborough, Ellie (action officer) on 10 June 2025 at 2:49:55 PM - In Kind Support has commenced by way of: - Strategy Workshop Attendance (MCS & AMG), - Offer of MCS to create graphic design of Strategy Document (Data context not yet received) , - Support through determination of current NFP status and distribution identified grant opportunities, - Offer of grant writing support for identified grants	10/06/2025

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			service delivery models; and			
			8. Requests the General Manager to investigate potential Council-owned or leased facilities suitable for such a co-location, including operational, financial, and community benefits and constraints; and			
			9. Advocates to relevant government departments and funding bodies for support to progress a Community Service Hub in Glen Innes, including identification of grant opportunities and partnership models; and			
			10. Receives a report outlining options, preliminary findings, and next steps for consideration at the August 2025 Ordinary Council Meeting.			
			CARRIED			
22/05/2025	7.8	Election of Committee and Office Bearers: Emmaville Mining Museum Committee	11.05/25 RESOLUTION	Davies, Murray	26 May 2025 9:46am Davies, Murray - Completion	26/05/2025
			THAT Council:		Completed by Davies, Murray (action officer) on 26 May 2025 at 9:46:07 AM - Committee advised	
			1. Receives and notes the minutes of the Annual General meeting.			
			2. Approves the office bearers and committee members for the current year.			
			CARRIED			
22/05/2025	7.11	Bank Variance Write-off	14.05/25 RESOLUTION	Ojo, Samuel	12 Jun 2025 12:13pm Ojo, Samuel - Completion	12/06/2025
			That Council approves the write-off of the unidentified bank variance of \$15,326.		Completed by Ojo, Samuel (action officer) on 12 June 2025 at 12:13:29 PM - The journal for the write-off has been posted, thereby concluding the process.	
			CARRIED			

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22/05/2025	12.1	Proposal to Exercise Extension Clause – Domestic Kerbside Waste Management Contract	<p><b>27.05/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the extension of the Domestic Kerbside Waste Collection Contract with JR &amp; EG Richards (NSW) Pty Ltd for a further two years, as provided for under the contract resolved by Council in February 2015.</li> <li>Authorises the General Manager to issue formal notice of intention to JR &amp; EG Richards (NSW) Pty Ltd confirming Council's intention to exercise the contract extension option, effective from 1 July 2025.</li> </ol> <p><b>CARRIED</b></p>	Sheridan, Riarna	<p><b>06 Jun 2025 9:40am Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 06 June 2025 at 9:40:21 AM - General Manager has now issued formal notice to JR &amp; EG Richards (NSW) Pty Ltd confirming Council's intention to exercise the contract extension option, effective from 1 July 2025. JR &amp; EG Richards has accepted the extension.</p>	06/06/2025
22/05/2025	7.4	Delegation of Authority from the Council to the Mayor - updated	<p><b>7.05/25 RESOLUTION</b></p> <p>That Council receives, notes and approves the updated Mayoral Delegations.</p> <p><b>CARRIED</b></p>	Davies, Murray	<p><b>23 May 2025 2:32pm Davies, Murray - Completion</b></p> <p>Completed by Davies, Murray (action officer) on 23 May 2025 at 2:32:57 PM - edits completed uploaded as required</p>	23/05/2025
22/05/2025	7.5	Internal Audit Charter	<p><b>8.05/25 RESOLUTION</b></p> <p>That Council endorses the updated Internal Audit Charter previously endorsed by the Audit Risk and Improvement Committee.</p> <p><b>CARRIED</b></p>	Davies, Murray	<p><b>23 May 2025 2:33pm Davies, Murray - Completion</b></p> <p>Completed by Davies, Murray (action officer) on 23 May 2025 at 2:33:24 PM - uploaded as required; copy sent to Karen &amp; ARIC</p>	23/05/2025
22/05/2025	7.7	Review of Financial Hardship Policy, Pensioner Concession Policy and Debt Recovery Policy	<p><b>10.05/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Adopts the revised Financial Hardship, Debt Recovery, Pension Concession policies.</li> </ol>	Davies, Murray	<p><b>23 May 2025 3:24pm Davies, Murray - Completion</b></p> <p>Completed by Davies, Murray (action officer) on 23 May 2025 at 3:24:21 PM - updated policies uploaded; review dates reset</p>	23/05/2025



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			<div>2. Undertakes an additional review of the Financial Hardship, Debt Recovery, Pension Concession policies after the conclusion of the public consultation period for the proposed Special Rate Variation (SRV) to consider additional mechanisms to reduce the impact of the SRV on pensioners and low-income ratepayers including but not limited to:<div>a. Introduction of a Council-Funded Supplementary Rebate for Pensioners,</div><div>b. Creation of a Pensioner SRV Hardship Offset Fund,</div><div>c. Expansion of Eligibility Criteria for Concessions,</div><div>d. Enhanced Payment Flexibility,</div><div>e. Targeted Communication and Education.</div></div>			
			<div>3. Ensures that the draft policy updates:<div>a. Clearly articulate support measures related to the SRV period, including timelines and eligibility criteria,</div><div>b. Align with Council's long-term financial planning and risk management strategies,</div><div>c. Reflect community feedback received through the SRV public consultation process,</div><div>d. Considers the outcomes of the Capacity to pay report,</div><div>e. Are more user friendly,</div></div>			

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			empathetic and compassionate and incorporate ways of assisting those suffering hardship through the minimum requirement as legislated, exercising discretion on the burdens of proof.			
			4. Places the updated policies on public exhibition for 28 days with a report being provided to Council on all submissions received during the public exhibition period prior to voting on the matter.			
			CARRIED			



# GLEN INNES SEVERN COUNCIL

## Community Engagement Communications Plan *Shaping Tomorrow*

Council's Draft IP&R  
17 April – 6 June 2025

## Shaping Tomorrow

### Community engagement program purpose and goals

The purpose of the Shaping Tomorrow community engagement is to ensure that the community is adequately informed, consulted and has the opportunity to provide feedback about the Draft Community Strategic Plan (CSP) 2025 - 2036, amended Draft Long Term Financial Plan (LTFP) 2026 - 2036, Draft Delivery Program (DP) 2025 - 2029 and the Draft Operational Plan (OP) 2025-2026.

Council's new draft Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026 sets out 5 Strategic Objectives to achieve Council's bold vision to *Transform Today for a Thriving Tomorrow*. Council's set of new strategic plans have a positive forward vision for the Glen Innes Severn Community.

The Community Strategic Plan looks ahead 10 years and sees a

- Thriving and connected community – *supports access to essential services and healthy lifestyles*
- Prosperous and diverse economy – *provides support for existing and emerging industries and increased housing*
- Fit for the future infrastructure – *provides precinct master planning and activation*
- Protected and enhanced environment – *safeguards the character and cultural significance of the region*
- Open and collaborative leadership – *ensures councils long term sustainability*

The Draft DP 2025 - 2029 Glen Innes Severn Council (GISC) discusses in detail GISC's goals for financial sustainability and what actions it is taking to improve its financial sustainability. Critical to this objective is a targeted business improvement program, a review of fees and charges (as evidenced in the Draft OP 2025-2026 Plan Fees and Charges) and a proposed application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to be implemented in 2026.

GISC's Independent Planning and Reporting (IP&R) suite of documents including the Draft LTFP 2026-2036 will be on public exhibition from 24 April 2025 until 6 June 2025. The CSP 2025 - 2036, DP 2025 - 2029, LTFP 2026-2036 and OP 2025-2026 include an application to Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) and the impact of the proposed SRV and the impact of not applying for the SRV.

### The objectives of the shaping tomorrow community engagement process includes:

- 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 Special Rate Variation (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 an updated LTFP 2026-2036 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 shaping tomorrow community engagement plan outlines the approach, key messages and timeline for community consultation on the new draft Community Strategic Plan, Delivery Program, Long Term Financial Plan and Operational Plan which includes a potential SRV.

The shaping tomorrow engagement and communications plan has been developed to ensure that it meets the SRV assessment criteria set out by the NSW Office of Local Government, who sets policy and oversees the local government industry, and the IPART who will assess any SRV application submitted. It has also been developed in compliance with the International Association for Public Participation (IAP2) Australasia Quality Assurance Standard.

### Impact and approach of engagement:

This engagement is defined as **'high impact'**, which means that the issues will have a real or perceived impact across the whole Local Government Area (LGA). The issue has the potential to create controversy and has a high level of potential community interest.

It is also considered to have **'high complexity'**, as the information presented to the community will be based on relatively complex financial analysis and needs to be expressed in terms that are easily understood.

Levels of engagement

The level of engagement is defined from the IAP2 Spectrum of Public Participation in the figure below. This spectrum outlines the level of engagement required depending on the purpose and desired outcome of the project.

This community engagement plan is drafted to meet both the **inform** and **consult** levels of engagement. This means that Council will provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and preferred solution and to obtain the public’s feedback on analysis and alternatives. Council will keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision made by Council.

The LTFP 2026-2036 to be adopted in June 2025 includes the proposed SRV, will be exhibited, approved and adopted by Council in parallel to this community engagement process.

Engagement timeline

The proposed community engagement is expected to run over a six (6) week period commencing on 28 April and conclude on 6 June 2025.

This community engagement will build from inform to consult:

- 1. **Inform:** to raise awareness and inform all stakeholder groups of the options being considered.
- 2. **Consult:** to seek considered community feedback on these options to inform Council in their final deliberations on a potential SRV application.

At the conclusion of the engagement an outcomes report will be prepared outlining the results of the engagement and summarising the feedback received.

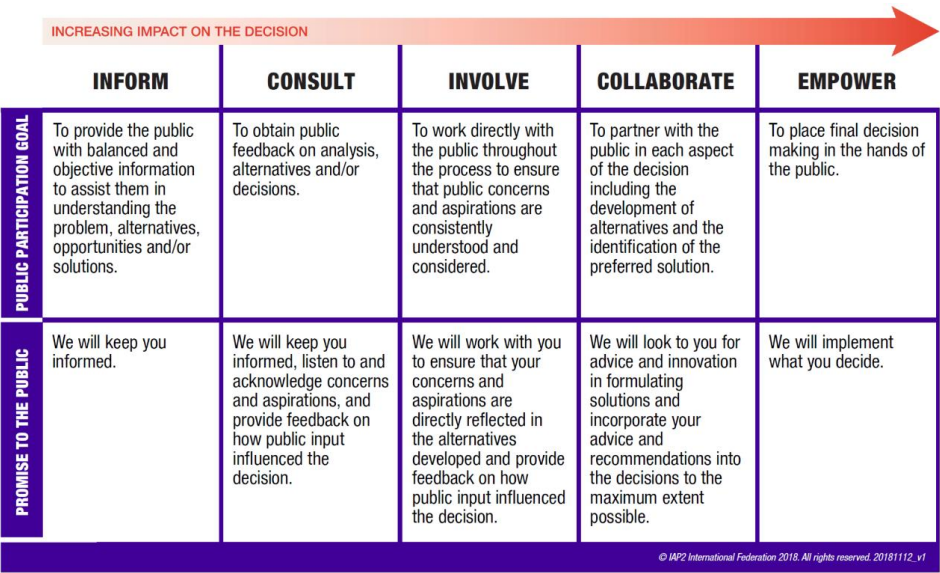


Figure 1IAP2 Spectrum of Public Participation<sup>1</sup>

Engagement mechanisms

The proposed mechanisms to be used for this engagement are outlined in the table below.

Table 1: Engagement mechanisms

Mechanism	Level of consultation	Reach (stakeholder groups)
Direct mail out	Inform	All ratepayers/residents
Traditional media advertisements	Inform	All residents Local media outlets
Informative videos	Inform	All residents and ratepayers. Three Videos made by expert Greg Smith (Morrison Low): 1. What is a Special Rate Variation 2. Why does Glen Innes Severn need one 3. How will it impact me.
Radio advertisements	Inform	Residents and community
Town Hall meetings	Inform and consult	Emmaville, Deepwater and Glen Innes Community Halls.
Dedicated Have your Say webpage	Inform and consult	Community Engagement platform with online survey
Awareness and Willingness to pay survey	Consult	Online and paper-based survey to determine awareness of SRV and willingness to pay
Virtual community meetings	Inform and consult	Recorded online meetings via weblink for all residents and ratepayers that have access via a computer
Digital media	Inform	Community members

## Roles and responsibilities

The roles of Councillors and Council officers in the engagement process are defined in the table below.

**Table 2** Roles and responsibilities

Role	Responsibility
<b>Media and Communications Officer</b>	<ul style="list-style-type: none"> <li>• Develop the community engagement plan</li> <li>• Support the development of background paper / information on the SRV and advise on translation into key engagement collateral</li> <li>• Publish and release materials in line with this community engagement action plan, including internal communications</li> <li>• Facilitate face to face sessions, assist Council in preparation presentation and taking notes at each forum</li> <li>• Gather community feedback and provide to Consultant for analysis</li> <li>• Support consultant in preparation of report on community engagement outcomes</li> </ul>
<b>Council CFO and finance team</b>	<ul style="list-style-type: none"> <li>• Update the LTFP 2026-2036 model and document for exhibition</li> <li>• Support the development of background papers and other collateral with financial analysis and modelling</li> <li>• Manage the exhibition process and finalisation of the updated LTFP 2026-2036 (which includes the SRV)</li> </ul>
<b>Council executive</b>	<ul style="list-style-type: none"> <li>• Brief staff on SRV, process and community engagement activities</li> <li>• Attend community face to face sessions</li> <li>• Answer questions raised by the community in the engagement process</li> </ul>
<b>Mayor</b>	<ul style="list-style-type: none"> <li>• Approve community engagement plan</li> <li>• Attend face to face community sessions</li> <li>• Lead responses to the community and media</li> </ul>
<b>Councillors</b>	<ul style="list-style-type: none"> <li>• Participate in town hall meetings and virtual meetings</li> </ul>
<b>General Manager</b>	<ul style="list-style-type: none"> <li>• Approve / Endorse community engagement plan, approve any adjustments to community engagement process as required</li> <li>• Participate in community meetings</li> <li>• Answer questions raised by the community in the engagement process</li> </ul>
<b>Greg Smith Morrison Low</b>	<ul style="list-style-type: none"> <li>• Record 3 x 3 minute information videos that provide information for the public on the what a Special Rate Variation</li> </ul>



is, Why one is needed, and How it will impact rate payers.

### **Key message – *shaping tomorrow***

The key message is that Council has a new draft Community Strategic Plan 2025-2035, Delivery Program 2025-2029 and Operational Plan 2025-2026 sets out 5 Strategic Objectives to achieve Council's bold vision to *Transform Today for a Thriving Tomorrow*. Council's set of new strategic plans set a positive forward vision for the Glen Innes Severn Community.

The Community Strategic Plan looks ahead 10 years and sees a

- Thriving and connected community – *supports access to essential services and healthy lifestyles*
- Prosperous and diverse economy – *provides support for existing and emerging industries and increased housing*
- Fit for the future infrastructure – *provides precinct master planning and activation*
- Protected and enhanced environment – *safeguards the character and cultural significance of the region*
- Open and collaborative leadership – *ensures councils long term sustainability*

**Shaping Tomorrow** aims to clearly communicate and inform the community about what Council aims to achieve, how rate payers can engage and be informed and provide feedback. **Shaping tomorrow's key message is a positive message looking forward towards growth and prosperity for the Glen Innes Severn LGA.**

The Shaping Tomorrow communication and engagement plan will:

- Consult with the community on the Strategic Objectives and Goals presented in the Draft CSP 2025 - 2036, the amended Draft LTFP 2026 - 2036, the Draft DP 2025 - 2029 and the Draft OP 2025-2026
- Receive feedback on the Draft CSP 2025 - 2036 strategic objectives, the Draft LTFP 2026-2036, the Draft DP 2025 - 2029 strategies and the Draft OP 2025-2026 actions and targets.
- Inform the community about the legislative requirement for Council to employ sound financial management principals.
- Inform the community about Council's current core deficit in the General Fund as indicated in the Draft LTFP and Draft DP, which is being addressed, targeting sufficient surpluses over time to ensure the ongoing financial sustainability of Council.
- Inform the community that as part of Council's aims to achieve Financial Sustainability and Growth and Prosperity Council proposes in its Integrated Planning and Reporting strategic documents to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to be implemented in July 2026.
- Assess the level of community understanding of the SRV as proposed and outlined in detail in the DP and the LTFP, its impacts and why it is needed.
- Seek submissions on the proposed SRV and the updated LTFP 2026-2036.

A key message in the Shaping Tomorrow Engagement is about the about why Council is 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 program in line with Towards 2034 Community Engagement outcomes.

A Community Information Pack has been developed to articulate the need for and level of SRV being sought as part of the LTFP.

In addition, Council will also have the following reports:

1. A capacity to pay report which will investigate, analyse and report on the community's capacity to pay against Council's rating categories and proposed SRV. This includes research of specific areas across the LGA and will undertake a range of comparisons and assessments of information for areas/locations within the LGA, and associated land use.
2. An improvement plan outlines the costs savings and revenue raising opportunities that it has implemented and those that are planned in the future.
3. An updated LTFP 2026-2036 that will demonstrate the impact of the SRV on the ongoing financial sustainability of Council.

Key messages in the Shaping Tomorrow community communications will also include:

- how community members can seek further information or have their questions answered.
- how community members can provide their feedback on the proposed SRV.
- what to expect after the community engagement activity is completed, including IPART's public submission and assessment process.

### Frequently asked questions

A set of frequently asked questions (FAQs) and their responses will be developed for this engagement process. While every effort is made to ensure that this is a complete list of FAQs at the commencement, these questions will be regularly reviewed and updated throughout the engagement proc

## Community engagement communications plan

When	Communications	Who	Description	Level of Consultation	Mechanism	Channel	Reach / Stakeholder Groups
17 April	Launch Media Release 1	MCO	Business Paper goes live: - Launch our Communications and engagement plan media release and information videos from financial expert  Media release 1: - notification of council meeting, IP&R documents	Inform	Digital media	Facebook YouTube EHQ (website)	Ratepayers, residents, community groups, local media, digital audience
	Launch SRV Information videos 1 and 2	Morrison Low		Inform	Digital media	Facebook YouTube EHQ (website)	
	Our Council (Digital)	MCO	A section in the digital edition of "Our Council," providing an update on the community engagement process. It will include information about how residents can participate and key details about the draft IP&R documents and SRV proposal.	Inform	Digital media	Website Facebook Email Subscribers	
	EHQ 'Have Your Say' (page activation)	MCO	Activation of the online engagement platform, where residents can access the draft IP&R documents, view the SRV proposal, and submit their feedback. The page will include clear instructions on how to participate in the consultation.	Inform, Engage	Dedicated Have your Say webpage	EHQ (website) Facebook	Ratepayers, residents, community groups, local media, digital audience
22 April	Video #1 Community Engagement Program Preamble Video	Mayor GM MCO	A pre-meeting video introducing the upcoming community engagement program. The video will explain the purpose of the engagement, including public consultation on the draft IP&R documents and the SRV proposal. It will highlight how residents can participate and what feedback is being sought and encourage residents to take part in the process. This video will be shared on Council's Facebook page.	Inform	Digital media	Facebook	Ratepayers, residents, community groups, local media, digital audience
24 April	Council Meeting	Councillors GM Directors CFO	Council's ordinary meeting to approve the draft IP&R documents and SRV proposal for public exhibition. This will mark the formal start of the community engagement process, with discussion about financial sustainability and the SRV application.	Inform	Ordinary Council Meeting	Council Chambers Live webcast	Councillors, Internal Stakeholders
	Video #2 Council Meeting Highlights	Mayor GM MCO	Council's regular Council Meeting Highlights video, summarising the key points from the Council meeting, including the endorsement of the draft IP&R documents for public exhibition and SRV proposal. The video will highlight the need for community feedback and	Inform	Digital media	Website, YouTube, Facebook	Ratepayers, residents, community

			participation in the consultation process. <b>Note: This will be discussed in line with other outcomes of the meeting.</b>				groups, local media, digital audience
24 April	SRV Video 3	Morrison Low					
24 April	Media Release (launch release)	MCO	A media release announcing that Council has agreed to go out to the community to engage on IP&R documents and SRV proposal, and how they can participate in the consultation	Inform, Engage	Traditional media Digital media Dedicated Have Your Say Page	Media outlets, website, Facebook	Ratepayers, residents, community groups, local media, digital audience
	Facebook Post (launch)	MCO	A post to launch the community engagement program, encouraging residents to visit the EHQ 'Have Your Say' page and participate in the consultation. The post will include information about upcoming community information sessions and how to submit feedback.	Inform	Digital media	Facebook	Ratepayers, residents, community groups, local media, digital audience
28 April-2 May Pending print turnaround	Letter 1 Ratepayer letter	MCO FormsExpress	Ratepayer letter IP&R / SRV letter	Inform	Traditional Media	Letter	Ratepayers
28 April	Radio Ad Campaign (launch)	MCO	A series of 30-second radio ads announcing the start of the community engagement process. These ads will encourage residents to attend community information sessions, participate in the online consultation, and submit feedback on the draft IP&R documents and SRV proposal.  <b>75 words including numbers best way is to write 3 - three 10 - ten 19- nineteen etc that way you keep to the numbers.</b>  <b>Radio ad 1: 28 April – 11 May</b> <b>Radio ad 2: 12 May – 25 May</b> <b>Radio ad 3: 26 May – 6 June</b>	Inform	Radio Advertisements	GemFM 2NZ Community radio	Ratepayers, residents, community groups broader community
30 April	Facebook Post	MCO	A reminder post to keep residents engaged in the community consultation process. It will encourage participation in the feedback process through EHQ and highlight upcoming community information sessions.	Inform	Digital Media	Facebook	Ratepayers, residents, community groups, local media, digital audience

1 May	Our Council (Digital)	MCO	A section in the digital edition of "Our Council," providing an update on the community engagement process. It will include information about how residents can participate and key details about the draft IP&R documents and SRV proposal.	Inform	Digital Media	Website Facebook Email Subscribers	Ratepayers, residents, community groups, local media, digital audience
2 May	Facebook post	MCO	A regular reminder post focusing on the ongoing consultation. The post will include a call to action for residents to participate and a reminder about the upcoming community information sessions.	Inform	Digital Media	Facebook	Ratepayers, residents, community groups, local media, digital audience
	Video #3 (Emmaville Meeting / Virtual Meeting Reminder)	Mayor GM MCO	A video reminder about the Emmaville in-person session and an additional virtual session for residents who cannot attend in person. The video will highlight the importance of attending and submitting feedback. It will be shared on Council's Facebook.	Inform	Digital Media	Facebook	Emmaville and surrounds ratepayers, residents, community groups local stakeholders
5 May: Time: 5pm – 7pm	Community Information Session (in-person Emmaville)	Mayor GM Councillors Consultants	An in-person session at Emmaville Hall where residents can meet with Councillors and other stakeholders to ask questions and provide feedback on the draft IP&R documents and SRV proposal.	Inform, Engage	Town Hall Meeting	In-person	Emmaville and surrounds ratepayers, residents, community groups local stakeholders, digital audience
6 May: Time 5.30pm – 7pm	Virtual Community Information Session (recorded)	Mayor GM Councillors Consultants	A recorded virtual session for residents unable to attend in-person meetings. It will provide a summary of the draft IP&R documents, SRV proposal, and offer residents the opportunity to submit feedback. The session will be uploaded to Council's website.	Inform, Engage	Virtual Community Meetings	Live webcast YouTube Facebook	Ratepayers, residents, local stakeholders
7 May	Video #4 (Outcomes from the Emmaville and virtual meetings)	Mayor GM MCO	A video summarising the key feedback and outcomes from the Emmaville in-person and virtual meetings, addressing common questions and concerns raised by the community.	Inform	Digital media	Facebook	Ratepayers, residents, local stakeholders
	Our Council (Print and Digital)	MCO	A section in the weekly "Our Council" print and digital editions, updating residents on the ongoing community engagement process and providing reminders on how to participate.	Inform	Traditional Media Digital Media	Glen Innes News Website Facebook Email Subscribers	Ratepayers, residents
9 May	Facebook post	MCO	A post reminding resident about the ongoing community engagement. It will include an update on past sessions, upcoming sessions, how to participate and a call to action for submitting feedback.	Inform	Digital Media	Facebook	Ratepayers, residents, community groups, local media, digital audience

12-16 May Pending print turnaround	Letter 2 Resident Newsletter (unaddressed mailout)	MCO Australia Post Unaddressed	A mailout to all residents summarising the public exhibition of the draft IP&R documents budget highlights and SRV proposal. It will provide information on community engagement opportunities and key dates for feedback submission.	Inform	Traditional Media	Unaddressed mailout	Local Government Area householders, ratepayers, residents
13 May	Video #5 (Glen Innes Meeting / Virtual Meeting Reminder)	Mayor GM MCO	A reminder video for the Glen Innes in-person session and the virtual session for those who cannot attend in person. The video will provide an overview of the draft IP&R documents, SRV proposal and feedback options.	Inform	Digital Media	Facebook	Emmaville and surrounds ratepayers, residents, community groups local stakeholders
14 May Time: 5pm–7pm	Community Information Session (in-person Glen Innes)	Mayor GM Councillors Consultants	An in-person session at Glen Innes Town Hall where residents can meet with Councillors and stakeholders and provide feedback on the draft IP&R documents and SRV proposal.	Inform, Engage	Town Hall Meeting	In-person	Glen Innes and surrounds ratepayers, residents, community groups local stakeholders, digital audience
15 May	Our Council (Digital)	MCO	A section in the weekly "Our Council" digital edition with an update on the community engagement process and how residents can still participate.	Inform	Digital Media	Website Facebook Email Subscribers	Ratepayers, residents
15 May Time: 5.30pm – 7pm	Virtual Community Information Session (recorded)	Mayor GM Councillors Consultants	A recorded virtual session to allow residents to provide feedback if they were unable to attend in-person meetings. The session will focus on key aspects of the draft IP&R documents and SRV proposal.	Inform, Engage	Virtual Community Meetings	Live webcast YouTube Facebook	Ratepayers, residents, local stakeholders
16 May	Media Release (Halfway point)	MCO	Mid-way update on the community engagement process, including key insights on community feedback received so far. The release will remind residents about participation opportunities and provide next steps.  - <b>Stats on engagement e.g. 100 surveys filled, 5 people came to Emmaville's session, 9 to Glen Innes</b>	Inform, Engage	Traditional Media Print Media	Media outlets, website, Facebook	Local media, ratepayers, residents
	Video #6 (Outcomes from the Glen Innes and virtual meetings)	Mayor GM MCO	A video summarising the feedback received from the Glen Innes in-person and virtual meetings, addressing frequently raised questions and providing transparency in the process.	Inform	Digital media	Facebook	Ratepayers, residents, local stakeholders
19 May	Facebook Post	MCO	A post reminding resident about the ongoing community engagement. It will include an update on past sessions, upcoming sessions, how to participate and a call to action for submitting feedback.	Inform	Digital Media	Facebook	Deepwater and surrounds ratepayers,

							residents, local stakeholders
19 May – 23 May	Phone Survey	Mircomax					
22 May	Council Meeting	Councillors GM Directors CFO	Ordinary Council Meeting.	Inform	Ordinary Council Meeting	Council Chambers Live webcast	Councillors, Internal Stakeholders
	Video #7 Council Meeting Highlights	Mayor GM MCO	Council's regular Council Meeting Highlights video, summarising the key points from the Council meeting, with an update on the community engagement program. Note: <b>This will be discussed in line with other outcomes of the meeting.</b>	Inform	Digital media	Website, Facebook, YouTube	Ratepayers, Residents, local media
23 May	Facebook Post	MCO	A post reminding resident about the ongoing community engagement. It will include an update on past sessions, upcoming sessions, how to participate and a call to action for submitting feedback.	Inform	Digital Media	Facebook	Deepwater and surrounds ratepayers, residents, local stakeholders
26 May	Video #8 (Deepwater Meeting / Virtual Meeting Reminder)	Mayor GM MCO	A video reminder for the Deepwater in-person session, as well as an additional virtual session. The video will encourage residents to attend and provide feedback on the draft IP&R documents and SRV proposal.	Inform	Digital Media	Facebook	Emmaville and surrounds ratepayers, residents, community groups local stakeholders
27 May Time: 5pm-7pm	Community Information Session (in-person Deepwater)	Mayor GM Councillors Consultants	A community information session in Deepwater where residents can meet with Councillors and stakeholders and provide feedback on the draft IP&R documents and SRV proposal.	Inform, Engage	Town Hall Meeting	In-person	Emmaville and surrounds ratepayers, residents, community groups local stakeholders, digital audience
28 May Time: 5.30 – 7pm	Our Council (Print and Digital)	MCO	A section in the weekly "Our Council" print and digital editions, updating residents on the ongoing community engagement process and providing reminders on how to participate, noting the consultation closing date is approaching.	Inform	Traditional Media Digital Media	Glen Innes News Website Facebook Email Subscribers	Ratepayers, residents
	Virtual Community Information Session (recorded)	Mayor Councillors GM	A recorded session for residents who could not attend in-person meetings, providing key information and allowing them to submit feedback.	Inform, Engage	Virtual Community Meetings	Live webcast YouTube Facebook	Ratepayers, residents, local stakeholders
29 May	Video #9 (Outcomes from the Deepwater and virtual meetings)	Mayor GM MCO	Video summarising key feedback from the Deepwater session and virtual meetings, offering insights into the community's response and providing transparency in the consultation process.	Inform	Digital media	Facebook	Ratepayers, residents, local stakeholders
26 May to	Opportunity for additional community	TBD	Additional sessions may be considered based on the outcome of previous meetings and whether Council determines a need for further engagement with the villages.	Inform, Engage	TBD	TBD	TBD

6 June	engagement meetings						
	Regular Facebook posting every 2 days	MCO	Regular posts reminding residents about the ongoing community engagement. It will include an update on past sessions, upcoming sessions, how to participate and a call to action for submitting feedback.	Inform	Digital Media	Facebook	Ratepayers, residents, local stakeholders
29 May	Our Council (Digital)	MCO	A section in the weekly "Our Council" digital edition with an update on the community engagement process and how residents can still participate, noting that consultation concludes soon.	Inform	Digital Media	Website	Ratepayers, residents
2 June	Media Release (wrap up)	MCO	A final media release summarising the outcomes of the community engagement process, including an overview of the feedback received and next steps in the decision-making process.	Inform, Engage	Traditional Media Print Media	Media outlets, website, Facebook	Local media, ratepayers, residents
5 June	Radio Ad Campaign (concludes)	MCO	Concludes the broadcast of radio ads.	Inform	Radio Advertisements	GemFM 2NZ Community radio	Ratepayers, residents, broader community
6 June	Video #10 (Wrap up video)	Mayor GM MCO	Video wrapping up the community engagement, thanking the community for their participation and briefly notifying them that the outcome will be announced at the next council meeting.	Inform	Digital media	Facebook	Ratepayers, residents, local stakeholders
6 June	EHQ 'Have Your Say' Page (consultation closes)	MCO	The closing of the online consultation platform, with a final message thanking the community for their participation and outlining the next steps in the decision-making process.	Inform, Engage	Dedicated Have your Say webpage	EHQ (website) Facebook	Ratepayers, residents, local media
	Facebook Post (consultation closes)	MCO	A post notifying the consultation concluding, thanking the community for their feedback, with a reminder about the closing of the consultation period and next steps.	Inform	Digital Media	Facebook	Ratepayers, residents
7 – 14 June	Collect and Analyse Feedback Report to Council	MCO, Consultants	Gather feedback from all channels (online, in-person, and social media) for analysis.	Inform	NA	NA	Internal Stakeholders
20 June	Council Meeting	Councillors GM Directors CFO	Prepare a report summarising key feedback, findings and proposed actions based on the community's input. A decision whether to apply for a SRV will be made	Inform	Ordinary Council Meeting	Council Chambers Live webcast	Councillors, Internal Stakeholders
	Media Release (outcome)	MCO	Prepare and distribute a media release summarising the outcomes of the community engagement process. This release will highlight key feedback received on the proposed SRV options and outline next steps.	Inform, Engage	Traditional Media Digital Media	Media outlets, website, Facebook	Local media, ratepayers, residents
21 June	Video #11 Council Meeting Highlights	Mayor GM MCO	Council's regular Council Meeting Highlights video, summarising the key points from the Council meeting. <b>Note: This will be discussed in line with other outcomes of the meeting.</b>	Inform	Digital media	Website, YouTube, Facebook	Ratepayers, residents, community groups, local media, digital audience



## Definitions

**Community Strategic Plan** – a 10 year plan that outlines the vision and strategic objectives of Council for the forward decade – it is a requirement under the NSW Local Government Act under the Integrated Planning and Reporting Framework (IP&R).

**Long Term Financial Plan** – is a 10 year forward high level budget for council that outlines how the council will remain financially sustainable.

**Delivery Program** – is a four year forward plan outlining the strategies council will employ to achieve the objectives outlined in the Community Strategic Plan.

**Operational Plan** – is a one year forward plan that sets the work program for council to deliver obligations under the NSW LG Act and deliver on the Community Strategic Plan and Delivery Program.

**Integrated Planning & Reporting (IP&R):** a strategic framework required by the New South Wales (NSW) Government for local councils. It ensures that councils plan and report on their activities in a transparent and cohesive manner, integrating long-term strategic goals with annual operational actions and financial plans.

**Special Rate Variation (SRV):** a process through which a local government in New South Wales (NSW) can apply to the Independent Pricing and Regulatory Tribunal (IPART) for approval to increase its general rates beyond the annual rate peg (the limit set by the NSW Government for general rate increases). An SRV is typically sought when a council needs additional funding to address specific community needs, such as infrastructure renewal, service enhancements, or addressing financial shortfalls. The SRV allows councils to raise additional revenue through rates for a specific purpose, and it requires:

- **Community Consultation:** Councils must engage with their community to inform residents about the SRV proposal, its purpose, and its impact on them.
- **Application to IPART:** Councils must apply to IPART for approval of the SRV, providing a detailed justification for the increase and how the funds will be used.
- **Approval by IPART:** IPART assesses the application based on factors such as the council's financial sustainability, the proposed use of the additional funds, and the community's ability to bear the increased cost. If approved, the SRV allows the council to raise rates above the standard limit for a defined period (typically up to 7 years).

**Public Exhibition of Draft IP&R Documents:** the process where councils make draft documents, plans, or proposals available to the public for review and feedback before making final decisions. It ensures community input is considered in council decisions.

**Media Releases:** Official statements distributed to local media outlets to announce key information and engagement opportunities.

**Facebook Posts:** Short, engaging updates shared on a council's official Facebook page to communicate important information, events, or initiatives to the community.

**Radio Ad Campaign:** A series of audio advertisements broadcast on local radio to inform the public about key engagement opportunities.

**Our Council Weekly:** A regular newsletter distributed weekly via Council's digital channels and fortnightly through the Glen Innes News community newspaper. Our Council Weekly provides updates on Council news, notices, events and initiatives throughout the region. It serves as a key communication tool to keep residents informed about ongoing projects, Council decisions and upcoming engagement opportunities.

**Community Information Sessions:** In-person and virtual meetings that provide residents with the opportunity to ask questions, offer feedback and engage in discussions about important Council initiatives. These sessions are designed to foster direct communication between Council and the community, ensuring residents are well-informed and actively involved.

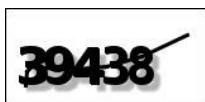
**EHQ 'Have Your Say' Page:** An online platform that serves as the central hub for accessing information, documents and feedback mechanisms related to community engagement. It allows residents to easily stay informed, provide input and track the progress of ongoing consultations, ensuring transparency and encouraging active participation in the decision-making process.

**Collection and Analysis:** The process of gathering and reviewing community input from various channels.

**Reports and Outcomes:** Documents summarising the feedback received and the Council's decisions, shared with the community.



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research  
Survey powered by Micromex Research

Completed: 



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This survey is being conducted by Micromex Research on behalf of Glen Innes Severn Council.

It will take up to 10 minutes to complete.

Please note that your responses to these questions will only be reported in aggregate form - and your name/contact details will not be shared with anyone else. To answer the questions, either select one or more of the listed responses, or type in your comments where space is provided (please provide as much detail as possible when typing in the comments).

If you are answering this survey on a mobile device, we recommend using landscape mode to easily view the survey.

Please click the 'Next' button to get started.



Completed:  \_\_\_\_\_



D1. To confirm you are in the Local Government Area, which town or village do you live in or nearest to?

- ☐ Deepwater
- ☐ Diehard
- ☐ Dundee
- ☐ Emmaville
- ☐ Gibraltar Range
- ☐ Glen Elgin
- ☐ Glen Innes
- ☐ Glencoe
- ☐ Kingsgate
- ☐ Red Range
- ☐ Wellington Vale
- ☐ Other

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Completed: 



Q1. Thinking about the local area what do you think are the main priority issues?



Completed:



**Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

**Q3. How satisfied are you with the quality of long-term planning being provided by Council?**

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

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Completed: 



**Q4. How important do you believe it is for Council to implement plans and programs that will maintain/renew local infrastructure in the local area?**

- ☐ Very important
- ☐ Important
- ☐ Somewhat important
- ☐ Not very important
- ☐ Not at all important

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Completed: 





**Q5. Do you, or your household, pay Council rates to Glen Innes Severn Council for any of the following? Please select all that apply.**

- ☐ Residential
- ☐ Business
- ☐ Farmland
- ☐ None of these

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#### **Q6. Concept Statement**

Glen Innes Severn Council delivers a broad range of services and has the responsibility to maintain the facilities and infrastructure across the area. At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. That amount is known as the rate peg, Council need to apply to IPART if they require a greater level increase.

At present, Council's General Fund is financially unsustainable due to long-term rate capping, rising costs, and State Government cost shifting. Despite improvements through an independent financial assessment and asset management review, the Council faces an average \$4.7 million annual deficit (2025–2035). Council has initiated the Elevate 360 Improvement Plan to drive efficiencies but needs additional funding to restore financial sustainability by 2028/29, and act on programs like economic development, facilitating improvement to health services, housing, town improvements, and town hall activation. Therefore, Council is looking to apply to IPART for an increase above the rate peg. This is called a Special Rate Variation, or SRV.

Council acknowledges that any rate increase may adversely impact some community members. Council has a Hardship Policy and alternative payment options to assist ratepayers should they have difficulty keeping up with their rate payments.

Council will be exploring the following SRV options:

- Option 1 - Base Case (Managed Decline) – Rate peg only
- Option 2 - Sustainability scenario 2-year SRV
- Option 3 - Growth and prosperity 2-year SRV
- Option 4 - Growth and prosperity 3-year SRV

The following section will take you through each option in more detail, and ask you to rate your support for each option.

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**Option 1 Base Case (Managed Decline) – Rate peg only**

Under this option, Council would continue operating as it does now. Over time, this would affect services, infrastructure, and Council's ability to respond to emergencies like floods or fires. Council's cash position will continue to decline, and the General Fund will continue to face ongoing deficits, averaging \$4.7 million annually.

The rate peg increase consists of:

- 3.5% in 2026/27
- 3.0% in 2027/28
- And 3.0% in 2028/29
- Total Cumulative Increase of approximately 9.8% over three years

Under this option, the average Residential Ratepayer, rates will increase by:

- \$35.88 in Year 1
- \$31.83 in Year 2
- And \$32.79 in Year 3
- Total increase over 3 Years of \$100.50
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,125.68 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$128.40 in Year 1
- \$113.91 in Year 2
- And \$117.33 in Year 3
- Total increase over 3 Years of \$359.64
- Annual rates rise from \$3,668.62 in 2025/26 to \$4,028.26 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$74.72 in Year 1
- \$66.28 in Year 2
- And \$68.27 in Year 3
- Total increase over 3 Years of \$209.27
- Annual rates rise from \$2,134.78 in 2025/26 to \$2,344.06 in 2028/29

**Q6a. How supportive are you of Council proceeding with Option 1 Base Case (Managed Decline) – Rate peg only?**

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive





#### **Option 2: Sustainability Scenario 2-year SRV**

Under this option, Council would apply a small rate increase over two years to maintain current services and infrastructure, while achieving financial sustainability by 2028/29.

This would better equip Council to manage emergencies, though it would not fund new community or economic development programs. Savings of \$550,000 from a depreciation review and \$500,000 through the Elevate360 program would reduce the General Fund's average annual deficit to \$4.7 million.

The rate increases under this option consist of:

- 28.5% in 2026/27
- 21.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 60.15%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$292.18 in Year 1
- \$276.64 in Year 2
- And \$47.82 in Year 3
- Total increase over 3 Years of \$616.64
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,641.82 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1045.56 in Year 1
- \$989.98 in Year 2
- And \$171.71 in Year 3
- Total increase over 3 Years of \$2,206.66
- Annual rates rise from \$3,668.62 in 2025/26 to \$5,875.28 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$608.41 in Year 1
- \$576.07 in Year 2
- And \$99.58 in Year 3
- Total increase over 3 Years of \$1,284.06
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,418.84 in 2028/29

**Q6b. How supportive are you of Council proceeding with Option 2: Sustainability Scenario 2-year SRV?**

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive



### **Option 3: Growth and prosperity 2-year SRV**

Under this option, Council would apply slightly higher rate increases than Option 2 to secure financial stability by 2028/29, while funding new community programs totalling \$800,000 annually. Existing services would be maintained, with additional support for some of the Growth and Prosperity initiatives – but not the full program.

The rate increases under this option consist of:

- 31.5% in 2026/27
- 23.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 66.60%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$322.93 in Year 1
- \$310.07 in Year 2
- And \$49.75 in Year 3
- Total increase over 3 Years of \$682.75
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,707.92 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1,155.62 in Year 1
- \$1,109.57 in Year 2
- And \$178.01 in Year 3
- Total increase over 3 Years of \$2,443.20
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,111.82 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$672.46 in Year 1
- \$645.66 in Year 2
- And \$103.59 in Year 3
- Total increase over 3 Years of \$1,421.71
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,556.49 in 2028/29

**Q6c. How supportive are you of Council proceeding with Option 3: Growth and prosperity 2-year SRV?**

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive



#### **Option 4: Growth and prosperity 3-year SRV**

Under this option, Council would ensure all services are maintained, financial sustainability is achieved by 2028/29, and the growth and prosperity program delivered in full. Rate increases would be more balanced across the three years compared to Option 3.

The rate increases under this option consist of:

- 26.5% in 2026/27
- 20.0% in 2027/28
- And 11.0% in 2028/29
- Total cumulative increase over three years of 68.5%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$271.67 in Year 1
- \$259.37 in Year 2
- And \$171.18 in Year 3
- Total increase over 3 Years of \$702.22
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,727.41 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$972.18 in Year 1
- \$928.16 in Year 2
- And \$612.59 in Year 3
- Total increase over 3 Years of \$2,512.93
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,181.55 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$565.72 in Year 1
- \$540.10 in Year 2
- And \$356.47 in Year 3
- Total increase over 3 Years of \$1,462.29
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,597.06 in 2028/29

**Q6d. How supportive are you of Council proceeding with Option 4: Growth and prosperity 3-year SRV?**

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive



**Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference.**

	1	2	3	4
Option 1: Base Case Managed Decline, No increase to rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 2: Sustainability Scenario 2-year SRV, cumulative increase of 60.15% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 3: Growth and prosperity 2-year SRV, cumulative increase of 66.60% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 4: Growth and prosperity 3-year SRV, cumulative increase of 68.50% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q7b. What is your reason for choosing that as your highest option?**

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**Q8a. Prior to this survey, were you aware that Council was exploring community sentiment towards applying for a Special Rate Variation?**

- ☐ Yes
- ☐ No

**Q8b. How were you informed of the Special Rate Variation?**

- ☐ Mail out – community newsletter
- ☐ Council Website
- ☐ Newspaper
- ☐ Social media (Facebook, Instagram etc.)
- ☐ Council channel (Yoursay)
- ☐ Other

**Q8bi. Please specify other:**

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**D1. Which age group do you belong to?**

- ☐ 18 – 34
- ☐ 35 – 49
- ☐ 50 – 64
- ☐ 65 years and over

**D2. Which of the following best describes the dwelling where you are currently living?**

- ☐ I/We own/are currently buying this property
- ☐ I/We currently rent this property

**D3. How long have you lived in the Council area?**

- ☐ Less than 2 years
- ☐ 2 – 5 years
- ☐ 6 – 10 years
- ☐ 11 – 20 years
- ☐ More than 20 years

**D4. Do you identify as living with disability?**

- ☐ Yes
- ☐ No

**D5. Do you identify as being of Aboriginal or Torres Strait Islander origin?**

- ☐ Yes
- ☐ No

**D6. What is your gender?**

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. The research has been conducted by Micromex Research (1800 639 599) on behalf of Glen Innes Severn Council.

To submit your responses, please click the 'submit' button below. This may take up to 30 seconds.



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## Item 7.3

## Annexure B



## Glen Innes Severn Council Shaping Tomorrow Community Engagement Report

10 June 2025

### Executive Summary

#### Background

The discussion into Council's financial sustainability and the potential for a Special Rate Variation (SRV) application to IPART began in 2024. In April 2024 Council commissioned Morrison Low to undertake a Financial Sustainability Review (FSR) and comprehensive Long Term Financial Plan (LTFP). The previous Council received the findings of the FSR and draft LTFP at a Councillor Workshop on the 19 June 2024.

The 2024 FSR found:

1. Council's General Fund is forecasted to retain persistent deficits, averaging \$6.1 million per year.
2. Positive operating results in the Water and Sewer Funds were partially masking the negative outlook in the General Fund, when funds are consolidated.

The 2024 FSR recommended:

1. A review of waste (domestic and non-domestic), water and sewer service costs and pricing.
2. Develop a service review program and council-wide improvement plan focusing on areas for potential service cost reductions.
3. Once the above are complete consider if a Special Rate Variation (SRV) is needed to address any remaining General Fund Deficit or declining unrestricted cash.

While recommendations 1 and 2 will ensure Council's General Fund operations are as efficient and effective as possible, they are not likely to fully address Council's operating deficits or declining cash entirely, Morrison Low recommended Council consider a permanent SRV to increase revenue to allow Council to fully fund service delivery. Two SRV scenarios were modelled and presented to the June 2024 Councillor Workshop:

1. A break-even scenario: a one-year permanent 35% SRV applied in 2025-26. This scenario maintains a positive unrestricted cash position but persistent deficits in the General Fund would remain. This scenario required a continuation of the existing level of government grants to break-even financially.

2. A sustainability scenario: a three-year permanent SRV of 20% each year, starting from 2025-26. This scenario allows Council to be sustainable in the long-term to provide services and maintain infrastructure at the existing level.

Following the NSW Local Government Elections in September 2024 the newly elected Council considered a range of SRV models as it revised the Long Term Financial Plan and developed a new Community Strategic Plan and Delivery Program with particular focus on how to fund the delivery of its ongoing services and infrastructure. In developing the new Community Strategic Plan Council reviewed the findings of the 2024 FSR and the Towards 2034 Community Engagement. In 2024 the community said their priorities were:

1. Improved access to health care services
2. Economic development – grow the economy
3. Improved infrastructure (roads, playgrounds etc).

These findings informed a 'Growth and Prosperity' program which was included in the new Draft Community Strategic Plan and Delivery Program developed by the new Council in January and February 2025. The new draft CSP, DP, LTFP and Operational Plan and Budget were put out on Public Exhibition following Council's April 2025 meeting.

### The Shaping Tomorrow Community Engagement Program

The purpose of the Shaping Tomorrow Community Engagement Program 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 Special Rate Variation (SRV) as proposed in the Draft DP 2025-2029 and Draft LTFP 2026-2036 and provide adequate opportunity for the community to consider the proposed SRV and for Council to consider the feedback provided through the Engagement Program.
- To identify the impact of the SRV on the average rates across each rating category.
- To exhibit an updated LTFP 2026-2036 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.

### Key Messages of the Shaping Tomorrow Community Engagement Program

The key message in the Shaping Tomorrow Engagement is about why Council is seeking an SRV.

Council is working 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 program in line with Towards 2034 Community Engagement outcomes.

A variety of communication channels were used to provide information and collect community feedback. Press releases, radio announcements, articles in the local community paper, a community information pack including frequently asked questions, slide pack, survey (hard copy, on-line and phone), face to face and virtual meetings, and information videos were provided to articulate the need for, and proposed SRV options as part of the revised LTFP and new Delivery Program.

### Council used a wide variety of engagement methods including:

**Table 1: Engagement mechanisms**

Mechanism	Level of consultation	Reach (stakeholder groups)
Direct mail out	Inform	All ratepayers/residents
Traditional media advertisements	Inform	All residents Local media outlets
Informative videos	Inform	All residents and ratepayers. Three Videos made by expert Greg Smith (Morrison Low): 1. What is a Special Rate Variation 2. Why does Glen Innes Severn need one 3. How will it impact me.
Radio advertisements	Inform	Residents and community
Town Hall meetings	Inform and consult	Emmaville, Deepwater and Glen Innes Community Halls.
Dedicated Have your Say webpage	Inform and consult	Community Engagement platform with online survey
Awareness and Willingness to pay survey	Consult	Online and paper-based survey to determine awareness of SRV and willingness to pay
Virtual community meetings	Inform and consult	Recorded online meetings via weblink for all residents and ratepayers that have access via a computer
Digital media	Inform	Community members



## Revised LTFP 2025-2035 Financial Options taken to the Community 28 April to 6 June 2025

**Table 2: Proposed Financial Options taken to the Community**

<p><b>Managed Decline:</b></p> <p>No rate increases above the rate peg</p>	<p>Council is projecting a cumulative rate peg increase of 9.80% over the next three years—comprising a 3.5% increase in 2026/27 and forecasted increases of 3.0% in both 2027/28 and 2028/29. In parallel, Council will implement key initiatives, including the <i>Service Review &amp; Elevate360 Program</i> and the <i>Review of Waste (Domestic and Non-Domestic), Water, and Sewer Costs and Pricing Strategy</i>. These combined strategies are expected to improve the General Fund's financial position by reducing the average annual operating deficit from \$6.1 million to \$4.7 million. These strategies alone will not fully resolve operating deficits or a decline in cash reserves.</p>
<p><b>A Sustainable Council</b></p> <p>2 years</p>	<p>A cumulative permanent SRV including rate of 55.49% applied over two years as follows; 28.5% (rate peg + SRV) in 2026/27; 21.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p> <p>This is the minimum increase needed to ensure that Council stays financially sustainable while continuing to provide the same level of services and maintaining infrastructure.</p>
<p><b>Growth and Prosperity</b></p> <p>2 years</p>	<p>A cumulative permanent SRV including the rate peg of 61.75% over 2 years applied as follows; 31.5% (rate peg + SRV) in 2026/27; 23.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver a component of the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>
<p><b>Growth and Prosperity</b></p> <p>3 years</p>	<p>A cumulative permanent SRV including the rate peg of 68.50% over 3 years applied as follows; 26.5% (rate peg + SRV) in 2026/27; 20.0% (rate peg + SRV) in 2027/28 and 11.0% (rate peg + SRV) in 2028/29 which is the third and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>



## Face to face Town Hall Meetings

Table 3

Details	Emmaville 5/5/25 5pm – 7pm	Glen Innes 14/5/25 5pm – 7.30pm	Deepwater 27/5/25 5pm-7pm
Population 2021 Census	263	6,219	456
Number of attendances	37	250	56

Many of the people attending the face to face and virtual town hall meetings expressed opposition to any rate increase. The opposition to an increase in rates was explained in written surveys (online & hard copy) in relation to the following constraints experienced by ratepayers:

- Limited household income
- Cost of living crisis
- Struggling to pay existing bills
- Small businesses doing it tough
- Farmers doing it tough
- Pensioners with no additional income to meet any increased expenses.

## Virtual meetings

Table 4

Details	Virtual Meeting 1 6/5/25	Virtual Meeting 2 15/5/25	Virtual Meeting 3 28/5/25
Duration	2 hours	2 hours	2 hours
Number of attendees	2	30	9
Total attendees	41		

## Staff Meetings

Additional to the Town Hall Meetings and Virtual Meetings eleven staff meetings were conducted by the General Manager to discuss the SRV. They were held between 14<sup>th</sup> and 21<sup>st</sup> May, in small work-based groups and all of Council's 160 staff (this includes permanent, part time and casual) were included. All staff live locally, and many are Glen Innes Severn ratepayers.

Table 5

Staff Work Group	Date	Time
Integrated Water and Quarry Staff	Wednesday, 14 May	7:30am
Infrastructure Services Staff – Church Street	Wednesday, 14 <sup>th</sup> May	12:00pm
Capital Works Crew, including Bridges and Construction, and Workshop Staff	Thursday, 15 May	7:30am
Library Staff	Thursday, 15 May	9:30am



Visitor Information Centre, Landfill and Department Planning & Growth Church Street Staff	Thursday, 15 May	1:00pm
Town Hall Staff 1	Friday, 16 May	12:00pm
Life Choices, Community and Family Services and Youth Staff	Tuesday, 20 May	12:00pm
Town Hall Staff 2	Tuesday, 20 May	2:30pm
Maintenance Crew	Wednesday, 21 May	7:30am
Parks and Cleaning Staff	Wednesday, 21 May	8:30am
Community Services Direct Support Workers	Wednesday, 21 May	2:00pm

### Submissions to Council

Table 6

Doc ID	From	Comment	Description
694156	Johnson	Reference to community submission Opposition to 68.5% rate increase	Submission re SRV
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 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
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
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 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 LTFF / 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 wheels on meals staff dismissed?	Submission by email re SRV

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
<b>TOTAL</b>	<b>25</b>		

### Have Your Say Submission Council Have Your Say Portal (website)

Table 7

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 what ever 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.
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.

### Phone and on-line Survey

Micromex Research was commissioned by Council to conduct a random telephone survey with residents living in the local government area (LGA), from 19 until 28<sup>th</sup> May.

#### Objectives

- To explore resident attitudes towards Council's proposed SRV options, as well as their awareness of the plan and the channels through which they found out about it.
- To understand and identify community priorities for the area and to gauge the community's overall level of satisfaction with Council performance.

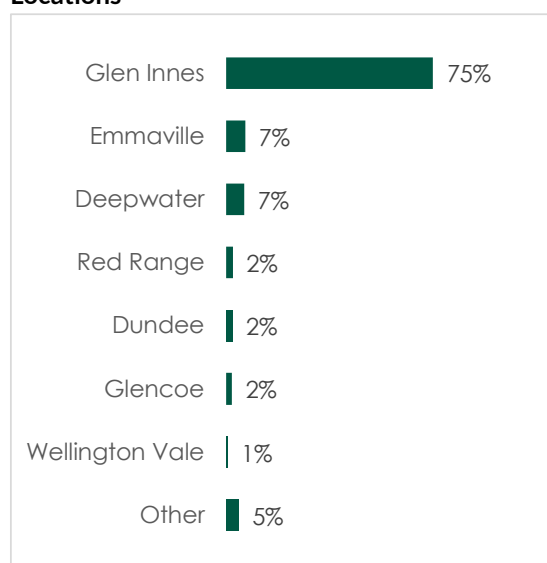
**Sample**

- Telephone survey (landline N=77 and mobile N=226) to N=303 residents
- A 5-point scale (e.g. 1 = not at all satisfied, 5 = very satisfied) was used
- Greatest margin of error +/- 5.6%

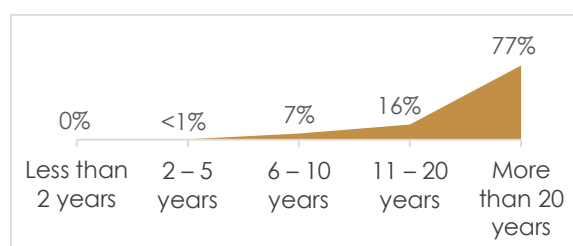
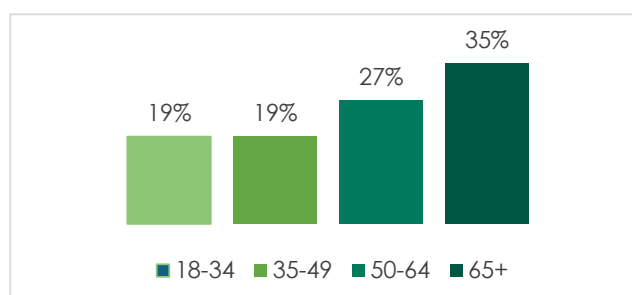
Implementation 19<sup>th</sup> – 28<sup>th</sup> May 2025

**Survey sample information**

Of the 303 residents surveyed by Micromex by phone 93% were rate payers and 7% were renters. 51% were female and 49% male.

**Locations**

Other location specified	Count
Shannon Vale	7
Lambs Valley	1
Matheson	1
Maybole	1
Mount Mitchell	1
Stonehenge	1
Wellingrove	1

**Time lived in the area****Age****Survey results (snapshot)****1. Performance of Council**

- 41% somewhat satisfied with the performance of Council
- 31% somewhat satisfied with the quality of long-term planning



- 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.

## 2. SRV Feedback

- 87% of residents are aware that Council was exploring community sentiment towards applying for a

Priority issues	N=303	Priority issues	N=303
Condition/maintenance of roads and bridges	53%	Tree, verge and bush management	2%
Lower rates/cost of living	29%	Town maintenance/cleaning/upgrades	2%
Health and medical services/facilities	19%	Education	1%
Council's management e.g. financial management, staffing	18%	Parking	1%
Business/Employment/Economic growth and support	13%	Focus on local issues and value residents	1%
More/better local services/facilities/infrastructure	13%	Aged care services/facilities	1%
Improved and increased water supply/security	9%	Support for agriculture	1%
Waste management and recycling	8%	Development application	1%
Increased services/facilities for children and youth	7%	Accessibility for the elderly and people with disability	1%
Housing availability and affordability	7%	Creek management	<1%
Improving drainage/sewerage/kerbs/guttering	6%	Limiting over development/population	<1%
Community safety/policing	6%	Street lighting	<1%
Communication with residents/transparency	3%	Animal control and management	<1%
Public transport	3%	Other	4%
More/improved walkways/footpaths	2%	Don't know/nothing	1%

Special Rate Variation

**Table 8**

## Main Priority issues for the LGA



Over half (53%) of residents stated the condition and maintenance of roads and bridges. Other frequently mentioned priority areas include rising rates/cost of living, health and medical services/facilities and Council management (e.g., finance, staffing).

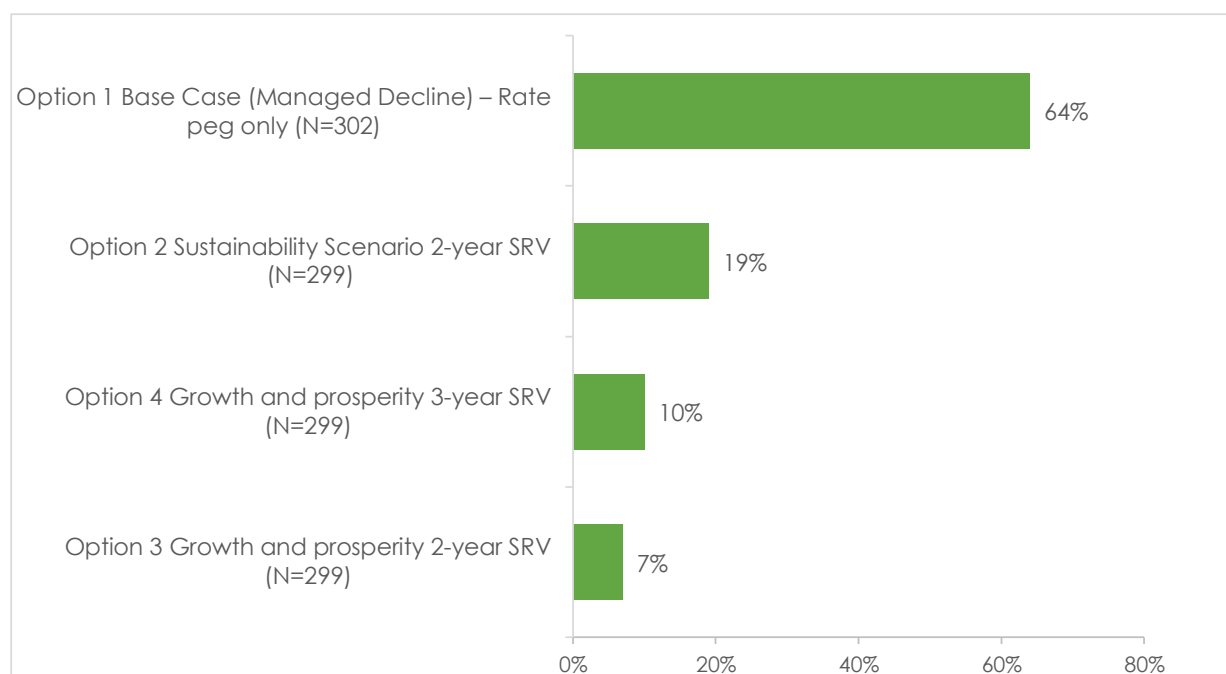
### Overall satisfaction

41% of residents are at least somewhat satisfied with Council's performance over the past 12 months. This is significantly lower than in 2020. Residents living in Glen Innes are significantly less likely to be satisfied.

This decline is likely driven by the proposed SRV, and to some extent, influenced by broader factors such as the rising cost of living and the current economic climate. Residents who were aware of the SRV prior to this survey reported lower satisfaction with the performance of Council.

### Phone Survey Findings - SRV

Not surprisingly, given cost of living pressures and the current economic climate, there is a preference for the base case - managed decline (64%). Despite this, more than one in three residents prefer at least some level of rate variation (36%).



38% of residents who preferred Option 1 said it was the most affordable choice, especially given the current cost of living pressures. 30% of residents also believe Council should focus on improving its management rather than increasing rates.

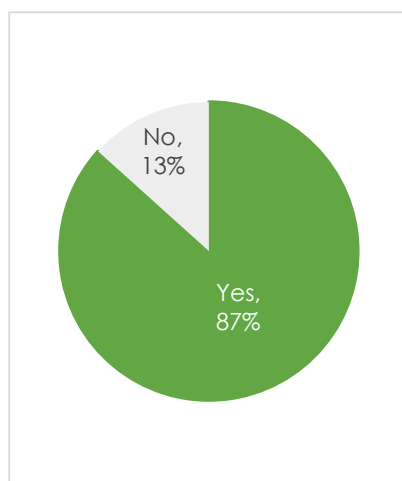
The most frequently mentioned reason for selecting Option 2 was that it is the most sustainable option, and the rate increases in Options 3 and 4 were considered too high.

Those who chose Options 3 and 4 gave similar reasons believing these options would support the town's growth, improve services and facilities, and/or residents' need to support Council.



### Awareness of SRV Application

87% of residents are aware that Council is exploring community sentiment towards applying for a Special Rate Variation. Residents living in Glen Innes are significantly more likely to be aware, while those living in Deepwater are less likely to be aware.



Base: N=303

Social media, community newsletters, and word of mouth are the most common ways residents have been informed of the proposed SRV.

Older residents are significantly more likely to have been informed via community newsletters and newspapers.

### Revised LTFP Financial Options Modelled Following Community Feedback

In acknowledgment of the Community's feedback and concerns Council took the following action:

- 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 impact 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.
- Found additional business improvement savings of \$65K per year, bringing the total to \$165K per annum for 5 years.
- Through the recent review of depreciation improved the bottom line by a further \$350K per annum.
- To address the Community's concerns about affordability for pensioners Council increased the pensioner concession to \$300 with a voluntary Council increase of \$50 for every pensioner to the current \$250 pensioner concession.



- 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 \$150K per year.
- 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.

#### Revised the Sustainability SRV Scenario

- A Sustainability Revised scenario has been modelled and included in the revised LTFP 2025-2035 as Councils 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, as applied in the table below. This scenario is supported by a number of additional sustainability strategic as outlined above to enable General Fund operations to achieve modest surpluses required for Council to provide some degree of response in emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood).







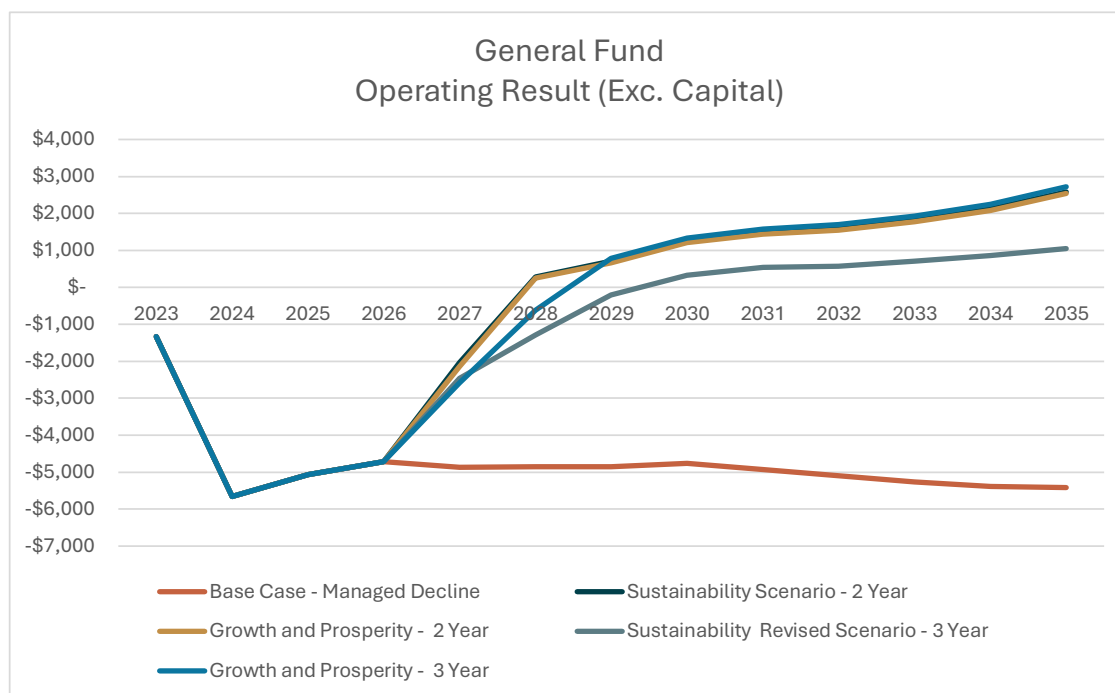
### Council's revised financial models in response to community feedback

Table 9

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 Prosperity 2 years	Growth 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 <b>55.49%</b> applied over two years (including the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>28.5% (rate peg + SRV) in FY26/27</li> <li>21.0% (rate peg + SRV) in FY27/28 which is the second and final year of the rate variation</li> </ul> <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 <b>61.75%</b> over 2 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>31.50% (rate peg + SRV) in FY26/27</li> <li>23.0% (rate peg + SRV) in FY27/28 which is the second and final year of the SRV</li> </ul> <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 <b>68.50%</b> over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>26.5% (rate peg + SRV) in FY26/27</li> <li>20.0% (rate peg + SRV) in FY27/28</li> <li>11.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV</li> </ul> <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 <b>48.3%</b> over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>21.5% (rate peg + SRV) in FY26/27</li> <li>12.0% (rate peg + SRV) in FY 27/28</li> <li>9.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV.</li> </ul> <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>



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



## Conclusion

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. **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.**

763 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 survey's were completed online and 303 phone surveys (both mobile and landlines).

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.

Males, non-ratepayers and those aged 35-49 are significantly more likely to believe maintenance of local infrastructure is important.

Council has listened to the community and responded by making significant adjustments to its financial sustainability actions and SRV options with a revised more modest SRV proposed.



**Community Research**  
**Special Rate Variation**

Prepared by: Micromex Research  
Date: June 2025

**micromex**  
research



**GLEN  
INNES**  
SEVERN COUNCIL

**Item 7.3**

**Annexure D**



<h1>Report Outline</h1>	
<u>Research Objectives and Sample</u>	3
<u>Summary Findings</u>	7
Detailed Results	
<u>1. SRV Community Feedback</u>	9
<u>2. Performance of Council</u>	24
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## Research Objectives

Glen Innes Severn Council commissioned Micromex Research to conduct a random telephone survey with residents living in the local government area (LGA).

### Objectives (Why?)

- To explore resident attitudes towards Council's proposed SRV options, as well as their awareness of the plan and the channels through which they found out about it.
- To understand and identify community priorities for the area and to gauge the community's overall level of satisfaction with Council performance.

### Sample (How?)

- Telephone survey (landline N=77 and mobile N=226) to N=303 residents
- We use a 5-point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 5.6%

### Timing (When?)

- Implementation 19<sup>th</sup> – 28<sup>th</sup> May 2025



## Methodology and Sample



### Sample selection and error

A total of 303 resident interviews were completed. Respondents were selected by means of a computer based random selection process using Australian marketing lists.

A sample size of 303 residents provides a maximum sampling error of plus or minus 5.6% at 95% confidence. This means that if the survey was replicated with a new universe of N=303 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 5.6%. For example, that an answer such as 'yes' (50%) to a question could vary from 44% to 56%.

### Interviewing

Interviewing was conducted in accordance with The Research Society Code of Professional Behaviour.

### Data analysis

The data within this report was analysed using Q Professional.

Within the report, **blue** and **red** font colours are used to identify statistically significant differences between groups, i.e., gender, age, etc.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Note: All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

### Ratings questions

The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

**Top 2 (T2) Box:** refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

**Top 3 (T3) Box:** refers to the aggregate percentage (%) score of the top three scores for satisfaction. (i.e. somewhat satisfied, satisfied & very satisfied)

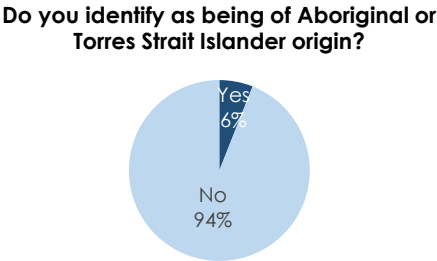
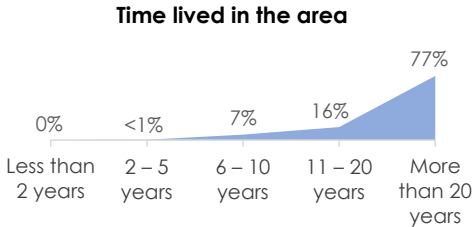
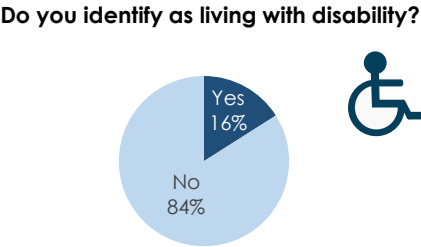
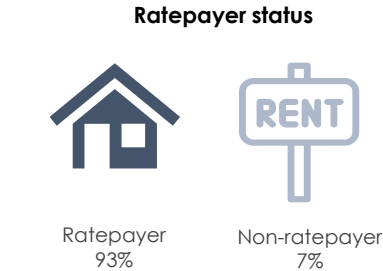
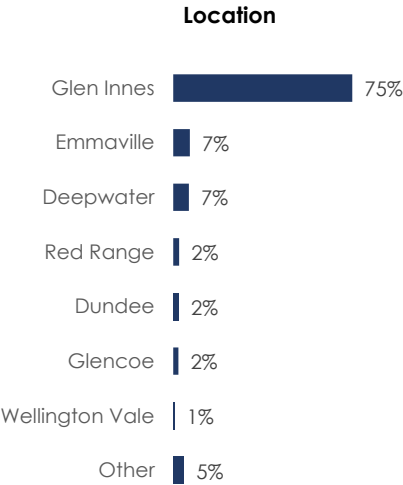
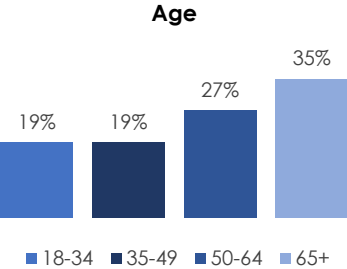
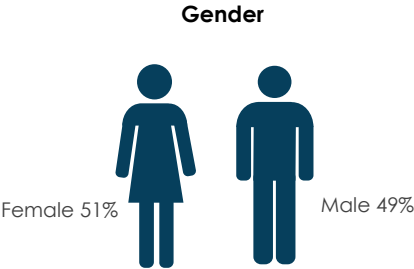
We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box Importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

### Micromex LGA Benchmark

Micromex has developed Community Satisfaction Benchmark using normative data from over 80 unique councils, more than 200 surveys and over 100,000 interviews since 2012.

# Sample Profile

The sample was weighted by age and gender to reflect the 2021 ABS Census data for Glen Innes Severn Council LGA.



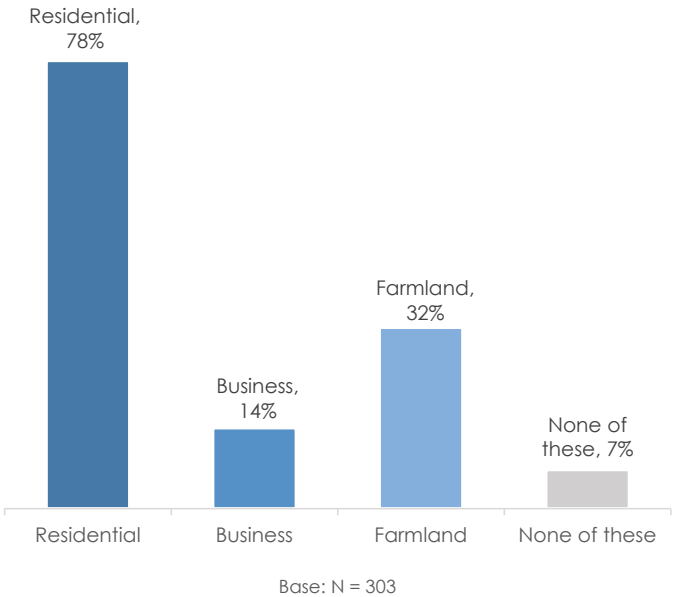
Other location specified	Count
Shannon Vale	7
Lambs Valley	1
Matheson	1
Maybole	1
Mount Mitchell	1
Stonehenge	1
Wellingrove	1

Base: N = 303

## Council Rate Category

93% of residents are currently ratepayers, and 7% are non-ratepayers.

78% of residents are currently paying residential rates, while 32% are farmland ratepayers and 14% are business ratepayers.



*Please note: Before showing residents the SRV (Special Rate Variation) plans, we asked about their current rate payment status to better understand their needs and attitudes toward different SRV options.*

- For residents who pay only one rate category, we showed the SRV concept relevant to the category they pay.
- For those who pay more than one rate category, we showed only **one** SRV concept : The farmland SRV concept was shown if they selected all three categories, or if they were both residential and farmland ratepayers, or business and farmland ratepayers. The business SRV concept was shown only if they were residential and business ratepayers.
- For non-ratepayers, we also presented the **residential** SRV concept.

Q5. Do you, or your household, pay Council rates to Glen Innes Severn Council for any of the following?





# Summary Findings

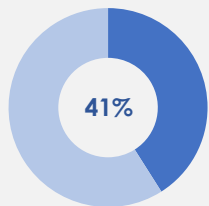
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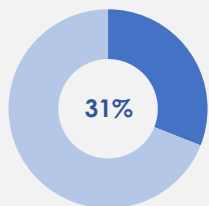
## Snapshot Summary Results

### Performance of Council:



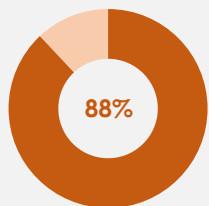
#### Overall Satisfaction

41% of residents are at least 'somewhat satisfied' with the performance of Council.



#### Satisfaction with Long-term Planning

31% of residents are at least 'somewhat satisfied' with the quality of long-term planning being provided by Council.



#### Importance of Maintenance/Renewal of Local Infrastructure

88% of residents believed it is important or very important for Council to implement plans and programs that will maintain/renew local infrastructure in the local area.

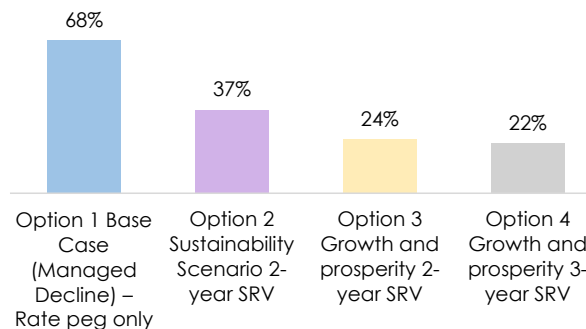
### SRV Community Feedback

87% of residents are aware that Council was exploring community sentiment towards applying for a Special Rate Variation

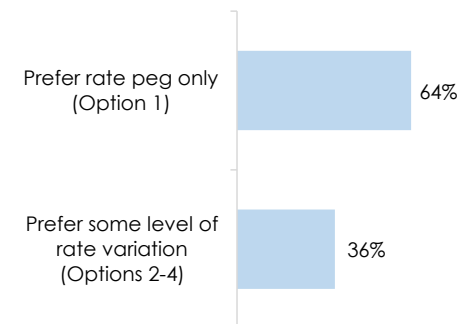


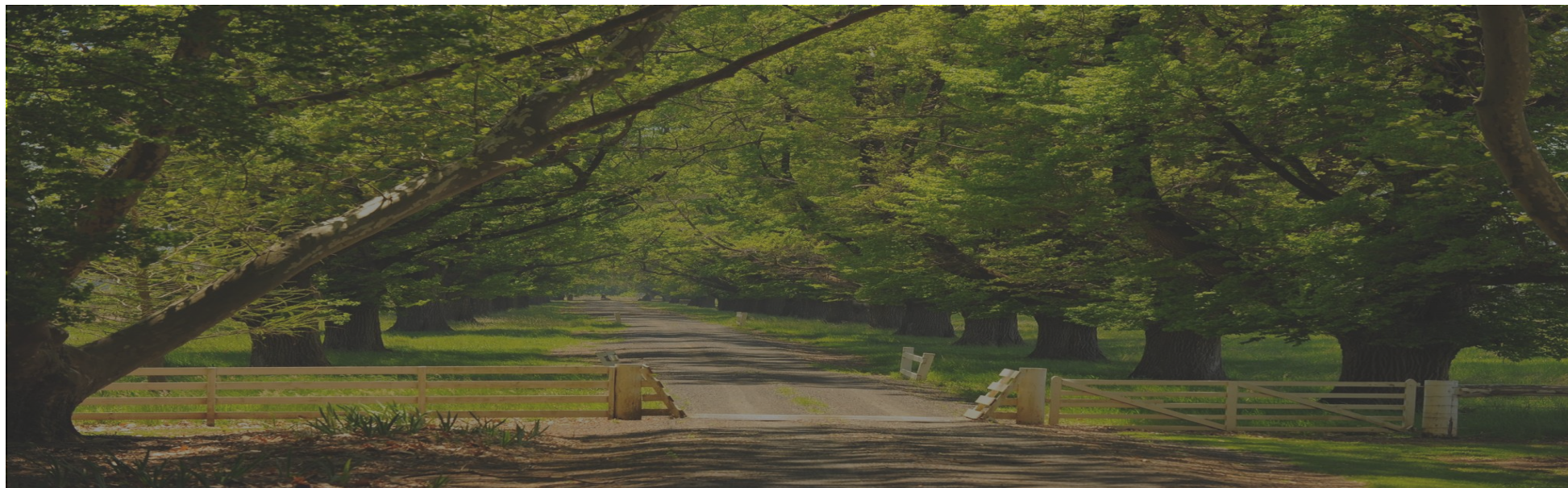
**Social media, community newsletters, and word of mouth** are the most common ways residents were informed of the proposed SRV.

#### Support for Proposed SRV Options (T3B% - at least somewhat supportive)



#### SRV Options (First preference %)



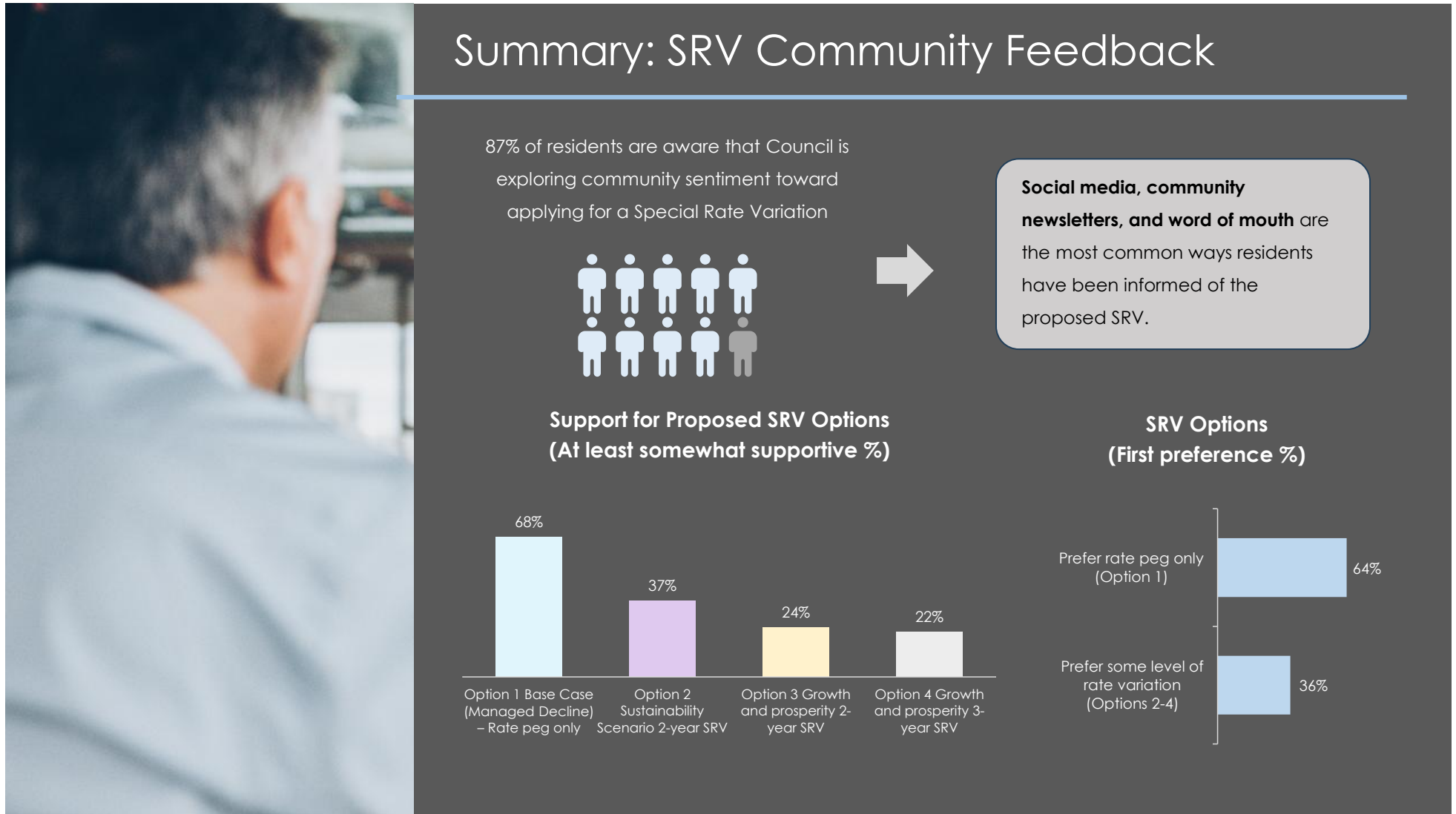


## Section One

### SRV Community Feedback

This section provides resident feedback on Council's proposed SRV options. It also explores residents' awareness of Council's SRV plan and how they found out about it.





## Support for SRV Option 1

### Option 1 Base Case (Managed Decline) – Rate peg only

Under this option, Council would continue operating as it does now. Over time, this would affect services, infrastructure, and Council's ability to respond to emergencies like floods or fires. Council's cash position will continue to decline, and the General Fund will continue to face ongoing deficits, averaging \$4.7 million annually.

The rate peg increase consists of:

- 3.5% in 2026/27
- 3.0% in 2027/28
- And 3.0% in 2028/29
- Total Cumulative Increase of approximately 9.8% over three years

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$35.88 in Year 1
- \$31.83 in Year 2
- And \$32.79 in Year 3
- Total increase over 3 Years of \$100.50
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,125.68 in 2028/29

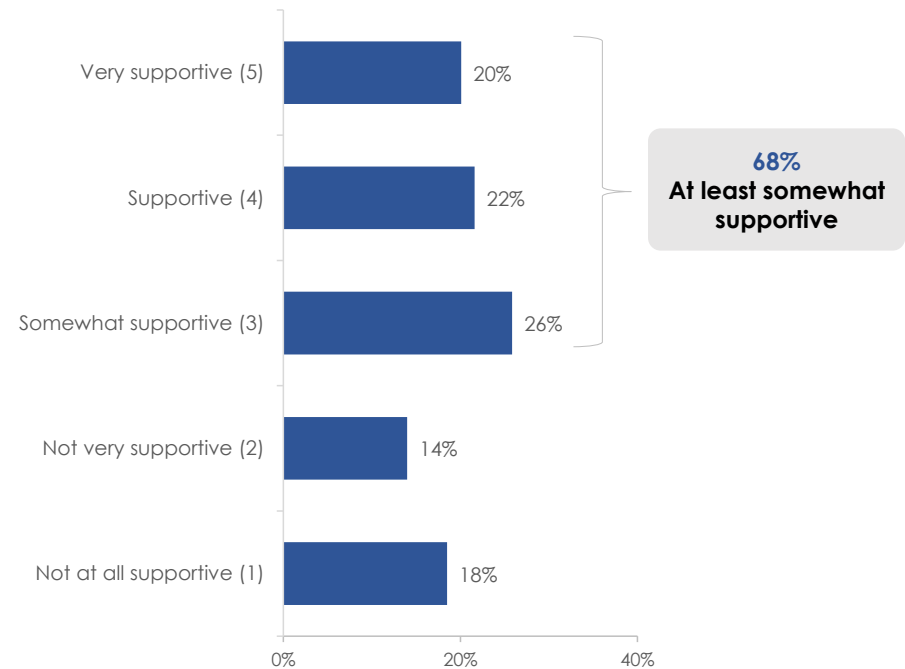
Under this option, the average Farmland Ratepayer, rates will increase by:

- \$128.40 in Year 1
- \$113.91 in Year 2
- And \$117.33 in Year 3
- Total increase over 3 Years of \$359.64
- Annual rates rise from \$3,668.62 in 2025/26 to \$4,028.26 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$74.72 in Year 1
- \$66.28 in Year 2
- And \$68.27 in Year 3
- Total increase over 3 Years of \$209.27
- Annual rates rise from \$2,134.78 in 2025/26 to \$2,344.06 in 2028/29

Overall, 68% of residents are at least somewhat supportive of this SRV option.



Base: N = 303

Q6a. How supportive are you of Council proceeding with Option 1 Base Case (Managed Decline) – Rate peg only?

Support for SRV Option 1

Younger residents, particularly those aged 35-49, were more likely to be supportive, while older residents (65+) were significantly less likely to be supportive. There were no significant differences across ratepayer categories.

	Overall 2025	Ratepayer status				Gender		Age			
		Residential	Business	Farmland	Non-ratepayer	Male	Female	18-34	35-49	50-64	65+
Top 3 Box %	68%	66%	62%	66%	63%	70%	65%	71%	80%	66%	59%
Mean rating	3.11	3.09	3.26	3.15	2.89	3.26	2.96	2.95	3.49	3.15	2.96
Base	303	238	43	96	21	149	154	58	57	82	106

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	65%	64%	68%	75%	66%	69%	55%	73%	65%
Mean rating	3.09	2.92	3.15	3.42	3.05	3.14	2.84	3.10	3.08
Base	21	48	234	47	256	226	21	20	36

Q6a. How supportive are you of Council proceeding with Option 1 Base Case (Managed Decline) – Rate peg only?

Scale: 1 = not at all supportive, 5 = very supportive  
A significantly higher/lower level of support (by group)

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## Support for SRV Option 2

### Option 2 Sustainability Scenario 2-year SRV

Under this option, Council would apply a small rate increase over two years to maintain current services and infrastructure, while achieving financial sustainability by 2028/29.

This would better equip Council to manage emergencies, though it would not fund new community or economic development programs. Savings of \$550,000 from a depreciation review and \$500,000 through the Elevate360 program would reduce the General Fund's average annual deficit to \$4.7 million.

The rate increases under this option consist of:

- 28.5% in 2026/27
- 21.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 60.15%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$292.18 in Year 1
- \$276.64 in Year 2
- And \$47.82 in Year 3
- Total increase over 3 Years of \$616.64
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,641.82 in 2028/29

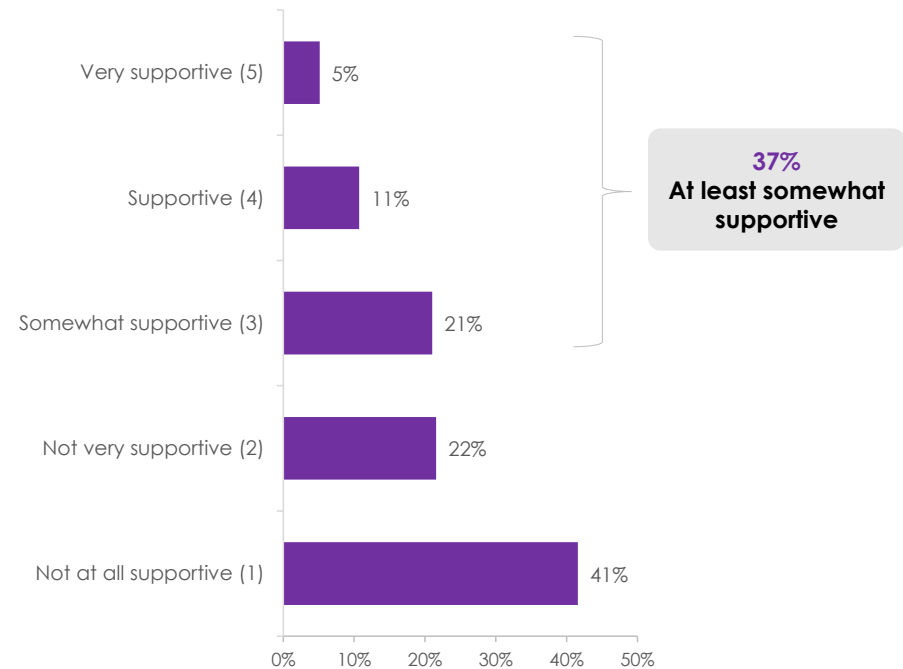
Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1045.56 in Year 1
- \$989.98 in Year 2
- And \$171.71 in Year 3
- Total increase over 3 Years of \$2,206.66
- Annual rates rise from \$3,668.62 in 2025/26 to \$5,875.28 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$608.41 in Year 1
- \$576.07 in Year 2
- And \$99.58 in Year 3
- Total increase over 3 Years of \$1,284.06
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,418.84 in 2028/29

Overall, 37% of residents are at least somewhat supportive of this SRV option.



Base: N = 303

Q6b. How supportive are you of Council proceeding with Option 2: Sustainability Scenario 2-year SRV?

Support for SRV Option 2

Farmland ratepayers were significantly less likely to support this option, while non-ratepayers were more likely to be supportive. Residents who had lived in the LGA for more than 20 years were significantly less supportive, whereas those who had lived in the area for 11–20 years were significantly more likely to support it.

	Overall 2025	Ratepayer status				Gender		Age			
		Residential	Business	Farmland	Non-ratepayer	Male	Female	18-34	35-49	50-64	65+
Top 3 Box %	37%	38%	32%	26%	51%	36%	38%	33%	39%	34%	40%
Mean rating	2.16	2.18	1.94	1.85	2.74	2.19	2.14	2.00	2.32	2.01	2.28
Base	303	238	43	96	21	149	154	58	57	82	106

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	24%	60%	33%	31%	38%	38%	41%	44%	25%
Mean rating	1.84	2.67	2.09	2.07	2.18	2.18	2.41	2.26	1.88
Base	21	48	234	47	256	226	21	20	36

Q6b. How supportive are you of Council proceeding with Option 2: Sustainability Scenario 2-year SRV?

Scale: 1 = not at all supportive, 5 = very supportive  
A significantly higher/lower level of support (by group)

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## Support for SRV Option 3

### Option 3 Growth and prosperity 2-year SRV

Under this option, Council would apply slightly higher rate increases than Option 2 to secure financial stability by 2028/29, while funding new community programs totalling \$800,000 annually. Existing services would be maintained, with additional support for some of the Growth and Prosperity initiatives – but not the full program.

The rate increases under this option consist of:

- 31.5% in 2026/27
- 23.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 66.60%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$322.93 in Year 1
- \$310.07 in Year 2
- And \$49.75 in Year 3
- Total increase over 3 Years of \$682.75
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,707.92 in 2028/29

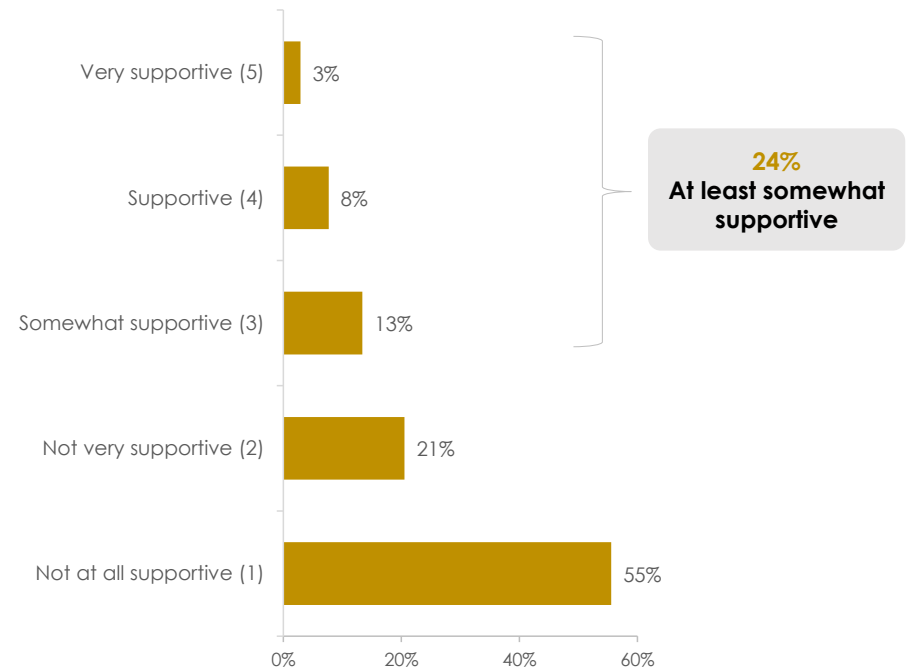
Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1,155.62 in Year 1
- \$1,109.57 in Year 2
- And \$178.01 in Year 3
- Total increase over 3 Years of \$2,443.20
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,111.82 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$672.46 in Year 1
- \$645.66 in Year 2
- And \$103.59 in Year 3
- Total increase over 3 Years of \$1,421.71
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,556.49 in 2028/29

Overall, 24% of residents are at least somewhat supportive of this SRV option.



Base: N = 303

Q6c. How supportive are you of Council proceeding with Option 3: Growth and prosperity 2-year SRV?

Support for SRV Option 3

Similar to option 2, farmland ratepayers and those who had lived in the LGA for more than 20 years were significantly less likely to support this option. Non-ratepayers and those who had lived here for 11-20 years were significantly more likely to be supportive.

	Overall 2025	Ratepayer status				Gender		Age			
		Residential	Business	Farmland	Non- ratepayer	Male	Female	18-34	35-49	50-64	65+
Top 3 Box %	24%	24%	15%	12%	44%	26%	22%	33%	10%	20%	30%
Mean rating	1.82	1.83	1.67	1.54	2.32	1.85	1.79	1.91	1.54	1.74	1.98
Base	303	238	43	96	21	149	154	58	57	82	106

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	32%	38%	20%	22%	24%	24%	34%	13%	22%
Mean rating	2.14	2.04	1.74	1.85	1.81	1.83	1.96	1.62	1.80
Base	21	48	234	47	256	226	21	20	36

Q6c. How supportive are you of Council proceeding with Option 3: Growth and prosperity 2-year SRV?

Scale: 1 = not at all supportive, 5 = very supportive  
A significantly higher/lower level of support (by group)

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## Support for SRV Option 4

### Option 4 Growth and prosperity 3-year SRV

Under this option, Council would ensure all services are maintained, financial sustainability is achieved by 2028/29, and the growth and prosperity program delivered in full. Rate increases would be more balanced across the three years compared to Option 3.

The rate increases under this option consist of:

- 26.5% in 2026/27
- 20.0% in 2027/28
- And 11.0% in 2028/29
- Total cumulative increase over three years of 68.5%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$271.67 in Year 1
- \$259.37 in Year 2
- And \$171.18 in Year 3
- Total increase over 3 Years of \$702.22
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,727.41 in 2028/29

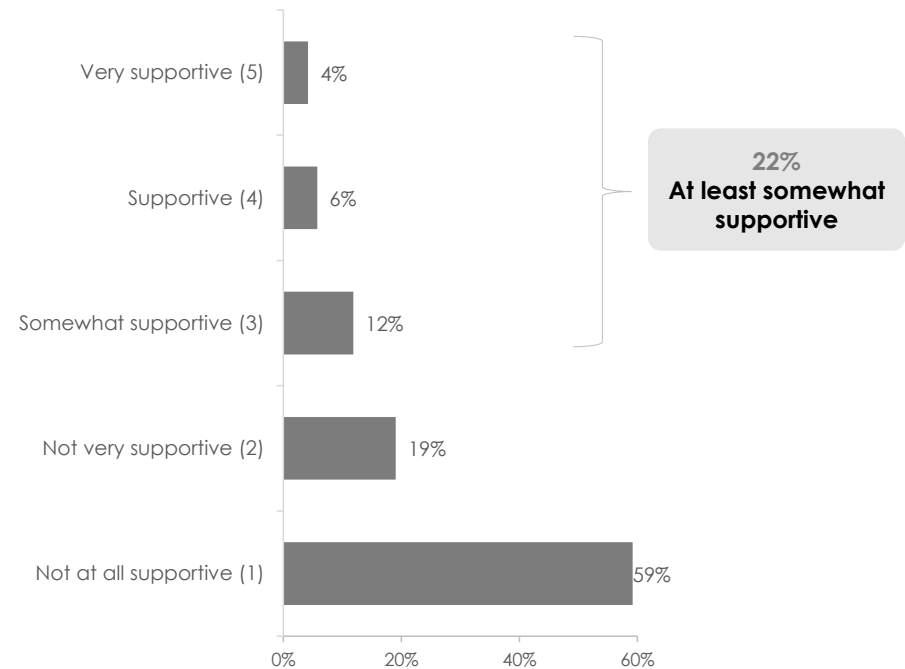
Under this option, the average Farmland Ratepayer, rates will increase by:

- \$972.18 in Year 1
- \$928.16 in Year 2
- And \$612.59 in Year 3
- Total increase over 3 Years of \$2,512.93
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,181.55 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$565.72 in Year 1
- \$540.10 in Year 2
- And \$356.47 in Year 3
- Total increase over 3 Years of \$1,462.29
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,597.06 in 2028/29

Overall, 22% of residents are at least somewhat supportive of this SRV option.



Base: N = 303

Q6d. How supportive are you of Council proceeding with Option 4: Growth and prosperity 3-year SRV?

Support for SRV Option 4

Farmland ratepayers and those aged 35-49 were significantly less likely to be supportive of this option.

	Overall 2025	Ratepayer status				Gender		Age			
		Residential	Business	Farmland	Non-ratepayer	Male	Female	18-34	35-49	50-64	65+
Top 3 Box %	22%	21%	17%	17%	37%	22%	21%	33%	10%	21%	23%
Mean rating	1.77	1.77	1.68	1.55	2.41	1.77	1.76	1.86	1.56	1.76	1.84
Base	303	238	43	96	21	149	154	58	57	82	106

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	28%	33%	19%	25%	21%	22%	15%	41%	15%
Mean rating	1.97	2.01	1.70	1.93	1.74	1.79	1.79	1.87	1.56
Base	21	48	234	47	256	226	21	20	36

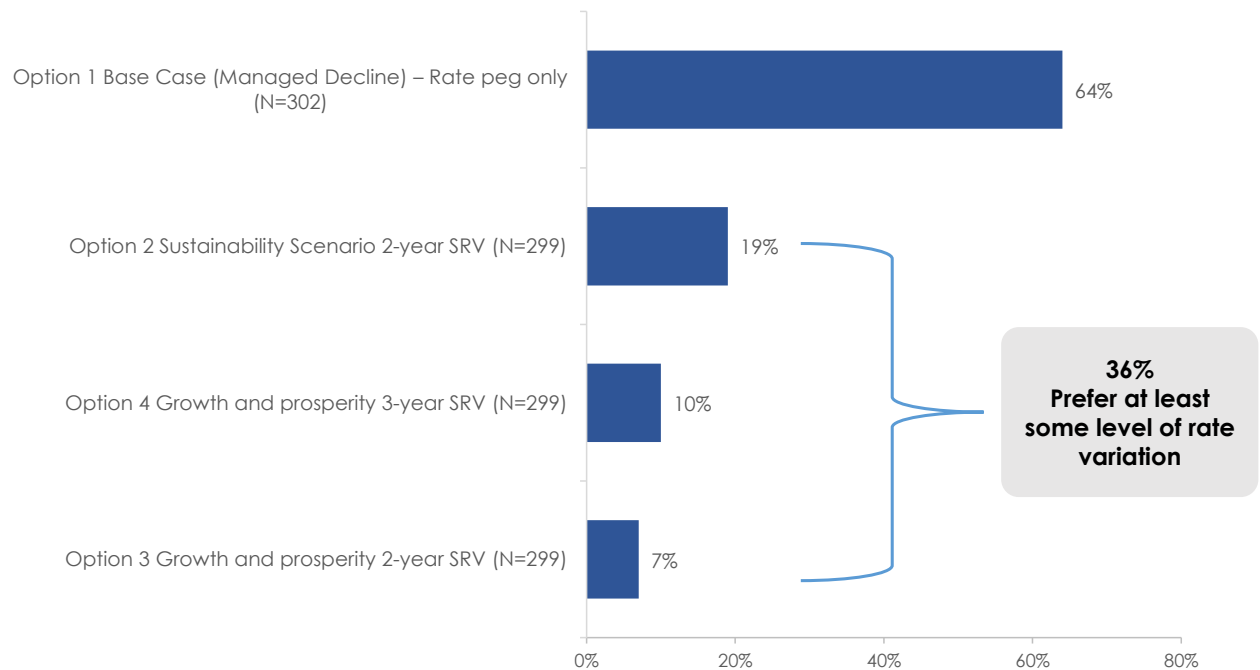
Q6d. How supportive are you of Council proceeding with Option 4: Growth and prosperity 3-year SRV?

Scale: 1 = not at all supportive, 5 = very supportive  
A significantly higher/lower level of support (by group)

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## SRV Options – First Preference

Not surprisingly, given cost of living pressures and the current economic climate, there is a preference for the base case - managed decline (64%). Despite this, more than one in three residents prefer at least some level of rate variation (36%).



Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference.

SRV Options – First Preference

Farmland ratepayers were significantly less likely to prefer Option 3 or 4, while older residents and those who had lived in the area for 11-20 years were significantly less likely to prefer Option 1. Non-ratepayers and residents living in Glen Innes were significantly more likely to prefer Option 4, while those living in Deepwater were significantly more likely to prefer Option 2.

Most preferred %	Overall 2025	Ratepayer status				Gender		Age			
		Residential	Business	Farmland	Non-ratepayer	Male	Female	18-34	35-49	50-64	65+
Options 1	64%	64%	76%	71%	46%	67%	61%	71%	73%	63%	56%
Options 2	19%	19%	14%	22%	11%	14%	23%	10%	20%	22%	21%
Options 3	7%	7%	7%	2%	13%	10%	5%	10%	0%	6%	11%
Options 4	10%	10%	5%	5%	29%	10%	11%	10%	7%	11%	12%
Base	299-302	236-238	42-43	93-95	21	147-149	152-153	58	57	79-82	105

Most preferred %	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Options 1	67%	48%	67%	72%	62%	63%	66%	48%	75%
Options 2	11%	28%	17%	11%	20%	16%	27%	39%	17%
Options 3	15%	5%	7%	5%	8%	8%	0%	13%	4%
Options 4	7%	18%	9%	12%	10%	13%	7%	0%	5%
Base	21	48	231-234	46-47	253-255	223-226	20	20	36

Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference.

A significantly higher/lower percentage (by group) 20

## Reasons for Preferences

38% of residents who preferred Option 1 said it was the most affordable choice, especially given the current cost of living pressures. 30% of residents also believe Council should focus on improving its management rather than increasing rates. The most frequently mentioned reason for selecting Option 2 was that it is the most sustainable option, and the rate increases in Options 3 and 4 were considered too high. Those who chose Options 3 and 4 gave similar reasons believing these options would support the town's growth, improve services and facilities, and/or residents' need to support Council.

**Reasons for Preference (Total %)**

Option 1 (64% first preference)	N=303	Option 2 (19% first preference)	N=303	Option 3 (7% first preference)	N=303	Option 4 (10% first preference)	N=303
More affordable/cost of living is high	38%	Most sustainable option/this is enough to keep things viable/option 3 and 4 are too high	11%	This option will help town growth/upgrade/maintain services/facilities residents need	3%	This option will help town growth/upgrade/maintain services/facilities residents need	5%
Council needs better management (e.g., finance, staffing) rather than increasing rate	30%	Council needs better management (e.g., finance, staffing) rather than increasing rate	8%	This is a better option considering the cost of living/pensioners	3%	It is good in the long run/better option	5%
There should be more/better services/support that reflect the amount paid in rates	14%	This option will help upgrade/maintain services/facilities residents need	4%	Support Council/Council needs funds to operate	2%	Support Council/Council needs funds to operate	2%
Residents need more transparent/ detailed communication from Council	6%	Support Council/Council needs funds to operate	3%	Council needs better management (e.g., finance, staffing) rather than increasing rate	2%	Council needs better management (e.g., finance, staffing) rather than increasing rate	2%
Don't agree with any the current proposed options	5%	Residents need more transparent/ detailed communication from Council	3%	Residents need more transparent/ detailed communication from Council	<1%	Don't agree with any the current proposed options	1%
Rate has been increasing recently/rate is already high	3%	Too much rate rise will impact the development	1%	Don't agree with any the current proposed options	<1%	Rate rise is reasonable	1%
Don't want any rates increase	2%	This is a better option generally	<1%	Other	1%	It is good but worried about the cost of living	<1%
This is a better option generally	1%	Other	2%			Residents need more transparent/ detailed communication from Council	<1%
Other	6%					Other	2%
Not sure/don't concern	1%					Don't concern	<1%

Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference.

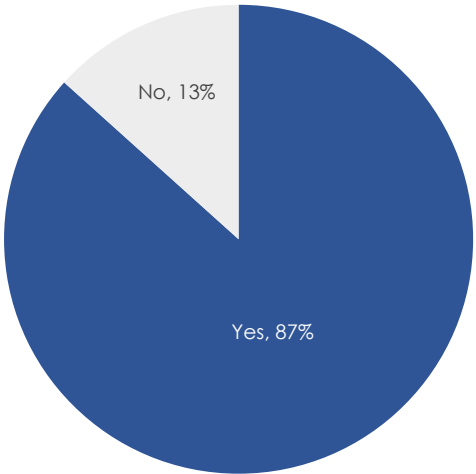
Q7b. What is your reason for choosing that as your highest option?

21

## Awareness of SRV Application

87% of residents are aware that Council is exploring community sentiment towards applying for a Special Rate Variation.

Residents living in Glen Innes are significantly more likely to be aware, while those living in Deepwater are significantly less likely to be aware.



Base: N = 303

	Overall 2025	Gender		Age				Ratepayer status	
		Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Yes	87%	84%	89%	81%	85%	92%	86%	87%	81%
Base	303	149	154	58	57	82	106	281	22

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Yes	88%	83%	87%	85%	87%	90%	80%	67%	81%
Base	21	48	234	47	256	226	21	20	36

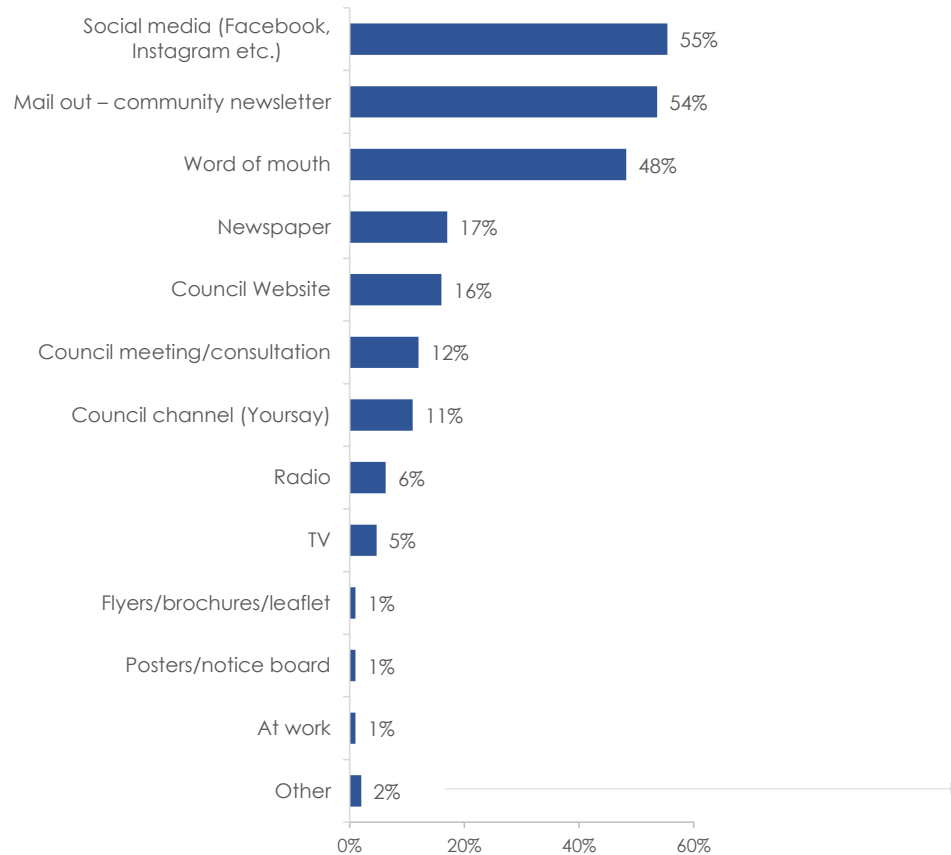
Q8a. Prior to this call, were you aware that Council was exploring community sentiment towards applying for a Special Rate Variation?

A significantly higher/lower percentage (by group)

22



## Means of Being Informed of the Proposed SRV



Social media, community newsletters, and word of mouth are the most common ways residents have been informed of the proposed SRV.

Older residents are significantly more likely to have been informed via community newsletters and newspapers.

Other specified	Count
Rate notice	1
Petitions	1
Library	1
Council's proposed form	1
Unspecified	3

Base: N = 263  
Q8b. How were you informed of the Special Rate Variation?

Please see Appendix 1 for results across demographic groups 23



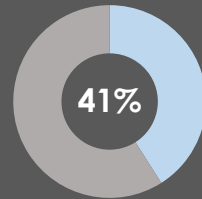
## Section Two

### Performance of Council

This section explores resident overall satisfaction with Council and its quality of long-term planning. It also explores the main priority issues facing the Glen Innes Severn Council LGA.

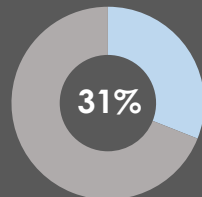


## Summary: Performance of Council



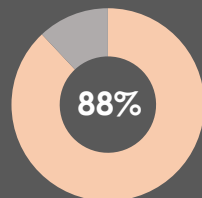
### Overall Satisfaction

Of residents are at least 'somewhat satisfied' with the performance of Council.



### Satisfaction with Long-term Planning

Of residents are at least 'somewhat satisfied' with the quality of long-term planning being provided by Council.



### Importance of Council implementing plans and programs that maintain/renew local infrastructure

Of residents believed it is important or very important for Council to implement plans and programs that will maintain/renew local infrastructure in the local area.

### Main Priority Issues for the LGA:

Over half (53%) of residents stated the **condition and maintenance of roads and bridges**.

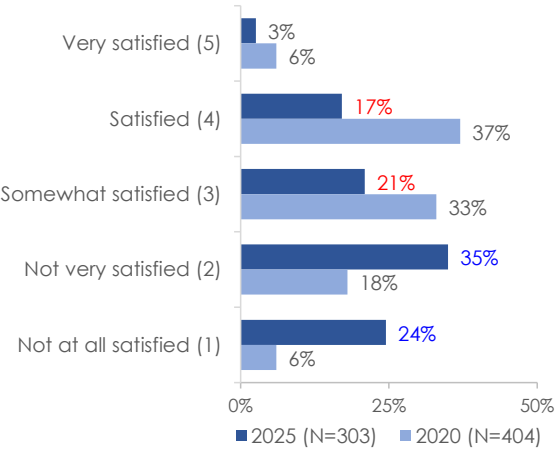
Other frequently mentioned priority areas include **rising rates/cost of living, health and medical services/facilities** and **Council management (e.g., finance, staffing)**.



## Overall Satisfaction

41% of residents are at least somewhat satisfied with Council's performance over the past 12 months, which is significantly lower than 2020.

This decline is likely driven by the proposed SRV and, to some extent, influenced by broader factors such as the rising cost of living and the current economic climate. As shown in the table to the right, many councils across NSW have experienced declines in overall satisfaction since 2020.



Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2025	Micromex Regional Benchmark		
		Pre COVID	2020-2021	After 2022
Top 3 Box %	41%	84%	82%	75%
Mean rating	2.38	3.35	3.32	3.11
Base	303	31,104	14,205	14,652

Satisfaction with Council's performance	Aware of proposed SRV	
	Yes	No
T3B% (at least somewhat satisfied)	39%	54%
Mean rating	2.36	2.55
Base	263	40

	Overall 2025	Overall 2020	Gender		Age				Ratepayer status	
			Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Top 3 Box %	41%	76%	44%	37%	33%	32%	38%	51%	40%	52%
Mean rating	2.38	3.18	2.47	2.30	2.43	2.10	2.24	2.62	2.35	2.75
Base	303	404	149	154	58	57	82	106	281	22

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	55%	46%	38%	42%	40%	37%	59%	59%	43%
Mean rating	2.75	2.59	2.31	2.31	2.40	2.30	2.76	2.72	2.52
Base	21	48	234	47	256	226	21	20	36

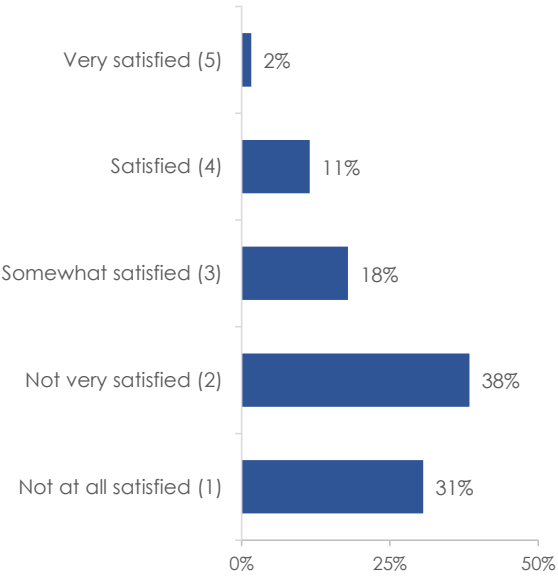
Scale: 1 = not at all satisfied, 5 = very satisfied  
A significantly higher/lower level of satisfaction (compared to 2020/by group)

## Satisfaction with Long-term Planning

31% of residents are at least somewhat satisfied with the quality of long-term planning being provided by Council. Similar to overall satisfaction, those who were aware of the SRV application were less likely to be satisfied.

Those aged over 65 are significantly more likely to be satisfied, while those who have lived in the area for more than 20 years, and those living in Glen Innes, are significantly less likely to be satisfied.

Satisfaction with Council's long-term planning	Aware of proposed SRV	
	Yes	No
T3B% (at least somewhat satisfied)	29%	42%
Mean rating	2.11	2.44
Base	263	40



	Overall 2025	Gender		Age				Ratepayer status	
		Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Top 3 Box %	31%	33%	29%	24%	24%	29%	40%	30%	45%
Mean rating	2.15	2.23	2.08	2.10	1.93	2.06	2.37	2.13	2.38
Base	303	149	154	58	57	82	106	281	22

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 3 Box %	45%	41%	28%	31%	31%	29%	44%	40%	30%
Mean rating	2.27	2.41	2.09	2.06	2.17	2.06	2.40	2.64	2.33
Base	21	48	234	47	256	226	21	20	36

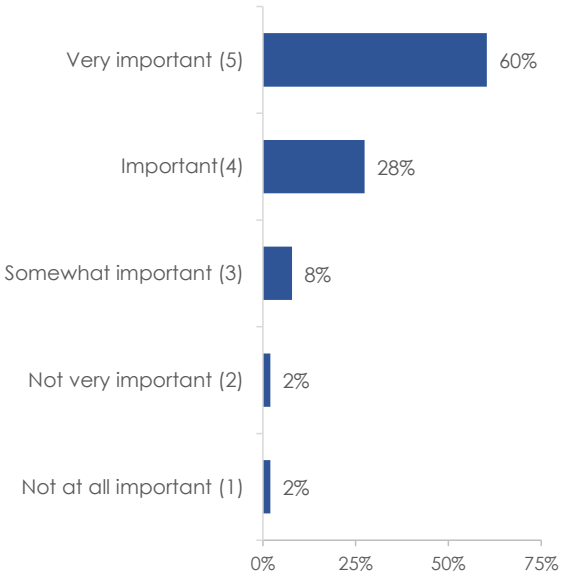
Base: N = 303  
Q3. How satisfied are you with the quality of long-term planning being provided by Council?

Scale: 1 = not at all satisfied, 5 = very satisfied  
A significantly higher/lower level of satisfaction (by group)

## Importance of Maintenance/Renewal of Local Infrastructure

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.

Males, non-ratepayers and those aged 35-49 are significantly more likely to believe it is important.



Importance of the maintenance and renewal	Aware of proposed SRV	
	Yes	No
T2B% (important/very important)	87%	95%
Mean rating	4.40	4.49
Base	263	40

	Overall 2025	Gender		Age				Ratepayer status	
		Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non-ratepayer
Top 2 Box %	88%	92%	83%	86%	90%	91%	85%	87%	100%
Mean rating	4.41	4.52	4.31	4.48	4.63	4.47	4.21	4.38	4.77
Base	303	149	154	58	57	82	106	281	22

	Time lived in area			Living with disability		Location			
	<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Top 2 Box %	89%	89%	87%	84%	88%	87%	84%	100%	90%
Mean rating	4.41	4.47	4.40	4.26	4.44	4.40	4.35	4.60	4.41
Base	21	48	234	47	256	226	21	20	36

Base: N = 303  
Q4. How important do you believe it is for Council to implement plans and programs that will maintain/renew local infrastructure in the local area?

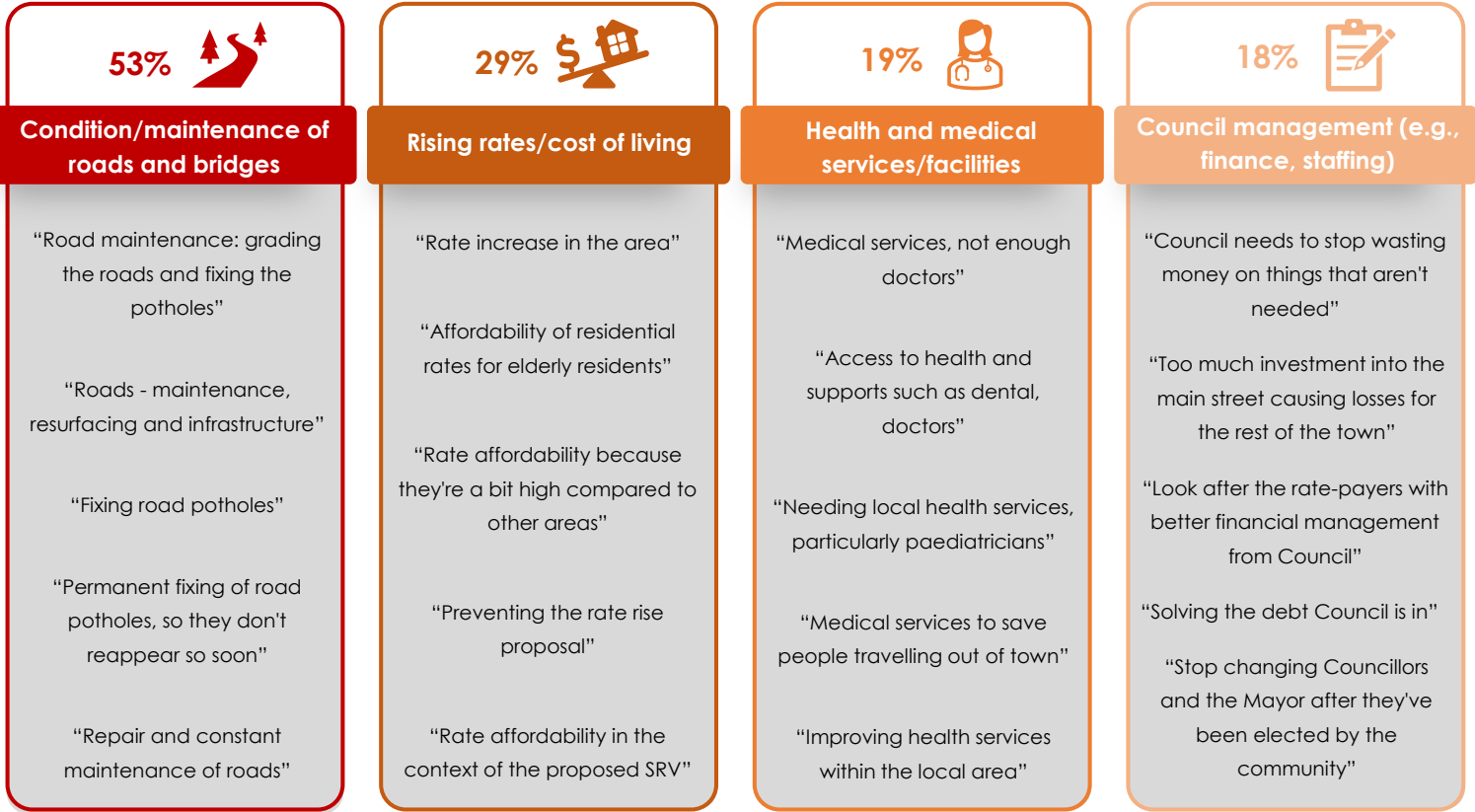
Scale: 1 = not at all satisfied, 5 = very satisfied  
A significantly higher/lower level of satisfaction (by group)



## Main Priority Issues for the LGA: Top 4 Mentions

When asked what the main priority issues facing the LGA are, over half (53%) of residents stated the condition and maintenance of roads and bridges.

Other frequently mentioned priority areas include rising rates/cost of living, health and medical services/facilities and Council management (e.g., finance, staffing).



Base: N = 303

Q1. Thinking about the local area what do you think are the main priority issues?

Please see Appendix 1 for a detailed list of results 29



## Appendix 1

### Additional Analyses



## Means of Being Informed of the Proposed SRV

	Overall 2025	Gender		Age				Ratepayer status	
		Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non- ratepayer
Social media	55%	53%	58%	41%	69%	70%	44%	56%	50%
Mail out	54%	53%	55%	41%	40%	52%	69%	55%	32%
Word of mouth	48%	47%	49%	59%	34%	49%	49%	49%	43%
Newspaper	17%	18%	16%	0%	9%	23%	25%	17%	8%
Council Website	16%	14%	18%	6%	20%	24%	13%	16%	14%
Council meeting/ consultation	12%	9%	14%	6%	17%	13%	11%	12%	12%
Council channel	11%	7%	14%	6%	9%	18%	8%	11%	0%
Radio	6%	8%	5%	0%	11%	6%	7%	6%	4%
TV	5%	4%	5%	0%	3%	6%	7%	4%	13%
Flyers/brochures/leaflet	1%	1%	2%	0%	0%	1%	3%	2%	0%
Posters/notice board	1%	0%	2%	0%	0%	1%	1%	1%	0%
At work	1%	2%	0%	0%	0%	3%	0%	0%	5%
Other	2%	2%	3%	6%	0%	0%	4%	3%	0%
Base	263	126	137	47	49	75	92	245	18

Q8b. How were you informed of the Special Rate Variation?

A significantly higher/lower percentage (by group) 31

## Means of Being Informed of the Proposed SRV

	Overall 2025	Time lived in area			Living with disability		Location			
		<10 years	11-20 years	>20 years	Yes	No	Glen Innes	Emmaville	Deepwater	Other
Social media	55%	36%	64%	55%	54%	56%	55%	52%	58%	62%
Mail out	54%	66%	68%	50%	50%	54%	59%	44%	30%	36%
Word of mouth	48%	60%	47%	47%	43%	49%	47%	30%	72%	53%
Newspaper	17%	7%	19%	17%	11%	18%	17%	14%	12%	18%
Council Website	16%	4%	23%	16%	5%	18%	17%	12%	12%	14%
Council meeting/ consultation	12%	7%	16%	11%	16%	11%	12%	26%	5%	3%
Council channel	11%	4%	5%	12%	5%	12%	12%	0%	12%	7%
Radio	6%	7%	4%	7%	5%	6%	7%	6%	5%	3%
TV	5%	4%	0%	6%	5%	5%	5%	6%	0%	2%
Flyers/brochures/leaflet	1%	7%	2%	1%	2%	1%	1%	8%	0%	0%
Posters/notice board	1%	12%	0%	0%	2%	1%	1%	0%	0%	0%
At work	1%	0%	2%	0%	0%	1%	0%	6%	0%	0%
Other	2%	0%	2%	3%	2%	2%	3%	0%	0%	0%
Base	263	19	40	204	40	223	203	17	13	29

Q8b. How were you informed of the Special Rate Variation?

A significantly higher/lower percentage (by group) 32

## Main Priority Issues for the LGA

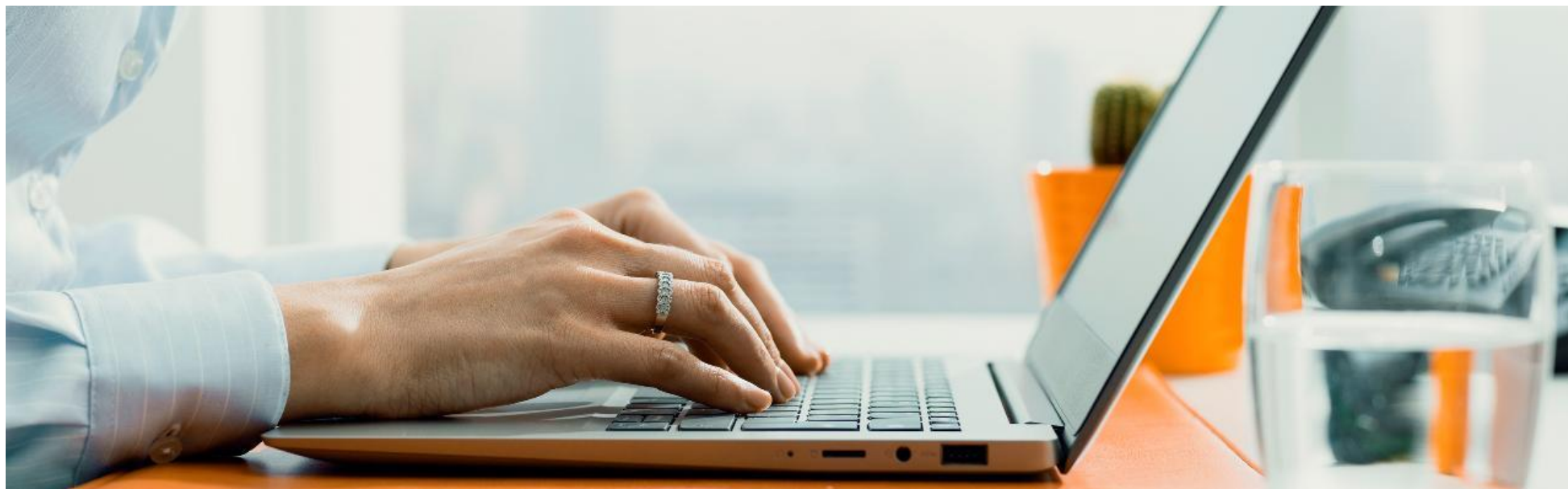
Priority issues	N=303	Priority issues	N=303
Condition/maintenance of roads and bridges	53%	Tree, verge and bush management	2%
Lower rates/cost of living	29%	Town maintenance/cleaning/upgrades	2%
Health and medical services/facilities	19%	Education	1%
Council's management e.g. financial management, staffing	18%	Parking	1%
Business/Employment/Economic growth and support	13%	Focus on local issues and value residents	1%
More/better local services/facilities/infrastructure	13%	Aged care services/facilities	1%
Improved and increased water supply/security	9%	Support for agriculture	1%
Waste management and recycling	8%	Development application	1%
Increased services/facilities for children and youth	7%	Accessibility for the elderly and people with disability	1%
Housing availability and affordability	7%	Creek management	<1%
Improving drainage/sewerage/kerbs/guttering	6%	Limiting over development/population	<1%
Community safety/policing	6%	Street lighting	<1%
Communication with residents/transparency	3%	Animal control and management	<1%
Public transport	3%	Other	4%
More/improved walkways/footpaths	2%	Don't know/nothing	1%

Q1. Thinking about the local area what do you think are the main priority issues?

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# Micromex Regional LGA Benchmark

The Regional Benchmark was composed from the Council areas listed below:		
Albury City Council	Gunnedah Shire Council	Parkes Shire Council
Ballina Shire Council	Kempsey Shire Council	Port Macquarie-Hastings Council
Bathurst Regional Council	Lachlan Shire Council	Richmond Valley Council
Bland Shire Council	Lake Macquarie City Council	Singleton Shire Council
Blue Mountains City Council	Leeton Shire Council	Tamworth Regional Council
Byron Shire Council	Lismore City Council	Tenterfield Shire Council
Cabonne Shire Council	Lithgow City Council	Tweed Shire Council
Central Coast Council	Liverpool Plains Shire Council	Upper Hunter Shire Council
Cessnock City Council	Maitland City Council	Wagga Wagga City Council
City of Newcastle	MidCoast Council	Walgett Shire Council
Coffs Harbour City Council	Mid-Western Regional Council	Weddin Shire Council
Devonport City Council	Moree Plains Shire Council	Wingecarribee Shire Council
Dubbo Regional Council	Murray River Council	Wollondilly Shire Council
Dungog Shire Council	Murrumbidgee Council	Yass Valley Council
Eurobodalla Shire Council	Muswellbrook Shire Council	
Federation Council	Narrabri Shire Council	
Forbes Shire Council	Narrandera Shire Council	



## Appendix 2 Questionnaire

Glen Innes Severn Council SRV Survey 2025
-------------------------------------------------

Good morning/afternoon/evening, my name is \_\_\_\_\_ calling on behalf of Glen Innes Severn Council from Micromex and we are conducting research on your thought regarding the future of the area.

D1. To confirm you are in the Local Government Area, which town or village do live in or nearest to? (SR)

Position	Answers	Notes
1	Deepwater	
2	Diehard	
3	Dundee	
4	Emmaville	
5	Gibraltar Range	
6	Glen Elgin	
7	Glen Innes	
8	Glencoe	
9	Kingsgate	
10	Red Range	
11	Wellington Vale	
12	Other (please specify)	

Q1. Thinking about the local area what do you think are the main priority issues?

Position	Answers	Notes
1		3 lines

Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? Prompt (SR)

Value	Answers	Notes
5	Very satisfied	
4	Satisfied	
3	Somewhat satisfied	
2	Not very satisfied	
1	Not at all satisfied	

Q3. How satisfied are you with the quality of long-term planning being provided by Council? Prompt

Value	Answers	Notes
5	Very satisfied	
4	Satisfied	
3	Somewhat satisfied	
2	Not very satisfied	
1	Not at all satisfied	

Q4. How important do you believe it is for Council to implement plans and programs that will maintain/renew local infrastructure in the local area? Prompt

Value	Answers	Notes
5	Very important	
4	Important	
3	Somewhat important	
2	Not very important	
1	Not at all important	

Q5. Do you, or your household, pay Council rates to Glen Innes Severn Council for any of the following?

Position	Answers	Notes
1	Residential	
2	Business	
3	Farmland	
4	None of these	(Show residential concept statement)

#### Q6. Concept Statement

Glen Innes Severn Council delivers a broad range of services and has the responsibility to maintain the facilities and infrastructure across the area. At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. That amount is known as the rate peg. Council need to apply to IPART if they require a greater level increase.

At present, Council's General Fund is financially unsustainable due to long-term rate capping, rising costs, and State Government cost shifting. Despite improvements through an independent financial assessment and asset management review, the Council faces an average \$4.7 million annual deficit (2025–2035). Council has initiated the Elevate 360 Improvement Plan to drive efficiencies but needs additional funding to restore financial sustainability by 2028/29, and act on programs like economic development, facilitating improvement to health services, housing, town improvements, and town hall activation. Therefore, Council is looking to apply to IPART for an increase above the rate peg. This is called a Special Rate Variation, or SRV.

Council acknowledges that any rate increase may adversely impact some community members. Council has a Hardship Policy and alternative payment options to assist ratepayers should they have difficulty keeping up with their rate payments.

Council will be exploring the following SRV options:

- Option 1 Base Case (Managed Decline) – Rate peg only
- Option 2 Sustainability scenario 2-year SRV
- Option 3 Growth and prosperity 2-year SRV
- Option 4 - Growth and prosperity 3-year SRV

I will now go into detail for each of these options. I would then like you to rate how supportive you are of each option.

**Option 1 Base Case (Managed Decline) – Rate peg only**

Under this option, Council would continue operating as it does now. Over time, this would affect services, infrastructure, and Council's ability to respond to emergencies like floods or fires. Council's cash position will continue to decline, and the General Fund will continue to face ongoing deficits, averaging \$4.7 million annually.

The rate peg increase consists of:

- 3.5% in 2026/27
- 3.0% in 2027/28
- And 3.0% in 2028/29
- Total Cumulative Increase of approximately 9.8% over three years

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$35.88 in Year 1
- \$31.83 in Year 2
- And \$32.79 in Year 3
- Total increase over 3 Years of \$100.50
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,125.68 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$128.40 in Year 1
- \$113.91 in Year 2
- And \$117.33 in Year 3
- Total increase over 3 Years of \$359.64
- Annual rates rise from \$3,668.62 in 2025/26 to \$4,028.26 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$74.72 in Year 1
- \$66.28 in Year 2
- And \$68.27 in Year 3
- Total increase over 3 Years of \$209.27
- Annual rates rise from \$2,134.78 in 2025/26 to \$2,344.06 in 2028/29

Q6a. How supportive are you of Council proceeding with Option 1 Base Case (Managed Decline) – Rate peg only? Prompt

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

**Option 2: Sustainability Scenario 2-year SRV**

Under this option, Council would apply a small rate increase over two years to maintain current services and infrastructure, while achieving financial sustainability by 2028/29.

This would better equip Council to manage emergencies, though it would not fund new community or economic development programs. Savings of \$550,000 from a depreciation review and \$500,000 through the Elevate360 program would reduce the General Fund's average annual deficit to \$4.7 million.

The rate increases under this option consist of:

- 28.5% in 2026/27
- 21.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 60.15%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$292.18 in Year 1
- \$276.64 in Year 2
- And \$47.82 in Year 3
- Total increase over 3 Years of \$616.64
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,641.82 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1045.56 in Year 1
- \$989.98 in Year 2
- And \$171.71 in Year 3
- Total increase over 3 Years of \$2,206.66
- Annual rates rise from \$3,668.62 in 2025/26 to \$5,875.28 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$608.41 in Year 1
- \$576.07 in Year 2
- And \$99.58 in Year 3
- Total increase over 3 Years of \$1,284.06
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,418.84 in 2028/29

Q6b. How supportive are you of Council proceeding with Option 2: Sustainability Scenario 2-year SRV? Prompt

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

**Option 3: Growth and prosperity 2-year SRV**

Under this option, Council would apply slightly higher rate increases than Option 2 to secure financial stability by 2028/29, while funding new community programs totalling \$800,000 annually. Existing services would be maintained, with additional support for some of the Growth and Prosperity initiatives – but not the full program.

The rate increases under this option consist of:

- 31.5% in 2026/27
- 23.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 66.60%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$322.93 in Year 1
- \$310.07 in Year 2
- And \$49.75 in Year 3
- Total increase over 3 Years of \$682.75
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,707.92 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1,155.62 in Year 1
- \$1,109.57 in Year 2
- And \$178.01 in Year 3
- Total increase over 3 Years of \$2,443.20
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,111.82 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$672.46 in Year 1
- \$645.66 in Year 2
- And \$103.59 in Year 3
- Total increase over 3 Years of \$1,421.71
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,556.49 in 2028/29

Q6c. How supportive are you of Council proceeding with Option 3: Growth and prosperity 2-year SRV?  
Prompt

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	

**Option 4: Growth and prosperity 3-year SRV**

Under this option, Council would ensure all services are maintained, financial sustainability is achieved by 2028/29, and the growth and prosperity program delivered in full. Rate increases would be more balanced across the three years compared to Option 3.

The rate increases under this option consist of:

- 26.5% in 2026/27
- 20.0% in 2027/28
- And 11.0% in 2028/29
- Total cumulative increase over three years of 68.5%

(READ OUT APPROPRIATE SCRIPT BASED ON ANSWERS AT Q5, but only 1)

Under this option, the average Residential Ratepayer, rates will increase by:

- \$271.67 in Year 1
- \$259.37 in Year 2
- And \$171.18 in Year 3
- Total increase over 3 Years of \$702.22
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,727.41 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$972.18 in Year 1
- \$928.16 in Year 2
- And \$612.59 in Year 3
- Total increase over 3 Years of \$2,512.93
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,181.55 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$565.72 in Year 1
- \$540.10 in Year 2
- And \$356.47 in Year 3
- Total increase over 3 Years of \$1,462.29
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,597.06 in 2028/29

Q6d. How supportive are you of Council proceeding with Option 4: Growth and prosperity 3-year SRV?  
Prompt

Value	Answers	Notes
5	Very supportive	
4	Supportive	
3	Somewhat supportive	
2	Not very supportive	
1	Not at all supportive	



**Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference. (Prompt to remind)**

Value	Answers	Preference			
1	Option 1: Base Case Managed Decline, No increase to rate peg	1	2	3	4
2	Option 2: Sustainability Scenario 2-year SRV, cumulative increase of 60.15% over 3 years inclusive of rate peg	1	2	3	4
3	Option 3: Growth and prosperity 2-year SRV, cumulative increase of 66.60% over 3 years inclusive of rate peg	1	2	3	4
4	Option 4: Growth and prosperity 3-year SRV, cumulative increase of 68.50% over 3 years inclusive of rate peg	1	2	3	4

**Q7b. What is your reason for choosing that as your highest option?**

Position	Answers	Notes
1		5 lines

**Q8a. Prior to this call, were you aware that Council was exploring community sentiment towards applying for a Special Rate Variation?**

Position	Answers	Notes
1	Yes	
2	No	Go to D2

**Q8b. How were you informed of the Special Rate Variation? Prompt**

Position	Answers	Notes
1	Mail out – community newsletter	
2	Council Website	
3	Newspaper	
4	Social media (Facebook, Instagram etc.)	
5	Council channel (Yoursay)	
6	Other (Please specify)	

Finally, some demographic questions.

**D2. Please stop me when I read out your age group. Prompt**

Position	Answers	Notes
1	18 – 34	
2	35 – 49	
3	50 – 64	
4	65 years and over	

**D3. Which of the following best describes the dwelling where you are currently living?**

Position	Answers	Notes
1	I/We own/are currently buying this property	
2	I/We currently rent this property	

**D4. How long have you lived in the Council area?**

Position	Answers	Notes
1	Less than 2 years	
2	2 – 5 years	
3	6 – 10 years	
4	11 – 20 years	
5	More than 20 years	

**D5. Do you identify as living with disability?**

Position	Answers	Notes
1	Yes	
2	No	

**D6. Do you identify as being of Aboriginal or Torres Strait Islander origin?**

Position	Answers	Notes
1	Yes	
2	No	

**D7. Gender (determine by voice):**

Position	Answers	Notes
1	Male	
2	Female	

That completes today's survey, if you would like to know more regarding the SRV please visit <https://haveyoursay.gisc.nsw.gov.au/> or contact council on (02) 6730 2300.

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. The research has been conducted by Micromex Research (1800 639 599) on behalf of Glen Innes Severn Council.

The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.





Item 7.4

Annexure B



## Capacity to Pay Report

Glen Innes Severn Council

May 2025

**Document status**

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7850	Final	M. Drummond	G. Smith	QA: NN PD: JM	May 2025

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## Executive summary

Glen Innes Severn Council ('Council') is currently considering an application for a special rate variation ('SRV') to rates, and Council has released three rate rise options to the community (which excludes the base case of rate peg only). These options are designed to help improve Council's financial strength and sustainability, with options 2 and 3 also seeking to achieve further growth and prosperity for the community.

The options it is considering, which all include a rate peg for 2026/27 of 3.5%, and a rate peg of 3% in both 2027/28 and 2028/29, are:

- Option 1 (two-year sustainability) proposes a 28.5% increase in 2026/27, 21% increase in 2027/28 and rate peg only (3%) increase in 2028/29, and results in a cumulative increase of 55.49% over the two-year SRV implementation period.
- Option 2 (two-year growth) proposes a 31.5% increase in 2026/27, 23% increase in 2027/28 and rate peg only (3%) increase in 2028/29, and results in a cumulative increase of 61.75% over the two-year SRV implementation period.
- Option 3 (three-year growth) proposes a 26.5% increase in 2026/27, 20% increase in 2027/28 and a 11% increase in 2028/29, and results in a cumulative increase of 68.5% by 2028/29, including rate peg.
- Base case (do nothing) consists of rate peg increases only, resulting in a cumulative increase of 9.8% by 2028/29.

## About this report

This report provides an analysis of a wide range of socio-economic and other data and evaluates the general financial capacity of ratepayers to pay the proposed rate changes. It analyses both LGA-wide data along with resident-specific data from five geographic groupings within the Glen Innes Severn local government area ('LGA'). These groupings have been formed from the Australian Bureau of Statistics' Statistical Area Level 1 (SA1) geographic areas. Each grouping has aligned or similar geographic and socio-economic characteristics, along with available data via the Glen Innes Severn Community and Economy REMPLAN profiles.<sup>1</sup> These groupings are:

- Glen Innes town east
- Glen Innes town west
- Glen Innes town surrounds
- Rural east and south
- Rural west.

The SA1 areas that form each grouping are detailed in the Background section of this report.

<sup>1</sup> REMPLAN, September 2024. Glen Innes Severn (A). Accessed at <https://www.remplan.com.au>.



## About the Glen Innes Severn LGA

Glen Innes Severn is located in the New England region of New South Wales, Australia. The council area covers approximately 5,487 square kilometres and includes the town of Glen Innes and several villages such as Deepwater, Emmaville, Glencoe and Red Range. The area is known for its picturesque landscapes, rolling hills and rich agricultural land. The local economy is primarily based on agriculture, with a focus on livestock and crop farming.

The LGA is generally characterised by a below average socioeconomic status and a slightly above average unemployment rate. It also sees a significant level of disadvantage and lower level of advantage, when comparing SIEFA rankings for the area with neighbouring councils and NSW averages. There are also, however, pockets with much higher levels of advantage and therefore this indicates quite significant socioeconomic disparity across the LGA. It is important that Council acknowledges this inequity within the community and that it does not significantly marginalise particularly vulnerable individuals and households.

## Summary of the Glen Innes Severn LGA's capacity to pay

**Table 1 Summary of Glen Innes Severn Council's capacity to pay**

<b>Positive impacts:</b>	<ul style="list-style-type: none"> <li>High levels of advantage and low levels of disadvantage in some areas (Glen Innes town surrounds and Rural east and south)</li> <li>Higher proportion of outright home ownership than comparison averages</li> <li>Lower potential for mortgage stress</li> <li>Growth of the LGA's GRP by 16.4% since 2018 and the increasing GRP per capita, along with the increasing number of FTE jobs</li> </ul>
<b>Negative impacts:</b>	<ul style="list-style-type: none"> <li>IRSD 14<sup>th</sup> percentile and IRSAD 13<sup>th</sup> percentile</li> <li>Low levels of advantage and high levels of disadvantage in some areas (Glen Innes town east and Glen Innes town west)</li> <li>Higher proportion of retirees compared to Northern Inland and Regional NSW averages</li> <li>Higher proportion of vulnerable households than comparison averages</li> <li>Lower household and individual income than comparison averages</li> <li>Slightly higher unemployment rates than Regional NSW</li> <li>Slightly higher level of pensioners and individuals requiring core assistance</li> </ul>
<b>Rating increase impacts:</b>	<ul style="list-style-type: none"> <li>Residential: second highest compared to comparison councils under all SV options</li> <li>Farmland: sixth to fourth highest dependent on SV options</li> <li>Business: second to fourth highest dependent on SV option.</li> </ul>
<b>Capacity to pay:</b>	<p>Indicators suggest that the LGA overall has some residential capacity to pay, although this is notably lower in some areas. Residential rate increases would still see rates comparable to similar/neighbouring councils, if at the higher end. An appropriate hardship policy should help to mitigate some impacts of rate rises and Council should seek to ensure they don't significantly marginalise particularly vulnerable individuals and households.</p> <p>It appears there is some capacity within the business and farmland ratepaying community to absorb potential rate increases, particularly when considering positive industry indicators and when compared to similar/neighbouring councils.</p> <p>Given the overall SEIFA ratings, noting there is limited financial capacity scattered through the LGA, Council needs to be mindful of the impact on rate increases in a period of cost of living pressures.</p>





## Grouping analysis

Table 2 Overview of grouping analysis

Grouping	Socio-economic features - positive effect on capacity to pay	Socio-economic features - negative effect on capacity to pay	Capacity to pay
Glen Innes town east	<ul style="list-style-type: none"> <li>Higher % households renting</li> <li>Lower potential for mortgage stress</li> </ul>	<ul style="list-style-type: none"> <li>Low SIEFA scores (13<sup>th</sup> percentile IRSD and 10<sup>th</sup> percentile IRSAD)</li> <li>High level of dependents</li> <li>Lower % individual income</li> <li>High levels of core assistance</li> </ul>	<ul style="list-style-type: none"> <li>Would see higher average increases</li> <li>Some capacity</li> </ul>
Glen Innes town west	<ul style="list-style-type: none"> <li>Lower % households with mortgage</li> <li>Higher % private renters and social housing (not directly impacted by increased rates)</li> </ul>	<ul style="list-style-type: none"> <li>Very low SIEFA scores (7<sup>th</sup> and 6<sup>th</sup>)</li> <li>High % vulnerable households</li> <li>High % unemployment</li> <li>Low income levels</li> <li>High % requirement for core assistance</li> <li>Some potential for mortgage and rental stress</li> </ul>	<ul style="list-style-type: none"> <li>Would see higher average increases</li> <li>Lower level of capacity - hardship policy</li> </ul>
Glen Innes town surrounds	<ul style="list-style-type: none"> <li>High SIEFA scores (70<sup>th</sup> both indexes)</li> <li>Lower % vulnerable households</li> <li>Higher % outright owned homes</li> <li>Lower % unemployment</li> <li>Higher individual and household income</li> </ul>	<ul style="list-style-type: none"> <li>Highest proportion of households with a mortgage</li> <li>Second highest proportion retirees</li> </ul>	<ul style="list-style-type: none"> <li>Would see higher average increases</li> <li>Has some capacity</li> </ul>
Rural east and south	<ul style="list-style-type: none"> <li>Higher SIEFA scores (62<sup>nd</sup> and 73<sup>rd</sup>)</li> <li>Highest % working age and lowest retirees</li> <li>Higher household income</li> <li>Lowest % requirement for core assistance</li> </ul>	<ul style="list-style-type: none"> <li>Second highest proportion of households with mortgage payments &gt;30% income</li> </ul>	<ul style="list-style-type: none"> <li>Would see lower average increases</li> <li>Has some capacity</li> </ul>
Rural west	<ul style="list-style-type: none"> <li>Lowest % dependents</li> <li>Highest level of homes owned outright</li> <li>Lowest % households with mortgage</li> </ul>	<ul style="list-style-type: none"> <li>Low SIEFA scores (21<sup>st</sup> and 25<sup>th</sup>)</li> <li>Highest % residential pensioner assessments</li> <li>High % requirement for core assistance</li> <li>Some potential for mortgage stress</li> </ul>	<ul style="list-style-type: none"> <li>Would see lower average increases</li> <li>Some capacity</li> </ul>



### ***Residential ratepayers***

From our analysis, it is apparent that there are notable differences in advantage and disadvantage seen across the LGA, with significant disadvantage within the Glen Innes town west grouping and the areas of Emmaville and Deepwater (both within Rural west) compared to significant advantages in some parts of the central north (within Rural west) of the LGA. Overall, Glen Innes Severn does see much more disadvantage and much lower levels of advantage than Regional NSW averages and many surrounding LGAs, with an IRSD score in the 14<sup>th</sup> percentile and IRSAD in the 13<sup>th</sup> percentile. It is important that Council acknowledges these levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households.

Glen Innes town east, Glen Innes town west and Glen Innes town surrounds have the highest average residential land values, and as such, the impact of rate increases will be greatest in these groupings for residential ratepayers. At the end of 2028/29 and depending on the SRV option, these three groupings will each see an average increase, above the rate peg, of between \$562 to \$655 over three years. Noting that for options 1 and 2, these increases are focused in the first two years, with rate peg only increasing in the third year.

Glen Innes town west can be seen to be the most disadvantaged grouping when looking at our analysis, with the lowest IRSD and IRSAD rankings, potential for mortgage and rental stress, highest proportion of households in lowest two income quartiles and highest proportion of vulnerable households. There is however the lowest proportion of resident ratepayers and highest proportion of social housing, which would potentially help to mitigate some of the impacts of rate increases. Nonetheless, it does appear that there may be lower levels of capacity to pay within this grouping and Council should ensure that it has an appropriate hardship policy in place to assist ratepayers who may be more vulnerable to rate changes.

Glen Innes town east can also be seen to be one of the more disadvantaged groupings (IRSD in the 13<sup>th</sup> percentile), however it looks to have a lower potential for mortgage stress which may help to mitigate concerns around capacity to pay. Glen Innes town surrounds (IRSAD in 70<sup>th</sup> percentile) has much higher levels of advantage and much lower levels of disadvantage, therefore it is considered that there is capacity to pay within this grouping generally. This grouping also contains the highest proportion of resident ratepayers (fully owned and mortgaged) and appears to have lower potential for mortgage stress than other groupings.

Rural east and south (which ranks in the 73<sup>rd</sup> percentile for IRSAD) and Rural west (25<sup>th</sup>) will see a lower impact, with average residential rates estimated to increase, above the rate peg, by between \$325 to \$379 over three years, depending on the SRV option. Rural west has the highest proportion of pensioner assessments of all groupings and the joint highest proportion of individuals requiring core assistance, therefore the fact this grouping would see a lower increase will assist in reducing the risk of marginalisation of vulnerable groups. It is therefore considered that Rural east and south has capacity to pay proposed increases and Rural west has a reasonable capacity to pay.

When considering the capacity to pay of each grouping, it suggests that overall, the LGA has some residential capacity to pay, although some areas have a lower capacity than others. Residential rate increases would still see rates comparable to similar/neighbouring councils, if towards the higher end. Council should consider implementing an appropriate hardship policy which would help to mitigate some impacts of rate rises for the more vulnerable households within the community and assist in ensuring that the LGA as whole has some capacity to absorb increased rates.



### ***Farmland ratepayers***

At an overall level, Glen Innes Severn's average farmland rates sit just below the average of comparable group 10 councils (using 2023 OLG time series data) and would receive an increase, above the rate peg, of between \$1,847 and \$2,153 over three years (with options 1 and 2 focused in the first two-years), depending on the SRV option selected. This would move the LGA's farmland rates towards the higher end of comparable councils, at between the sixth and fourth highest depending on the scenario. Noting that overall Council does score lower in relation to SEIFA IRSD and IRSAD, as long as Council ensures it has an appropriate hardship policy in place, it is likely, when compared to peers, that there is capacity to absorb these increases.

Due to land values, each grouping would see the same average farmland rating increase and therefore there is a need to consider the variance in socio-economic demographics across the LGA. Glen Innes town west can be considered a more disadvantaged area within the LGA, however between this grouping and Glen Innes town east combined, there are 186 farmland ratepayers, which is a proportionally small number. There are however 31 farmland pensioner assessments within this combined grouping and therefore Council should ensure that an appropriate hardship policy is in place to ensure that this grouping is not at risk of marginalisation. Rural east and south, meanwhile, contains 54% of the LGA's farmland ratepayers and has the highest SEIFA IRSAD score of all groupings, which is more in line with comparable councils, therefore it considered that there is some capacity to pay potential increased rates within this grouping.

### ***Business ratepayers***

Dependent on the grouping, on average, business ratepayers across the LGA will receive an increase, above the rate peg, of between \$342 and \$1,759 over three years (with options 1 and 2 focused over two years and rate peg only in the third year), depending on the SRV option selected. Of all the groupings, Glen Innes town east, Glen Innes town west and Glen Innes town surrounds would see the highest increases at between \$1,509 to \$1,759 dependent on the SRV scenario. These groupings contain 85% (or 333) of the LGA's business ratepayers.

At an overall level, Glen Innes Severn's average business rates currently sit slightly above average (using 2023 OLG time series data) when compared against comparable councils. Under the proposed scenarios, business rates will move towards the top end of this grouping of comparable councils, sitting between fourth and second. Due to the growth of the LGA's GRP by 16.4% since 2018 and the increasing GRP per capita, along with the increasing number of FTE jobs, which can be seen as an indicator of an improving economy, it is considered that there is some capacity within the business community to absorb the potential rate rises.



## Introduction

This report provides an analysis and evaluation of relative wealth and financial capacity; it looks at the financial vulnerability and exposure of different community groups within the LGA.

Key considerations include:

- regions of social disadvantage
- particularly vulnerable groups of individuals
- patterns of household expenditure.

These findings will then be compared to proposed changes in rates to identify whether there are any groups or individuals that are being particularly impacted and/or marginalised.

Data for this review was obtained from the following sources:

- Australian Bureau of Statistics 2016 and 2021 Census Data – Data by Regions.
- Housing and Homelessness Policy Consortium (ACT Shelter, ACTCOSS, Women’s Centre for Health Matters, Youth Coalition of Act) – Snapshot: Housing stress and its effects, February 2016.
- .idcommunity - New South Wales Community profile.
- .idcommunity - Regional NSW Economic profile.
- REMPLAN - Glen Innes Severn Council Community/Economy profiles.
- REMPLAN - RDA Northern Inland Community/Economy profiles.
- REMPLAN - New South Wales Community/Economy profiles.

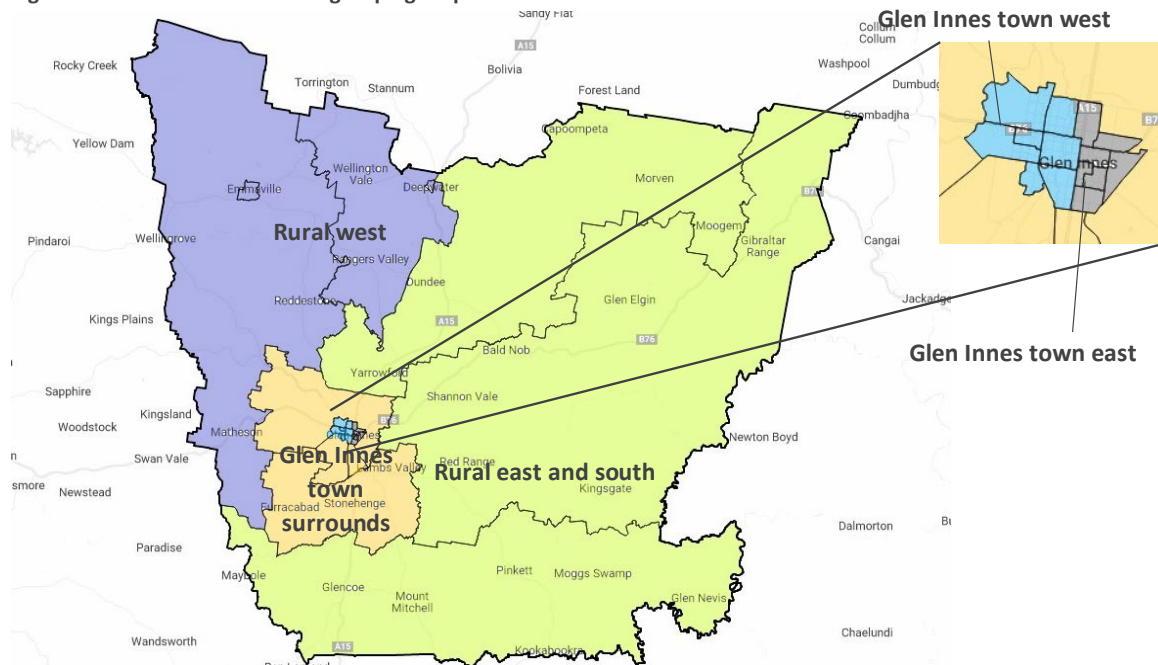
## Background

The Glen Innes Severn LGA has been divided into five area groupings for this analysis. The table below and corresponding maps summarise the groupings and associated areas

**Table 3 Glen Innes Severn LGA grouping breakdown<sup>2</sup>**

Grouping	Population (2021)	Area in ha	Associated areas	ABS statistical areas (all SA1 1100211)
Glen Innes town east	2,316	336	Central Glen Innes east of A15	9010, 9011, 9014, 9015, 9016, 9017, 9023
Glen Innes town west	2,880	676	Central Glen Innes west of A15	9006, 9007, 9008, 9009, 9012, 9013, 9024
Glen Innes town surrounds	1,293	41,393	Surrounds of Glen Innes town, Furracabad, Stonehenge and Lambs Valley	9001, 9002, 9005, 9025
Rural east and south	1,342	364,412	Bald Nob, Diehard, Dundee, Gibraltar Range, Glencoe, Glen Elgin, Glen Nevis, Kingsgate, Moggs Swamp, Moogem, Morven, Mount Mitchell, Pinkett, Red Range, Shannon Vale, Yarrowford	9020, 9021, 9022
Rural west	1,107	141,181	Deepwater, Emmaville, Matheson, Rangers Valley, Reddestone, Wellingrove, Wellington Vale	9003, 9004, 9018, 9019
<b>Glen Innes Severn LGA</b>	<b>8,938</b>	<b>547,998</b>		

**Figure 1 Glen Innes Severn area grouping map<sup>3</sup>**



<sup>2</sup> Sourced from REMPLAN Community/Economy Profile.

<sup>3</sup> Adapted from REMPLAN Community/Economy Profile.



## Methodology

Our methodology in examining the relative wealth between the different groupings focuses on the following:

- Areas of social advantage and disadvantage:  
We will first look into the different characteristics and make up of each grouping to determine whether there are any particular areas of social disadvantage. This will include an investigation into:
  - the age structure of each region
  - the typical make up of each household
  - individual and household weekly income
  - SEIFA rankings, which allow for effects of dependents.
- Particularly vulnerable groups of individuals:  
We will then investigate whether there are any particular groups within each grouping that, despite the overall wealth of the area, would be particularly vulnerable and affected by a change in rates. These include:
  - property owners
  - persons who have or need core assistance
  - individuals who are currently unemployed
  - households currently under housing stress
  - pensioners.
- Household expenditure:  
We will examine household expenditure and the impact this may have on an individual's ability to pay.
- Industry:  
We will then compare employment by industry type, as well as value added by industry sector and the key propulsive sectors.

We will then compare these findings to the proposed rating changes, average rates for OLG Group 10 councils and outstanding rates and charges to determine whether there are any particular groups or individuals that would be significantly impacted.



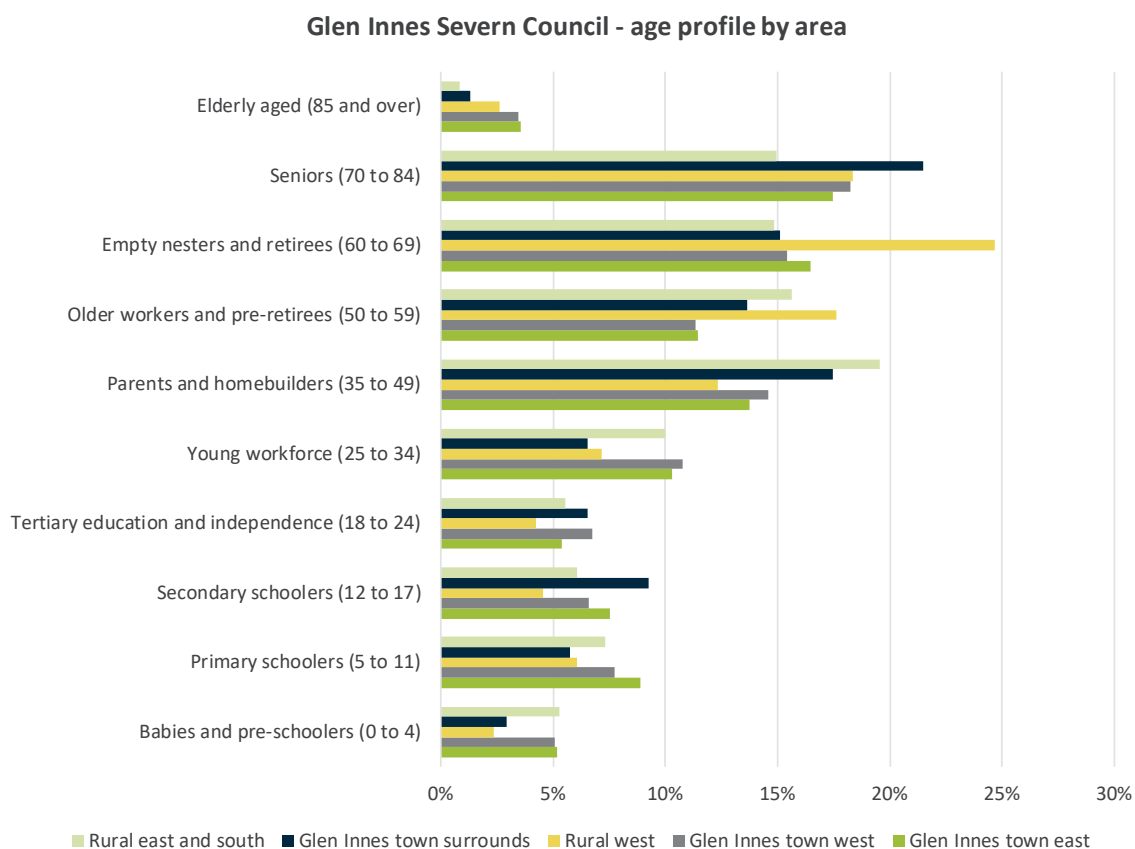
## Areas of social advantage and disadvantage

Each grouping has differing demographic characteristics, and we first want to identify ‘who are the people’ that make up each area, ‘what do they do’ and ‘how do they live,’ using data sourced and adapted from ABS Census data and Glen Innes Severn’s community and economy profiles available through REMPLAN.

### Service age groups

Age profiles are used to understand the demand for aged-based services as well as the income earning status of the population. Data has been broken into groups that are reflective of typical life stages. This provides insight into the number of dependants, size of the workforce and number of retirees in each grouping.

Figure 2 Service age groups





Combining these results in terms of the following categories (dependants, workforce and retirees) and ranking them in terms of proportion of population (with one representing the largest proportion) generates the following results.

**Table 4 Service age rankings**

Rank	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west
Dependents	1	2	4	3	5
Working age	5	3	2	1	4
Retirees	3	4	2	5	1
<b>Total population (excludes not stated)</b>	<b>2,305</b>	<b>2,869</b>	<b>1,289</b>	<b>1,339</b>	<b>1,102</b>

At an LGA level, the Glen Innes Severn age profiles are slightly different to the averages across the Northern Inland region and Regional NSW, as follows:

- 19% of the population are dependents, lower than the Northern Inland region (23%) but in line with Regional NSW (21%)
- Working age individuals represent 44% of the population, which is lower than both Regional NSW and Northern Inland (both 49%)
- The proportion of the population that are retirees (37%) is significantly higher than Northern Inland (28%) and Regional NSW (29%).

Looking within specific groupings, we observe the following:

- Rural west has the lowest proportion of dependents (13%) and the highest proportion of retirees (46%), which is significantly higher than other groupings in the LGA.
- Glen Innes town east has the highest proportion of dependents (22%) and joint lowest proportion of working age (41%).
- Rural east and south has the highest proportion of working age (51%), significantly higher than other areas, and lowest proportion of retirees (31%).

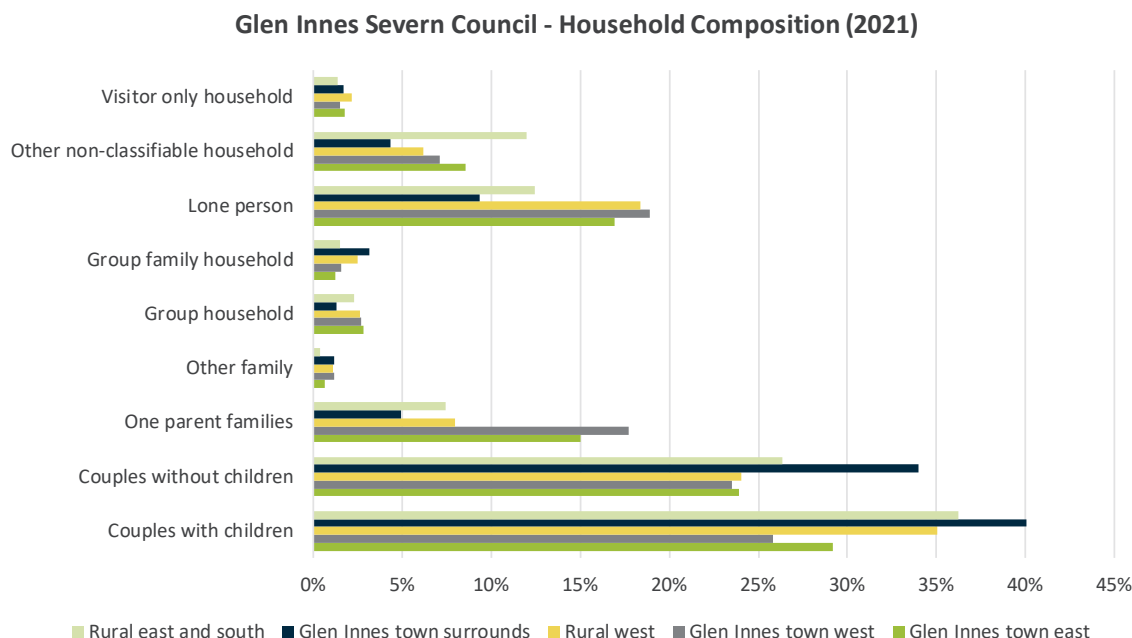
## Household types

Alongside the age structure of each region, it is important to determine the typical trends in the make-up of households. This provides a more complete picture of the people, families and communities in each area. A summary of household type is provided in the following figure.





Figure 3 Household composition



Overall, there are differences between the proportions across the Glen Innes Severn LGA as a whole and the Northern Inland region and Regional NSW averages. There are proportionally less couples with children in the Glen Innes Severn LGA (30%) when compared to Northern Inland (37%), however this is still higher than the Regional NSW average (25%). The proportion of couples without children is similar between the Glen Innes Severn LGA (27%) and Regional NSW average (28%), but higher than Northern Inland (23%). There's also a higher proportion of lone person households within the LGA (16%) when compared to Northern Inland (12%).

The 'lone person' and 'one parent family' households are considered to be more vulnerable to the impacts of rate increases due to a reduced/singular income stream. Combining these categories together into an 'at risk' group shows that across the LGA as a whole, the 'at-risk' group makes up 28% of the population, which is higher than the Northern Inland and Regional NSW averages (25% and 21% respectively).

Glen Innes town west has the highest proportion of 'at risk' households, at 37%, which is almost 40% of the total for the LGA as a whole. This is due to the grouping having the highest proportion of both one parent families (18%) and lone person households (19%). In contrast Glen Innes town surrounds has the lowest proportion of vulnerable households (14%) and the highest proportion of both couples with children (40%) and couples without children (34%).



## Housing tenure

Analysis of housing tenure levels within the LGA allows us to identify which areas would be most impacted by changes in council rates. For example, the direct impact of a change in rates is likely to be felt more acutely by homeowners, whereas renters may experience an indirect increase/decrease depending on their lease agreement/decisions with their landlord. Similarly, individuals in social housing are unlikely to be directly impacted by a change in rates.

**Table 5 Housing tenure percentage**

Housing tenure - percentage of households	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA
Owned outright	33%	31%	44%	41%	50%	<b>37%</b>
Owned with a mortgage	27%	26%	35%	30%	21%	<b>27%</b>
Rented - total	28%	33%	9%	11%	12%	<b>22%</b>
Rented - private	27%	29%	8%	10%	12%	<b>20%</b>
Rented - social housing	2%	4%	0%	0%	0%	<b>2%</b>
Being occupied rent-free	1%	0%	2%	8%	6%	<b>3%</b>
Being occupied under a life tenure scheme	0%	0%	0%	0%	0%	<b>0%</b>
Other tenure type	0%	0%	0%	0%	0%	<b>0%</b>
Being purchased under a rent/buy scheme	0%	0%	0%	0%	0%	<b>0%</b>
Not stated	10%	10%	10%	10%	10%	<b>10%</b>
<b>Total population</b>	<b>2,200</b>	<b>2,753</b>	<b>1,215</b>	<b>1,312</b>	<b>1,074</b>	<b>8,554</b>

The Glen Innes Severn LGA home ownership average of 65% is higher than the Northern Inland average (61%) but in line with the Regional NSW average (66%). Home ownership levels vary throughout the LGA, with Glen Innes town surrounds (79%) having the highest proportion of resident ratepayers (owned outright or mortgaged), followed by Rural east and south and Rural west (both 71%). In contrast, Glen Innes town west has the lowest proportion of resident ratepayers at 57%, however this does make up 28% of the resident ratepayers for the LGA as a whole.

37% of households fully own their homes within the LGA, which is significantly higher than the average for the Northern Inland region (29%) but in line with Regional NSW (36%). Rural west has particularly high proportions (50%) of fully owned homes, followed by Glen Innes town surrounds (44%) and Rural east and south (41%), with all above the LGA and Regional NSW averages. Due to the slightly differing numbers of households within each grouping, the three aforementioned groupings contain 48% of resident ratepayers.

Overall, the LGA has a low level of private renters (20%), however both Glen Innes town west (29%) and Glen Innes town east (27%) have higher levels of private renters and contain 80% of the LGA's total private tenants. It is important to note that whilst renters are not directly impacted by an increase in rates, these increases can be passed on by landlords, accommodation providers or through general price inflation from local retailers.

Glen Innes town west contains the majority of the LGA's social housing, at 69% of Glen Innes Severn Council's total social housing. Residents living in social housing do not pay rates and are not directly impacted by any proposed SRV.



## Individual and household income

Analysing both individual and household income allows us to develop a picture of the levels of advantage and disadvantage within each area and where there may potentially be higher levels of risk for financial stress. Please note that this data has not been equivalised and therefore does not take into account the number of working adults and dependents in each home. For equivalised household income, please see the section 'Socio-economic index', which takes into account equivalised household income as part of its ranking.

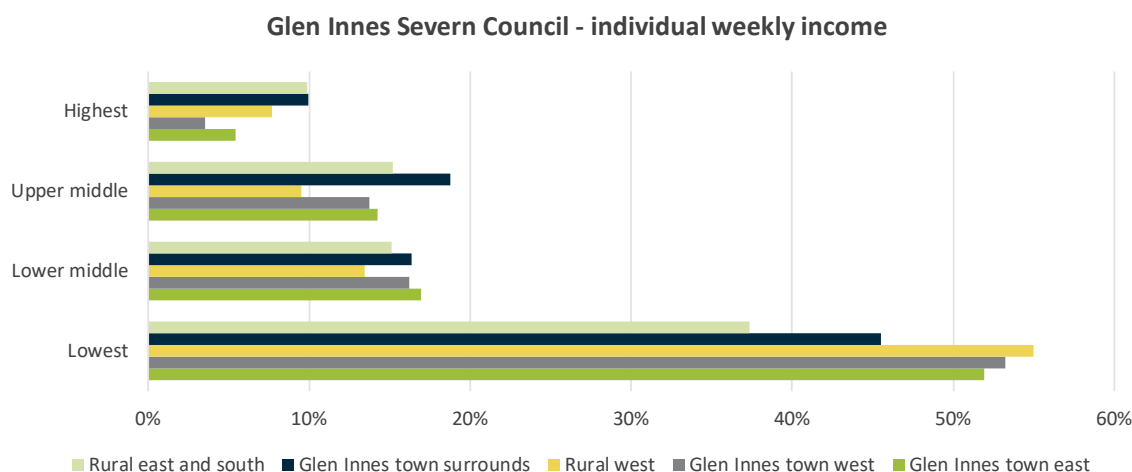
### Individual weekly income

Individual weekly income indicates the total income that the person usually receives each week. As part of the comparison of individual weekly income, data has been grouped as follows:

- *Lowest*: this range contains those earning the lowest individual weekly income, up to \$649.
- *Lower middle*: this range contains those earning the medium lowest weekly income, at \$650 to \$999.
- *Upper middle*: this range contains those earning the upper middle end of individual weekly income, at \$1,000 to \$1,749.
- *Highest*: this range contains those earning the higher end of individual weekly income, at \$1,750 and over.

Figure 4 summarises the individual weekly income ranges for each area.

**Figure 4 Individual weekly income**



The LGA as a whole has a higher proportion in the lowest income grouping, at 50% compared to 41% for Northern Inland and 39% for NSW. Rural west (55%), Glen Innes town west (53%) and Glen Innes town east (52%), all contain over half of their population in the lowest individual weekly income category. This accounts for 37% of the total population of the LGA being within the lowest income category. The proportion in the lower-middle grouping is slightly higher for Glen Innes town east (17%) and slightly lower for Rural west (13%) when compared to other groupings and the NSW average (15%).



Glen Innes town west and Rural west have the lowest proportions in the highest two income quartiles (both 17%), with both of these significantly below the Northern Inland (30%) and NSW (39%) averages. Across the LGA as a whole, 21% of the population sits within the highest two quartiles, which is below the Northern Inland average of 30%.

**Table 6 Regional comparison of individual weekly income**

Individual weekly income groupings (2021)	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA	Northern Inland	NSW
Lowest two quartiles	69%	69%	62%	52%	68%	65%	58%	54%
Middle two quartiles	31%	30%	35%	30%	23%	30%	36%	36%
Highest two quartiles	20%	17%	29%	25%	17%	21%	30%	39%
Total population	1,871	2,392	1,098	1,133	1,010	7,504		

#### ***Combined household weekly income***

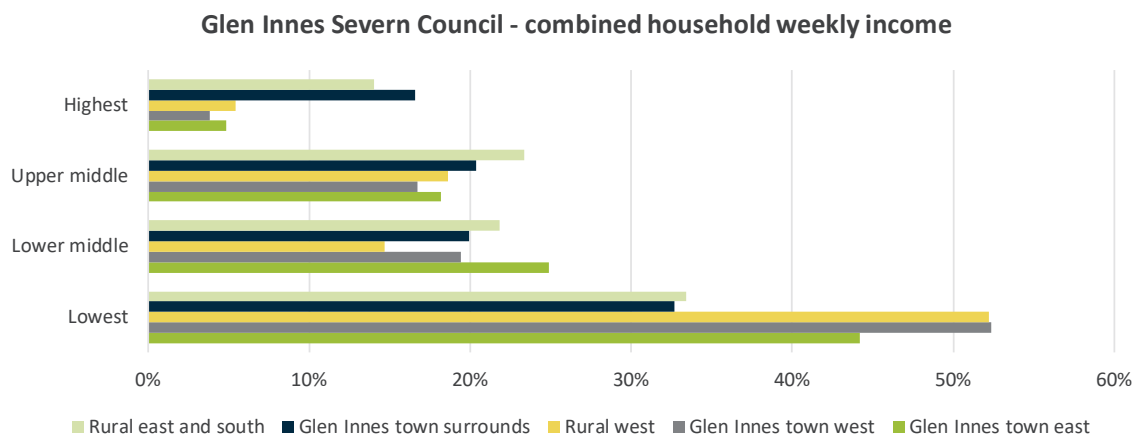
Household income is calculated by summing the personal incomes reported by all household members aged 15 years and over. For combined household weekly income, data has been grouped as follows:

- Lowest: this range contains households earning the lowest combined weekly income, up to \$1,249.
- Medium lowest: this range contains those earning the medium lowest weekly income, at \$1,250 to \$1,999.
- Upper middle: this range contains those earning the upper middle end of individual weekly income, at \$2,000 to \$3,499.
- Highest: this range contains those earning the higher end of individual weekly income, at \$3,500 and over.

Figure 5 summarises the combined household weekly income ranges for each area.



Figure 5 Combined household weekly income



When looking at combined weekly household income, the picture of the LGA overall does improve, with a lower proportion sitting in the lowest income grouping (45%), however this is still significantly higher than the NSW (23%) and Northern Inland (33%) averages. This gap increases further when you compare the proportions within the lowest two income quartiles combined (as can be seen in the table below), with Glen Innes Severn at 65%, compared to 53% for Northern Inland and 40% for NSW. This is mainly due to Glen Innes town west (72%) and Glen Innes town east (69%), with Glen Innes town and surrounds having a proportion in line with the Northern Inland average, at 53%.

Overall, the LGA has 8% sitting in the highest income category, which is notably below the Northern Inland average (13%) and substantially below the NSW average (25%). This also increases when looking at the highest two income quartiles combined (see table below), with Glen Innes Severn at 27% compared to 40% for Northern Inland and 54% for NSW. Glen Innes town west and Glen Innes town east have the lowest proportion of residents within the highest two quartiles, at 21% and 23% respectively. Rural east and south and Glen Innes town surrounds both have proportions more in line with the Northern Inland average, at 37% each compared to 40% for Northern Inland.

Table 7 Regional comparison of combined household weekly income

Weekly household income groupings (2021)	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA	Northern Inland	NSW
Lowest two quartiles	69%	72%	53%	55%	67%	65%	53%	40%
Middle two quintiles	43%	36%	40%	45%	33%	40%	47%	45%
Highest two quartiles	23%	21%	37%	37%	24%	27%	40%	54%
<b>Total population</b>	<b>2,031</b>	<b>2,547</b>	<b>1,121</b>	<b>1,211</b>	<b>994</b>	<b>7,904</b>		



### Median weekly incomes

It is also worth noting the following overall median weekly incomes for the Glen Innes Severn LGA, as shown in the table below, with all three categories (personal, family and household) below the averages for NSW and the New England and North West region. The medians for the LGA also sit slightly below the averages for the Inverell - Tenterfield area (ABS Statistical Area 3).

**Table 8 Median weekly incomes<sup>4</sup>**

Median weekly incomes (people aged 15 years and over)	Glen Innes Severn LGA	Inverell - Tenterfield	New England and North West	NSW
Personal	\$528	\$554	\$702	\$813
Family	\$1,324	\$1,352	\$1,719	\$2,185
Household	\$934	\$1,020	\$1,328	\$1,829

### Socio-economic index

The Socio-Economic Indexes for Areas (SEIFA) is an economic tool developed by the ABS to rank areas in Australia according to their relative socio-economic advantage and disadvantage. It takes into consideration a broad range of variables such as income, education, employment, occupation, housing, etc and is standardised such that the average Australian represents a score of 1,000.

In our research we explored two of the indexes published by the ABS:

- **Index of Relative Socio-Economic Disadvantage (IRSD)**

This index ranks areas from most disadvantaged to least disadvantaged, i.e., a lower score will have a greater proportion of relatively disadvantaged people in the area.

From this score however you cannot conclude whether a high-ranking area will have a large portion of relatively advantaged people, just that it has a low proportion of disadvantage.

- **Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)**

This index considers variables of both advantage and disadvantage and, as such, scores and ranks areas from most disadvantaged to most advantage.

The ABS has also published the variables which have the most impact on both indices, these include:

- IRSD variables of disadvantage:
  - low equivalised household incomes (see below for definition)
  - households with children and unemployed parents
  - percentage of occupied dwellings with no internet connection
  - percentage of employed people classified as labourers.
- IRSAD variables of advantage only (disadvantage similar to IRSD):
  - high equivalised household incomes
  - percentage of households making high mortgage repayments

<sup>4</sup> Australian Bureau of Statistics, 2021 Census Data by Region.



- percentage of employed people classified as professionals
- percentage of employed people classified as managers.

### ***Equivalised household income***

- Equivalised household income can be viewed as an indicator of the economic resources available to a standardised household. It is calculated by dividing total household income by an equivalence factor. The factor is calculated in the following way:
  - first adult = 1
  - each additional adult + child over 15 = + 0.5
  - each child under 15 = + 0.3.
- Dividing by the equivalence factor, household income becomes comparable to that of a lone individual, thereby making households with dependants and multiple occupants comparable to those without. By factoring in dependants into household incomes we are provided with a better indicator of the resources available to a household.

A regional summary of SIEFA scores, including national percentiles, is provided in the following table.

**Table 9 Regional SEIFA scores and percentiles**

Area	SEIFA IRSD	Percentile within Australia	SEIFA IRSAD	Percentile within Australia
Australia	1,001	69	1,003	79
NSW	1,000	69	1,016	83
Uralla Shire Council	990	59	963	60
Regional NSW	982	53	962	59
Armidale Regional Council	980	52	976	68
Narrabri Shire Council	964	40	936	37
Moree Plains Shire Council	940	25	932	35
Inverell Shire Council	928	20	906	19
Tenterfield Shire Council	920	17	903	18
<b>Glen Innes Severn Council</b>	<b>906</b>	<b>14</b>	<b>891</b>	<b>13</b>

The Glen Innes Severn IRSD score of 906 is below the Regional NSW average and the scores for the surrounding LGAs. The ranking places the LGA in the 14<sup>th</sup> percentile, meaning that approximately 86% of Australian suburbs have a SEIFA IRSD ranking higher than this area (less disadvantaged), while 14% are lower.

IRSAD includes levels of both advantage and disadvantage. The Glen Innes Severn LGA score of 891, which is lower than its IRSD score, suggests that there are lower levels of advantage than can be seen in surrounding LGAs. The ranking places the LGA into the 13<sup>th</sup> percentile, meaning that 87% of Australian suburbs have a higher IRSAD score. A lower IRSAD score compared to IRSD score may be indicative of less opportunities within the LGA, lower equivalised incomes, lower education levels, lower employment opportunities within the area or less skilled jobs.

A grouping-level summary, with estimated percentiles (based on the ABS Statistical Area Level 1 percentiles), is provided in the table on the following page.



Table 10 Grouping-level SEIFA average scores and percentiles

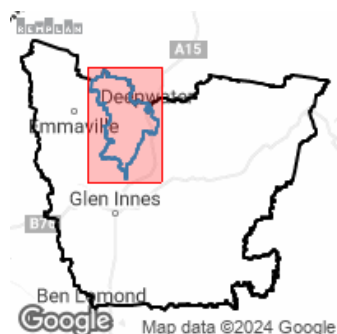
Grouping	SEIFA IRSD	Percentile	SEIFA IRSAD	Percentile
Glen Innes town surrounds	1,005	70	980	70
Rural east and south	994	62	986	73
Rural west	932	21	920	25
Glen Innes town east	897	13	876	10
Glen Innes town west	828	7	818	6

Analysis at the grouping level demonstrates significant disparity between different parts of the LGA when IRSD and IRSAD scores are compared. On the one hand, Glen Innes town surrounds has an IRSD and IRSAD both in the 70<sup>th</sup> percentile and Rural east and south 62<sup>nd</sup> and 73<sup>rd</sup>; however, Glen Innes town west has scores in the 7<sup>th</sup> and 6<sup>th</sup> percentile respectively. Glen Innes town surrounds and Rural east and south are the only groupings to have SIEFA scores above the averages for Regional NSW.

At the Statistical Area Level 1 (as per ABS data) profile level, Emmaville and Deepwater, which both sit within the Rural west grouping, also appear to have high levels of disadvantage, with IRSD rankings in the 7<sup>th</sup> and 5<sup>th</sup> percentiles and IRSAD rankings in the 4<sup>th</sup> and 5<sup>th</sup> percentiles, respectively. This is in addition to the disadvantage seen within Glen Innes town east and Glen Innes town west areas.

This contrasts dramatically with the area in the central north of the LGA (as identified in figure 6 below), also within the Rural west grouping, which has an IRSD score that puts it within the 91<sup>st</sup> percentile and IRSAD within the 97<sup>th</sup> percentile. This area therefore has very high levels of advantage and very low levels of disadvantage; it does, however, only contain a population of 103 (as at 2021).

Figure 6 Map highlighting area in the central north of LGA



We would therefore recommend for Council to consider reviewing its hardship policies to ensure it is able to address this inequity within the LGA.





## Vulnerable groups or individuals

This section of the report considers whether there are any spatial patterns of individuals or groups who either need additional community services or are more sensitive to a change in rates.

### Workforce status

The levels of full or part-time employment and unemployment are indicative of the strength of the local economy and social characteristics of the population.

**Table 11 Community workforce status – 2021**

Workforce status	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA
<b>Employed</b>	<b>95%</b>	<b>90%</b>	<b>96%</b>	<b>95%</b>	<b>92%</b>	<b>94%</b>
Employed, worked full-time	54%	47%	56%	61%	54%	54%
Employed, worked part-time	36%	36%	32%	29%	33%	34%
Employed, away from work	5%	8%	9%	5%	5%	6%
<b>Unemployed</b>	<b>5%</b>	<b>10%</b>	<b>4%</b>	<b>5%</b>	<b>8%</b>	<b>6%</b>
Unemployed, looking for full-time work	3%	7%	2%	2%	6%	4%
Unemployed, looking for part-time work	2%	3%	1%	2%	2%	2%
<b>Total</b>	<b>859</b>	<b>1,031</b>	<b>664</b>	<b>591</b>	<b>445</b>	<b>3,590</b>

*Note: Pensioners, overseas visitors and other non-participants are not included in the total labour force.*

In 2021, unemployment within the LGA (6%) was slightly higher than the averages for Northern Inland and Regional NSW (both 5%). The highest level of unemployment was found in the Glen Innes town west grouping (10%) and the lowest levels of unemployment were in Glen Innes town surrounds, at 4%. Across the Glen Innes Severn LGA, 54% of the total workforce was engaged in full-time employment, which is just about in line with the NSW and Regional NSW averages (55%) but below the Northern Inland average (59%). The overall employment rate for the LGA is 94%.

### Pensioners

A distinction is made between retirees and eligible pensioners. To be classified as a pensioner for the purposes of receiving rates rebates, ratepayers must be receiving Centrelink payments such as the age pension or have partial capacity to work such as having a disability, being a carer or being a low-income parent. These individuals have reduced income streams and can be vulnerable to financial shocks and price rises.

Eligible pensioners have access to mandatory rebates (up to a maximum of \$250 per year) on their general rates.



Table 12 Number of residential pensioner assessments

Grouping	Total number of residential assessments	Number of pensioner assessments	Percentage of pensioner assessments
Glen Innes town east	1,195	367	31%
Glen Innes town west	1,258	377	30%
Glen Innes town surrounds	887	163	18%
Rural east and south	117	30	26%
Rural west	405	154	38%
<b>Glen Innes Severn LGA</b>	<b>3,862</b>	<b>1,091</b>	<b>28%</b>

It is observed that the grouping with the largest proportion of residential pensioners is Rural west (38%), followed by Glen Innes town east (31%) and Glen Innes town west (30%). Glen Innes town east and Glen Innes town west contain 68% of the LGA's residential pensioners, with 744 pensioner assessments combined. Glen Innes town surrounds has the lowest proportion of residential pensioner rebates, at 18%, which is lower than the LGA average of 28%. The Group 10 council average proportion of residential pensioners is 22%, with a range from 34% to 13%,<sup>5</sup> therefore as an LGA as a whole Glen Innes sits towards the upper end for proportion of pensioners when compared to other similar councils.

Table 13 Number of farmland pensioner assessments

Grouping	Total number of farmland assessments	Number of pensioner assessments	Percentage of pensioner assessments
Glen Innes town east	186	31	17%
Glen Innes town west			
Glen Innes town surrounds	70	0	0%
Rural east and south	510	2	0%
Rural west	372	10	3%
<b>Glen Innes Severn LGA</b>	<b>952</b>	<b>43</b>	<b>5%</b>

The grouping with the largest proportion of farmland pensioners is Glen Innes town east and Glen Innes town west combined (17%), which together contain 72% of the LGA's farmland pensioner assessments.

<sup>5</sup> Office of Local Government, 'Time Series Data 2022-2023'. Retrieved from: <https://www.olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/>.



## Core assistance

Table 12 highlights the areas within the LGA that have higher concentrations of people who need assistance in their day-to-day lives with self-care, body movements or communication – because of a disability, long-term health condition or old age.

**Table 14 Number of people requiring core assistance**

Assistance required	Number	Percentage
Glen Innes town east	201	9%
Glen Innes town west	266	9%
Glen Innes town surrounds	64	5%
Rural east and south	59	4%
Rural west	106	9%
<b>Glen Innes Severn LGA</b>	<b>696</b>	<b>8%</b>

We observe that 8% of the population require assistance within the Glen Innes Severn LGA, with higher proportions residing in Glen Innes town east, Glen Innes town west and Rural west (each 9%). These percentages are above the averages for NSW (slightly below 6%) and the Northern Inland region (just above 6%).

## Housing stress

The National Centre for Social and Economic Modelling (NATSEM) defines households experiencing 'housing stress' as those that satisfy both of the following criteria:

- equivalised household income is within the lowest 40% of the state's income distribution
- housing costs (i.e., mortgage and/or rent repayments) are greater than 30% of household income.

Due to equivalised household income data being unavailable for direct analysis, we have utilised the weekly household income. Please note that this does not allow for the number of household members or dependents to be taken into account and therefore this data analysis will be less accurate in pinpointing potential for household stress. We have also included the median weekly rent/mortgage repayments as an additional guide.

Research funded by the ACT Government on housing and homelessness issues in the ACT found that due to financial pressures:

- 19% of households facing housing stress compromised a lot on their grocery spend over a 12-month period.
- 24% of households facing housing stress found rent/mortgage repayments quite/very difficult in the last three months.

Households facing housing stress are highly likely to be under significant financial stress and vulnerable to sudden increases in council rates.



### **Mortgage stress**

A comparison of the proportion of households with a weekly household income in the lowest 40%, the proportion of households with mortgage repayments greater than 30% of household income and the median weekly mortgage repayments for all groupings is as follows.

**Table 15 Analysis of median weekly household income and mortgage repayments**

	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA
Mortgage repayments greater than 30% of household income	6%	14%	9%	23%	24%	14%
Proportion in lowest 40% of state's income distribution (not equivalised)	69%	72%	53%	55%	67%	65%
Median weekly mortgage repayments	\$224	\$231	\$384	\$317	\$333	\$250

The table above, while not specifically identifying mortgage stress, does give an indication of areas where mortgage stress may be more likely. Glen Innes town west and Rural west therefore look more likely to have potential for mortgage stress when compared to the three other groupings.

It has also been identified, from Census data, that 14% of households within the Glen Innes Severn LGA have mortgage repayments greater than 30% of household income. This is lower than the NSW (17%) and Australian (15%) averages.

### **Rental stress**

Although renters are not usually immediately directly affected by an increase to council rates, there is generally considered to be a flow-on effect whereby landlords can pass on rate increases to the tenant via an increase in rental payments. It is therefore important to also consider rental stress and any areas within the LGA where this may be higher.

The following table compares the proportion of households with a weekly household income in the lowest 40%, the proportion of households with rental payments greater than 30% of household income and the median weekly rental payments for all groupings. The potential for rental stress looks to be more likely in Glen Innes town west and Glen Innes town east, when compared to other groupings.

**Table 16 Analysis of median weekly household income and rental payments**

	Glen Innes town east	Glen Innes town west	Glen Innes town surrounds	Rural east and south	Rural west	Glen Innes Severn LGA
Rental payments greater than 30% of household income	44%	39%	45%	14%	25%	38%
Proportion in lowest 40% of state's income distribution (not equivalised)	69%	72%	53%	55%	67%	65%
Median weekly rental payments	\$247	\$223	\$228	\$178	\$172	\$220



Additional Census data shows that 38% of households in the LGA actually have rental payments greater than 30% of household income, which is higher than the NSW and Australian averages, at 36% and 32% respectively.

## Trends in cost of living

The cost of living can be best described as the cost of maintaining a certain standard of living. Identifying trends in future costs, particularly with regards to discretionary and non-discretionary income. The following table presents the average changes in typical household expenditure for Regional NSW, over a five-year period.

Table 17 Five-year comparison - average cost of living changes in Regional NSW<sup>6</sup>

Household expenditure (totals)	2022/23		2017/18		Change		
	\$ per household	% of expenditure	\$ per household	% of expenditure	\$ per household	% of expenditure	%
Food	\$10,965	10%	\$10,961	10%	\$4	0%	0%
Alcoholic Beverages & Tobacco	\$4,679	4%	\$5,757	5%	-\$1,078	-1%	-19%
Clothing & Footwear	\$4,849	4%	\$4,133	4%	\$716	1%	17%
Furnishings & equipment	\$5,505	5%	\$5,397	5%	\$108	0%	2%
Health	\$7,633	7%	\$6,885	6%	\$748	1%	11%
Transport	\$9,997	9%	\$11,884	10%	-\$1,887	-2%	-16%
Communications	\$2,261	2%	\$2,004	2%	\$257	0%	13%
Recreation & Culture	\$12,274	11%	\$12,315	11%	-\$41	0%	0%
Education	\$4,178	4%	\$4,047	4%	\$131	0%	3%
Hotels, Cafes & Restaurants	\$9,413	8%	\$9,843	9%	-\$430	0%	-4%
Miscellaneous Goods & Services	\$16,123	14%	\$17,581	15%	-\$1,458	-1%	-8%
Housing	\$23,703	21%	\$21,515	19%	\$2,188	2%	10%
Utilities	\$3,216	3%	\$3,492	3%	-\$276	0%	-8%
<b>Total Expenditure</b>	<b>\$114,796</b>	<b>100%</b>	<b>\$115,813</b>	<b>100%</b>	<b>-\$1,017</b>	<b>0%</b>	<b>-1%</b>
Net Savings	\$20,592	15%	\$13,687	11%	\$6,905	5%	50%
<b>Total Disposable Income</b>	<b>\$135,388</b>	<b>0%</b>	<b>\$129,500</b>	<b>0%</b>	<b>\$5,888</b>	<b>0%</b>	<b>5%</b>

\*Non-discretionary spending includes the following categories: food, clothing and footwear, health, transport, communications, housing, and utilities.

<sup>6</sup> National Institute of Economic and Industry Research (NIEIR), 2023. Compiled and presented in economy.id by. Data based on 2020–21 price base for all years. NIEIR ID data is inflation adjusted each year to allow direct comparison and annual data releases adjust previous years' figures to a new base year.



Table 15 shows that, over the five-year period, the average total disposable income for Regional NSW has increased due to an increase in annual net savings and a slight reduction in total expenditure. This may indicate some potential capacity to absorb increased rates, though some mortgage holders may have fewer net savings due to higher interest payments. There has also been a slight increase (3%) in the proportion of non-discretionary spending compared to discretionary, since 2017/18, with this being on average \$1,750 higher in 2022/23.

## Industry

In 2021, for the Glen Innes Severn LGA as a whole, the main industries in order of employment (as percentage FTE employed) were Agriculture, Forestry and Fishing (23.6%), Health Care and Social Assistance (13.2%), Public Administration and Safety (11.2%), Education and Training (8.4%) and Retail Trade (7.4%). This is generally in line with the Northern Inland averages, however with a higher dependence on Agriculture, Forestry and Fishing and Public Administration and Safety, and a lower dependence on Education and Training and Manufacturing. Overall, there has been an additional 146.4 jobs (as FTE) created since 2017/18.

The biggest sector in regard to wages and salaries for the LGA, is Public Administration and Safety (accounts for 19.6% of wages for the LGA or \$51.6 million) which is higher when compared to the largest employing industry, Agriculture, Forestry and Fishing, which supplies 6.9% (\$18.0 million) of the LGA's wages.

Agriculture, Forestry and Fishing is the most productive industry for the Glen Innes Severn LGA, generating 26.6% (or \$76.5 million) of the region's value (as value added) compared to 2.4% for NSW and 15.1% for Northern Inland. Rental, Hiring and Real Estate Services is also more productive for the LGA (15.2% or \$89.4 million) compared to 13.7% for NSW and 11.9% for Northern Inland. The overall value added by industries for the Glen Innes Severn LGA has increased by \$166.9 million since 2017/18.

Table 18 Value added by industry sector<sup>7</sup>

Industry	2022/23			2017/18			Change (\$m)
	Glen Innes Severn \$m	Glen Innes Severn %	Northern Inland %	Glen Innes Severn \$m	Glen Innes Severn %	Northern Inland %	2017/18 - 2022/23
Accommodation & Food Services	\$15.422	2.62%	1.81%	\$18.990	4.51%	2.79%	-\$3.57
Administrative & Support Services	\$11.984	2.04%	1.50%	\$10.896	2.59%	2.95%	\$1.09
Agriculture, Forestry & Fishing	\$156.329	26.58%	15.13%	\$76.522	18.17%	14.30%	\$79.81
Arts & Recreation Services	\$2.306	0.39%	0.32%	\$2.129	0.51%	0.30%	\$0.18
Construction	\$28.861	4.91%	5.94%	\$36.033	8.55%	6.24%	-\$7.17
Education & Training	\$31.677	5.39%	6.92%	\$25.035	5.94%	7.44%	\$6.64
Electricity, Gas, Water & Waste Services	\$11.716	1.99%	2.21%	\$12.206	2.90%	2.46%	-\$0.49
Financial & Insurance Services	\$15.955	2.71%	3.12%	\$15.179	3.60%	5.37%	\$0.78
Health Care & Social Assistance	\$55.735	9.48%	8.65%	\$39.508	9.38%	7.82%	\$16.23
Information Media & Telecommunications	\$5.083	0.86%	0.84%	\$0.000	0.00%	0.97%	\$5.08
Manufacturing	\$15.688	2.67%	3.96%	\$7.071	1.68%	4.27%	\$8.62
Mining	\$0.000	0.00%	19.33%	\$0.000	0.00%	10.49%	\$0.00
Other Services	\$12.599	2.14%	1.48%	\$10.233	2.43%	1.90%	\$2.37
Professional, Scientific & Technical Services	\$20.668	3.51%	2.93%	\$10.572	2.51%	3.32%	\$10.10
Public Administration & Safety	\$61.702	10.49%	5.28%	\$34.103	8.10%	4.96%	\$27.60
Rental, Hiring & Real Estate Services	\$89.416	15.20%	11.90%	\$73.979	17.56%	13.22%	\$15.44
Retail Trade	\$26.549	4.51%	3.73%	\$24.257	5.76%	4.77%	\$2.29
Transport, Postal & Warehousing	\$15.369	2.61%	3.09%	\$13.255	3.15%	3.25%	\$2.11
Wholesale Trade	\$11.062	1.88%	1.86%	\$11.240	2.67%	3.20%	-\$0.18
<b>Total industries</b>	<b>\$588.122</b>	<b>100%</b>	<b>100%</b>	<b>\$421.208</b>	<b>100%</b>	<b>100%</b>	<b>\$166.91</b>

Council's Gross Regional Product was \$642.18 million<sup>8</sup> in the year ending June 2023, growing 16.4% since 2018. The GRP per capita has also increased, from \$0.062 (CPI adjusted) in 2018 to \$0.072 in 2023, which indicates the improving strength of the economy of the region. This is however slightly below the Northern Inland and NSW averages for 2023, which are \$0.098 and \$0.096 respectively.

<sup>7</sup> Sourced by REMPLAN from Australian Bureau of Statistics 2021 Census data.

<sup>8</sup> Sourced by REMPLAN from Australian Bureau of Statistics 2021 Census data.



## Discussion

Overall, the Glen Innes Severn LGA is a relatively socio-economically diverse area, however it does still sit towards the more disadvantaged end when compared to Regional NSW and surrounding areas. There are pockets of significant disadvantage, including within Glen Innes town west and the areas of Emmaville and Deepwater (both within Rural west), contrasted with pockets of significant advantage in the central north (within Rural west) of the LGA.

There are significant differences emerging between different groupings, and this is evident when reviewing SEIFA rankings and other indicators. Although population numbers vary slightly across the different groupings, the trends outlined throughout this report provide some insight as to which households are more susceptible to rate increases than others.

Key aspects of the Glen Innes town east grouping, which has an IRSD ranking in the 13<sup>th</sup> percentile, and an IRSAD ranking (including factors of advantage) in the 10<sup>th</sup> percentile, include:

- highest proportion of dependents (22%) and lowest proportion of working age (41%)
- second lowest proportion of resident ratepayers (fully owned and mortgaged - 60%) and second highest private renters (27%)
- joint highest proportion of individuals in the lowest two individual income quartiles (69%)
- joint highest proportion of individuals requiring core assistance (9%)
- some potential for rental stress within this grouping.

The Glen Innes town west grouping, which has an IRSD ranking in the 7<sup>th</sup> percentile, and an IRSAD ranking in the 6<sup>th</sup> percentile, has the following key indicators:

- second lowest proportion of over 50s (48%)
- highest proportion of vulnerable households (37%)
- lowest proportion of resident ratepayers (56%) and highest proportion of private renters (29%) and social housing (4%)
- highest rate of unemployment (10%)
- joint highest proportion of individuals in the lowest two individual income quartiles (69%) and joint lowest in the highest two quartiles (17%)
- highest proportion of households in the lowest two household income quartiles (72%) and lowest proportion in the highest two household income quartiles (21%)
- joint highest proportion of individuals requiring core assistance (9%)
- some potential for mortgage and rental stress within this grouping.

Key factors of the Glen Innes town surrounds grouping, which has an IRSD and IRSAD ranking in the 70<sup>th</sup> percentile, include:

- second lowest proportion of dependents (18%), second highest working age (44%) and second highest retirees (38%)
- lowest proportion of vulnerable households (14%)





- highest proportion of resident ratepayers (79%) and highest proportion of ratepayers with a mortgage (35%)
- lowest proportion of unemployment (4%)
- highest proportion in the top two individual income quartiles (29%)
- joint highest proportion in the highest two household income quartiles (37%) and lowest proportion in the lowest two household income quartiles (53%).

The Rural east and south grouping, which has an IRSD ranking in the 62<sup>nd</sup> percentile, and an IRSAD ranking in the 73<sup>rd</sup> percentile, has the following key indicators:

- highest proportion of working age (51%) and lowest proportion of retirees (31%)
- lowest proportion in the lowest two individual income quartiles (52%)
- joint highest proportion in the highest two household income quartiles (37%)
- lowest proportion of individuals requiring core assistance (4%).

The Rural west grouping, which has IRSD ranking in the 21<sup>st</sup> percentile, and an IRSAD ranking in the 25<sup>th</sup> percentile, has the following key indicators:

- lowest proportion of dependents (13%) and lowest retirees (46%), however highest proportion of over 50s (63%) due to a high proportion of older workers and pre-retirees
- highest proportion of fully owned homes (50%) and lowest proportion of households with a mortgage (21%)
- joint lowest in the highest two individual income quartiles (17%)
- highest proportion of residential pensioner assessments (38%)
- joint highest proportion of individuals requiring core assistance (9%)
- some potential for mortgage stress within this grouping.



## Average rate analysis

Glen Innes Severn Council is considering three SRV options in addition to the base case or 'do nothing' (which is not considered to be financially sustainable). These options are all permanent, and all include a rate peg for 2026/27 of 3.5% and a rate peg of 3% in both 2027/28 and 2028/29, are:

- Option 1 (two-year sustainability) proposes a 28.5% increase in 2026/27, 21% increase in 2027/28 and rate peg only (3%) increase in 2028/29, and results in a cumulative increase of 55.49% over the two-year SRV implementation period (with a comparison three-year cumulative rate of 60.15% including the 2028/29 rate peg).
- Option 2 (two-year growth) proposes a 31.5% increase in 2026/27, 23% increase in 2027/28 and rate peg only (3%) increase in 2028/29, and results in a cumulative increase of 61.75% over the two-year SRV implementation period (with a comparison three-year cumulative rate of 66.6% including the 2028/29 rate peg).
- Option 3 (three-year growth) proposes a 26.5% increase in 2026/27, 20% increase in 2027/28 and a 11% increase in 2028/29, and results in a cumulative increase of 68.5% by 2028/29, including rate peg.
- Base case (do nothing) consists of rate peg increases only, resulting in a cumulative increase of 9.8% by 2028/29.

We have reviewed average rates by grouping into rate category and we compared the average rates for each scenario against the "do nothing" scenario (base case - rates to increase as normal, with rate peg only applied and no SRV). The table below summarises the four scenarios and our analysis of each scenario follows.

**Table 19 SRV options**

Option	2026/27	2027/28	2028/29
Option 1 is a cumulative increase of 55.49% at the end of 2027/28*	28.5%	21%	rate peg (3%)
Option 2 is cumulative increase of 61.75% at the end of 2027/28*	31.5%	23%	rate peg (3%)
Option 3 is cumulative increase of 68.5% at the end of 2028/29	26.5%	20%	11%
Base case (do nothing) - rate peg only increases	rate peg (3.5%)	rate peg (3%)	rate peg (3%)

\*For comparative purposes in the following tables, we have included the rate-peg only in the third year for options 1 and 2 to provide a three-year comparative increase (at a cumulative increase over three years of 60.15% for option 1 and 66.6% for option 2).



### Residential rates – impact analysis by scenario

Table 20 Option 1 residential average rates impact analysis<sup>9</sup>

Residential - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 1 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	1,225	1,787	187	3.60	562
Glen Innes town west	1,225	1,787	187	3.60	562
Glen Innes town surrounds	1,225	1,787	187	3.60	562
Rural east and south	708	1,033	108	2.08	325
Rural west	708	1,033	108	2.08	325

The impact of increases in residential rates will be unequal across the LGA due to the variance in land value across the groupings. Those in the higher land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds are expected to see larger increases in average rates (averages to increase to \$1,787, an increase of \$3.60 per week by the end of 2028/29 when compared to the base case 'do nothing') compared to the lower land value areas of Rural east and south and Rural west (average for each grouping to increase to \$1,033, an increase of \$2.08 per week by the end of 2028/29).

Table 21 Option 2 residential average rates impact analysis

Residential - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 2 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	1,225	1,859	211	4.06	634
Glen Innes town west	1,225	1,859	211	4.06	634
Glen Innes town surrounds	1,225	1,859	211	4.06	634
Rural east and south	708	1,075	122	2.35	366
Rural west	708	1,075	122	2.35	366

As with option 1, residential ratepayers in the higher land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds (averages to increase by \$634, when compared to the base case - do nothing, over three years) are expected to see larger increases in average rates, under option 2, compared to the lower land value areas of Rural east and south and Rural west (total average increase over three years of \$366 or \$122 per year).

<sup>9</sup> Group averages are estimates based on current level of ordinary rates.



Table 22 Option 3 residential average rates impact analysis

Residential - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 3 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	1,225	1,880	218	4.20	655
Glen Innes town west	1,225	1,880	218	4.20	655
Glen Innes town surrounds	1,225	1,880	218	4.20	655
Rural east and south	708	1,087	126	2.43	379
Rural west	708	1,087	126	2.43	379

Under option 3, as with both options above, there will be unequal increases when looking at average rates, with residential ratepayers in the higher land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds (averages to increase by \$655, or \$4.20 per week, when compared to the base case - do nothing, over three years) expected to see larger increases in average rates. Rural east and south and Rural west will see an average increase to \$1,087, an increase of \$379 by the end of 2028/29.

### Business rates – impact analysis by scenario

Table 23 Option 1 business average rates impact analysis

Business - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 1 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	3,291	4,800	503	9.67	1,509
Glen Innes town west	3,291	4,800	503	9.67	1,509
Glen Innes town surrounds	3,291	4,800	503	9.67	1,509
Rural east and south	745	1,087	114	2.19	342
Rural west	745	1,087	114	2.19	342

The impact of increases in business rates will be unequal across the LGA due to the wide variance in land value from area to area, with those in the higher business land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds (average to increase to \$4,800, an increase of \$9.67 per week by the end of 2028/29) expected to see larger increases in average rates compared to the lower business land value area of Rural east and south and Rural west (average to increase to \$1,087, an increase of \$2.19 per week by the end of 2028/29). It is observed that, when combined, Glen Innes town east and Glen Innes town west have the majority of business ratepayers (278) and accounts for 71% of business ratepayers.



Table 24 Option 2 business average rates impact analysis

Business - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 2 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	3,291	4,993	567	10.91	1,702
Glen Innes town west	3,291	4,993	567	10.91	1,702
Glen Innes town surrounds	3,291	4,993	567	10.91	1,702
Rural east and south	745	1,131	128	2.47	385
Rural west	745	1,131	128	2.47	385

As with option 1, business ratepayers in the higher land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds (averages to increase to \$4,993, when compared to the base case - do nothing, over three years) are expected to see larger increases in average rates, under option 2, compared to the lower land value areas of Rural east and south and Rural west (total average increase over three years of \$385 or \$128 per year).

Table 25 Option 3 business average rates impact analysis

Business - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 3 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	3,291	5,050	586	11.28	1,759
Glen Innes town west	3,291	5,050	586	11.28	1,759
Glen Innes town surrounds	3,291	5,050	586	11.28	1,759
Rural east and south	745	1,143	133	2.55	398
Rural west	745	1,143	133	2.55	398

Under option 3, as with both options above, there will be unequal increases when looking at average rates, with residential ratepayers in the higher land value areas of Glen Innes town east, Glen Innes town west and Glen Innes town surrounds (averages to increase by \$586 per year, or \$11.28 per week, when compared to the base case - do nothing) expected to see larger increases in average rates. Rural east and south and Rural west will see an average increase to \$1,143, an increase of \$398 by the end of 2028/29.



## Farmland rates – impact analysis by scenario

Table 26 Option 1 farmland average rates impact analysis

Farmland - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 1 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	4,028	5,875	616	11.84	1,847
Glen Innes town west	4,028	5,875	616	11.84	1,847
Glen Innes town surrounds	4,028	5,875	616	11.84	1,847
Rural east and south	4,028	5,875	616	11.84	1,847
Rural west	4,028	5,875	616	11.84	1,847

The impact of increases in farmland rates will be the same across the LGA, as the average rate is the same in each grouping. Under option 1, each grouping is expected to see a total average increase over three years of \$1,847, with the average rate for each grouping increasing from \$4,028 to \$5,875 by 2028/29. It is noted that Rural east and south contains 54% of the LGA's farmland ratepayers.

Table 27 Option 2 farmland average rates impact analysis

Farmland - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 2 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	4,028	6,112	695	13.36	2,084
Glen Innes town west	4,028	6,112	695	13.36	2,084
Glen Innes town surrounds	4,028	6,112	695	13.36	2,084
Rural east and south	4,028	6,112	695	13.36	2,084
Rural west	4,028	6,112	695	13.36	2,084

As with option 1, the impact of increases in farmland rates will be the same across the LGA, as the average rate is the same in each grouping. Under option 1, each grouping is expected to see a total average increase over three years of \$2,084 (or \$695 per year), with the average rate for each grouping increasing from \$4,028 to \$6,112 by 2028/29.



Table 28 Option 3 farmland average rates impact analysis

Farmland - average rates	2028/29 Base case - do nothing (\$)	2028/29 Option 3 average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Glen Innes town east	4,028	6,182	718	13.80	2,153
Glen Innes town west	4,028	6,182	718	13.80	2,153
Glen Innes town surrounds	4,028	6,182	718	13.80	2,153
Rural east and south	4,028	6,182	718	13.80	2,153
Rural west	4,028	6,182	718	13.80	2,153

As with the previous two options, under option 3, for farmland ratepayers the impact of average increases will be the same across the LGA. Each grouping will see an average increase of \$6,182 per year, or \$13.80 per week, to reach an average of \$6,182.

### Mining rates – impact analysis by scenario

Council has one mining ratepayer, situated in the Rural west grouping. The average mining rate is therefore provided in the table below by option. As with the other proposed rating increase options, option 3 sees the greatest increase over three years, at a \$218 average mining ratepayer increase, compared to the base case.

Table 29 Mining average rates impact analysis

Farmland - average rates	2028/29 Option average (\$)	Annual increase (above rate peg) by end of 2028/29 (\$)	Weekly increase above rate peg (\$)	Total average increase (above rate peg) over 3 years
Base case	410			
Option 1	597	62	1.20	187
Option 2	621	70	1.35	211
Option 3	628	73	1.40	218



## Other rating considerations

Table 30 Estimated average actual rates for select group 10 councils

Estimated average rates for 2028/29*	Est. average residential (\$)	Residential rank	Average farmland rate (\$)	Farmland rank	Average business rate (\$)	Business rank
Forbes	1,104	9	3,232	13	3,478	3
Glen Innes Severn (base case)	1,126	8	4,028	10	2,344	7
Glen Innes Severn (option 1)	1,642	2	5,875	6	3,419	4
Glen Innes Severn (option 2)	1,708	2	6,112	5	3,556	3
Glen Innes Severn (option 3)	1,727	2	6,182	4	3,597	2
Liverpool Plains	1,212	6	6,890	2	2,035	10
Narrandera	1,201	7	6,170	4	2,003	11
Narromine	984	13	5,074	6	2,380	5
Tenterfield	1,445	2	2,666	16	2,365	6
Upper Lachlan	729	19	2,352	19	2,278	8
Uralla	814	16	4,931	7	823	21
Armidale (group 4)	1,911		5,908		6,558	
Inverell (group 11)	1,333		3,851		5,376	

\*using a rate peg for 2026/27 of 3.5% and for 2027/28 and 2028/29 of 3%.

Table 28 shows estimated average rates for the 2028/29 financial year (extrapolated, using rate pegs and approved special rate variations, from 2023 OLG published time series data) for a selection of group 10 large rural councils, along with additional comparative rates from Armidale Regional Council and Inverell Shire Council. These councils are similar to Glen Innes Severn and are used for comparison. Within group 10 overall, Council's average residential rate ranks eighth and slightly above the average residential rate for all comparison councils, which sits at \$1,021. For business rates, Glen Innes ranks seventh and slightly higher than the average (\$2,262) among these comparable councils, and for farmland, Glen Innes sits at tenth and below the average (\$4,154).

When the proposed scenarios are considered alongside comparison councils, Glen Innes would move to the second highest residential rate under each option. There is however a difference under both farmland and business with Glen Innes moving to between sixth and fourth, dependent on the option, for farmland, and between fourth and second, dependent on the option, for business. This suggests that whilst under each rating category Glen Innes would move towards the top end of comparison councils under all options, it is still comparable. It is also notable that under all options Glen Innes would sit below Armidale Regional for residential and business and below Inverell for business.





**Figure 7 Actual (2024) rates as a percentage of operating expenses for OLG Group 10 large rural councils**

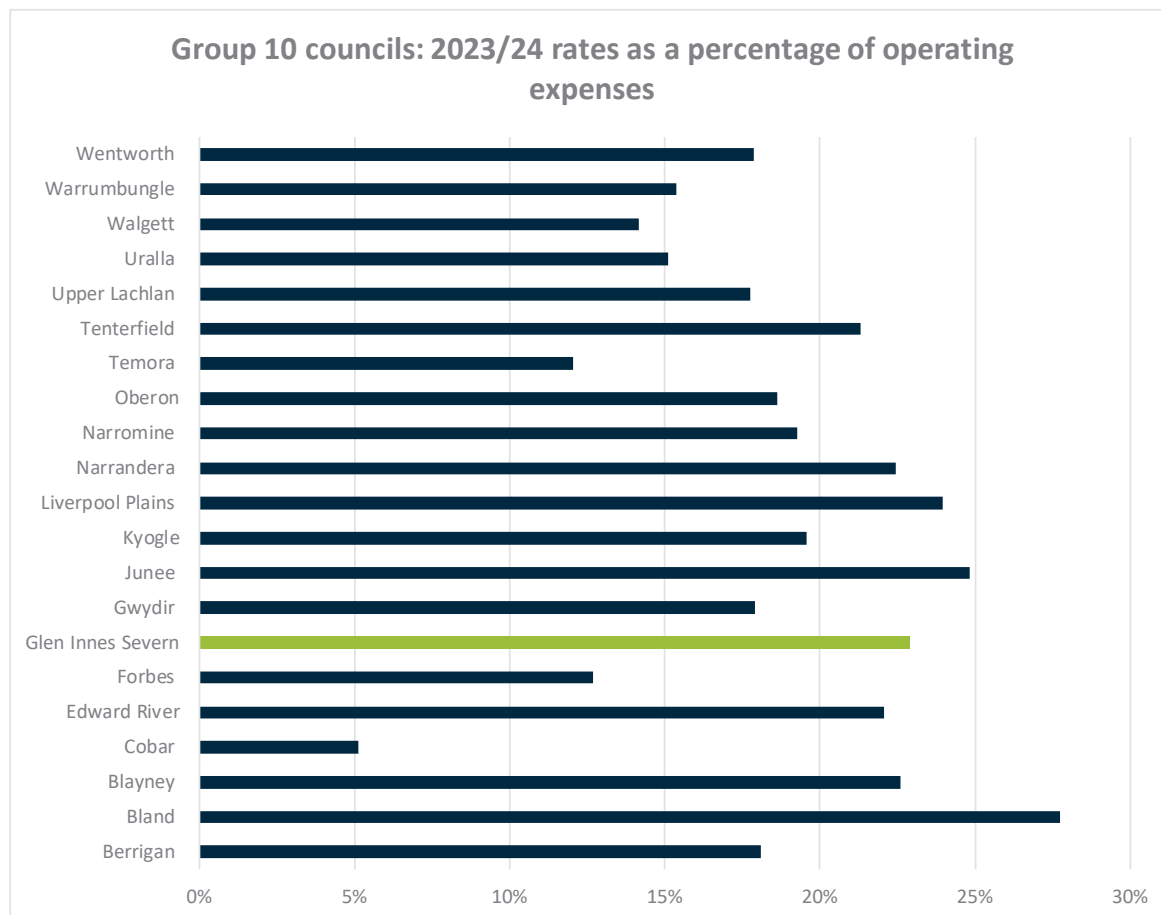


Figure 7 above shows total council rates as a percentage of operating expenditure for group 10 large rural councils. Glen Innes Severn sits above the average of these comparable group 10 councils in 2024, with three councils having a higher percentage. In addition, the percentage for Armidale Regional and Inverell Shire, noting that these are in group 4 and group 11, are 24% and 31% respectively. This indicates that comparative to similar and nearby councils, there is some potential for increase if required, noting that this ratio does not take into account the actual needs, services and service levels expressed in the Community Strategic Plan.



Table 31 Actual outstanding rates and charges for OLG Group 10 large rural councils

Rates and annual charges outstanding (%)	2023/24	2022/23	2021/22
Berrigan	7.7%	5.2%	4.1%
Bland	4.5%	4.2%	4.6%
Blayney	1.7%	1.2%	1.6%
Cobar	14.3%	7.8%	12.8%
Dungog	Not submitted	7.3%	6.9%
Edward River	4.9%	6.7%	6.2%
Forbes	5.5%	7.1%	7.2%
<b>Glen Innes Severn</b>	<b>13.1%</b>	<b>22.7%</b>	<b>5.2%</b>
Gwydir	7.5%	6.5%	5.5%
Junee	8.0%	8.5%	7.4%
Kyogle	8.2%	6.6%	6.2%
Lachlan	Not submitted	10.4%	9.3%
Liverpool Plains	8.3%	7.4%	7.8%
Narrandera	8.3%	7.5%	7.7%
Narromine	9.4%	7.3%	6.4%
Oberon	15.5%	16.2%	6.4%
Temora	3.7%	3.7%	3.0%
Tenterfield	5.6%	3.9%	4.0%
Upper Lachlan	4.4%	3.8%	3.2%
Uralla	14.8%	12.5%	10.5%
Walgett	15.6%	16.3%	14.2%
Warrumbungle	10.1%	11.3%	10.0%
Wentworth	9.7%	12.3%	12.2%

Table 31 shows the outstanding rates and charges ratios over the past three reporting years for Group 10 large rural councils. The NSW benchmark for regional and rural councils is 10%, and for years 2020/21 and 2021/22 Glen Innes Severn was consistently below this percentage, however, there was a notable increase in the ratio for 2022/23, with it increasing to 22.7% from 5.2%. For 2023/24, Council's rate has reduced substantially to 13.1%, and is the fifth highest of comparison councils, compared to the highest in 2022/23. This is a positive sign that the ratio is now tracking towards the 10% benchmark again.



## Conclusion

From our analysis, it is apparent that there are notable differences in advantage and disadvantage seen across the LGA, with significant disadvantage within the Glen Innes town west grouping and the areas of Emmaville and Deepwater (both within Rural west) compared to significant advantages in some parts of the central north (within Rural west) of the LGA. Overall, Glen Innes Severn does see much more disadvantage and much lower levels of advantage than Regional NSW averages and many surrounding LGAs, with an IRSD score in the 14<sup>th</sup> percentile and IRSAD in the 13<sup>th</sup> percentile. It is important that Council acknowledges these levels of disadvantage within the community, and that it does not significantly marginalise particularly vulnerable individuals and households.

Glen Innes town east, Glen Innes town west and Glen Innes town surrounds have the highest average residential land values, and as such, the impact of rate increases will be greatest in these groupings for residential ratepayers. At the end of 2028/29 and depending on the SRV option, these three groupings will each see an average increase, above the rate peg, of between \$562 to \$655 over three years. Noting that for options 1 and 2, these increases are focused in the first two years, with rate peg only increasing in the third year.

Glen Innes town west can be seen to be the most disadvantaged grouping when looking at our analysis, with the lowest IRSD and IRSAD rankings, potential for mortgage and rental stress, highest proportion of households in lowest two income quartiles and highest proportion of vulnerable households. There is however the lowest proportion of resident ratepayers and highest proportion of social housing, which would potentially help to mitigate some of the impacts of rate increases. Nonetheless, it does appear that there may be lower levels of capacity to pay within this grouping and Council should ensure that it has an appropriate hardship policy in place to assist ratepayers who may be more vulnerable to rate changes.

Glen Innes town east can also be seen to be one of the more disadvantaged groupings (IRSD in the 13<sup>th</sup> percentile), however it looks to have a lower potential for mortgage stress which may help to mitigate concerns around capacity to pay. Glen Innes town surrounds (IRSAD in 70<sup>th</sup> percentile) has much higher levels of advantage and much lower levels of disadvantage, therefore it is considered that there is capacity to pay within this grouping generally. This grouping also contains the highest proportion of resident ratepayers (fully owned and mortgaged) and appears to have lower potential for mortgage stress than other groupings.

Rural east and south (which ranks in the 73<sup>rd</sup> percentile for IRSAD) and Rural west (25<sup>th</sup>) will see a lower impact, with average residential rates estimated to increase, above the rate peg, by between \$325 to \$379 over three years, depending on the SRV option. Rural west has the highest proportion of pensioner assessments of all groupings and the joint highest proportion of individuals requiring core assistance, therefore the fact this grouping would see a lower increase will assist in reducing the risk of marginalisation of vulnerable groups. It is therefore considered that Rural east and south has capacity to pay proposed increases and Rural west has a reasonable capacity to pay.

When considering the capacity to pay of each grouping, it suggests that overall, the LGA has some residential capacity to pay, although some areas have a lower capacity than others. Residential rate increases would still see rates comparable to similar/neighbouring councils, if towards the higher end. Council should consider implementing an appropriate hardship policy which would help to mitigate some impacts of rate rises for the more vulnerable households within the community and assist in ensuring that the LGA as whole has some capacity to absorb increased rates.



At an overall level, Glen Innes Severn's average farmland rates sit just below the average of comparable group 10 councils (using 2023 OLG time series data) and would receive an increase, above the rate peg, of between \$1,847 and \$2,153 over three years (with options 1 and 2 focused in the first two-years), depending on the SRV option selected. This would move the LGA's farmland rates towards the higher end of comparable councils, at between the sixth and fourth highest depending on the scenario. Noting that overall Council does score lower in relation to SEIFA IRSD and IRSAD, as long as Council ensures it has an appropriate hardship policy in place, it is likely, when compared to peers, that there is some capacity to absorb these increases.

Due to land values, each grouping would see the same average farmland rating increase and therefore there is a need to consider the variance in socio-economic demographics across the LGA. Glen Innes town west can be considered a more disadvantaged area within the LGA, however between this grouping and Glen Innes town east combined, there are 186 farmland ratepayers, which is a proportionally small number. There are however 31 farmland pensioner assessments within this combined grouping and, therefore, Council should ensure that an appropriate hardship policy is in place to ensure that this grouping is not at risk of marginalisation. Rural east and south, meanwhile, contains 54% of the LGA's farmland ratepayers and has the highest SEIFA IRSAD score of all groupings, which is more in line with comparable councils. Therefore, it is considered that there is capacity to pay potential with increased rates within this grouping.

Dependent on the grouping, on average, business ratepayers across the LGA will receive an increase, above the rate peg, of between \$342 and \$1,759 over three years (with options 1 and 2 focused over two years and rate peg only in the third year), depending on the SRV option selected. Of all the groupings, Glen Innes town east, Glen Innes town west and Glen Innes town surrounds would see the highest increases at between \$1,509 to \$1,759 dependent on the SRV scenario. These groupings contain 85% (or 333) of the LGA's business ratepayers.

At an overall level, Glen Innes Severn's average business rates currently sit slightly above average (using 2023 OLG time series data) when compared against comparable councils. Under the proposed scenarios, business rates will move towards the top end of this grouping of comparable councils, sitting between fourth and second. Due to the growth of the LGA's GRP by 16.4% since 2018 and the increasing GRP per capita, along with the increasing number of FTE jobs, which can be seen as an indicator of an improving economy, it is considered that there is some capacity within the business community to absorb the potential rate rises.



# **Workforce Management Strategy 2025-2029**



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## **Annexure A**

### **Item 7.8**



## Acknowledgement of Country

Glen Innes Severn Council acknowledges and pays respect to the Ngarabul people as the traditional custodians of this land, their elders past, present and emerging and to Torres Strait Islander people and all First Nations people.

## Key Terms and Documents

### Key Terms

<b>Asset Management Strategy (AMS)</b>	The Asset Management Strategy (AMS) is a key part of Council's overall asset management planning, ensuring the required level of service for community assets in accordance with the Community Strategic Plan (CSP).
<b>Community Strategic Plan (CSP)</b>	The Community Strategic Plan (CSP) is Council's highest-level plan, aligning to broader state and federal planning for the region. It is a 10-year plan developed in consultation with the community, which provides the 'big picture' plan for the Glen Innes Severn local government area (LGA) and is supported by the Delivery Program.
<b>Delivery Program (DP)</b>	The Delivery Program (DP) is Council's response to the first four years of the implementation of the 2025-2035 Glen Innes Severn Community Strategic Plan. It identifies how Council will allocate its activities, programs, and projects (its Principal Activities) towards achieving the CSP's goals.
<b>Integrated Planning and Reporting (IP&amp;R)</b>	The Integrated Planning and Reporting (IP&R) framework aligns with Local Government elections and sets out the cycle of community engagement, planning, reporting, monitoring, and reviewing involved in developing and implementing the CSP, DP and other related plans and strategies.
<b>Long-Term Financial Plan (LTFP)</b>	The Long-Term Financial Plan (LTFP) is a 10 year rolling plan that informs decision making and demonstrates how the objectives of the CSP and commitments of the DP and OP will be resourced and funded.
<b>Operational Plan (OP)</b>	The Operational Plan (OP) is an annual plan that allocates resources and sets annual performance measures for projects and functions in accordance with the Delivery Program priorities and resources.
<b>Workforce Management Strategy (WMS)</b>	The Workforce Management Strategy (WMS) is a proactive document that shapes the capacity and capability of the workforce to achieve council's strategic goals and objectives.
<b>Management Executive Team (MANEX)</b>	The Management Executive Team (MANEX) is Council's executive management team, comprising the General Manager and Council's three Directors.

### Key Documents and Reference Sources

- Community Strategic Plan 2025-2035
- Delivery Program 2025-2029
- Long Term Financial Plan
- Asset Management Strategy 2025-2029
- 10 Year Strategic Plan for Community Services
- Aged and Disability Services Strategic Plan
- Customer Service Standards
- Communication Policy
- Equal Employment Opportunity Management Plan
- Human Resources Policy Statement Register
- Local Government (State) Award
- Local Government Reform Program – Promoting Better Practice Report – Glen Innes Severn Council.

Council documents can be accessed on Council's website: [www.gisc.nsw.gov.au](http://www.gisc.nsw.gov.au).

### Workforce Planning Process

The Workforce Management Strategy has been developed in accordance with strategic workforce planning principles.

Strategic workforce planning is the alignment of an organisation's human capital with its corporate and business objectives. It analyses the current workforce to determine future workforce needs based on strategic objectives, by identifying the gap between the present and the future and implementing solutions to enable the organisation to achieve its mission, goals and objectives.

Workforce planning seeks to ensure that an organisation has access to a workforce with the skills, knowledge and ability to undertake the activities required to achieve corporate objectives, considering such factors as the projected loss of knowledge through employee exits and the projected knowledge and skill requirements for maintaining and advancing the business.

Knowledge and skill requirements may include technology, new roles, maintenance and security of key workforce intelligence, or new business demands.

## Executive Summary

The purpose of the Workforce Management Strategy 2025-2029 is to provide Glen Innes Severn Council with a revised set of workforce strategies and actions that are linked to the strategic objectives of the Delivery Program 2025-2029 and integrated into the Resourcing Strategy.

The Workforce Management Strategy 2025-2029 will support Council's workforce to be capable, motivated, and available, now and into the future, to meet the needs of the community it serves.

During its development, the Workforce Management Strategy was assessed against the GISC Community Strategic Plan 2025-2035, Delivery Program, Asset Management Plan and Long-Term Financial Plan to determine how it can best support and contribute to the achievement of Council's strategic and organisation priorities. The review considered Council's required future state with respect to its core strategic, operational, organisation and workforce priorities, challenges and opportunities.

Key findings indicate that Council's strengths and opportunities offer a solid foundation on which to enhance, realign and improve efficiency, effectiveness and performance. However, the external environment and internal factors (political decisions, financial sustainability, ageing workforce, difficulties in attracting and retaining staff, increased employment costs, loss of corporate knowledge, new and challenging technologies, etc.) will require innovative and flexible approaches to mitigate risk.

The Workforce Management Strategy seeks to support Council's long-term financial sustainability; efficient and effective delivery of services; an engaged workforce; innovative work practices; restrained real operating expenditure, and development of the internal labour force.

The revised **Workforce Action Plan 2025-2029** draws heavily on the preceding action plan and has been premised on establishing clear linkages with the Delivery Program, and integration amongst the elements of the Resourcing Strategy, which is illustrated in Figure 1. Further, it supports organisation and operational priorities and responds to the changing workforce through clear strategies and actions that articulate Council's vision, mission, values, priorities, expectations, and desired culture and work environment.

The action plan is based on the following five (5) key strategic workforce planning outcomes:

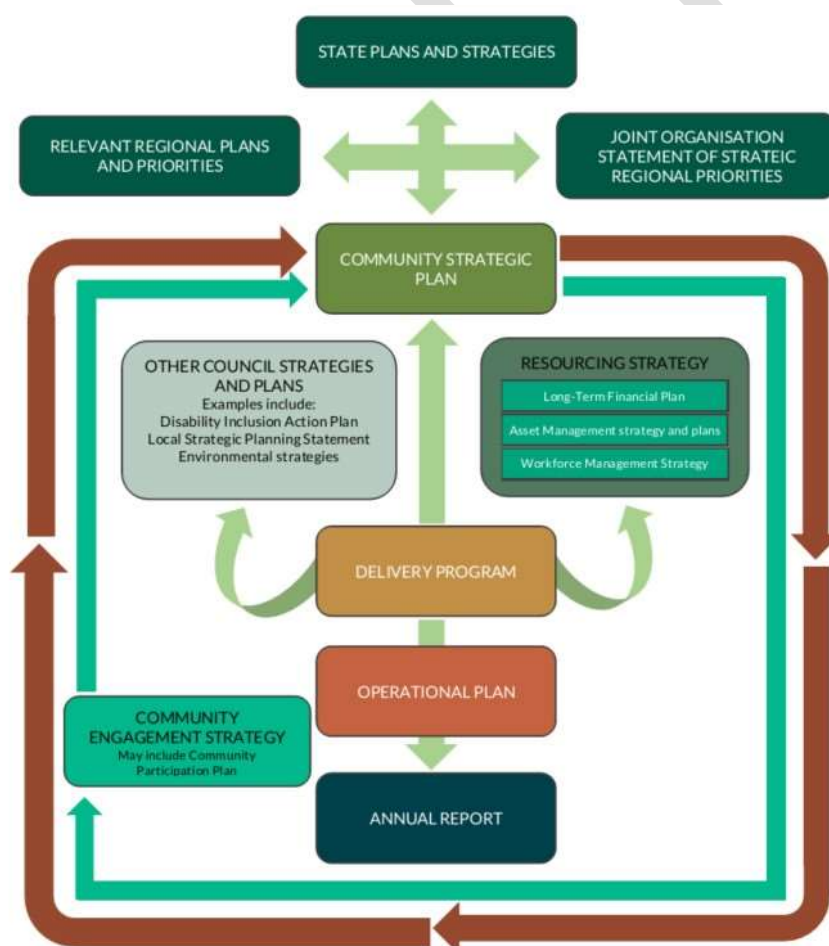
1. Employer of Choice
2. One Council Culture
3. Sustainable Workforce
4. Health and Wellbeing
5. Resourcing the Future

Each of the strategic outcomes is underpinned by an Action Plan and a series of key focus areas, strategies and actions, the achievement of which is largely dependent on the commitment and cooperation of key stakeholders. Council is committed to supporting the implementation of the strategic outcomes, which will be reviewed annually by the Manager of Administration and Human Resources and reported to the MANEX and Council.

### Integrated Planning and Reporting Framework

The *Local Government Act 1993* makes provisions for the Integrated Planning and Reporting Framework, which includes the development of a Community Strategic Plan and a four (4) year Delivery Program with the associated Resourcing Strategy comprising Asset Management, Work Force and Long-Term Financial Plans.

Council plans and policies should not exist in isolation; they are inter-connected. The Integrated Planning and Reporting Framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.



## Workforce Management Strategy Overview

### Scope

To review the Workforce Management Strategy against the Community Strategic Plan 2025-2035, Delivery Program 2025-2029, Asset Management Strategy 2025-2029 and Long-Term Financial Plan to ensure that it supports and contributes to the achievement of Council's strategic and operational priorities.

### Purpose

The Workforce Management Strategy's purpose is that of a strategically focused tool that supports the achievement of the Delivery Program 2025-2029 and key organisational objectives.

The following elements are critical to achieving this purpose:

Input into the LTFP (superannuation and Award rates, training and development costs, program costs, etc.).
Risk mitigation (WHS, workers' compensation, industrial relations, leave liability, skills shortages, technological change, ageing workforce, etc.).
Effective management tools (policies, frameworks, procedures, guides, forms, etc.).
Meaningful links between workforce planning and management activities and the DP.
Support for the objectives of the AMP.
Guidance to direct the focus and effort of the Human Resources department.
Communication of organisation culture, direction, and expectations.
Reinforcement of strategic and organisation priorities.
Provision of feedback for planning, decision-making and improvement.
Measurable and meaningful outcomes.
The right people in the right place at the right time.
Preparation and support for the organisation in managing change.

## Objectives

- To link the Workforce Management Strategy to the Strategic Goals of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.
- To integrate the Workforce Management Strategy into the Resourcing Strategy so that works, projects, programs and services are funded, resourced and delivered in accordance with the priorities of the Operational Plan(s).
- To develop a Workforce Management Strategy that is linked to the Council's strategic, operational and organisational objectives.

## Ownership and Accountability

**MANEX** owns and is accountable for the Workforce Management Strategy. It is the final decision-maker with respect to priorities, amendments and resource allocation.

The **Director Corporate and Community Services**, through the Manager Administration and Human Resources, is accountable for providing Manex with timely information, advice and guidance on workforce planning matters of strategic or organisational significance.

The **Manager Administration and Human Resources**, with the support of the staff of the department, is accountable for the development of programs, projects and activities that contribute towards the organisation's achievement of its strategic, operational and organisational objectives.

**Managers** are accountable for contributing to the identification of key workforce planning issues and utilising the tools of the Workforce Management Strategy to lead and manage the workforce. Further, the management team provides input into the IP&R process.

The **workforce** is accountable for working within the policies and frameworks of the Workforce Management Strategy and actively and positively contributing to a culture of commitment, cohesion and service by being ready, willing and capable of delivering efficient and effective services.

**Internal and external stakeholders** such as employer associations, unions, employee committees of Council, funding bodies, workers' compensation insurers, SafeWork NSW, etc., will be actively and genuinely encouraged to be involved with the implementation of the Workforce Management Strategy 2025-2029, as appropriate and practicable. Council is committed to communicating with key stakeholders.

## Council's Profile

Located on the NSW Northern Tablelands, Council provides a diverse range of services to the Glen Innes Severn Local Government Area (LGA) and, via State and Federal Government funded programs, to aged and disability clients within the LGA and beyond.

When fully staffed, Council has around 165 permanent employees and an overall staff of close to 200. It is governed by an elected body of seven (7) councillors and has an annual operating budget in the vicinity of \$41,000,000.

Services provided by Council include roads and parks, garbage collection and waste management services, water and wastewater treatment and delivery, a public library and learning centre, regional livestock saleyards, swimming pools at Glen Innes and Emmaville, children's, family and youth services, economic development and tourism services, and a visitor information centre.

Council is also the contracted provider for a large number of home and community-based services, including domestic assistance, personal care, and social interaction and inclusion.

Children's services provided by Council include out of school hours and vacation care for children aged 5 to 12 years, an early intervention program for children with a diagnosed learning / development delay and Supported Playgroups including an Aboriginal Playgroup.

## Council's Vision Mission and Values

### Our Vision

A prosperous connected community that nurtures its people and places.

### Our Mission

Together we focus on our customers and partners to deliver the best possible local government services and projects at the best possible value now and into our shared future.

### Our Values

- Respect
- Integrity
- Courage
- Honesty
- Transparency

## Strategic Objectives

The Glen Innes Severn Council Community Strategic Plan 2025-2035 is supported by the following five strategic objectives.

- **A Thriving and Connected Community**  
Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.
- **A Prosperous & Diverse Economy**  
A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.
- **Fit for the Future Infrastructure**  
Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.
- **Protected & Enhanced Environment**  
Where natural resources, landscapes, and built heritage are preserved, sustainably managed, and showcased to strengthen community identity, attract visitors, and support long-term ecological and economic benefits.
- **Open & Collaborative Leadership**  
Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance, and problem-solving, while ensuring accountability and financial sustainability for current and future generations.



## Critical Issues and Positions

### Workforce Planning Considerations

In addition to the strategic objectives and goals identified in the Community Strategic Plan, the following considerations have been identified as offering significant workforce challenges and opportunities:

- The long-term financial sustainability of Local Government, for example, in the face of rate capping rises that do not keep up with the rising costs of employment and services faced by the local government industry.
- The impact of funding and regulatory requirements on community services, including Life Choices – Support Services (LC-SS) and Children and Family Services (CAFS), and the constant pressure to remain competitive in this environment.
- Council's ageing workforce, with baby boomers and Generation X employees departing the workforce now and in coming years.
- Making employment in Local Government more attractive to younger people and attracting, retaining, and meeting the demands of new generations.
- Changing the workforce culture to meet new demands for improved quality and more responsive customer service.
- The capacity of Council's current organisation structure to deliver modern services in a constantly evolving work environment.
- Participation of women in the Local Government workforce, especially in senior roles, which is expected to increase.
- Ensuring that there are adequate staff resources for the delivery of key services to the community and the need to achieve more with less, getting more efficient and working smarter, especially in core functions.
- Ensuring that there is an adequate skilled workforce to deal with emerging new issues and challenges.
- Opportunities and challenges provided by emerging computer technology, for example, cloud computing, hybrid work and machine learning, and the challenges involved in ensuring that staff are equipped to make full use of such technologies.
- Opportunities for Council to engage more closely with young people, for example, through traineeships and work experience programs.

## Workforce Culture and Organisational Development

Organisational development and improvement will never stop. Always wanting to improve, doing things better, and pushing boundaries are key attributes of a successful organisation and are best achieved when pursued in a structured manner.

Council has faced many challenges and will continue to face challenges in delivering a high standard of services and building an organisation that staff and councillors can be proud of, which can only be achieved through strategy and planning.

As an organisation, there is much to be proud of in terms of how Council serves its community, but there is always room to do better. Great leadership is key, which inspires and guides positive behaviours, innovation and use of technology, leverage of data, communication and the flow of critical information, all of which are key ingredients of great culture.

This can be achieved by bringing together current organisational development activities and future initiatives such as annual business planning, service reviews and operational continuous improvement projects to form a coherent plan for the future of the organisation.

Durable cultural transformation in councils requires a well thought out blueprint that considers various aspects of organisational culture, employee engagement, and leadership. It involves engaging in a comprehensive process to change the attitudes, beliefs, and behaviours of leaders and staff at all levels.

A shared ambition must exist to create an environment that fosters collaboration, innovation, and empowers individuals to support the desired culture. Cultural transformation takes time and effort, but the long-term benefits are substantial and can positively impact both the council and the community it serves.

Council has embraced the **Elevate360 framework**, based on the pillars of organisational success. Although Council is meeting many aspects of the framework as part of its normal business activities, formally adopting the framework will complete the story, ensuring nothing slips through the cracks, developing strategy, and fostering accountability.

### Elevate360 Pillars

#### Leadership



Clear direction and mutually agreed plans enable organisational alignment and a focus on the achievement of goals.

### Residents and Stakeholders



Understanding what customers and other stakeholders value, now and in the future, enables organisational direction, strategy and action.

### Improvement and Innovation



All people work in a system. Outcomes are improved when people work on the system and its associated processes and build a culture of continuous improvement, learning, and systems thinking.

### People



Engaging people's enthusiasm, resourcefulness and participation, and building capability and expertise, improves organisational performance.

### Information and Knowledge



Effective use of facts, data and knowledge leads to improved decisions.

### Strategy and Planning



Understanding our future and planning our business.

### Culture

Leaders determine the culture and value system of the organisation through their decisions and behaviour.

What Council wants to achieve:

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

Council is doing many things now which align with the Elevate360 pillars but identifying the initiatives within each pillar and developing strategies and action plans will ensure there are no gaps.

The goals and aspirations of the elected members can only be fully achieved through a highly functioning and dedicated contemporary organisation. Elevate360 is a major long term initiative with the goal of achieving this objective.

## Strategic and Operational Links

### Delivery Program Linkages

The Workforce Management Strategy 2025-2029 links to the Delivery Program 2025-2029, allowing Council to determine current and future workforce requirements, which in turn are translated into core workforce planning and management actions aimed at supporting the achievement of the Delivery Program's goals over the mid to long-term.

The **Workforce Action Plan 2025-2029** links directly to the Delivery Program through the following strategies:

- The Workforce Management Strategy 2025-2029 informs the Long-Term Financial Plan, supports the Asset Management Strategy 2025-2029, and facilitates the achievement of the Delivery Program 2025-2029 through focused, measurable actions.
- Organisation goals and performance expectations are clearly communicated and understood.
- Council anticipates, prepares for and responds to change.
- Employees are committed to Council's goals and values, motivated to contribute to its success, and at the same time are able to enhance their sense of well-being.
- Succession planning ensures Council is well-placed to manage its corporate knowledge and continue to offer efficient and effective services.
- Line leaders understand and undertake their people and business management accountabilities.

### Long Term Financial Plan Linkages

The Workforce Management Strategy 2025-2029 is an input into the Long-Term Financial Plan. It assists in identifying ongoing operational (employment) costs of Council, identifying major programs or projects such as changes to the salary system, WHS compliance, etc., and through the measurement of efficiency gains resulting from the organisation's people-centred activities.

The **Workforce Action Plan 2025-2029** links directly to the Long-Term Financial Plan through the following strategies:

- It informs the Long-Term Financial Plan through key inputs and focused, measurable actions.
- The total reward offering is affordable, contributes to the achievement of strategic and operational goals and is of value to employees.
- Line leaders understand and undertake their people and business management accountabilities.
- Organisation goals and performance expectations are clearly communicated and understood.
- Workers' compensation and injury management programs mitigate organisation risk.
- The Work Health and Safety Management Plan meets legislative, regulatory and organisation requirements.

### Asset Management Plan Linkages

The Workforce Management Strategy 2025-2029 supports the Asset Management Strategy 2025-2029 by anticipating the size, scope, composition, and knowledge requirements of the workforce over the medium to long-term. Workforce planning actions are also focussed on providing management and staff of the Infrastructure Services Directorate with the tools and support to assist them in delivering efficient and effective services.

The **Workforce Action Plan 2025-2029** links directly to the Asset Management Strategy 2025-2029 through the following:

- Total remuneration is affordable, contributes to the achievement of strategic and operational goals and is of value to employees.
- Line leaders understand and undertake their people and business management accountabilities.
- Organisation goals and performance expectations are clearly communicated and understood.

- Proactive acquisition of contemporary skills, knowledge and attributes identified as organisationally critical.
- There are opportunities for upskilling, cross-skilling, multi-skilling and retraining.
- Workers' compensation and injury management programs mitigate organisation risk.
- The Work Health and Safety Management Plan meets legislative, regulatory and organisation requirements.

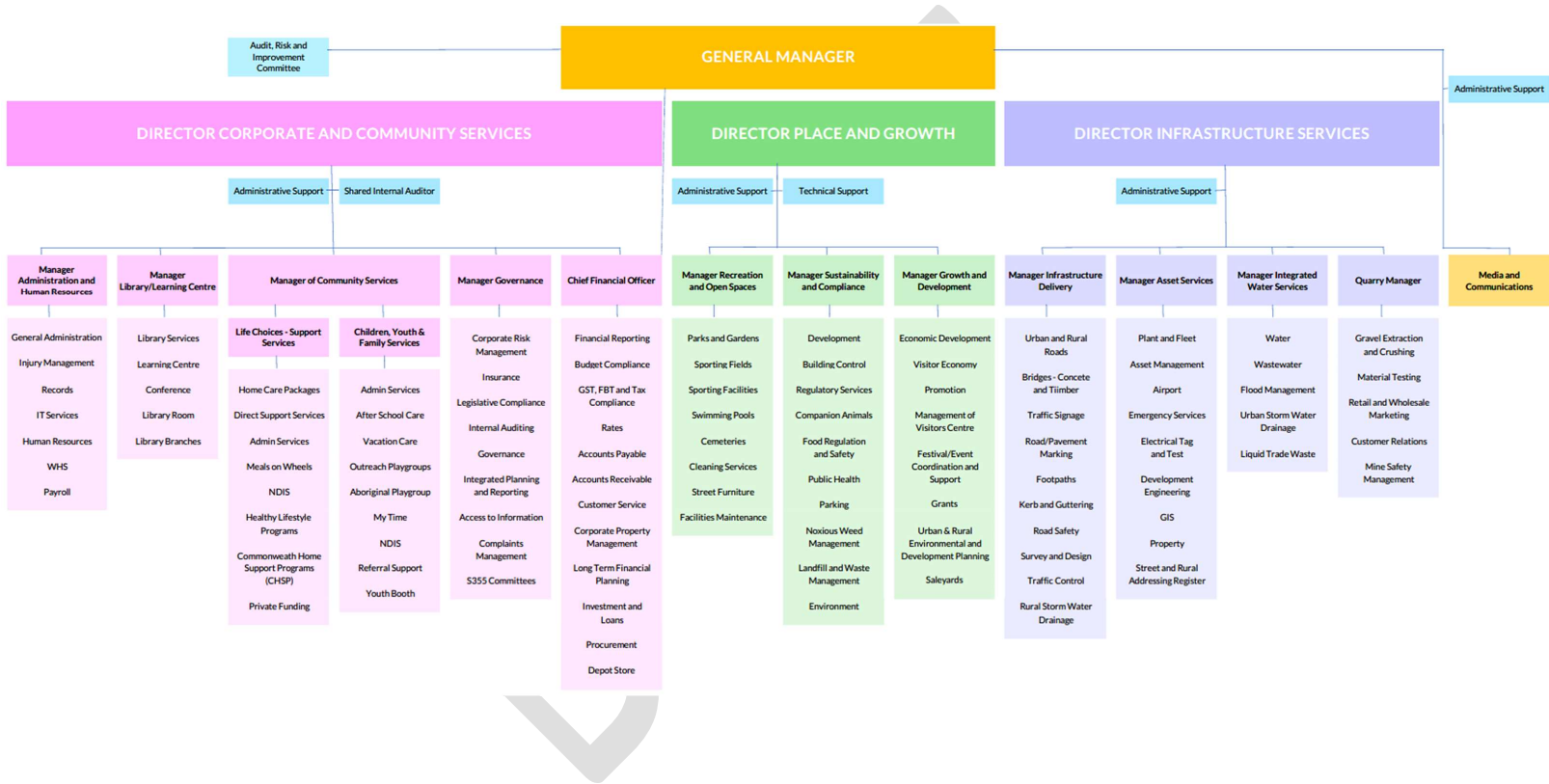
### Employee Engagement Linkages

A critical element in an organisation's success is the degree to which its employees are genuinely engaged with their work and workplace. An engaged employee is one who is committed to Council's goals and values, motivated to contribute to Council's success, and able at the same time to enhance his or her own sense of well-being. Workforce planning has a direct role in enhancing and sustaining employee engagement.

The **Workforce Action Plan 2025-2029** links directly to employee engagement through the following:

- Creation of a welcoming, inclusive and engaged workplace.
- A total reward offering that is affordable, contributes to the achievement of strategic and operational goals and is of value to employees.
- Timely, consistent, communication, information and knowledge sharing and feedback.
- Line leaders understand and undertake their people and business management accountabilities.
- Organisation goals and performance expectations are clearly communicated and understood.
- There are opportunities for upskilling, cross-skilling, multi-skilling and retraining.
- Well-being is focused on education and awareness.
- Older workers remain productive, contributing members of the organisation.

Organisation Structure 30 June 2024



## Workforce Demographics

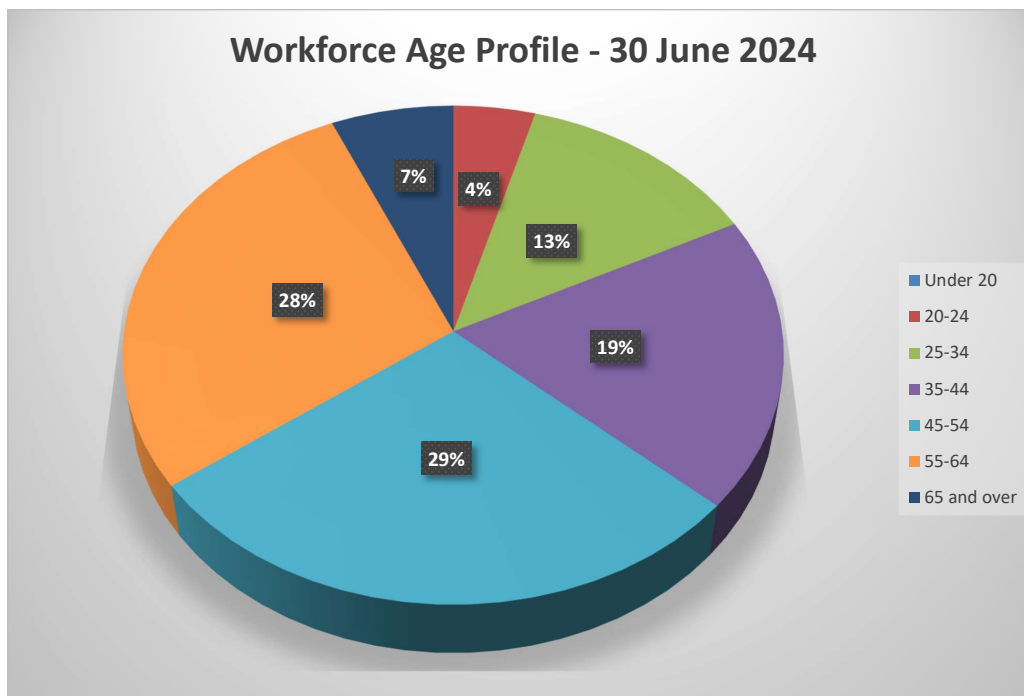
### Workforce Profile / Equal Employment Opportunity Statistics: 30 June 2024

	Total Staff	Male	Female	Aboriginal or Torres Strait Islanders	Racial, Ethnic, Ethno- religious Minority Groups	Non- English Speaking Back- ground	Persons with a Disability
		% of Total Staff					
Permanent Full-Time	110	78	32	3	0	1	0
Permanent Part-Time	23	5	18	1	0	0	0
Temporary Full-Time	3	1	2	0	0	1	0
Temporary Part-Time	1	0	1	0	0	0	0
Casual	52	13	39	1	0	1	0
<b>Total %</b>	<b>100.00</b>	<b>51.32</b>	<b>48.68</b>	<b>2.65</b>	<b>0.00</b>	<b>1.59</b>	<b>0.00</b>
<b>Total Staff</b>	<b>189</b>	<b>97</b>	<b>92</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>0</b>



### Workforce Age Profile

The following statistics are compiled from permanent staff numbers and do not include casual employees.

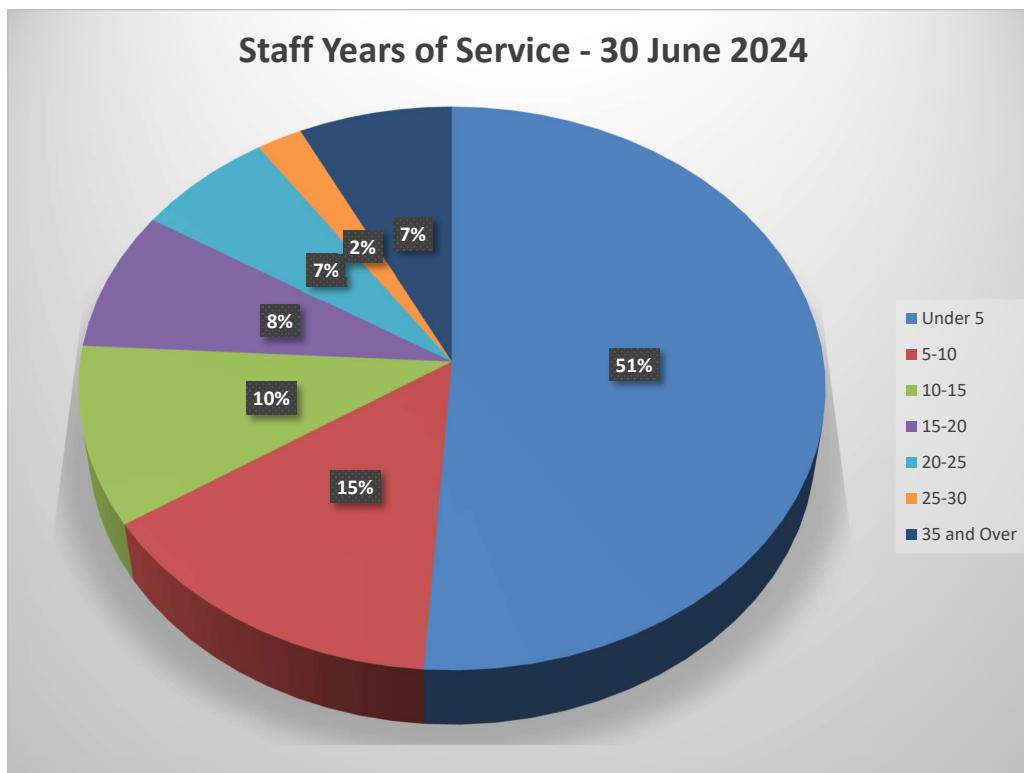


**Workforce Age Profile by Function (Excluding Casual Staff) – 30 June 2024**

	Under 20	20-24	25-34	35-44	45-54	55-64	65 and over	Total Staff
GM Office	0	0	1	0	0	2	0	3
Corp & Community Services	0	0	1	0	0	0	1	2
Administration & HR	0	0	0	0	0	5	1	6
Finance	0	0	0	0	4	5	0	9
Governance	0	0	0	0	2	0	0	2
Community Services	0	1	7	5	8	5	2	28
Library	0	0	1	0	2	1	1	5
Infrastructure Services	0	0	0	1	1	0	0	2
Asset Services	0	3	0	3	1	1	0	8
Glen Innes Aggregates	0	0	0	1	0	4	1	6
Infrastructure Delivery	0	1	4	4	10	7	2	28
Integrated Water Services	0	1	1	5	0	1	0	8
Place & Growth	0	0	1	2	1	1	0	5
Growth & Development	0	0	0	0	0	3	1	4
Sustainability & Compliance	0	0	0	3	5	1	0	9
Recreation & Open Spaces	0	0	2	2	5	3	0	12
<b>Totals</b>	<b>0</b>	<b>6</b>	<b>18</b>	<b>26</b>	<b>39</b>	<b>39</b>	<b>9</b>	<b>137</b>
<b>% of Total Workforce</b>	<b>0.00</b>	<b>4.38</b>	<b>13.14</b>	<b>18.98</b>	<b>28.47</b>	<b>28.47</b>	<b>6.57</b>	<b>100.00</b>

### Staff Years of Service

The following statistics are compiled from permanent staff numbers and do not include casual employees.



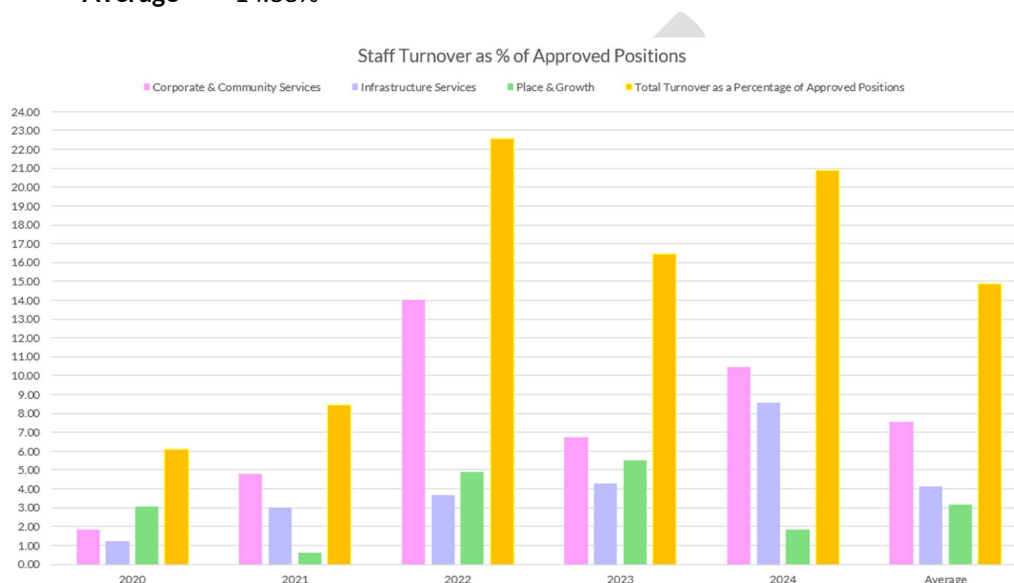
## Years of Service by Function (Excluding Casual Staff) – 30 June 2024

	Under 5	5-10	10-15	15-20	20-25	25-30	30 and over	Total Staff
GM Office	2	0	0	0	1	0	0	3
Corp & Community Services	2	0	0	0	0	0	0	2
Administration & HR	2	1	1	0	0	0	2	6
Finance	6	0	2	1	0	0	0	9
Governance	1	1	0	0	0	0	0	2
Community Services	16	8	3	1	0	0	0	28
Library	2	1	0	0	2	0	0	5
Infrastructure Services	1	0	1	0	0	0	0	2
Asset Services	6	0	1	0	0	1	0	8
Glen Innes Aggregates	2	1	1	1	0	0	1	6
Integrated Water Services	12	2	2	4	2	1	5	28
Infrastructure Services	4	1	1	1	0	0	1	8
Place & Growth	5	0	0	0	0	0	0	5
Growth & Development	1	0	0	1	1	1	0	4
Sustainability & Compliance	4	1	1	1	2	0	0	9
Recreation & Open Spaces	4	4	1	1	1	0	1	12
<b>Totals</b>	<b>70</b>	<b>20</b>	<b>14</b>	<b>11</b>	<b>9</b>	<b>3</b>	<b>10</b>	<b>137</b>
<b>% of Total Workforce</b>	<b>51.09</b>	<b>14.60</b>	<b>10.22</b>	<b>8.03</b>	<b>6.57</b>	<b>2.19</b>	<b>7.30</b>	<b>100.00</b>

### Staff Turnover 2020-2024

Glen Innes Severn Council experienced an average annual staff turnover of 14.88% for the five (5) year period from 2020 to 2024. The turnover rate has increased significantly from 2022 onwards.

- 2020 6.10%
- 2021 8.43%
- 2022 22.56%
- 2023 16.46%
- 2024 20.86%
- Average 14.88%



### Staff Turnover % by Directorate

Directorate	2020	2021	2022	2023	2024	Average
Corporate and Community Services	1.83	4.82	14.02	6.71	10.43	7.56
Infrastructure Services	1.22	3.01	3.66	4.27	8.59	4.15
Place and Growth	3.05	0.60	4.88	5.49	1.84	3.17
<b>Total Turnover as a Percentage of Approved Positions</b>	<b>6.10</b>	<b>8.43</b>	<b>22.56</b>	<b>16.46</b>	<b>20.86</b>	<b>14.88</b>

## Workforce Action Plan 2025-2029

### Action Plan Overview

The revised **Workforce Action Plan** is built on the principles of:

- Pragmatism
- Flexibility
- Measurability
- Meaningfulness
- Transparency
- Defensibility
- Achievability
- Simplicity

The **Workforce Action Plan** structure now includes:

- Strategic outcomes that are aligned with the Integrated Planning & Reporting Framework.
- Key Focus Areas that identify areas of strategic, organisational and workforce priority.
- Strategies that create and link planning, decision-making and resources to the achievement of Delivery Program objectives.
- Actions that focus and guide work and effort across the organisation.
- Measures that provide meaningful and measurable information for evaluation, monitoring and amendment of current actions and act as input into future planning, decision making and resource allocation.
- Accountability so that everyone understands how they contribute to the long-term financial sustainability of the organisation, and the delivery of efficient and effective services.

## Strategic Workforce Planning Outcomes

Council's five key strategic workforce planning outcomes are:

**1. Employer of Choice**

*Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.*

**2. One Council Culture**

*Unified by its values, Council's workforce is committed, cohesive and service-oriented.*

**3. Sustainable Workforce**

*The workforce now and over time is ready, willing and capable of delivering efficient and effective services.*

**4. Health and Well-Being**

*Council's health, safety and well-being practices are embedded in its culture and work systems.*

**5. Resourcing the Future**

*Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.*

## Measurement, Reporting and Review

The **Workforce Action Plan** includes indicative measures and reporting milestones, which act as a guide only. They should be revised periodically to ensure they meet the requirements of the organisation with respect to:

- The Integrated Planning reporting cycle.
- Council's reporting cycle.
- MANEX's reporting cycle.
- The budget cycle.
- Availability of information from existing systems.
- Established organisation process cycles (e.g., performance appraisal and progression).
- Information intent (will the information used to satisfy compliance, risk mitigation, decision-making, planning, resource allocation, etc.).

Employer of Choice Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Staffing	The recruitment strategy attracts a diverse pool of candidates.	Review each years' recruitment information and create a profile of applicants and candidates.	Average time to fill a vacancy (date of closing to offer) is six weeks or less.	Manager of Administration and Human Resources (MAHR)	Annually
		Review current recruitment procedures and guidelines to streamline processes and improve ease of use.	90% or more of roles offered are accepted by the preferred candidate.  There are at least five applications (average) that meet the position criteria in first round advertising.		
		Review Council's current employment branding and recruitment practices with a focus on increasing the participation of young people in the workforce.  Implement agreed actions arising from the review.	The review is completed and agreed actions are integrated into Council's recruitment procedures and practices.  There is a measurable increase in the number of applications from members of the target group.	MAHR	31 March 2026
		Review Aboriginal and Torres Strait Islander employment to ensure that it is at least representative of the wider LGA.  Prepare an Aboriginal Employment Strategy if Aboriginal and Torres Strait Islander employment drops below the required target for two consecutive years, as reported in Council's Annual Report.	Aboriginal and Torres Strait Islander employment within Council is maintained at a level that is at least representative of the working age population in the wider LGA.	MAHR	31 October each year



<b>Employer of Choice</b> <i>Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Staffing	The retention strategy provides a multi-faceted approach to retain experienced workers, attract new talent, and ensure knowledge transfer across generations.	<p>Review Council's online on-boarding program to ensure that it is up to date, covers all required areas and includes: induction, probation, core training and performance feedback and support.</p> <p>Review Council's onsite induction procedures to ensure that they up to date, effective and include: ICT and security, safety, physical and psychological requirements.</p>	<p>Relevant information is added to Council's online on-boarding system, which is available to all new staff members.</p> <p>100% of staff have completed formal induction within the approved timeframe and understand the requirements of their roles.</p> <p>100% of annual appraisals and assessments are completed in accordance with the approved review cycle.</p> <p>Voluntary turnover remains within the industry standard.</p> <p>The baseline workforce engagement index is better than 'satisfactory'.</p>	MAHR / Human Resources Officer	30 April 2026
		<p>Review and further develop a retention strategy for the 35 - 54 year cohort of employees.</p>	<p>Findings and strategy are submitted to MANEX for approval.</p> <p>50% of cohort indicate an intention to remain with the organisation for greater than five years.</p> <p>Multi-skilling and retraining actions contribute to risk mitigation for positions central to strategic objectives, and improved efficiency and effectiveness in service delivery.</p> <p>An employee engagement index of 'satisfactory' or better is achieved.</p>	MAHR	30 June 2026

Employer of Choice <i>Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
	A transition to retirement program is in place that supports employees in their journey towards retirement while maintaining organisational productivity and knowledge retention.	<p>Offer flexible retirement options via phased retirement plans, including part-time or reduced hours, and job-sharing arrangements.</p> <p>Run pre-retirement planning workshops to inform mature age workers of financial planning options, information on superannuation, and health and lifestyle changes in retirement.</p> <p>Establish retirement mentorship programs to pair retiring employees with younger staff for knowledge transfer.</p> <p>Implement succession planning around critical roles and potential successors.</p> <p>Enhance knowledge management systems to capture and document institutional knowledge, via digital platforms and other means.</p>	<p>Percentage of eligible employees participating in transition to retirement programs.</p> <p>Reduction in unexpected early retirements and number of successful phased retirements completed.</p> <p>Retention of critical knowledge as measured by post-retirement knowledge assessments.</p> <p>Successful placement of successors in key roles, reduction in productivity loss during transition periods, cost savings from reduced recruitment needs due to effective succession planning.</p> <p>Employee satisfaction scores for those in transition to retirement.</p> <p>Number of retirees engaged in post-retirement activities with the organisation.</p>	MAHR	Annually



Employer of Choice					
Council is recognised as a preferred employer within the local community and beyond, through the creation of a welcoming, inclusive and engaging workplace.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Total reward offering (TRO)	Council's remuneration and non-salary incentives are affordable, contribute to the achievement of strategic and operational goals and are of value to its employees.	Review Council's leave management and flexible work arrangements framework.  Implement approved frameworks.	Annual leave liability is kept below eight weeks for all staff.  Long Service Leave liability is reduced by 10% annually with a long-term goal to reach no more than 13 weeks per employee (2026).  Employee engagement survey results indicate that leave management and flexible work arrangements are at least 'satisfactory'.	MAHR / MANEX	30 June each year.

<b>One Council Culture</b> <i>Unified by its values, Council's workforce is committed, cohesive and service-oriented.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Communication	Communication ensures knowledge, information, decisions, priorities and feedback inform timely, considered responses to change, operational management, continuous improvement, risk management and resource allocation.	Review the internal communication hierarchy at least annually to ensure that the most appropriate information source communicates with internal stakeholders at the right time.	<p>The communication plan is reviewed annually to ensure its effectiveness.</p> <p>The communication plan supports organisation decision-making, planning and action.</p> <p>The baseline workforce engagement index is better than 'satisfactory'.</p>	MAHR / MANEX	Annually in March
Organisational Development and Culture	An organisational environment that fosters collaboration, innovation, and empowers individuals to support the desired culture.	Develop and commence the implementation of the Elevate360 Organisational Improvement Framework.	<p>Staff survey and interviews conducted, framework developed with associated plans and strategies, awareness by staff of framework.</p> <p>Specific activities such as service reviews commenced.</p>	General Manager	30 June 2026
Leadership	Line leadership is the principal motivating force for the organisation in accomplishing its strategic, operational and organisation goals.	Review annual training plans to ensure that they support line leaders to understand and effectively undertake their people and business management accountabilities.	<p>100% of line leaders have attended training and development in:</p> <ul style="list-style-type: none"> <li>managing employee performance;</li> <li>budget monitoring and reporting;</li> <li>WHS and injury management; and</li> <li>general project management principles.</li> </ul> <p>Line leadership resolves 90% or better of general enquiries.</p>	MAHR / MANEX	28 February each year

One Council Culture <i>Unified by its values, Council's workforce is committed, cohesive and service-oriented.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
			Annual grievances related to HRM practices or processes represent less than 5% of the workforce.		
Performance planning, development and management	The employee performance framework is aligned to the organisation's goals and clearly communicates and reinforces performance expectations	Revise all position descriptions annually so that core accountabilities, knowledge, skills and attributes are aligned to organisational goals and accurately described.	Position description reviews are incorporated into the annual performance review process.	MAHR	Annually in June
		Review the appraisal and progression framework to incorporate a skills component at salary steps one and two for all relevant positions.  Link competence and performance to the total reward offering.	Positions that are suitable for skill steps are identified and have skills set up against steps one and two in time for the next round of annual reviews.  Performance objectives, behaviours and skill sets support the achievement of Council's strategic and operational objectives and have "line of sight" to the CSP and DP.  Performance measures are designed to place a particular emphasis on quality, customer service and safety.  100% of staff not meeting the expected standard of performance have a development and improvement plan.  Less than 2% of performance improvement activities result in a grievance due to poor process management.	MAHR	As positions are reviewed

Sustainable Workforce <i>The workforce now and over time is ready, willing and capable of delivering efficient and effective services.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Learning, training and development	The staff training and development program ensures the workforce is ready, willing and capable of delivering efficient and effective services.	<p>Link the staff training and development program(s) to service delivery requirements and annual training plans, with a focus on:</p> <ul style="list-style-type: none"> <li>Leader development;</li> <li>New talent acquisition;</li> <li>Emerging leaders; and</li> <li>Capability development (creation of an internal labour market with the potential, readiness and fit for vacant, new or future roles).</li> </ul> <p>Support staff development through the establishment of formal coaching and mentoring programs.</p>	<p>100% of line leaders have attended training and development with respect to:</p> <ul style="list-style-type: none"> <li>managing employee performance;</li> <li>budget monitoring and reporting;</li> <li>WHS and injury management; and</li> <li>general project management principles.</li> </ul> <p>All talent development and management programs are informed by the:</p> <ul style="list-style-type: none"> <li>Delivery Program and annual Operational Plans;</li> <li>Workforce Management Strategy;</li> <li>WHS Management Plan;</li> <li>workforce and organisation profiles;</li> <li>position descriptions; and</li> <li>performance and competency appraisals.</li> </ul> <p>Mentoring and coaching programs are implemented in accordance with identified priority areas.</p>	MAHR	28 February each year
Future knowledge and capability requirements	The capability development program supports the proactive acquisition of contemporary skills, knowledge and attributes identified as organisationally critical.	<p>Develop and implement an integrated program that concentrates effort on up-skilling, cross-skilling, multi-skilling and retraining the workforce.</p> <p>Develop and implement a future capability program that concentrates effort on critical knowledge, skills and attributes that will be required over the life of the CSP.</p>	Capability programs are developed annually, alongside the Corporate Training Plan and implemented in accordance with identified priority areas.	MAHR	February 2026 onwards

Health and Well-Being <i>Council's health, safety and well-being practices are embedded in its culture and work systems.</i>					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Workers compensation	Workers compensation and injury management programs mitigate organisation risk and support the goal of a prompt and enduring return to work for injured workers.	Review and develop an injury management and recover at work program.  Implement approved program.	The injury management program is submitted to MANEX for approval.  The appropriate Officer(s) is notified of an incident/injury not more than two hours after it occurs.  Line leaders understand and actively participate in the injury management process.	MAHR / Work Health and Safety Coordinator (WHSC)	February 2028
Work Health and Safety (WHS)	The WHS Management Plan meets legislative, regulatory and organisation requirements.	Implement an approved annual WHS action plan at the commencement of each financial year.  Submit a monthly action plan status report to the WHS Consultative Group and MANEX.  Review the WHS Management Plan to ensure that it continues to meet legislative and organisational requirements.	An annual WHS action plan is submitted to MANEX for approval and implementation each year.  An action plan status report is submitted to the WHS Consultative Group and Manex each month, demonstrating compliance with legislative, regulatory and organisation requirements.  The appropriate Officer(s) is notified of an incident/injury not more than 2 hours after it occurs.  All reportable incidents are reported to WorkCover within the specified timeframe.  The incidence of preventable incidents / injuries is reduced through improved induction, education and risk assessments.  100% of current contractors and volunteers have undergone a WHS induction.	MAHR / WHSC  MAHR / WHSC	July 2025 onwards  Monthly

Health and Well-Being					
Council's health, safety and well-being practices are embedded in its culture and work systems.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Well-being	The well-being program is focused on education and awareness of critical well-being risks.	<p>Conduct a review of the current well-being program (efficiency, effectiveness, appropriateness).</p> <p>Develop a well-being program that is informed by critical WHS, workers compensation, injury management and mental health issues and focused on education and awareness to improve employees' health and lifestyle.</p> <p>Implement the approved well-being program.</p> <p>Conduct a well-being pulse check 12 months after the introduction of the program to test its value and contribution.</p>	<p>The well-being program is submitted to MANEX for approval.</p> <p>The well-being program is implemented by 1 September 2025.</p> <p>A well-being program status report is submitted to Manex annually in June.</p> <p>The workforce understands critical health and well-being risks.</p>	MAHR / Human Resources Officer (HRO)	1 September 2025



Health and Well-Being					
Council's health, safety and well-being practices are embedded in its culture and work systems.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Workforce resilience and wellbeing	The workforce is resilient, healthy, and engaged, capable of adapting to challenges and maintaining high performance levels while prioritising employee wellbeing.	<p>Conduct regular mental health awareness campaigns and provide mental health first aid training to managers and team leaders.</p> <p>Offer confidential counselling services to all employees via a quality Employee Assistance Program (EAP).</p> <p>Develop a flexible work environment, flexible working hours and remote work options where possible to support work-life balance.</p> <p>Promote physical health and wellness via gym memberships or exercise programs, regular health checks and screenings, and ergonomic assessments and improvements in the workplace.</p> <p>Foster a positive workplace culture through team building activities, social events, recognition of employee achievements, and open communication and feedback.</p> <p>Provide resilience and stress management training programs.</p>	<p>Employee engagement scores meet or exceed industry benchmarks, as measured via bi-annual surveys.</p> <p>Absenteeism rates reduce over the life of the Workforce Management Strategy (WMS) and are at or below industry averages.</p> <p>Employee voluntary turnover rates reduce over the life of the WMS and are no higher than industry averages.</p> <p>Utilisation of EAP and wellbeing programs increases, as measured by program attendance rates and EAP usage data.</p> <p>There is a 20% reduction in reported work-related stress levels over the life of the WMS, measured through regular wellbeing surveys.</p> <p>80% of employees or greater express satisfaction with work-life balance initiatives available to them, measured through employee wellness surveys.</p> <p>90% of managers trained in supportive leadership practices by year four.</p>	MAHR	Annually

Resourcing the Future					
Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Workforce profile	The organisation's workforce profile is current and informs the priorities, objectives, actions and outcomes of the workforce plan.	Review the current workforce profile / HR metrics data and prepare a revised profile / new data at least annually.	The workforce profile / HR metrics data is updated / reported annually and is used as a decision-making and forecasting tool for other workforce planning and management actions.	MAHR	Annually
Organisation design	Council's management structure and the organisation of work is aligned to the delivery of its key strategic, operational and organisation objectives.	<p>Complete group and departmental structure reviews.</p> <p>Update the organisation structure.</p> <p>Develop annual departmental work plans to inform the priorities, work and effort.</p>	<p>Structure reviews are completed annually.</p> <p>Reviews align with the delivery of Council's strategic goals to ensure that the workforce is sufficiently resourced, skilled and capable of delivering all identified outcomes.</p> <p>Information from reviews is used as a decision-making and forecasting tool for other workforce planning and management actions.</p> <p>Departmental work plans are developed as part of the budgeting cycle and implemented at the commencement of the financial year.</p>	General Manager / MANEX	28 February 2026 then annually

Resourcing the Future					
Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Succession planning	Succession planning is future-focused and ensures the organisation is well placed to manage its corporate knowledge and continue to offer efficient and effective services.	Review and identify positions that are critical or central to strategic objectives. Identify 'critical people'.  Develop and implement a succession management plan(s) for positions that are critical or central to strategic objectives.	Critical and central strategic positions are identified.  A succession plan is developed for identified positions.	MAHR / Manex	30 June each year
Employee engagement	Employees are committed to the organisation's goals and values, motivated to contribute to its success and at the same time are able to enhance their sense of well-being.	Engage an external provider to conduct an employee engagement survey.	An employee engagement survey is undertaken in 2025-2026.	MAHR	30 Sept 2025
		Conduct an employee engagement pulse survey bi-annually to measure the effectiveness of workforce planning and HR programs and initiatives.  Incorporate survey data into workforce planning and HR programs and actions.	An employee pulse survey is undertaken no more than 24 months after the initial engagement survey.  The engagement and pulse survey findings inform the organisation's talent management and development, performance improvement and TRO initiatives.  Council's baseline workforce engagement index is better than 'satisfactory'.	MAHR	30 Sept 2027

Resourcing the Future Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
Change management	The organisation anticipates, prepares for, and responds to change.	Develop partnerships with key stakeholders to support the organisation and workforce in dealing with changes within the local government sector.	Change management strategies support organisation decision-making, planning and action.	MAHR / Manex	Annually
Emerging Technologies	Emerging technologies are leveraged to optimise workforce efficiency, reduce costs, and ensure long-term sustainability in operations.	<p>Conduct a comprehensive technology audit and needs assessment to identify areas where emerging technologies can streamline operations and assess current technological capabilities and gaps.</p> <p>Implement cloud-based solutions by migrating key systems to cloud platforms for enhanced collaboration and remote work capabilities.</p> <p>Deploy Robotic Process Automation (RPA) technologies for high-volume, rules-based processes identified as suitable for automation.</p> <p>Introduce AI and machine learning solutions to improve customer service and assist with workforce planning and resource allocation.</p>	<p>There is an Increase in employee productivity measured through performance metrics and project completion rates.</p> <p>A positive return on investment (ROI) is achieved within 24 months for major technology investments, based on cost savings, improved efficiency, and reduced labor hours.</p> <p>Time spent on manual, repetitive tasks suitable for automation is reduced by at least 50%, measured through process analysis and time tracking.</p> <p>Customer satisfaction with digital services is satisfactory or above, measured through customer surveys and other feedback mechanisms.</p> <p>There is a net positive increase in remote working capabilities, assessed through job role analysis and remote work participation rates.</p>	MAHR	Annually

Resourcing the Future					
Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
		Deploy mobile workforce management solutions for field workers to improve communication and efficiency.  Implement digital platforms for citizen engagement and service delivery.  Implement smart city technologies where applicable, to assist in infrastructure monitoring and maintenance.			
	The workforce is competent and confident in using new technologies to improve efficiency, service delivery, and innovation in local government operations.	Conduct a skills gap analysis to assess current workforce skills against future technology needs and identify critical skill areas for development.  Develop a digital upskilling program for employees to acquire new skills in emerging technologies and digital literacy.  Develop partnerships with technology vendors and educational institutions for training in the use of specific tools and platforms.	90% of employees are meeting defined digital literacy standards over the life of the Workforce Management Strategy (WMS), measured via skills assessments and training completion rates.  Technology adoption rates are at 80% or greater for new technologies where implemented, measured through system logs and user activity reports.  100% completion of required technology training courses, according to training records and Learning Management System (LMS) data.  Employee confidence in using new technologies increases over the life of the WMS, measured through self-assessment surveys.	MAHR	30 June 2026

Resourcing the Future					
Council's workforce planning programs, activities and initiatives are visionary, proactive, pragmatic and flexible; accounting for and accommodating changing strategic, operational and organisational priorities over time.					
Key Focus Area	Goal	Action(s)	Measure(s)	Responsibility	Target Date
		Develop a change management strategy to communicate the benefits of new technologies to staff and address concerns and resistance.	Each directorate implements at least two technology-driven improvements or innovations per year.		
IP&R Framework	The Workforce Management Strategy informs the Long-Term Financial Plan, supports the Asset Management Plan, and facilitates the achievement of the objectives of the Delivery Program through focused, measurable actions.	Monitor and account for material changes to the LTFP, AMP, Delivery Program or organisation structure and adjust workforce planning and management actions accordingly.	Key Focus Areas are identified, and a status report submitted to MANEX annually.  Reports are submitted in accordance with the IP&R Framework reporting cycle.  To the extent that it is reasonably practicable, the workforce plan meets all IP&R Framework requirements.	MAHR	Annually



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Council Circular

21 May 2025

Council Circular 25-10 – 2025/26 Determination of the Local Government Remuneration Tribunal

Circular Details	Circular 25-10 / 21 May 2025 / A958620
Previous circular	<a href="#">24-08 / 29 May 2024/ A899914 - 2024/25 Determination of the Local Government Remuneration Tribunal</a>
Who should read this	Councillors / General Managers
Contact	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
Action Required	Council to Implement
PDF Version of Circular	 <a href="#">25-10 - 2025/26 Determination of the Local Government Remuneration Tribunal</a>

What’s new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3% to mayoral and councillor fees for the 2025-26 financial year, with effect from 1 July 2025.

- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the Local Government Act 1993 (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination and will next review these categories in 2026.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received.
- However, the Tribunal has reclassified Mid Coast Council from a Regional Centre to Regional Strategic area with effect from 1 July 2025, as a result of its meeting the required criteria.

#### **What will this mean for council?**

- Sections 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2025 based on the Tribunal's determination for the 2025-26 financial year.

#### **Key points**

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

#### **Where to go for further information**

- The Tribunal's report and determination is available [here](#).
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).



Brett Whitworth  
Deputy Secretary, Office of Local Government

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## Local Government Remuneration Tribunal

# Annual Determination

Report and determination  
under sections 239 and 241 of the  
*Local Government Act 1993*

17 April 2025



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# Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal (the Tribunal) to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, as well as chairpersons and members of county councils.

## Categories

Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. A review of categories was last carried out by the Tribunal in 2023.

The Tribunal will next consider the model, the criteria for each group, and the allocation of councils in the 2026 review.

The criteria for each category is published in Appendix 1 of the Determination and remains unchanged from 2023.

It should be noted that **the Tribunal determined that one Council - Mid Coast Council – would be re-categorised from a Regional Centre to Regional Strategic Area from 1 July 2025** as a result of meeting the criteria at Appendix 1.

## Fees

The Tribunal has determined a **3% per annum** increase in the minimum and maximum fees applicable to each category from **1 July 2025**.

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# Section 1 – Introduction

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## Background

1. Section 239 of the LG Act requires the Tribunal to determine the categories of councils and mayoral offices at least once every 3 years. The Tribunal last undertook a comprehensive review of the categories and the allocation of councils into each of those categories in 2023.
2. The Tribunal will next conduct a full review of the categories and the allocation of councils as required by the LG Act in the 2026 Annual Review.
3. Section 241 of the LG Act provides that the Tribunal determine the minimum and maximum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under s.239.
4. The Tribunal can also determine that a council be re-categorised into a different category, existing or new, with a higher range of fees.
5. The Tribunal's Annual Determination takes effect from 1 July each year.

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# Section 2 – 2024 Determination

## 2024 Annual Determination

6. In 2024, the Tribunal received 19 written submissions, which included two requests for re-categorisation.
7. The Tribunal found that the current allocation of the councils remained appropriate, with the exceptions outlined below.
8. The Tribunal closely reviewed population and data relating to council operations in the 2024 Annual Determination process to ensure categorisation of councils was consistent with the criteria.
9. For reasons explained at paragraphs 35-39 of the Local Government Annual Determination 2024, Hilltops Council and Muswellbrook Shire Council were reclassified as Regional Rural Councils.
10. The Tribunal determined that fees would increase by 3.75% for the minimum and maximum fees applicable to each category from 1 July 2024.

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# Section 3 – 2025 Review

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## 2025 Annual Review process

11. The Tribunal's 2025 Annual Review commenced in October 2024, when it wrote to all councils inviting submissions regarding fees. The Tribunal noted that it is only required to review the categories every three years and will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review.
12. The invitation noted that it is expected that submissions are endorsed by respective councils.
13. The Tribunal also wrote to the President of Local Government NSW (LGNSW) inviting a submission.
14. The Tribunal received 16 written submissions from individual councils and one submission from LGNSW.
15. The Tribunal acknowledges and thanks all parties for their submissions.

## Submissions Received – Requests for Re-categorisation

16. Seven of the 16 council submissions received requested re-categorisation or changes to current category criteria.
17. LGNSW also advocated for changes to factors affecting categorisation of councils.
18. Berrigan, City of Parramatta, Gilgandra Shire, Lake Macquarie City, City of Ryde, City of Sydney and Blacktown put forward cases for re-

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categorisation, or changes to category criteria, and the creation of new categories, for the Tribunal's consideration.

### Requests for Re-classification

19. **Berrigan Shire Council** requested re-categorisation from Rural to Rural Large, despite acknowledging that they do not meet all the benchmarks in the criteria for this category.
20. The criteria for Rural Large is outlined at Appendix 1 of the 2024 Annual Determination, page 38 which states:

*“Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.*

*Other features may include:*

- *one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre*
- *a limited range of services, facilities and employment opportunities compared to Regional Rural councils*
- *local economies based on agricultural/resource industries.”*

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21. Council's submission states they are currently at 86% of the population target threshold and 90% of the representation ratio but are meeting other criteria benchmarks.
22. Given that Council does not currently satisfy the population and ratio thresholds specified for Rural Large, the Tribunal is not persuaded to include Berrigan Shire Council in Rural Large at this time.
23. **City of Parramatta Council** requested that it be re-categorised to the highest category of general purpose councils, Principal CBD, in order to recognise its size, rate of growth, economic and global influence, operational budget, and strategic and geographical importance.
24. Council put forward a similar case for re-categorisation as part of the 2024 annual determination process, which was unsuccessful. In addition to the reasons put forth in paragraph 20 of the 2024 annual determination, the Council has included the following reasons for its re-categorisation request:
  - A local economy that has more than 30% of Australia's top 500 companies with offices in Parramatta, and estimated public and private investments in the next 5 years of \$20 billion
  - It is estimated by 2050 that Parramatta will be a city with a population of more than 500,000 people
  - The expected accessibility of the City, being a 'gateway to Sydney' with more people expected to live west of Parramatta than to its

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east by 2050, and being accessible by 2.3 million people within 45 minutes

- Key infrastructure in Parramatta, including but not limited to the Parramatta PHIVE, Commbank Stadium, the new Parramatta Light Rail, the Westmead Institute for Medical Research, Sydney Olympic Park and construction of Powerhouse Parramatta
- Expansion of education and innovation precincts, with Parramatta's education and training sector being valued at \$1.6 billion, and
- Significant operating and capital works budget of \$607 million, including multiple town centres, and sports and cultural hubs.

25. The Council also argues that a re-classification would reflect the additional skills and abilities that representing a growth council requires.
26. The City of Parramatta notes that the number of electors that each councillor represents is higher than the City of Sydney's. The submission states that the elected councillors represent more than 125,000 enrolled electors, compared to City of Sydney's elected councillors representing 45,891 enrolled electors.
27. Parramatta was classified as a Major CBD, following the 2017 Annual Determination. The Tribunal had found that Parramatta Council was significantly different from other large metropolitan councils on the basis of its secondary CBD status, as recognised by the State Government, at paragraph 21 of the 2017 annual determination. As a result, the

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description of Major CBD has remained specific to the City of Parramatta. Similarly, the Principal CBD criteria remained specific to the City of Sydney, since its inception in 2017.

28. Given the specific nature of both Major CBD and Principal CBD categories, the City of Parramatta's request for re-categorisation will require a change in the categories' criteria. As stated above, the Tribunal is not considering the criteria applicable to each category in the 2025 Annual Review process. The Tribunal will next consider the categories and criteria as part of the 2026 Annual Review process.
29. **Gilgandra Shire Council's** submission requests that it be re-categorised from Rural to Rural Large. Gilgandra Shire Council's case to be included in Rural Large category is based on two main points. The first point being Council offers a diverse range of services, and secondly these services result in higher levels of accountability and responsibilities for councillors.
30. Council submits it offers a diverse range of services over and above traditional local government services, which includes being the primary service provider for the community in the aged care and disability services. These include:
  - Age care and disabilities services
  - Meals on wheels and community transport
  - Home care package delivery
  - Operation of a villa retirement village
  - Indigenous specific residential age care facility

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- Residential aged care nursing home
  - Supported employment service for adults with intellectual disabilities
  - Special disability accommodation properties for adults with intellectual disabilities
  - Supported Living Services through the National Disability Insurance Scheme, and
  - Day activities centre to support clients with unique challenges.
31. The submission notes these services not only entail a higher level of accountability and responsibility from Council (due to changes in the regulatory environment) but also generate larger revenue and employment opportunities that is comparable to a Rural Large category.
32. Council further submits that when assessing categories to place councils in, the Tribunal should also give due consideration to other factors than those outlined in the s.240 of the LG Act, such as services provided; financial responsibility; scale of operation; and number of employees.
33. While the Tribunal notes Council's request, it does not satisfy the population and ratio thresholds specified for the category of Rural Large. Further, the changes to criteria suggested would require a change in categories, which is not being considered this year. For these reasons, the Tribunal is not persuaded to include Gilgandra Shire Council in Rural Large at this time.

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34. Similar to last year, **Lake Macquarie City Council** requested that it be re-categorised from Regional Strategic Area to Major Strategic Area. Council also advocated for the population threshold of Regional Strategic Area be adjusted from its current threshold of 300,000 down to 200,000.
35. Council argues that its population, scale and output of council operations is significantly greater than other councils categorised as Regional Strategic Area, and more aligns with the Central Coast, as the council classified as a 'Major Strategic Area'.
36. Lake Macquarie City Council's request for re-categorisation is based on the following:
  - Lake Macquarie being the second largest non-metropolitan council by population in NSW, with a larger population than Newcastle and Wollongong, which are classified as Major Regional Cities.
  - A population density that is 'significantly larger' than other Regional Strategic Areas and supported by 5 precincts in the Lake Macquarie LGA that have been identified for inclusion in the NSW Government Transport Oriented Development Program, which aims to encourage housing development near transport hubs, and are argued to lead to population growth near the hubs; and
  - A Gross Regional Product that is comparable to those of Major Strategic Areas and Major Regional City, rather than other Regional Strategic Areas.

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37. Council provided population data to support its case for the population threshold of Regional Strategic Area to be adjusted from its current threshold of 300,000 down to 200,000. The data was also provided as justification for its claim of a 'significant disparity within the Regional Strategic Area category' between Lake Macquarie and other councils:
- Lake Macquarie: 219,249 residents, 24,769 non-residents
  - Shoalhaven: 108,895 residents, 4,632 non-residents
  - Tweed: 98,967 residents, 7,755 non-residents
  - Maitland: 95,958 residents, 15,305 non-residents
38. As stated in paragraph 28 of the 2024 Annual Determination, all categories were determined by extensive evidence examined and considered by the Tribunal. It was determined that the population threshold for the Major Strategic Area was appropriate. As a result, the Tribunal is currently not persuaded to modify the criteria for the Major Strategic Area.
39. **City of Ryde Council** provided a submission requesting it be re-classified from its existing category of Metropolitan Large to Metropolitan Major. Council's case to be re-classified includes:
- The LGA having an area of 40.651 km<sup>2</sup>, 16 suburbs, 3 wards, a population of 135,000 residents and over 54,000 rateable properties within its boundaries
  - A local economy that consists of 92,000 local jobs, 14,300 businesses and a gross regional product of \$19.2 billion

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- An innovation district within its west ward that has a long history of investment from all tiers of government, ultimately contributing \$13.6 billion annually to the NSW economy
  - Future growth opportunities linked to the Governments Transport Oriented Development Accelerated Precincts, which Macquarie Park is identified as, that will bring increased housing, amenities and job retention, and
  - Plans to build 2 new schools, 11,600 new homes, the redevelopment of Ryde Hospital and bringing together a range of organisations to create a fully integrated academic health sciences centre at Macquarie University Hospital.
40. As stated in Council's own submission, currently it does not satisfy the population threshold criteria required for Metropolitan Major. Accordingly, the Tribunal is not persuaded at this time to include City of Ryde in the category of Metropolitan Major.
41. The Tribunal also notes **Wollondilly Council's** submission confirming its adopted position to remain classified as a Regional Centre.
42. The Tribunal acknowledges each of the Council's requests for re-categorisation. Whilst the Tribunal has not been persuaded at this time to grant these requests, any council that provides a submission in the 2026 annual review, which includes a request for re-categorisation, will of course be considered.

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### Requests for New Classifications

43. The **City of Sydney** Council requested the Tribunal change the classification name from Principal CBD to the previously used term “Principal City”.
44. The category “Principal City” was last used in the 2016 Determination. It was changed to Principal CBD in 2017 as a result of a review of categories. This review was undertaken in the context of Local Government reform, and council amalgamations, reducing the number of councils from 152 to 128.
45. Council’s submission outlines the history of boundary changes, including its expansion of the City of Sydney as a consideration in reverting to the 2016 category name.
46. Sydney City Council contends that reverting to the category term “Principal City” recognises that the council’s significance and contribution extends beyond the Sydney CBD.
47. The Tribunal notes the City of Sydney’s request would constitute modification to the category of “Principal CBD”. As stated above, the category “Principal CBD” is specific to City of Sydney and the Tribunal is not considering changes to the criteria applicable to each category in the 2025 Annual Review.
48. **Blacktown Council** requested re-categorisation from its current category of Metropolitan Major to a newly created category of “Metropolitan Major – High Growth”.

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49. Council's case to be re-categorised to a newly created category is based on the following:
- Council asserts that it is the largest and one of the fastest growing local government areas in NSW, and
  - It undertakes several transformational projects, including projects funded from NSW Government and Western Sydney Infrastructure Grants.
50. Further, Council submits that the category of Metropolitan Major fails to account for the transformational nature of projects undertaken by Council, including the economic and strategic impacts for NSW, and impact on its local government area (LGA), which results in attracting new residents and people to the LGA.
51. The Tribunal notes that a new category, Metropolitan Major, was introduced in 2023, to address generally the issues raised in the current submission.
52. As explained in the Tribunal's letter inviting submissions, the Tribunal is required to review the categories at least once every three years. The Tribunal will next consider the model, the criteria applicable to each category and the allocation of councils in the 2026 Annual Review process.
53. As such, the Tribunal is not persuaded at this time to create a new category.

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54. **LGNSW** submitted that the Tribunal should, as part of its determination for the categorisation of councils, consider the demographic and economic shifts impacting the complexity of council operations, and the communities that councils serve.
55. The LGNSW submission provides examples of recent demographic shifts the Tribunal should consider, as factors affecting categorisation of councils, including:
- The NSW Government's Transport Oriented Development Program, where the resulting accelerated growth drastically increases demands on the strategic and infrastructure planning functions of councils affected
  - The Renewable Energy Zones, which drive tens of billions of dollars of investment in rural and regional LGAs, and creates additional impacts in said councils, including population growth and growing infrastructure for transport and utilities, or
  - The Renewable Energy Planning Framework, which includes benefit sharing guidelines for councils to ensure their communities share the benefits of the project and require additional responsibility and management from affected councils.
56. Section 240 of the LG Act notes that the Tribunal is to determine categories for councils and mayoral offices according to prescribed matters. One such matter is the 'nature and extent of the development of areas', which could reasonably be accepted to include the items listed by LGNSW.

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57. However, this matter would also require a change to the categories' criteria, in order to identify areas of high development. As stated above, the Tribunal is not considering any modifications to the categories as part of the 2025 Annual Review process. However, the Tribunal will consider proposed modifications to categories as part of the 2026 Annual Review process.

### Reclassification due to population thresholds

58. As was the case last year, the Tribunal reviewed applicable data as part of this review, to determine if any councils have met relevant benchmarks, therefore requiring a move in category.
59. The Tribunal identified that **Mid-Coast Council** met the population benchmark to be considered a Regional Strategic Area. As a result, Mid-Coast Council will be classified as a Regional Strategic Area in the 2025 Annual Determination.
60. The Tribunal will continue to monitor and review applicable data to ensure categorisation of councils remain consistent with the current criteria.

### Submissions Received – Remuneration Structure

61. The current state of the remuneration structure continues to be a key issue of concern raised in submissions. A significant number of submissions received provide commentary on the structure, including examples of how it could be improved. These are addressed in the points below.

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### **Fees for Deputy Mayors**

62. The issue of fees for deputy mayors was once again raised.
63. Three submissions asserted that the position of deputy mayor should attract its own distinct independent fee, beyond the fee provided for in s.249(5) of the LG Act.
64. The Tribunal dealt with this issue in its 2024 Annual Determination at paragraph 53-55. It was noted that the Tribunal lacked the powers to implement changes to the fee structure that would include a distinct independent fee for the position of deputy mayor.
65. There has been no change to the legislation to permit such a change. Therefore, the Tribunal is currently unable to introduce a remuneration structure that would include a distinct independent fee for the position of deputy mayor.

### **Changes to the role of Mayors and Councillors**

66. It was suggested that the current remuneration structure is not fit for purpose as it no longer recognises the roles and responsibilities required of councillors and mayors.
67. Multiple submissions, including the LGNSW's submission, highlighted how the role of the councillor and mayor have changed over the past 9 years. Submissions identified a variety of factors that have impacted the roles of councillors and mayors, including the impact of NSW Government

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priorities and investments, and amendments to the LG Act (e.g. via the *Local Government Amendment (Governance and Planning) Bill 2016*).

68. It has been suggested that these changes have impacted the volume, nature and workload of the role, whilst remuneration has not been increased accordingly.
69. The recent submissions to the Tribunal, along with its own observations, highlight that the role of mayor in civic leadership, advocacy and representation has become more complex and demanding – an issue that must be addressed.
70. Community expectations are increasing on the mayor from both the council and the community to be seen and immediately present during times of natural disasters, major events or crisis.
71. Additionally, the disparity in the council categorisation between the annual fees for councillors and the mayor needs to be more consistent, so as not to be seen to be devaluing the role of mayor in some circumstances.
72. The Tribunal is not suggesting a fundamental review of the role of mayors and notes that people that enter local government representation do so from a sense of civic service, rather than remuneration.
73. However, the Tribunal has a statutory function, and not unlike the governing body of a council, mayors and councillors, its role, responsibility and functions are clear. The same can be said in relation to the clear functions of the general manager of a council.

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74. As previously stated, many of the matters raised in both council and LGNSW submissions are beyond the remit of the Tribunal, and to a degree, were addressed in the 2023 determination.

### **Regional and Rural mayors and councillors**

75. Several submissions, including LGNSW, also raised concerns regarding the inadequacy of the remuneration structure, for rural and regional councils.
76. Specifically, that the remuneration provided to regional and rural councillors does not reflect the significant stressors that regional and rural councils in NSW face and that consideration should be given to the additional demands placed on mayors and councillors in rural and regional councils.
77. One submission suggested that fees for rural councils should be commensurate with fees for regional and metropolitan councils – arguing that mayors and councillors, regardless of their location, are required to possess a wide range of skills and knowledge.

### **Fees set by councils**

78. Submissions received by the Tribunal regarding the current state of the remuneration framework raised concerns about councils setting their own fees, asserting that it could potentially be seen as a conflict of interest.

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79. It was suggested that a possible solution would be for the Tribunal to determine a fixed annual fee for mayors and councillors.
80. Whilst the Tribunal acknowledges and understands the concern raised, as explained in the 2024 Annual Determination at paragraph 68-69, such a change to the framework, to determine a fixed annual fee for mayors and councillors, would require legislative change.
81. As there has been no changes to the legislative scheme, it is not within the Tribunal's remit to determine a fixed annual fee for mayor and councillors' remuneration.

### **Request for a Review of the Remuneration Structure**

82. For the reasons outlined above, several submissions suggested the Tribunal undertake a comprehensive review of the framework.
83. One submission went so far as to request the Tribunal recommend to the Minister for Local Government that a comprehensive review of the framework and LG Act be undertaken. Others suggested the Tribunal actively seek a referral from the Minister to undertake such a review.
84. The LG Act does not specify that the Tribunal is able to carry out a comprehensive review of the framework. As such, it is not within the Tribunal's remit to undertake such a review, unless such a function is conferred or imposed on it by the Minister, as per s.238(2) of the LG Act.
85. Should such a function be conferred on the Tribunal, it will of course carry out its functions and undertake a review.

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# Section 4 – 2025 Fees

## Submissions – 2025 Fees

86. LGNSW's submission to the Tribunal advocated for an increase in the minimum and maximum fees payable to mayors and councillors of at least 4%, to:
- Assist in reversing the fee erosion which occurred under the previous NSW Public Sector Wages Policy
  - Mitigate economic pressures and the rising cost of living
  - Ensure councillors and mayors receive fair and reasonable remuneration for the work they perform, and
  - Address historic undervaluation of the work performed by elected representative in local government in NSW.
87. Economic data provided to the Tribunal by LGNSW to support their claim for an increase of at least 4% included:
- An annual Consumer Price Index (CPI) increase of 3.8% for the 12 months to June 2024
  - The Fair Work Commission (FWC) awarding a 3.75% increase to the minimum pay for modern awards, and increasing the national minimum wage to \$915.90, as well as the FWC's comments regarding the growing cost of living and deterioration of disposable income, and
  - The rate peg for the 2025-26 financial year being between 3.6%-5.1%.

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88. LGNSW also noted that the annual wage review, state wage case, award increases and the Independent Pricing and Regulatory Tribunal all had a clear theme on the increasing financial pressures on councils and its officers, which warrant increases in revenue and wages.
89. During its meeting with the Tribunal and assessors, LGNSW asserted that the current fees paid to mayors and councillors do not reflect their responsibilities. Nor do the current level of fees contribute to attracting a diverse range of candidates to stand for local government elections.
90. LGNSW also raised the issue of superannuation. It was contended that the payment of superannuation be mandated. Current arrangements require that a council pass a resolution at an open meeting to make such payments.
91. Four submissions received from individual councils directly addressed the issue of quantum increase to the minimum and maximum fees. These submissions sought an increase ranging from 3% to 10%.
92. The City of Sydney Council notes in its submission that it was not seeking an increase in fees payable for the Lord Mayor of Sydney.
93. The Tribunal is empowered under the s.241 of the LG Act to set minimum and maximum fees payable. It is then up to council to fix payment of annual fees for the mayor as outlined in s.249 of the LG Act.
94. It was suggested that the current fees, particularly in rural and remote communities, do not recognise or value the role of mayor and councillor,

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with fees set at a level that is commensurate to unqualified or inexperienced personnel.

95. The Tribunal was provided with a number of examples to demonstrate the financial impact, by way of lost wages, under the current fee rates.
96. Furthermore, 4 submissions compared the remuneration for NSW mayors and councillors with mayors and councillors in Victoria and Queensland as well as state Members of Parliament. The figures were provided to the Tribunal to demonstrate that the remuneration for NSW mayors and councillors is lower than all comparison examples provided.
97. It was also asserted that the low level of fees set for mayors and councillors devalues the importance and responsibility of the roles, diminishing the work undertaken on behalf of the community and is a significant barrier as to why people do not run for council.

*“If councillors were paid a full-time wage I would have run again. Nothing surer.”*

98. Another submission suggested that fees need to reflect the part-time or full-time nature of the work carried out by mayors and councillors. The setting of fees at such a rate would appropriately recognise and value this important work, whilst also mitigating any financial loss incurred by those members of the community elected to carry out these critical functions.
99. Nine submissions supported an increase, whilst not making a direct comment on the quantum. Other submissions advocated for remuneration to be set at a level that:

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- Is in line with responsibilities and challenges councillors' face
- Reflects the public profile and exposure of the role
- Reflects the growing complexity of the role
- Reduces the gap between minimum and maximum fees for each category
- Accounts for the rising cost of living challenges
- Reflects the commitment, accountability, workload, skills and knowledge required to perform the role of councillor and mayor regardless of location
- Establishes and maintains parity with mayors and councillors in other States and Territories
- Is 'determined outside of council so as councillors are not determining their own payments', and
- Overcomes economic barriers that prevent diverse members of the community from participating as a mayor or councillor.

## Fee Increase

100. The Tribunal considered a range of factors in determining the amount to increase minimum and maximum fees payable to councillors and mayors. This included a wide range of economic data such as:

- Consumer Price Index for the 12 months to December each year
- Wage Price Index for the 12 months to December each year

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- Full-time average weekly ordinary time earnings for the 12 months to November each year
- NSW Public Sector Salaries increases
- Local Government State Award increases
- IPART Rate Peg Base Cost Change
- Public Service Senior Executive remuneration determinations, by the Statutory and Other Offices Remuneration Tribunal, and
- State Members of Parliament Basic Salary remuneration determinations by the Parliamentary Remuneration Tribunal.

101. On this occasion the Tribunal has determined that a **3%** increase will apply to the minimum and maximum fees applicable to existing categories.

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## Conclusion

102. The Tribunal's determination has been made with the assistance of the Assessors, Ms Kylie Yates and Mr Brett Whitworth.
103. Determination 1 sets out the allocation of councils into each of the categories as per s.239 of the LG Act.
104. Determination 2 sets out the minimum and maximum fees paid to councillors and mayors and chairpersons of county councils as per s.241 of the LG Act.
105. The Tribunal acknowledges and thanks the Remuneration Tribunal secretariat for its excellent research and support to facilitate the successful completion the 2025 Annual Determination.



Viv May PSM

**Local Government Remuneration Tribunal**

Dated 17 April 2025

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# Section 5 – Determinations

Determination No. 1 – Allocation of councils into each of the categories as per section 239 of the LG Act effective 1 July 2025

## General Purpose Councils – Metropolitan

### Principal CBD (1)

- Sydney

### Major CBD (1)

- Parramatta

### Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

### Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland

- The Hills

### Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

### Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

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## General Purpose Councils - Non-Metropolitan

### Major Regional City (2)

- Newcastle
- Wollongong

### Major Strategic Area (1)

- Central Coast

### Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella

### Regional Strategic Area(5)

- Lake Macquarie
- Maitland
- Mid-Coast
- Shoalhaven
- Tweed
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

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#### Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey
- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

#### Rural Large (16)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

#### Rural (38)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling
- Cobar
- Coolamon
- Coonamble
- Dungog
- Edward River

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- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee
- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

## County Councils

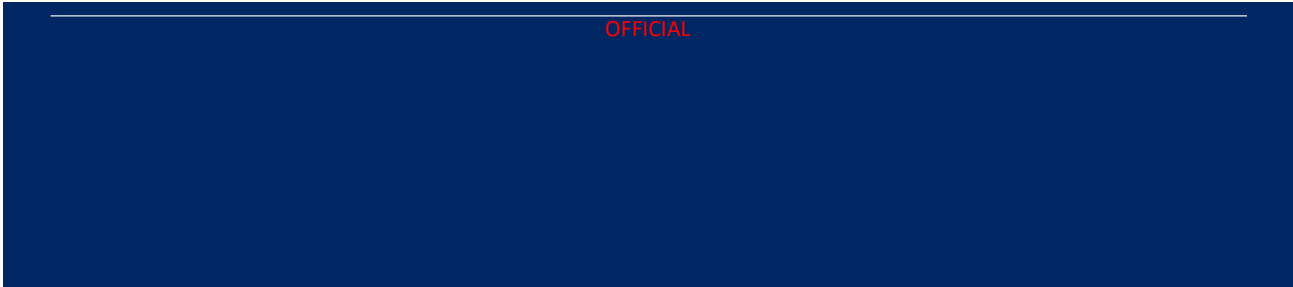
### Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

### Other (6)

- Castlereagh-Macquarie
- Central Murray
- Hawkesbury River
- New England Tablelands
- Upper Hunter
- Upper Macquarie

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Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2025

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2024 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	31,640	46,420
Major CBD	21,120	39,100
Metropolitan Major	21,120	36,970
Metropolitan Large	21,120	34,820
Metropolitan Medium	15,830	29,550
Metropolitan Small	10,530	23,220

Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Principal CBD	193,650	254,810
Major CBD	44,840	126,320
Metropolitan Major	44,840	114,300
Metropolitan Large	44,840	101,470

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Metropolitan Medium	33,630	78,480
Metropolitan Small	22,420	50,650

### General Purpose Councils - Non-Metropolitan

#### Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	21,120	36,690
Major Strategic Area	21,120	36,690
Regional Strategic Area	21,120	34,820
Regional Centre	15,830	27,860
Regional Rural	10,530	23,220
Rural Large	10,530	18,890
Rural	10,530	13,930

#### Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	44,840	114,300
Major Strategic Area	44,840	114,300
Regional Strategic Area	44,840	101,470
Regional Centre	32,940	68,800
Regional Rural	22,420	50,680
Rural Large	16,820	40,530
Rural	11,210	30,390

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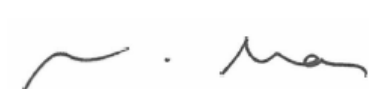
**County Councils****Councillor/Member Annual Fee (\$) effective 1 July 2025**

Category	Minimum	Maximum
Water	2,090	11,620
Other	2,090	6,930

**Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025**

Category	Minimum	Maximum
Water	4,490	19,080
Other	4,490	12,670

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).



Viv May PSM

**Local Government Remuneration Tribunal**

Dated: 17 April 2025

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# Appendices

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## Appendix 1 Criteria that apply to categories

### Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

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### Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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### **Metropolitan Major**

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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### Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

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### **Metropolitan Medium**

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

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### **Metropolitan Small**

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

### **Major Regional City**

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

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- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- have significant natural and man-made assets to support diverse economic activity, trade and future investment
- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

### Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

### Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

### Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW

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- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

### Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

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Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

### **Rural Large**

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

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### **Rural**

Councils categorised as Rural will typically have a residential population less than 10,000.

### **County Councils - Water**

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

### **County Councils - Other**

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

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# Draft - Lobbying of Councillors Policy

DRAFT

## LOBBYING OF COUNCILLORS POLICY

**Purpose**

The purpose of this policy is to:

assist the Mayor and Councillors to manage the conflict of roles that may arise when they receive representations from special interest groups, individuals with a direct interest in a Council decision, or advocates acting on behalf of others seeking the Councillor to represent their interests in a matter before the Council.

**Applicability**

This policy applies to:

- All elected representatives (comprising all Councillors, including the Mayor) of Glen Innes Severn Council in their interactions with interested parties as advocate or individual lobbyists;
- The General Manager;
- Council Staff; and
- The community when lobbying Councillors.

**Outcomes**

In this Policy, the term “lobbying” is used to cover those types of communication between local government councillors and the community that include representations to councillors by special interest groups, by individuals with a direct interest in a council decision and by advocates acting on behalf of others.

Lobbying is common in local government. The most common form occurs when a group or an individual makes direct contact with a councillor to influence a council decision.

The Independent Commission against Corruption’s (ICAC) view is that appropriate lobbying of councillors is normal. In many cases lobbying is part of the democratic process and is an acceptable feature of the relationship between citizens and their elected representatives.

It is in the public interest that lobbying is fair and does not undermine public confidence in impartial decision-making.

Therefore, the outcome of this policy is to provide a fair, honest and transparent platform upon which lobbying may take place.

## LOBBYING OF COUNCILLORS POLICY

## Roles and Responsibilities

### GENERAL PROVISIONS

#### *The roles of Councillors*

The conflict of roles has the potential to impede effective and impartial decision-making and is identified as a corruption risk by Council and by ICAC.

Councillors ~~can~~ may be lobbied over such issues as:

- Development matters including development applications and land zoning;
- Tenders;
- Provision of services to interest groups;
- Upgrading of local facilities, including playgrounds and sporting amenities; and
- Revenue decisions, including setting rates and charges.

A Councillor ~~can~~ may be lobbied in their capacity as a Councillor representing the interests of a constituent or in their capacity as a member of the governing body of the Council.

#### *Statutory role as a member of the governing body*

When in attendance at a Council meeting, a Councillor is subject to several governance obligations as outlined in the **Local Government Act 1993 (the Act)**. Council's Code of Meeting Practice and Code of Conduct for Councillors guides a Councillor as a member of the governing body.

When acting as a member of Council, Councillors are subject to the overriding and predominant duty to serve the interests of Council. This duty carries with it an obligation to act honestly and impartially. In this capacity, Councillors are also obliged to exercise their powers or functions in accordance with the legislative authority conferred on Council, and the relevant restrictions on exercise of these powers or functions.

#### *Statutory role as an elected representative*

As an elected representative, a Councillor's role is:

- *To represent the interests of the residents and ratepayers;*
- *To provide leadership and guidance to the community; and*
- *To facilitate communication between the community and the council.*

## LOBBYING OF COUNCILLORS POLICY

## Definitions

<b>Term</b>	<b>Definition</b>
<b>Councillor</b>	Refers to all elected representatives of Council, including all Councillors and the Mayor
<b>Councillor as Advocate</b>	Shall mean a Councillor, or the Mayor, who has accepted a role on behalf of a person to advocate the merits of a matter before the Council, as opposed to exercising the role of an elected representative to support the merit of the application in debate in the governing body or the Committee concerned
<b>Interested Party as Advocate Lobbyist</b>	These include professional technical experts such as planners, lawyers, architects and related experts together with representative groups who perform the negotiation process designed to match client desire with Council discretion
<b>Individual Lobbyist</b>	Individual property owners, self-employed developers, corporations with development or property interests in the local government area
<b>Lobbying</b>	The activities undertaken by an individual or group who work or conduct a campaign to influence members of a Council to support and/or vote according to the individual's or group's special interest

## Policy Statement

**Lobbying of Councillors**

Appropriate lobbying of Councillors is normal. It is part of the democratic process and is an acceptable feature of the relationship between citizens and their elected representatives. However, there can be an inbuilt conflict stemming from section 232 of the Act, which accords a Councillor two roles:

- As a member of the governing body of Council; and
- As an elected representative.

This Policy is intended to protect the integrity of decision-making whilst recognising a Councillor's legitimate interest in representing the community.

It is in the public interest that lobbying is fair and does not undermine public confidence in impartial decision-making. Councillors should take care that their duty to consider issues fairly and properly is not compromised by participating in lobbying practices that are outside the bounds of appropriate or lawful behaviour.

Inappropriate or unlawful conduct on the part of someone lobbying a Councillor usually involves an attempt to obtain preferential consideration or treatment based on factors other than the merits of a matter. Examples of inappropriate or unlawful conduct by Councillors that could occur during the lobbying process include:

## LOBBYING OF COUNCILLORS POLICY

- Accepting undisclosed payments or benefits whilst making a decision that affects the giver's interests;
- Accepting a political donation in return for the favourable exercise of discretion during decision-making;
- Granting access to a particular individual or group whilst unreasonably denying similar access requested by another party;
- Fettering discretion by giving undertakings to an interested party or making public statements in support of or in opposition to a proposal prior to Council considering all the information relevant to a decision. Councillors are under a particular obligation to consider all mandated matters when dealing with statutory powers such as section 4.15 of the *Environmental Planning and Assessment Act 1979*;
- Allowing an applicant's viewpoint or issues to take precedence in decision making over the statutory provisions of section 4.15 of the *Environmental Planning and Assessment Act 1979*;
- Acting in a manner that exceeds the role of a Councillor as defined in section 232 of the Act because of being lobbied;
- Disclosing confidential information whilst being lobbied; and
- Being unduly influenced by factors that are irrelevant to the merits of the matter under consideration.

Councillors who are lobbied over Council matters by close friends, associates or relatives should also consider whether the nature of their relationship with the proponent, and the impact of the matter on the proponent's interests, give rise to a pecuniary or significant non-pecuniary interest. In such cases, Councillors should manage the matter in accordance with the provision of Council's Code of Conduct for Councillors.

### **Transparency**

Councillors should exercise judgement when deciding whether to be involved in private meetings with people seeking to influence a Council decision. These meetings have the potential to undermine public confidence in Council decision-making and adversely affect a Councillor's reputation.

Transparency provides a mechanism for accountability and fairness in lobbying processes. There are several ways Councillors can help ensure transparency whilst being lobbied. These include:

- Informing the General Manager of such meetings;
- Documenting meetings with proponents;
- Generally conducting meetings in official locations such as Council premises;
- Having other people present during meetings;
- Inviting applicants who have approached them for a meeting to discuss a significant development to write to Council seeking a meeting with all Councillors and relevant staff, including what outcomes they hope to achieve from such a meeting;
- Providing copies of information presented during lobbying meetings to Council officers for consideration and assessment (if required), distribution to other Councillors and filing as part of Council's records;
- Asking people who have requested a meeting to put their arguments in writing; and

**LOBBYING OF COUNCILLORS POLICY**

- Making a declaration at a Council meeting about lobbying activities they have been engaged in that are not part of Council's formal processes.

A Councillor may, in fulfilling his or her role as an elected representative, receive, and consider the views of the community, including the community's stance on draft Local Environment Plans (LEPs), draft Development Control Plans (DCPs) and Development Applications (DA's).

It can be difficult to distinguish the above representational role from advocating on behalf of residents or ratepayers, or a specific interest group, particularly where there are competing community interests. There is a potential conflict between the concepts of an impartial decision maker who is obliged to consider all sides to a development issue, and that of an advocate for a particular individual / group.

**STANDARD RESPONSE TO BE PROVIDED ON RECEIVING A COMMUNICATION**

When an interested party seeks to communicate with a Councillor about a matter before, or to be taken before the Council, the Councillor must indicate the limits to what he or she can do for the person. Set out in **Appendix A** are examples of appropriate response statements.

**CONVEYING REPRESENTATIONS TO THE GENERAL MANAGER**

It is important that details of representations to Councillors by any person regarding a matter before the Council, or one which will come before the Council for decision are passed on by the Councillor, either:

- Directly to the General Manager by the Councillor for forwarding to the relevant Council officer/s; or
- Directly to Council by the applicant or interested party in the ordinary manner.

This information will then be put on the Council record and formally assessed and actioned by the Council officers.

Where practicable, the Councillor should insist that the submission be provided in writing. Where this is not practicable, the Councillor is required to take a file note of the comments made and forward this information to the General Manager as soon as possible.

**MEETINGS WITH APPLICANTS OR INTERESTED PARTIES**


To avoid perceptions of partial conduct, Councillors should only meet with an applicant or an interested party when:

- The applicant or interested party has put the request in writing; and
- After a development application has been lodged, any requests for meetings between Councillors and developers, lobbyists or submitters must occur by arrangement through the General Manager's office and only in circumstances where a Council officer (with adequate knowledge of the development application) is also present.

## LOBBYING OF COUNCILLORS POLICY

After a DA has been lodged, if a councillor engages in telephone discussions, email or other correspondence exchange with a developer, lobbyist, or submitter (whether seeking the Councillor's support or opposition to a development application), the Councillor must state:

- That any opinions expressed by the Councillor are personal to the councillor and do not in any way represent the Council's possible attitude to the development application; and
- In relation to Council's possible decision on the application, that the Councillor's principal obligation is to serve the public interest by ensuring that his /her decision is:
  - (a) consistent with the planning legislation, Council's planning scheme and policies; and
  - (b) made after having appropriate consideration of any officer's (or council appointed consultant's) advice; and
  - (c) not influenced by any other irrelevant or inappropriate consideration.

Councillors must  keep a written record of the communication. The written record should detail, as a minimum, the date and time of the exchange, the format of the exchange (i.e., telephone call, exchange of emails or exchange of correspondence), a summary of the matters raised with the Councillor and a summary of the Councillor's response. A copy of that record must be provided to the General Manager within 7 days of the contact taking place.

Councillors must be alert to the motives and interests of the lobbyist and need to avoid saying and doing anything which could be viewed as granting preferential treatment. The meeting should be restricted to business hours and, if possible, held in an appropriate location such as Council offices.

In the case of large scale or controversial DA's a simultaneous site visit, for all Councillors, will be organised by staff at the appropriate time.

### LIMITS ON COMMUNICATION BETWEEN COUNCILLORS AND STAFF REGARDING A DEVELOPMENT MATTER

Any other communications by the Councillor regarding a DA / draft LEP / draft DCP should be directed to the General Manager, or person/s nominated by the General Manager.

### DECLARATION AT COUNCIL MEETINGS

Where Councillors have been approached as provided for in this Policy, and the matter is referred to Council for consideration, the Councillor must make a declaration that:

- He or she was approached by the applicant or interested party regarding the matter (naming the applicant or interested party concerned); and
- That he or she has followed this Policy.

This is not a declaration of a conflict of interest but simply a declaration that Council's adopted Policy has been adhered to.

## LOBBYING OF COUNCILLORS POLICY

**PARTICIPATION AND VOTING AT COUNCIL MEETINGS**

Councillors must apply the provisions of Council's Code of Conduct for Councillors and Code of Meeting Practice in determining whether they have any conflict of interests before participating in discussion and voting on a matter. If a Councillor deems that they have a conflict of interests, then such conflict must be managed in accordance with the provisions provided in Council's policies.

**VOTING WHERE ADVOCATING FOR AN APPLICANT OR INTERESTED PARTY ON A DEVELOPMENT MATTER**

If a Councillor elects to advocate on behalf of an applicant or interested party at a Council meeting at which the matter is to be considered, it may be perceived that a conflict of interests exists. This is because there is a potential conflict between the concepts of an impartial decision maker who is obliged to consider all sides to a development issue, and that of an advocate for a particular individual/group.

Therefore, prior to advocating or representing the position of the applicant or interested party, the Councillor must consider whether any conflict of interests exist and if such conclusion is reached, declare such interest in accordance with Council's Code of Meeting Practice, and take such appropriate action to manage any conflict in accordance with Council's Code of Conduct for Councillors.

As a guideline, it would be safer for a Councillor, when acting as an advocate on behalf of an applicant or interested party, to declare such situation and not partake in the voting on such an item because of the real or perceived conflict of interest that such action could create.

**BREACHES OF THE POLICY**

Council's adopted Code of Conduct for Councillors makes provision for dealing with breaches of the Code. It requires Councillors to comply with Council policies and administrative procedures. Should a Councillor breach the Lobbying of Councillors Policy and a complaint is lodged regarding that conduct, then the complaint may be dealt with under the provisions of the Code and Administrative Procedures.

**Legislation And Supporting Documents****Relevant Legislation, Regulations and Industry Standards include:**

- **Local Government Act 1993** (NSW)
  - s 232(1), role of a councillor and sub-s (2), accountability to the local community for the performance of Council.
- **Environmental Planning and Assessment Act 1979** (NSW)
  - s 4.15 (1) matters for consideration in determining a development application, such as (e) *Public interest*.
- **Independent Commission Against Corruption Act 1998** (NSW)
  - s 8 General nature of corrupt conduct.



## LOBBYING OF COUNCILLORS POLICY

- **ICAC – Lobbying local government councillors** – A guide for councillors, constituents and other interested parties, August 2006.

### Relevant Council Policies and Procedures include:

- Code of Conduct for Councillors;
- Code of Meeting Practice; and
- Council's Values.

### Variation And Review

The Lobbying of Councillors Policy will be reviewed every four (4) years, or earlier if deemed necessary, **or within the first year of the term of a new Council**, to ensure that it meets the requirements of legislation and the needs of Council. The term of the Policy does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

## LOBBYING OF COUNCILLORS POLICY

### Appendix A

#### Examples of standard response to be provided on receiving a communication

- I am happy to arrange for any comments you have on the matter/development application/ draft LEP/ draft DCP to be conveyed to the Council officer dealing with the matter. If the matter relates to a development and is determined by Council, your comments will also be reported to these forums. If you have not already done so, please put your comments in writing.*
- If you also want to meet with me to voice your concerns, I would be happy to attend a meeting assisted by a Council officer or officers. Please make your request for a meeting in writing and I will arrange for a meeting to be held in the company of a Council officer.*
- You need to realise that if the matter is referred to Council, I must publicly declare that I have received submissions from you. You should also note that when I sit with other Councillors, as the Council, to assess and determine development application/ draft LEP/ draft DCP, I will only be able to have regard to matters considered to be relevant at law, and my determination of the application will be based on its merit.*

DRAFT

## LOBBYING OF COUNCILLORS POLICY

## Appendix B

## DOCUMENT AUTHORISATION

RESPONSIBLE OFFICER:		MANAGER OF GOVERNANCE (MG)			
REVIEWED BY:		Management Executive Team (Manex)			
REVIEW DUE DATE:		February 2029			
VERSION NUMBER:		3			
VERSIONS:	DATE:	RESOLUTION NO:	DESCRIPTION OF AMENDMENTS:	AUTHOR / EDITOR:	APPROVED / ADOPTED BY:
3	/5/2025		Minor grammatical corrections; transferred to current template. ICAC guidelines 2006 remain the current version.	MG	Council
2	23/02/2023	6.02/23	The document has been transferred to the updated Policy Template with minor amendments throughout.	MGRCP	Council
1	28/02/2019	24.02/19	The development of the Policy from the ICAC Guidelines 2006	Director of Development, Planning and Regulatory Services	Council

## Glen Innes Severn Council

## Statement of Cash Flows

for the year ended 30 June 2024

Original unaudited budget 2024 \$ '000		Notes	Actual 2024 \$ '000	Actual 2023 \$ '000
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
13,274	Rates and annual charges		13,958	10,655
7,784	User charges and fees		5,017	3,290
636	Interest received		1,168	525
23,816	Grants and contributions		27,924	24,745
1,050	Other		1,266	2,178
<i>Payments:</i>				
(13,383)	Payments to employees		(11,737)	(12,044)
(13,646)	Payments for materials and services		(11,941)	(13,664)
(292)	Borrowing costs		(474)	(571)
(810)	Other		(2,481)	67
18,429	<b>Net cash flows from operating activities</b>	G1-1	<b>22,700</b>	<b>15,181</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
(149)	Proceeds from sale of IPPE		230	90
<i>Payments:</i>				
–	Acquisition of term deposits		3,500	(2,400)
–	Purchase of investment property		(609)	–
–	Payments for IPPE		(22,063)	(14,281)
(149)	<b>Net cash flows from investing activities</b>		<b>(18,942)</b>	<b>(16,591)</b>
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(1,459)	Repayment of borrowings		(1,459)	(1,632)
(430)	Principal component of lease payments		(430)	(86)
(1,889)	<b>Net cash flows from financing activities</b>		<b>(1,889)</b>	<b>(1,718)</b>
16,391	<b>Net change in cash and cash equivalents</b>		<b>1,869</b>	<b>(3,128)</b>
(2,522)	Cash and cash equivalents at beginning of year	C1-1	9,606	12,734
13,869	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>11,475</b>	<b>9,606</b>
–	plus: Investments on hand at end of year	C1-2	15,200	18,700
13,869	<b>Total cash, cash equivalents and investments</b>		<b>26,675</b>	<b>28,306</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

**C1-2 Financial investments (continued)****Amortised cost**

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

**C1-3 Restricted and allocated cash, cash equivalents and investments**

	2024 \$ '000	2023 \$ '000
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**(a) Externally restricted cash, cash equivalents and investments**

**Total cash, cash equivalents and investments** **26,675** **28,306**

Less: Externally restricted cash, cash equivalents and investments **(27,870)** **(24,948)**

**Cash, cash equivalents and investments not subject to external restrictions** **(1,195)** **3,358**

**External restrictions****External restrictions – included in liabilities**

External restrictions included in cash, cash equivalents and investments above comprise:

Trust funds	–	36
Specific purpose unexpended grants – general fund	<b>10,671</b>	11,439
Life Choices Program - CHSP & HCP	<b>402</b>	595
<b>External restrictions – included in liabilities</b>	<b>11,073</b>	<b>12,070</b>

**External restrictions – other**

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	<b>1,094</b>	870
Specific purpose unexpended grants (recognised as revenue) – general fund	<b>3,090</b>	–
Water fund	<b>1,308</b>	1,655
Sewer fund	<b>4,899</b>	4,444
Waste management	<b>5,189</b>	4,359
Drainage management	<b>827</b>	1,143
Glen Innes Aggregates	–	–
Council committees	<b>390</b>	407
<b>External restrictions – other</b>	<b>16,797</b>	<b>12,878</b>
<b>Total external restrictions</b>	<b>27,870</b>	<b>24,948</b>

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

	2024 \$ '000	2023 \$ '000
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**(b) Internal allocations**

**Cash, cash equivalents and investments not subject to external restrictions** **(1,195)** **3,358**

continued on next page

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C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

	2024 \$ '000	2023 \$ '000
Less: Internally restricted cash, cash equivalents and investments	—	—
Unrestricted and unallocated cash, cash equivalents and investments	(1,195)	3,358
Glen Innes Aggregates	—	—
Election costs	—	—
Total internal allocations	—	—

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

	2024 \$ '000	2023 \$ '000
(c) Unrestricted and unallocated		
Unrestricted and unallocated cash, cash equivalents and investments	(1,195)	3,358

## Capital Projects-May 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Aerodome	7127C23	Airport runway renewal	The rehabilitation of the airport runway pavement and the	30/06/2025	\$1,000,000.00	\$ 727,530.31
	7248C24	Runway rehabilitation - (Funding to be	Pavment strengthening and subsoil drainage works have		\$1,322,332.00	\$ 1,293,313.52
	7249C24	Runway rehabilitation - Regional	The airport runway lighting upgrade is at 90% completion,		\$1,101,059.00	\$ 603,265.97
Aerodome Total					\$3,423,391.00	\$ 2,624,109.80
Bridge	7008C22	Bridge 5220 Mt Mitchell Road, Yarrow	This project is complete and has been capitalised. Please	20/12/2023	\$0.00	\$ 4,366.13
	7009C22	5215 Mt Mitchell Road, Mann River	The project has been successfully completed, and the final	28/03/2025	\$1,557,540.23	\$ 1,557,540.23
	7108C23	Bridge 5340 Wentworth St over Rocky	Project complete and final grant payment has been recieved.	1/11/2024	\$1,068,000.00	\$ 966,189.32
	7109C23	Bridge 5170 Furracabad Rd over	The project has reached practical completion and is open to	31/03/2025	\$1,000,000.00	\$ 990,296.33
	7208C24	Local Bridges - LIRS Accelerated Bridge	This project is complete.	28/02/2025	\$0.00	\$ -
	7209C24	Fixing Country Bridges Round 2B-	Project complete pending payment of final invoices.		\$108,000.00	\$ 92,853.39
	7210C24	Fixing Country Bridges Round 2B-Cox's	The old bridge has been removed and a side track installed.	28/08/2025	\$912,000.00	\$ 397,258.99
Bridge Total					\$4,645,540.23	\$ 4,008,504.39
Building	7312C25	Depot Improvements	Initial clean-up at Depot completed. Hill Lockhart architects	31/12/2025	\$150,000.00	\$ 77,210.31
	7358C25	Crofters Cottage Roof	The roof works have been fully completed, and the interior		\$30,000.00	\$ 30,596.91
	7897C24	Sale of 23 Bourke Street Deepwater	Sale underway. Expected settlement has been postponed		-\$85,000.00	\$ 357.67
Building Total					\$95,000.00	\$ 108,164.89
Community Halls	7132C23	Emmaville War Memorial Hall	Project completed by the 31 March 2025 deadline, in line	31/03/2025	\$131,651.00	\$ 114,304.45
Community Halls Total					\$131,651.00	\$ 114,304.45
Drainage	7301C25	Capital Renewal - Urban Stormwater	The Church Street upgrade has been delayed due to staffing	30/06/2025	\$150,000.00	\$ 22,019.70
Drainage Total					\$150,000.00	\$ 22,019.70
Ecnomic Development	7030C22	Upgrade Dumaresq Street Industrial	Electrical design submitted to Essential Energy for approval.		\$283,446.00	\$ 259,781.03
	7117C23	Signage Upgrades	As per December 2024 report to Council - project combined		\$80,000.00	\$ 3,307.00
	7118C23	Public Art Projects	A request to convene a meeting of the Public Art Advisory		\$100,000.00	\$ 107.62
	7300C24	Sheep & Goat Electronic Identification	Project completed. Sheep and Goat EID system fully	31/03/2025	\$225,000.00	\$ 187,871.11
	7311C25	LED Sign at the VIC	Quotes received. Currently being reviewed by team.	30/06/2025	\$20,000.00	\$ -
	7314C25	TCP Signage upgrade for ACF	TCP signage received and ready for use at the Australian	31/03/2025	\$15,000.00	\$ 10,102.91
	7357C25	New England Rail Trail	(blank)		\$170,000.00	\$ 26,279.71
Ecnomic Development Total					\$893,446.00	\$ 487,449.38
Flood Recovery & Natural Disasters	7128C23A	Old Grafton Road slips EPAR	The rectification works at the batter slip on Diehard Creek	19/12/2025	\$389,136.00	\$ 155,937.25
	7243C24	Pinkett RD. AGRN 1012 Natural	The Pinkett Road Essential Public Asset Restoration project	30/06/2025	\$1,036,089.00	\$ 874,407.84
Flood Recovery & Natural Disasters Total					\$1,425,225.00	\$ 1,030,345.09
IT	7361C24	Power App for Finance	(blank)		\$80,000.00	\$ 50,000.00
IT Total					\$80,000.00	\$ 50,000.00
Library	7253C24	Library - Air-condition refurbishment	(blank)		\$10,750.93	\$ 9,454.55
Library Total					\$10,750.93	\$ 9,454.55
Life Choices	7033C22	Revote23 LCSS: Skillion Carport	Waiting asset disposal.		\$12,763.00	\$ 11,602.73
	7124C23	CAFS Sun Shade for playground	RFQ completed. Funding variation particulars to be		\$50,000.00	\$ 28,760.00
	7181C23	Stronger Country Comm - OOSH Sund	Waiting asset disposal.		\$50,000.00	\$ 18,670.00
	7182C23	Stronger Country Comm - Sensory	Works commenced 12/02/2025		\$50,000.00	\$ 87,395.66
	7250C24	Life Choices - Retaining wall	Construction underway	8/09/2024	\$24,390.00	\$ 21,993.09
Life Choices Total					\$187,153.00	\$ 168,421.48
Open Office	7007C22	Finance: Project Jigsaw Open Office	Stage 1 80% completed as at December 24		\$785,825.00	\$ 507,206.39
Open Office Total					\$785,825.00	\$ 507,206.39
	7027C22	CBD Roundabout Landscaping	As per December 2024 update to Council - project is	30/06/2024	\$83,672.71	\$ 12,092.00
	7119C23	Replacement of Emmaville Pool Covers	Understood that this project was completed in 2024.		\$0.00	\$ -
	7135C23	BSBR00382 Centennial Parklands -	Works complete, with project remaning within the Defects	30/07/2025	\$1,441,616.00	\$ 1,392,038.14
	7137C23	BSBR000316 Indoor Sports Stadium	"Following works have been completed Kitchen and Café Fit-		\$413,926.00	\$ 478,433.72

Capital Projects-May 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Open Spaces & Recreational	7166C23	SCCF Rd 5 - Anzac Park	To ensure the most cost-effective delivery of the project, it is	10/02/2026	\$600,000.00	\$ 14,194.25
	7168C23	SCCF Rd 5 - Aquatic Centre	RFQ being prepared for solar / heat pump component of	30/06/2025	\$332,710.00	\$ 91,683.78
	7173C23	Shade and Landscaping ISC	The project has been rescheduled for completion next year	27/02/2026	\$50,000.00	\$ 10,772.54
	7252C24	Learning Centre - 2 x glass sliding doors	(blank)		\$20,000.00	\$ 4,454.55
	7302C25	Acid Bulk Storage Tank for GI Aquatic	Project complete. Acid tank installed at the the Glen Innes	31/03/2025	\$5,800.00	\$ 4,750.00
	7303C25	Installation of two(2) Beams at GI	(blank)		\$25,000.00	\$ 15,185.46
	7304C25	Installation of new Cemetery Beam	Beams installed at Emmaville Cemetary in December 2024.	30/05/2025	\$15,000.00	\$ 4,058.18
	7305C25	Three (3) x Commercial Pool Cleaners	As per December 2024 update to Council, project complete.	19/12/2024	\$21,314.10	\$ 21,314.10
	7306C25	CCTV	In line with Council Resolution 21.11/24 and Council's	30/06/2025	\$50,000.00	\$ 48,181.82
	7307C25	Fencing Wilson Park	Project recommenced now new Manager of Recreation and	30/07/2025	\$20,000.00	\$ 20,080.92
	7308C25	Dishwasher Town Hall Coffee Shop.	Works were completed in 23/24.		\$0.00	\$ -
	7310C25	Off Leash Dog Park Area	Project recommenced due to new Manager of Recreation	31/07/2025	\$37,685.90	\$ -
	7313C25	Upgrade of electrical mains at	Project completed. Mains at Centennial Park upgraded to 3	31/03/2025	\$20,000.00	\$ -
	7359C25	Equestrian Park Fence and Gate	Works / project now complete.		\$25,000.00	\$ 19,500.00
	7360C25	Cricket Nets	(blank)	28/03/2025	\$58,950.00	\$ 10,343.13
	7362C24	Indoor Stadium Dirt Removal	Options for reusing the substantial stockpile of dirt located	30/06/2025	\$50,000.00	\$ 3,137.00
	7367C25	ANZAC Park Stage 2	To ensure the most cost-effective delivery of the project, it is	18/12/2025	\$600,000.00	\$ -
	7369C25	B6864 - Indoor Sports Centre Stage 4	(blank)		\$0.00	\$ -
	7365C25	LSCA708 - Centennial Parklands Picnic	A Request for Quotation (RFQ) process has been undertaken	1/11/2025	\$0.00	-\$ 43,688.69
	Open Spaces & Recreational Total				\$3,870,674.71	\$ 2,106,530.90
Plant	7228C24	Leaseback Category 3 vehicle -	To be deferred to next FY.		\$0.00	\$ -
	7230C24	Leaseback Category 3 vehicle -	Project Completed		\$51,000.00	\$ 49,450.90
	7231C24	Coordinator Life Choices Operational	To be deferred to next FY.	30/06/2026	\$0.00	\$ -
	7237C24	Transfer pump trailer - IWS	Quotes received. Plant not ordered as yet.		\$30,000.00	\$ -
	7238C24	Line marker - Aerodrome	Equipment will not be ordered. Equipment to be shared	30/06/2025	\$0.00	\$ -
	7240C24	Water truck	Plant delivered. Project Completed.		\$305,265.86	\$ 291,201.85
	7263C24	New LCSS support Vehicle	Plant delivered. Project Completed.		\$30,809.09	\$ 31,404.09
	7324C25	Plant 1106 Hino Ranger 10 Tipper -IWS	To be deferred to next FY.	30/06/2026	\$0.00	\$ -
	7325C25	Plant 1315 Outfront mower - 1	Plant ordered.		\$130,000.00	\$ 141,436.58
	7326C25	Plant 1505 Maint. Coordinator	Plant delivered. Project Completed.		\$49,231.13	\$ 49,009.58
	7327C25	Plant 1540 LCSS Direct Support worker	Vehicle delivered. Project completed.	31/01/2025	\$31,404.09	\$ 31,404.09
	7328C25	Plant 1553 - LCSS Commuter Bus	Initial conversations with Life Choices has taken place.		\$110,000.00	\$ -
	7329C25	Plant 1557 Dual cab, 4WD utility -	Plant delivered. Project Completed.		\$51,069.81	\$ 51,069.81
	7330C25	Plant 1568 LCSS Direct Support Worker	Vehicle delivered. Project completed.	29/11/2024	\$31,404.49	\$ 31,404.09
	7331C25	Plant 1569 LCSS Direct Support Worker		30/12/2024	\$31,404.09	\$ 31,404.09
	7332C25	Plant 2215 8 Tonne Excavator -	Plant ordered.		\$181,000.00	\$ 179,497.27
	7333C25	Plant 2315 Outfront mower - 2	Equipment ordered. Awaiting delivery.	30/04/2025	\$130,000.00	\$ 129,495.45
	7334C25	Plant 2502 Single cab, 2WD, cab		27/11/2024	\$32,703.35	\$ 32,703.35
	7335C25	Plant 2507 Single cab, cab-chassis,	Vehicle delivered. Project completed.	25/02/2025	\$47,382.02	\$ 47,382.02
	7336C25	Plant 2511 4WD, cab-chassis utility -		29/11/2024	\$44,004.43	\$ 44,004.43
	7337C25	Plant 2534 DIS Leaseback - Category 2	To be deferred to next FY.		\$0.00	\$ -
	7338C25	Plant 2543 LCSS - Direct Support	Vehicle ordered. Project Completed.		\$32,000.00	\$ 31,404.09
	7339C25	Plant 3505 Dual cab, 4WD utility -	Vehicle delivered. Project completed.		\$51,069.81	\$ 51,069.81
	7340C25	Plant 9023 Workshop Pressure Cleaner	Equipment Ordered.		\$8,000.00	\$ 7,200.00
	7341C25	Flail Mower - Airport	Vehicle delivered. Project completed.		\$11,183.64	\$ 11,183.64
	7342C25	Replacement of Crane on Sewer truck	Equipment delivered. Project Completed.		\$13,000.00	\$ 10,530.00
	7343C25	Leaseback Cat. 3 Vehicle - MED	Plant has been delivered. Project completed.		\$52,378.24	\$ 52,378.24



## Capital Projects-May 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7344C25	Leaseback Cat. 3 Vehicle -	To be deferred to next FY.		\$0.00	\$ -
	7363C24	Commercial Mower - Life Choices	Equipment delivered. Project Completed.	3/12/2024	\$12,953.68	\$ 12,953.68
	7366C25	TOPCON Surveyor Equipment	Equipment has been delivered. Awaiting invoice from	30/04/2025	\$44,198.00	\$ 44,198.00
	7368C25	Hail Damaged replacement Vehicle	(blank)		\$0.00	\$ 40,034.03
	<b>Plant Total</b>				<b>\$1,511,461.73</b>	<b>\$ 1,401,819.09</b>
Quarry	7054C22	Revote23 Wattle Vale Establishment	These funds will be used toward internal components of the		\$74,225.00	\$ 2,891.64
	7211C24	Quarry Development - Wattle Vale	Implement a two-coat seal over an area of approximately	30/06/2025	\$200,000.00	\$ 162,531.92
	7212C24	Front End Loader - GIA	Project Completed	31/12/2024	\$506,894.32	\$ 490,309.00
	7345C25	Skid steer loader - Quarry	To be deferred to next FY.		\$0.00	\$ -
	7346C25	Quarry pit water pump	The waterboard is currently conducting investigations into	31/03/2025	\$55,000.00	\$ -
Roads	<b>Quarry Total</b>				<b>\$836,119.32</b>	<b>\$ 655,732.56</b>
	7002C23	Roads of Strategic Importance - Bald	The upgrade for Segment 25-30 has been successfully	27/06/2025	\$5,600,000.00	\$ 5,514,984.80
	7004C22	Revote23 Illparran Road LRCI	This project has been completed.	1/11/2024	\$141,864.26	\$ 141,864.26
	7005C22	Revote23 Jenkins Road LRCI	The project has been successfully completed. A minor cost		\$85,896.36	\$ 85,896.86
	7110C23	Heavy Patching Program	Council are focusing on expending grant funded heavy	30/01/2026	\$559,498.45	\$ 280,822.79
	7113C23	Kerb & Gutter Installation - Hunter	This project has been successfully completed.		\$31,656.95	\$ 30,826.95
	7143C23	Unsealed Roads Resheeting - Bullock	This project has been successfully completed.	2/12/2024	\$437,360.00	\$ 431,689.35
	7144C23	Unsealed Rds Resheet - Haymarket Rd	Project complete	1/10/2024	\$120,000.00	\$ 118,458.28
	7146C23	New Bitumen Seals - Blue Hills/Rodgers	Works are scheduled to commence in June 2025	31/10/2025	\$300,000.00	\$ 5,180.94
	7200C24	HAYMARKET ROAD RESHEET=USE	Duplicate job card. Please delete. Costs to be journalled to		\$0.00	\$ 19,595.76
	7202C24	LRCI Rnd 4 - Main Street		30/06/2025	\$872,429.00	\$ 882,121.51
	7207C24	RRTRP Reg. Roads Betterment	Rehabilitation of Emmaville Road Segment 40-50 is complete	30/06/2026	\$3,599,085.36	\$ 901,421.36
	7244C24	RRTRP Local Roads - Pinkett Rd	Project to be reported under 7258C24 job card as per grant		\$0.00	\$ 472.50
	7245C24	RRTRP Local Roads - Strathbogie Rd	Please journal all costs to 7258C24-RRTRP04 and close this		\$0.00	\$ 1,051.28
	7246C24	RRTRP Local Roads - Maybole Rd	Project to be reported under 7258C24 job card as per grant		\$0.00	\$ -
	7254C24	Regional Emergency Road Repair Fund	Ongoing heavy patching activities are being conducted	30/06/2027	\$2,941,848.00	\$ 1,366,618.86
	7258C24	RRTRP - Local Roads Betterment	Projects have been successfully completed on Shannonvale	30/05/2026	\$9,957,773.10	\$ 3,120,981.27
	7309C25	Urban street rehabilitation	Projects have been successfully completed on William Street	31/12/2025	\$500,000.00	\$ 135,559.42
	7315C25	R2R Urban Roads Heavy Patching and	The 2024/2025 reseal program has been successfully	26/06/2025	\$872,427.00	\$ 841,468.63
	7316C25	RRTRP Local Roads - Rangers Valley	(blank)		\$0.00	\$ -
	7317C25	RRTRP Local Roads - Glen Leigh Road	Please delete this job. It is a redundant job card.		\$0.00	\$ -
	7318C25	RRTRP Local Roads - Golf Links Road	Please remove this job. It is a redundant job card with no		\$0.00	\$ -
	7319C25	RRTRP Regional Roads - Wellington	Please journal all costs to 7207C24-RRTRP14 and close this		\$0.00	\$ 4,835.60
	7320C25	Regional Roads Repair Program	(blank)		\$0.00	\$ -
	7321C25	Regional Roads Block Grant - Repair Co-	The repair program for financial year 2024/2025 will not be		\$0.00	\$ -
	7322C25	Regional Roads Block Grant - Heavy	Heavy patching and resealing has been completed on	26/06/2025	\$480,000.00	\$ 484,750.47
	7323C25	Traffic Facilities 24/25	Linemarking on Emmaville Road has been successfully	31/07/2025	\$76,000.00	\$ 73,443.02
	7364C25	FLR4 - Red Range Road heavy patching	Please remove this job. The budget has been moved to Job		\$0.00	\$ -
	<b>Roads Total</b>				<b>\$26,575,838.48</b>	<b>\$ 14,442,043.91</b>
Sewer	7215C24	New Mains -Sewer Private Works DO	(blank)		\$10,000.00	\$ -
	7347C25	New Mains - Sewer Private Works	Work has been completed as required.	30/06/2025	\$10,000.00	\$ 6,767.09
	7348C25	New Services - Sewer Private Works			\$15,000.00	\$ 6,735.72
	7349C25	Capital Renewal - Sewer	The Request for Quotation (RFQ) is currently active for the		\$604,318.00	\$ 622,650.32
	<b>Sewer Total</b>				<b>\$639,318.00</b>	<b>\$ 636,153.13</b>
	7098C21	LANDFILL: Future Landfill Development	Project currently being reviewed / scoped.		\$284,065.00	\$ 111,376.48
	7235C24	Landfill Compactor - Glen Innes Landfill	Plant delivered. Project Completed.		\$940,000.00	\$ 926,337.86
	7261C24	landfill Upgrade - multiyear project	A site visit is scheduled for mid-April to determine the scope		\$200,000.00	\$ 161,363.64

Capital Projects-May 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Waste	7350C25	New Waste Transfer Station GI landfill	Cost estimate for access widening to the GI Waste Transfer	30/06/2025	\$200,000.00	\$ 1,665.90
	7351C25	fencing and CCTV at all 4 landfills	Site visits are scheduled to be conducted in mid-April to		\$100,000.00	\$ -
	7352C25	New Landfill weighbridge data	New software system 'Mandalay' installed at Glen Innes	31/03/2025	\$27,636.50	\$ 49,808.26
	7356C25	GPS - New Landfill Compactor	To be deferred to next FY.		\$0.00	\$ -
Waste Total					\$1,751,701.50	\$ 1,250,552.14
Water	7105C22	Truck Wash Upgrade	A new pump has been acquired and is currently awaiting	30/05/2025	\$142,000.00	\$ 146,236.28
	7217C24	Capital Renewal - Water	This is the SCADA project that will commence on the 1st of	31/12/2025	\$649,889.67	\$ 27,323.60
	7218C24	New Mains - Water Private Works	No new mains have been necessary in this fiscal year to		\$10,000.00	-\$ 0.00
	7353C25	New Service- Water Private Works	Water meters have been installed in all garden beds for the		\$45,000.00	\$ 46,853.03
	7354C25	New Mains - Water Private Works	Work has been completed as required.	30/06/2025	\$10,000.00	\$ 22,818.55
	7355C25	Capital Renewal - Water	Work on the Bourke Street upgrade is scheduled for May and		\$573,052.00	\$ 266,287.15
Water Total					\$1,429,941.67	\$ 509,518.61
Grand Total					\$48,443,037.57	\$ 30,132,330.46



# Aged Care and Disability Inclusion Strategy

## 2025- 2035

# Annexure A

## Item 7.14



Aged Care and Disability Inclusion Strategy 2025-2035.

Version: FINAL V01  
Date: 28 January 2025  
Prepared by: J Cockbain & H Whitby  
Approved by: J Cockbain



GISCADIS / 2025 - 2035 / Report Details

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## Acknowledgment of Country

Glen Innes Severn Council acknowledges and pays respect to the Ngarabul people as the traditional custodians of this land, their elders past, present and emerging, and to Torres Strait Islander people and all First Nations people.

GISC ACADIS / 2025-2035 / Acknowledgement of Country

# MESSAGE FROM COUNCIL



**Madam Mayor  
Margot Davis**

It is with great pride that I present our Aged Care and Disability Inclusion Strategy for 2024-2034.

This comprehensive plan represents our commitment to creating a more accessible, inclusive, and supportive community for all residents, regardless of age or ability.

Glen Innes Severn has always been a community that takes pride in looking after one another.

This strategy builds on those values, providing a clear roadmap for enhancing independence, improving accessibility, advocating for social inclusion, and strengthening communication across our region.

The development of this plan would not have been possible without the valuable input from our community members, particularly those who shared their lived experiences. Your voices have shaped our priorities and will continue to guide our implementation in the years ahead.

I want to acknowledge that while we face challenges with limited resources and funding, we are dedicated to making meaningful progress. By working together with community organisations, service providers, and residents, we can create a Glen Innes Severn where everyone can participate fully in community life.

Our aim is simple but profound: to build a community where older individuals can live actively and independently, and where people with disabilities enjoy equal opportunities to engage in all aspects of community life.

I invite you to join us on this journey as we work towards a more inclusive future for Glen Innes Severn.





## Our Vision

The Glen Innes Severn Council (GISC) envisions a future where:

1. Older individuals can live actively and independently, with seamless access to essential services that support their well-being and autonomy.
2. People with disabilities enjoy equal opportunities to engage fully in community life, fostering inclusivity and participation.

This ten-year strategic focus aims to enhance the quality of life for all members of our community, ensuring that age and ability do not hinder participation in a vibrant, supportive environment.

This Plan aims to realise Glen Innes Severn Council vision to be a prosperous connected community that nurtures its people and places.

GISC ACADIS / 2025-2035 / Vision from Council





# The Plan

## What is the Plan about?

This Plan helps to make Glen Innes a better place for older people and people with disabilities. It focuses on making sure that everyone can use public spaces, buildings, and services easily. It also aims to make the community more inclusive and supportive for everyone.

## How Will the Plan Be Achieved?

Council will work with local groups, health providers, and community members to make sure the Plan succeeds. They will also ask for feedback regularly to see how they can improve and adapt to new needs. Implementation will ensure ongoing improvements to council managed facilities and services, public spaces and the ongoing development of inclusive programming and advocacy to strengthen Glen Innes a inclusive and supportive place to live.

## What Can the Community Expect?

- Better access to public areas like parks and community centers.
- Improved services for health, transport, and daily living support.
- Inclusive community activities that everyone can join.
- Clear communication with the Council to report issues or give feedback.



GISC ACADIS / 2025-2035 / The Plan



### GOAL 1

**Enhance Independence and Well-Being**



### GOAL 2

**Improve Accessibility**



### GOAL 3

**Advocate for Social Inclusion**



### GOAL 4

**Enhance Communication and Awareness**



## **GISC Aged Care and Disability Inclusion Plan Stakeholders**

A list of all of the people who assisted in developing the Strategic Plan for 2025-2035. This Plan establishes a framework and priorities, as identified through community and stakeholder sessions, to guide council in developing an inclusive and accessible local government.

### **Glen Innes Severn Council**

Responsible for implementing the Strategic Plan and ensuring all departments are aligned with the goals of accessibility and inclusion.

### **Aged Care and Disability Communities**

Key participants in consultations, providing feedback and helping shape the priorities of the plan

### **NDIS Providers and Local Service Organisations**

Partners in expanding programs, offering support services, and collaborating with the Council on community projects.

### **Local Businesses**

Encouraged to participate in inclusive practices and provide employment opportunities for older people and people with disabilities.

GISC ACADIS / 2025-2035 /Stakeholders



## Local Statistics



**730**

Statistics show that over 730 people in Glen Innes Severn Council are accessing home supports. By 2031, nearly 1 in 4 people will be aged 60 and over.



**216**

Data captured in 2023 recorded 216 people access NDIS supports in the Glen Innes Severn Council area. According to 2021/2022 ABS data 26.5% of people are living with a disability.



**3**

In the latest review, there are three main operating services in Glen Innes Severn Council area, providing both Aged Care and Disability Support Services



**18**

Eighteen people attended the Aged Care and Disability Strategic Planning meeting held in August 2024



# Community Feedback

## Council funding and expenditures



The community wants to understand how the Council spends its money. They are interested in knowing which projects, services, and initiatives receive funding. Providing clear information about the Council's spending helps build trust, ensures transparency, and allows residents to see how grants, their rates and taxes are used to improve local services, infrastructure, and the overall quality of life in the area.

## Accessible Infrastructure



Community feedback shows that accessible roads, parks, and infrastructure need to be a top priority. Key concerns include:

- Better footpaths that are safe and obstacle-free.
- Ramps and handrails for easier access to buildings and parks.
- More accessible parking close to key areas.
- Inclusive park facilities with better seating and signage.
- Safer roads and crossings for people with mobility issues.

## Communication



People are seeking faster, simpler methods to ask questions, raise concerns, and provide feedback to Council about issues they are facing whilst living in the Glen Innes Severn Local Government Area as an older person or person living with a disability.

GISC ACADIS/ 2025-2035 / Community Feedback



# Guiding Principles and Roles

This Plan aims to realise Glen Innes Severn community vision to be a prosperous connected community that nurtures its people and places.



**Council's role in the implementation of this Plan will include:**

1. **Provider:**
  - Council will provide essential community services and implement infrastructure delivery.



1. **Advocate:**
  - By promoting and lobbying on behalf of the community to achieve desirable outcomes.



1. **Facilitator:**
  - By assisting interaction and forming strategic alliances to promote inclusivity across its region.



**The community and partners roles in the implementation of this Plan will include:**

1. **Feedback:**
  - The community and stakeholders will provide advice, feedback and recommendations to council that impact on access and inclusion matters



1. **Advocate:**
  - By identifying opportunities to educate our community and raise awareness on access and inclusion matters.



1. **Support and participate:**
  - By assisting interaction and forming strategic alliances to promote inclusivity across its region.



# Goals and Actions

The key goals and strategies for the 2024-2034 Aged Care and Disability Inclusion Plan are:



Goal 1 - Enhance Independence and Wellbeing

Goal 2 - Improve Accessibility



Goal 3 - Advocate for Social Inclusion

Goal 4 - Enhance Communication and Awareness



*Photos -Centennial Parklands Amenities and Playground in Glen Innes*

**GIS ACADIS / 2025-2035 / Goals and Actions**



# Goal 1 Enhance Independence and Well-Being

The Council will work towards improving roads, footpaths, parks, and buildings to make sure they are safe and accessible.

## Council's Role:

1. Plan and Implement Improvements:
  - The Council will be responsible for assessing public areas such as roads, parks, and buildings to identify where accessibility can be improved. They will plan and implement upgrades like footpaths, adding ramps, handrails, accessible toilets, and improved parking for people with disabilities.
1. Allocate Funding:
  - The Council must budget for these upgrades, allocating funds to improve accessibility in public spaces. This includes applying for grants or state funding where necessary.
1. Consult with the Community:
  - Before making changes, the Council should engage with older residents and people with disabilities to understand their needs. This ensures that the improvements made reflect real community requirements.
1. Monitor and Maintain Public Spaces:
  - After implementing upgrades, the Council is responsible for regularly inspecting and maintaining these areas to ensure they remain safe and accessible for all.



GISC ACADIS / 2025-2035 / Goal 1





## Did you know?

Glen Innes Severn Council helps the Community Access Committee by providing administration support and other resources to help make the community a better place.

This helps local groups focus on important projects and activities to improve life for everyone in Glen Innes Severn Local Government Area!







## Goal 2 Improve Accessibility

The Council will support local services like transport, health care, and social programs to help people live independently and be part of the community.

### Council's Role:

1. Identify Service Gaps:
  - The Council should assess the current services available for older people and people with disabilities, identifying any gaps in transport, health care, or social programs. This can be done through consultations with service providers and the community.
1. Support Local Service Providers:
  - The Council can collaborate with local transport companies, health services, and community groups to enhance the services they offer. This may include promotion of services, providing funding or logistical support to expand or improve these services.
1. Promote Accessibility of Services:
  - The Council should ensure that information about available services is easily accessible to everyone. This includes clear communication through websites, local media, and public events, making sure that services are known to those who need them.



## Did you know?

Glen Innes Severn Council has several committees that are particularly relevant to community wellbeing;

- **Community Access Committee:** Focused on inclusive active lifestyle, community connectivity, and increasing transport access to services (Strategic Objectives 1.1, 1.2, 1.4)
- **Aboriginal Consultative Committee:** Includes focus on cultural expression and community cohesion (Strategic Objectives 1.3, 4.2, 4.10)
- **Glen Innes and District Community Centre Inc.:** While not a formal Committee of Council, it has Council representation and supports inclusive active lifestyle and community connectivity (Strategic Objectives 1.1, 1.2, 1.3, 1.5)
- **Community Services Interagency Committee:** With Council representation including Councillors and Community Services staff

The Council maintains several other community committees that welcome participation from all community members, including:

- Australia Day Committee
- Australian Standing Stones Management Board
- Recreation and Open Spaces Advisory Committee
- Public Arts Advisory Group
- Various hall and recreation reserve management committees

### How to Get Involved

If you're interested in supporting aged care and disability inclusion in our community, contact Glen Innes Severn Council to learn how you can contribute to these committees.

Your participation can help ensure our seniors and people living with disability are represented and included in community planning and activities.



## Goal 3 Advocate for Social Inclusion

The Council will run programs to share information and educate people about the needs of older residents and people with disabilities. This will help everyone understand how to be more inclusive and respectful.

### Councils Role:

#### Run Education and Awareness Programs:

- The Council will organise public campaigns, workshops, and information sessions to educate residents about the challenges faced by older people and those with disabilities. This can include topics like accessibility, respectful communication, and inclusive practices.

#### Partner with Local Organisations:

- Collaborating with disability advocacy groups, health organisations, and aged care providers, the Council can develop awareness campaigns that reflect the real-life experiences of older people and individuals with disabilities.

#### Promote Inclusivity in Community Events:

- The Council should ensure that all community events are inclusive and accessible. They can highlight how older residents and people with disabilities can participate, making inclusivity a visible priority.

#### Recognise and Reward Inclusive Practices:

- The Council can introduce awards or recognition programs for businesses, groups, or individuals that demonstrate leadership in creating accessible and inclusive environments.

Advocate to State and Federal Government for support for Aged for support for Aged and Disabled community.





## Goal 4 Enhance Communication and Awareness

People with disabilities and older people will be involved in decisions about local projects. This way, their needs will always be considered when planning new services or upgrading public spaces.

### Council's Role:

#### Create Inclusive Consultation Processes:

- The Council should host public consultations, forums, and surveys that are accessible to older people and people with disabilities. This could include offering online options, ensuring physical venues are accessible, and providing support such as sign language interpreters or assistive technology.

#### Community Access Committee:

- The Council has a Community Access Committee made up of people with disabilities and older residents. This group can offer direct input on local projects, services, and policies, ensuring their voices are heard during the planning stages.

#### Provide Information in Accessible Formats:

- To ensure everyone can participate, the Council must provide project details and updates in accessible formats such as easy-read documents, large print, or audio versions, tailored to the needs of older people and those with disabilities.

#### Act on Feedback:

- It's important for the Council to actively consider the feedback provided and incorporate, where able, suggestions into planning decisions. Transparent communication about how feedback is used builds trust and ensures that all voices are valued.

#### Leverage Digital and Traditional Media:

- The Council can use social media, local newspapers, and public notices to share stories, resources, and tips on how to support older people and people with disabilities. These platforms can be used to promote understanding and break down stereotypes.



GISC ACADIS / 2025-2035 / Goal 4



# Your Voices



"I dont walk as often as I used to, as there is no footpath to town at the front of my house"

*Margaret, Glen Innes NSW*



"I would like council to make it easier for me to walk my dog to the local dog park"

*NDIS Participant, Glen Innes NSW*

"It's hard to know how to communicate with Council or who to ring, there doesnt seem to be anyone to talk to about our problems"

*Community Member, Emmaville NSW*



"It would be great for council people to come and meet some of the Aged Care and NDIS people and hear our stories"

*NDIS Participant, Glen Innes NSW*



"The most valuable part of the morning tea for me was good friends, good food, good speakers"

*Community Participant at RU OK Day Event - 2024, Glen Innes NSW*



"The most valuable part of the morning tea for me was bringing a friendly group of people together who share concerns for each other "

*Community Participant at RU OK Day Event - 2024, Glen Innes NSW*

GISC ACADIS / 2025-2035 / Your Voices



## Understanding Council's Limitations on Funding and Control

It's important to know that while the Council wants to support everyone in the community, including older people and people with disabilities, there are limits to what can be done based on the people power and money available and the areas they control.

### 1. Limited Budget

The Council gets its money mainly from property rates and government grants. Grants are typically allocated for specific projects or initiatives, rather than for general operational expenses. The money Council receives has to be spread across many services, like fixing roads, maintaining parks, providing waste collection, and supporting community programs. This means:

- The Council cannot fix everything at once or fund every project immediately.
- They have to prioritise certain services, like essential repairs or health and safety issues.

### What This Means for You:

Some services or improvements, like building new ramps, fixing footpaths, or advocating for improved transport options, may take time because the Council has to carefully manage its limited budget to cover all community needs.



# Control over certain areas

## 2. Control Over Certain Areas

While the Council can manage and improve local services like public parks, footpaths, and community events, there are other things Council **don't** have direct control over, such as:

- Healthcare services (like GP appointments or specialist care) are usually controlled by the state or federal government and the private sector, not the Council.
- Public transport services (like buses) are often run by private companies or the state government, meaning the Council can only advocate for improvements but can't make decisions on those services.

### What This Means for You:

The Council can listen to your concerns and advocate for changes but may not be able to solve all issues directly, especially when it comes to healthcare and transport.



# How the Council can help

## 3. How the Council Can Help

Even though the Council has limitations, Council still plays an important role in supporting people with disabilities by:

- Improving services and spaces they control, like parks, footpaths, and local events.
- Advocating on behalf of the community to other levels of government for better services, like healthcare or public transport improvements.
- Collaborating with local organisations and businesses to create more opportunities and programs that benefit older people and people with disabilities.
- Administrating community led initiatives such as the Glen Innes Community Access Committee



GISC ACADIS / 2025-2035 / Help





# Your Input Matters

## 4. Your Input Matters

Council values your feedback and wants to understand your experiences and needs.

By sharing your feedback, the Council can plan its budget more effectively and advocate to other levels of government to enhance services for older people and people with disabilities.



GISCACADIS/ 2025-2035 / Input



## Voices from Council staff

"I think it's a great idea to consult with Disability Specialists regarding maintenance of footpaths and infrastructure"

*Tony, GISC*

"We really want to work with the community to address the lack of communication, notifications and community consultation"

*Ellie, GISC*

"Improved communication will help the Community understanding of what Council is able to assist with and what is outside of Council's area of influence. Walking side by side with join understanding will be positive and beneficial for everyone"

*Tess, GISC*



GISC ACADIS / 2025-2035 / Council staff voice

## Implementation

The actions in this Plan are flexible, allowing different approaches to achieve the outcomes over the next 1–10 years.

Each action identifies the key stakeholder and Council departments responsible. If the action involves external partners in the community, Council will take on a supportive or collaborative role.

The Plan also includes a **range of ideas** requiring extra funding, stronger partnerships, or additional resources. Some of these are longer-term goals, depending on securing funding or building relationships.

Projects will start as they are developed and when budgets and resources are available. Each year, specific timelines for new projects will be confirmed.

## Governance

Glen Innes Severn Council is committed to inclusion and the incorporation of the actions from this Plan into the Delivery Program and Annual Operational Plans.

Council's **Annual Report** will provide information on achievements and outcomes for each of the actions.

The implementation of this Plan requires all Directorates of Council to play their part, with the Corporate and Community Services Team playing a central role, assisted by the Community Access Committee.

A copy of the progress and outcomes of the implementation of this Plan as reported in Council's Annual Plan will be provided to the relevant Minister as required under the Disability Inclusion Act 2014 (NSW).

**GISC ACADIS / 2025-2035 / Implementation and Monitoring**



## Monitoring & Measuring

Council will consistently monitor and report on the progress of this Plan. Over its lifespan, priorities and projects may shift to align with evolving community needs and expectations. Some initiatives may no longer be necessary, while new opportunities may arise. Regular evaluation and annual progress reports will focus on:

- The effectiveness and quality of action implementation to date.
- Adjustments to strategies as needed to meet the Plan's specific objectives.

The **Management Executive Team** of Council will conduct quarterly reviews to track progress, assess performance, and evaluate outcomes against the Plan's goals, ensuring ongoing alignment with community priorities.



GISC ACADIS / 2025-2035 / Implementation and Monitoring



# CONTACT US



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GISC ACADIS / 2025-2035 / Contact us



# Appendix 1

## Strategies & Actions

GISC ACADIS/ 2024 -2034 / Appendix



# Strategies and Actions

Glen Innes Severn Council Aged Care and Disability Inclusion Strategy



Goal 1	Priority	Description	Responsible Department / Party	Timeline	Metrics for Success
Enhance Independence and Wellbeing	Medium	<b>Enhance Accessibility and Mobility</b> <ul style="list-style-type: none"> <li><b>1.1) Audit Public Spaces:</b> Conduct an accessibility audit of council-owned facilities, parks, footpaths, and buildings to identify and remove barriers.</li> <li><b>1.2) Improve Infrastructure:</b> Install ramps, handrails, tactile ground surfaces, and accessible parking spaces at key locations.</li> <li><b>1.3) Accessible Transport Services:</b> Advocate with local providers to offer affordable, accessible public and community transport options for appointments, shopping, and social outings.</li> </ul>	Corporate and Community Services	Ongoing	Response rate; Community Survey/ Town Planning / Employment
	High	<b>Regular Monitoring and Feedback</b> <ul style="list-style-type: none"> <li><b>1.4) Community Consultation:</b> Continue to support the Community Access Committee to gather feedback from aged care and disabled residents about their needs and experiences.</li> <li><b>1.5) Performance Tracking:</b> Develop measurable goals and track the outcomes of initiatives and share progress with the community.</li> </ul>	Corporate and Community Services / Infrastructure Services	Annually	Attendance; feedback Community led Access Committee
	High	<b>Collaborate with Local Partners</b> <ul style="list-style-type: none"> <li><b>1.6) Healthcare Providers:</b> Investigate opportunities to offer outreach health services in Glen Innes.</li> <li><b>1.7) Educational:</b> Advocate for schools and TAFEs in creating intergenerational programs.</li> </ul>	Corporate and Community Services	Monthly	Social Media interactions; Feedback
	Medium	<b>Support Community Programs</b> <ul style="list-style-type: none"> <li><b>1.8) Social Inclusion Events:</b> Partner with community organisations and groups to promote events, activities and services as inclusive.</li> <li><b>1.9) Participate:</b> Attend community gatherings specifically designed for aged care and disabled residents.</li> <li><b>1.10) Intergenerational Programs:</b> Support and promote initiatives that connect older residents with youth through storytelling, mentoring, or shared activities to reduce isolation and foster community bonds.</li> <li><b>1.11) Volunteer Opportunities:</b> Encourage volunteerism by developing roles suited to the capabilities of aged and disabled residents, helping them remain active and engaged.</li> </ul>	Corporate and Community Services / Place and Growth	Ongoing	Response rate; Community Survey

## Goal 1 - Enhance Independence and Wellbeing

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## Strategies and Actions

Glen Innes Severn Council Aged Care and Disability Inclusion Strategy



Goal 2	Priority	Description	Responsible Department / Party	Timeline	Metrics for Success
Improve Accessibility	Low	<b>Conduct a Community Accessibility Audit</b> <ul style="list-style-type: none"> <li>2.1) Assess public buildings, parks, footpaths, and facilities for compliance with accessibility standards.</li> <li>2.2) Engage disability advocates and aged care representatives to identify specific barriers.</li> </ul>	Place and Growth / Infrastructure Services	Ongoing	Audits
	High	<b>Upgrade Public Infrastructure</b> <ul style="list-style-type: none"> <li>2.3) Footpaths and Roads: <ul style="list-style-type: none"> <li>Repair uneven surfaces, cracks, and potholes on sidewalks and roads.</li> <li>Widen footpaths to accommodate mobility aids and strollers.</li> </ul> </li> <li>2.4) Building Entrances: <ul style="list-style-type: none"> <li>Install ramps with appropriate gradients and handrails for wheelchair users.</li> <li>Ensure doorways are wide enough to accommodate mobility devices.</li> </ul> </li> </ul>	Place and Growth / Infrastructure Services	Ongoing	Audits
	High	<b>Improve Accessibility in Parks and Public Spaces</b> <ul style="list-style-type: none"> <li>2.5) Install accessible play equipment, picnic tables, and seating in parks.</li> <li>2.6) Consider sensory-friendly areas and quiet zones for individuals with autism or sensory sensitivities.</li> <li>2.7) Consider accessible pathways and ramps to key attractions like lookouts, gardens, and event spaces.</li> </ul>	Place and Growth	Ongoing	Regular Audits, Reviews and upgrade reports
	Medium	<b>Make Events and Programs Inclusive</b> <ul style="list-style-type: none"> <li>2.8) Ensure community events have: <ul style="list-style-type: none"> <li>Wheelchair-accessible venues.</li> <li>Portable ramps and accessible restrooms.</li> <li>Sign language interpreters or captioning services.</li> </ul> </li> <li>2.9) Consider sensory-friendly spaces and timed entry options for events to accommodate diverse needs.</li> <li>2.10) Consider accessibility within site plan/s for events.</li> </ul>	Place and Growth / Corporate and Community Services	Ongoing	Events being more inclusive and accessible
	Medium	<b>Continuously improve</b> regularity processes within council to achieve outcomes for those living with a disability <ul style="list-style-type: none"> <li>2.11) Audit project management process to ensure disability standards and guidelines are considered for capital works projects.</li> </ul>	Management Executive Team	Ongoing	Increased ability for people with disabilities to access and participate in events and the Glen Innes LGA.

### Goal 2 - Improve Accessibility

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## Strategies and Actions

Glen Innes Severn Council Aged Care and Disability Inclusion Strategy



Goal 3	Priority	Description	Responsible Department / Party	Timeline	Metrics for Success
Advocate for Social Inclusion	High	<b>Advocate for Inclusive Housing</b> <ul style="list-style-type: none"> <li>3.1) Promote the development of affordable, accessible housing that fosters community living.</li> <li>3.2) Encourage social housing developments with communal spaces that promote interaction and inclusivity.</li> <li>3.3) Consider and include strategies for diverse housing options in Council's Local Strategic Planning Statement and Housing Strategy that encourage aging in place needs</li> </ul>	Place and Growth / Partners in community / State Government / Federal Government	Ongoing	Development and infrastructure  Consideration and inclusion of diverse housing options in Council's strategic planning documents
	Medium	<b>Support Inclusive Community Events</b> <ul style="list-style-type: none"> <li>3.4) Accessible Event Planning: Where feasible, encourage Council-hosted events are accessible, inclusive, and cater to diverse needs (e.g. quiet zones, wheelchair access, sign language interpreters).</li> <li>3.5) Cultural Celebrations: Organise multicultural and intergenerational events to celebrate diversity and foster community connection.</li> <li>3.6) Volunteer Opportunities: Provide volunteering roles that are flexible and inclusive for aged care and disabled individuals.</li> </ul>	Place and Growth / Corporate and Community Services / non-profits / schools / Progress Associations / Advisory committees	Annually	Inclusion in events
	Low	<b>Encourage Participation in Sports and Recreation</b> <ul style="list-style-type: none"> <li>3.7) Support inclusive sports programs and activities tailored to different abilities and ages.</li> <li>3.8) Provide adaptive equipment and facilities in sports centers and parks.</li> </ul>	Corporate and Community Services / Schools / Sports Clubs	Annually	Inclusion and sponsorship of events  Support of event annually

### Goal 3 - Advocate for Social Inclusion

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## Strategies and Actions

Glen Innes Severn Council Aged Care and Disability Inclusion Strategy



Goal 4	Priority	Description	Responsible Department / Party	Timeline	Metrics for Success
Enhance Communication and Awareness	High	<b>Continue to promote Centralised Information Hub</b> <ul style="list-style-type: none"> <li>4.1) <b>Update Mobility Map</b> broacher to include: <ul style="list-style-type: none"> <li>Local aged care and disability support services.</li> <li>Accessible facilities, transport options, and recreational areas.</li> <li>Information on relevant government programs (e.g., NDIS, My Aged Care).</li> </ul> </li> <li>4.2) Make the Map <b>available</b> online, in print, and at community hubs like libraries and Council offices.</li> <li>4.3) Utilise and promote <b>best principles</b> for inclusive communication (both written and verbal).</li> </ul>	Corporate and Community Services	Ongoing	Increase in engagement, Annual review
	High	<b>Conduct Inclusivity Training for Staff and Partners</b> <ul style="list-style-type: none"> <li>4.4) <b>Train</b> council staff, volunteers, and community partners on: <ul style="list-style-type: none"> <li>Inclusive language and communication practices.</li> <li>Awareness of barriers faced by aged and disabled individuals.</li> <li>Effective use of accessible technologies and tools.</li> </ul> </li> </ul>	Corporate and Community Services	Ongoing	Training Register
	High	<b>Celebrate positive inclusion practices and successful outcomes</b> <ul style="list-style-type: none"> <li>4.5) <b>Promote</b> Councils projects that improve access to services, facilities and public places through a range of council communications.</li> <li>4.5) <b>Communicate</b> allocation of funding/budget to projects (Council rates vs external funding/grants) and celebrate success stories</li> </ul>	Management Executive Team	Ongoing	Annual review Feedback through surveys

### Goal 4 - Enhance Communication and Awareness

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**ABORIGINAL CONSULTATIVE COMMITTEE  
MINUTES OF ANNUAL GENERAL MEETING  
HELD ON: 27 February 2025**

**MEETING OPENED:** 04:37pm

**PRESENT:** Mayor Margot Davis (Chairperson), Cr Carol Sparks, Lindsay Woodland (DCCS), Elena Weatherall, Richard Fields, Waabii Adele Chapman-Burgess, Jacqueline Byrne, Belinda Tully, and Gregory Ford, (Minute Taker)

**MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:**

Moved **Elena Weatherall** seconded **Waabii Adele Chapman-Burgess** that the minutes of the previous meeting, dated 25 March 2024 be accepted.

**CARRIED**

Item No.	Item	Action
<b>2</b>	<b>NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:</b>	
<b>2.1</b>	Nominations were called for members of the 2025 Aboriginal Consultative Committee, nominees included: <ul style="list-style-type: none"> <li>- Katie Spry</li> <li>- Elena Weatherall</li> <li>- Richard Fields</li> <li>- Jacqueline Byrne</li> <li>- Waabii Adele Chapman-Burgess</li> <li>- Belinda Tully Alternate Debbie McCowen</li> </ul>	
<b>3</b>	<b>VOTING:</b>	
<b>3.1</b>	As there were fewer than 12 nominations, no voting was required all nominees were endorsed as above.	
<b>4</b>	<b>ELECTION OF OFFICE BEARERS:</b>	
<b>4.1</b>	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.	
<b>5</b>	<b>SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:</b>	
<b>5.1</b>	Meeting dates were set for the next 12 months all meetings will occur at 03:00pm and be held at the Cooramah Cultural Centre on the following dates: <p>26 May 2025 – Ordinary Meeting</p> <p>25 August 2025 – Ordinary Meeting</p> <p>24 November 2025 – Ordinary Meeting</p> <p>23 February 2026 – Ordinary Meeting and AGM</p>	

**MEETING CLOSED:** 04:48pm

**NEXT MEETING:** 03:00pm 26 May 2025



## GLEN INNES AIRPORT MASTER PLAN

GLEN INNES SEVERN COUNCIL

30 June 2022

**DOCUMENT AUTHORISATION**

<b>RESPONSIBLE OFFICER:</b>		AIRPORT MANAGER			
<b>REVIEWED BY:</b>		TECHNICAL SERVICES COORDINATOR (INFRASTRUCTURE)			
<b>REVIEW DUE DATE:</b>		15 DECEMBER 2022			
<b>ADOPTED BY:</b>		GLEN INNES SEVERN COUCNIL			
<b>VERSION NUMBER:</b>		2			
<b>DOCUMENT NUMBER:</b>		AIR:MASTER:1			
<b>VERSIONS:</b>	<b>DATE:</b>	<b>RESOLUTION NO:</b>	<b>DESCRIPTION OF AMENDMENTS:</b>	<b>AUTHOR / EDITOR:</b>	<b>APPROVED / ADOPTED BY:</b>
1	15/12/2022	17.12/22	Review and Adoption of Plan	Technical Services Coordinator	Council

**Note:** Document Control continued at Appendix A

.....  
General Manager

.....  
Date



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Revision	Date	Description	Author	Verifier	Approver
0	30 June 2022	Preliminary Draft	BJH	BMW	BJH
1	6 Sep 2022	Draft Review GISC	BJH	CM	KA



## 1. INTRODUCTION

Glen Innes Severn Council (GISC) engaged REHBEIN Airport Consulting to prepare a Master Plan for the Glen Innes Airport.

The Master Plan seeks to establish objectives, understand existing facilities, consider future demands, and develop plans for future enhancement and utilisation in consideration of the following GISC strategies:

- Community Strategic Plan;
- Local Strategic Planning Statement;
- Economic Development Strategy;
- Destination Management Plan and Background Analysis; and
- GeoToursim Scoping Studies – Glen Innes and New England North West

The existing situation in terms of current facilities and operations is described in [Section 2](#).

An assessment of existing pavement condition forms an important driver of the Master Plan and this is summarised in [Section 3](#).

[Section 0](#) outlines the draft vision and strategic objectives which form the basis of the Master Plan, derived from GISC's background research and master planning requirements.

Growth and development potential for activity at the Glen Innes Airport is discussed in [Section 5](#), while critical airport planning parameters and aerodrome classification considerations are described in [Section 6](#).

[Section 0](#) describes the concept land use plan and [Section 0](#) the staged concept facilities development plan.

Finally, [Section 0](#) discusses the airport safeguarding plan.

## 2. EXISTING SITUATION

The Glen Innes Airport is located eight (8) kilometres from the centre of the town of Glen Innes, in the New England High Country of New South Wales (NSW). [Figure 1](#) illustrates the location.

The airport is accessed off Emmaville Road which forms the eastern boundary of the site. The aerodrome land is approximately 227 hectares in total area. The aerodrome facilities occupy around 92 hectares and the remaining 135 hectares is currently leased to the NSW Department of Primary Industries (DPI) for agricultural pasture.

### 2.1 EXISTING FACILITIES

The Glen Innes Airport aerodrome facilities currently consist of two (2) runways, a taxiway, main apron, three (3) hangars and a small passenger terminal building. Landside is an aero club building and a Rural Fire Service (RFS) brigade shed.

[Figure 2](#) illustrates the existing airport layout. [Figure 3](#) shows the existing development area.





Figure 1: Glen Innes Airport Location

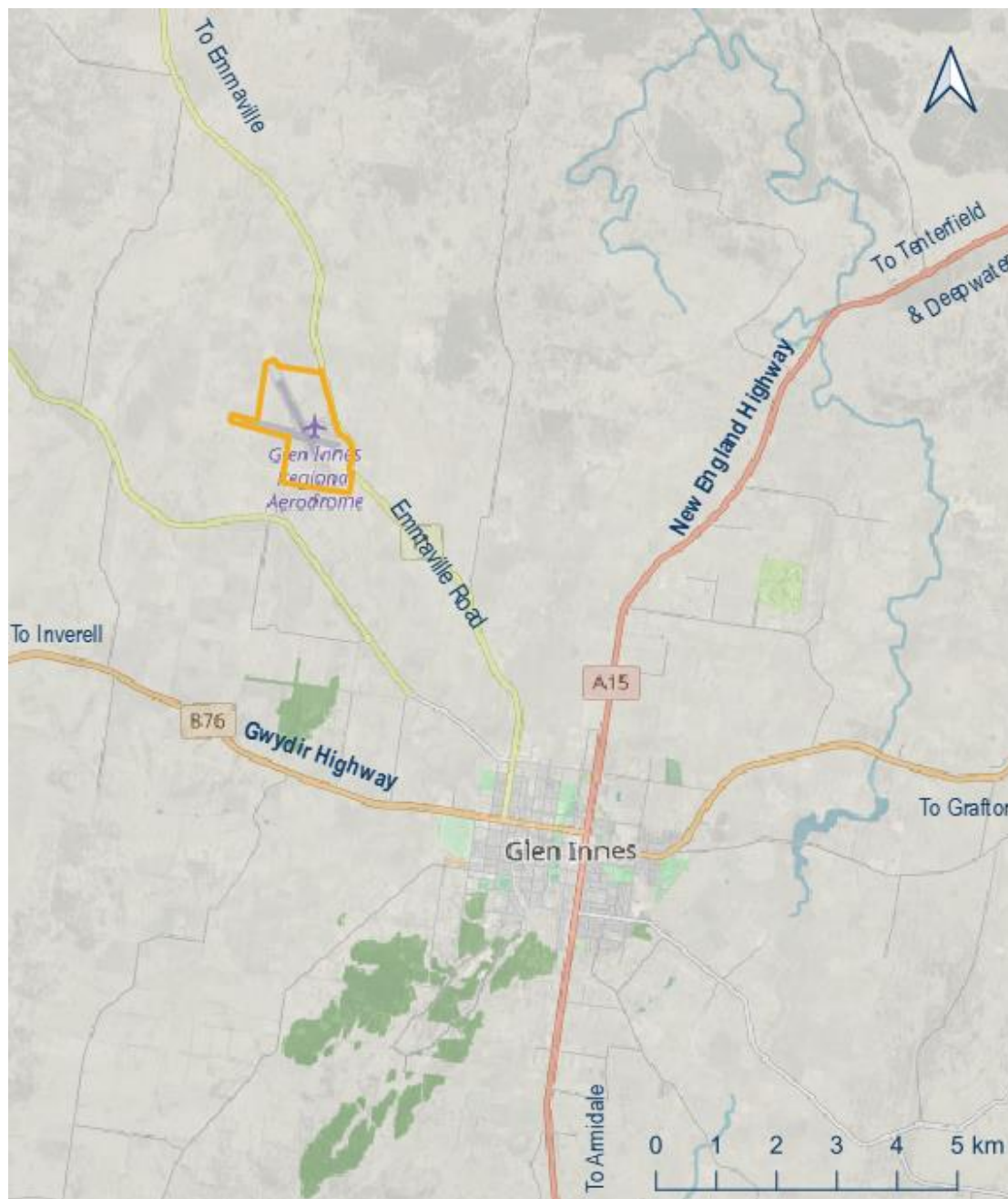




Figure 2: Existing Airport Layout

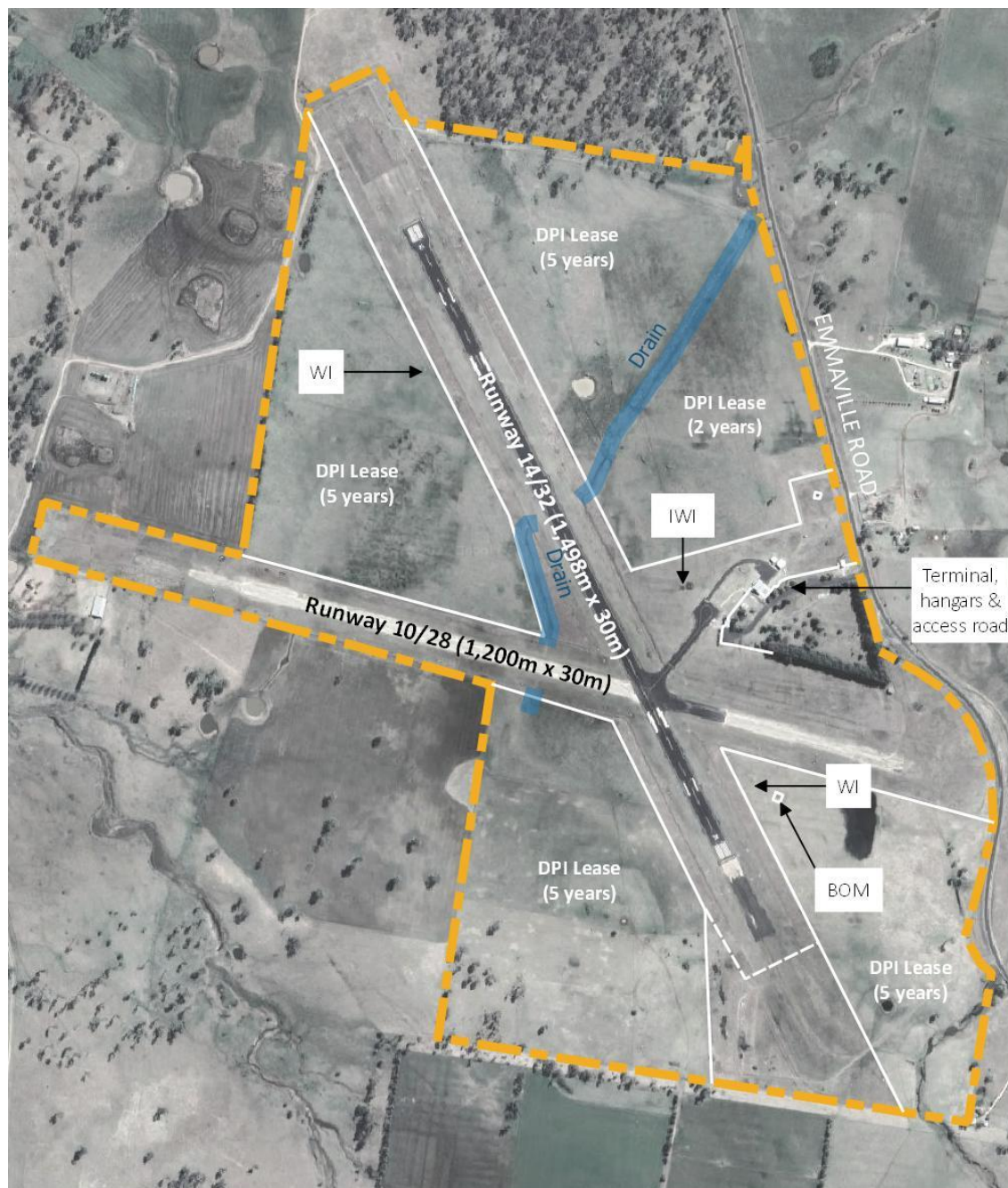
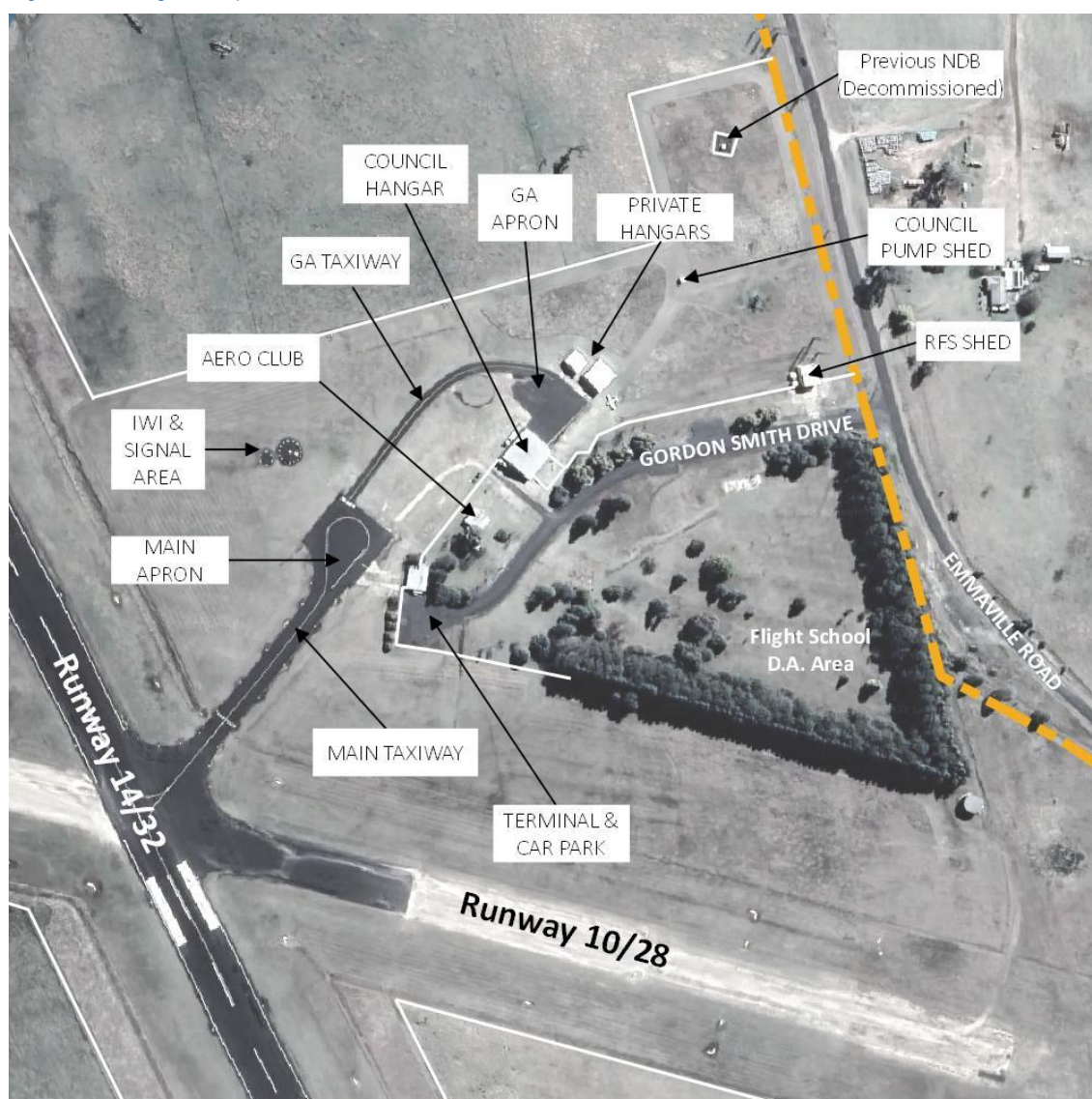






Figure 3: Existing Development



### 2.1.1 RUNWAY 10/28

Runway 10/28 is the secondary runway at Glen Innes. It is 30 m wide and 1,200 m in length with a grey gravel surface, except for a short section of approximately 150 m immediately to the east of the intersection with Runway 14/32. The runway has been reduced in length over time by approximately 240 m at the eastern end and approximately 330 m at the western end. The runway is situated within a 90 m wide by 1,320 m long runway strip.

### 2.1.2 RUNWAY 14/32

The main runway at Glen Innes is designated Runway 14/32. It is 30 m wide and currently 1,498 m long. It has a sealed surface. The runway is located within a 150 m wide and 1,618 m long runway strip. The central 90 m width of the runway strip is graded.



### 2.1.3 TAXIWAYS AND APRONS

The main apron is approximately 40 m by 40 m and is provided with a single marked aircraft parking position, in front of the terminal building.

A stub taxiway connects the main apron to the intersection of the runways. The taxiway is sealed 15 m in width.

A smaller taxiway, approximately 7.5 m wide, runs north-east from the main apron to a sealed GA Apron area in between the hangars.

### 2.1.4 HANGARS

There are three (3) existing hangars on site:

- A GISC-owned hangar, approximately 23 m x 23 m, a portion of which is used as the airport maintenance shed and the remainder leased out to private aircraft storage currently housing four to five light aircraft;
- A private hangar approximately 15 m x 15 m constructed on land leased to aircraft operator SupaAir; and
- A smaller private hangar approximately 12 m x 10 m constructed on privately leased land.

### 2.1.5 VISUAL AND RADIO NAVIGATION AIDS

The aerodrome is equipped with a primary illuminated wind indicator (IWI) to the north of the main apron, and two secondary wind direction indicators (WI) upwind of the 14 and 32 runway thresholds.

Runway 14/32 is equipped with a low intensity runway edge lighting (LIRL) system at 90 m spacing. The taxiway between the main apron and the runways are each equipped with blue elevated taxiway edge lights.

An Automatic Weather Station (AWS) is located between the runways south-east of the intersection. The previous automated weather information system was replaced in August 2022 by the latest technology (CAWIS) providing information to pilots via radio or telephone.

### 2.1.6 INSTRUMENT APPROACH PROCEDURES

The previous non-directional beacon (NDB) radio navigation aid has been decommissioned and removed. Required Navigation Performance (RNP) instrument approach procedures are published to both ends of the main runway 14/32. LNAV minima are 4,040 feet above mean sea level (amsl) (3,940 feet amsl with QNH) for both runways. These procedures allow aircraft to descend safely to approximately 500 feet above the runway before visual contact is made.

At night, LNAV minima were not available and the circling minima apply which are 300-500 feet higher than the LNAV. This is due to the unlit secondary wind indicators (IWI are required for instrument approach runways). GISC has recently obtained and installed an upgrade to the on-airport Bureau of Meteorology (BoM) instrumentation enclosure which enables an Automated Weather Information Broadcast (AWIB). An AWIB is an acceptable alternative means of providing wind information to pilots and alleviates the need for secondary IWI. Nevertheless, illumination of secondary WI is nonetheless recommended if practicable.

### 2.1.7 TERMINAL AND AERoclub FACILITIES

A small terminal with internal toilets is located adjacent to the main apron. Outside is a public toilet block and a small hut owned by Glen Innes Aero Club inc.

### 2.1.8 FLIGHT TRAINING SCHOOL DEVELOPMENT APPROVAL

In 2017, Council approved a Development Application to develop a commercial flight training academy using the area south of Gordon Smith Drive. The proposal has not gone ahead, being abandoned by the proponent Australia Asia Flight Training in 2018. However, the DA approval remains with the possibility of the project being reactivated should it prove viable again in the future.

## 2.2 CURRENT OPERATIONS

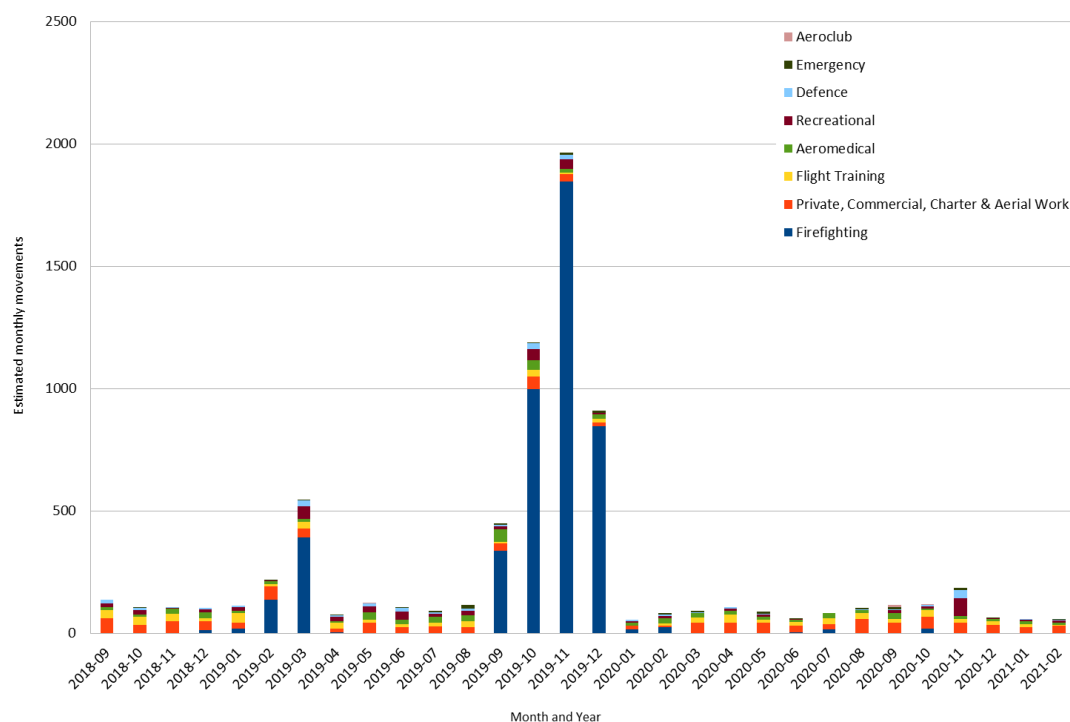
The most recent available usage data for Glen Innes Airport record some 3,700 usages (landings or training circuits) in the period from September 2018 through February 2021 inclusive. This translates to 7,400 annual aircraft movements (landings or take-offs) or an average of around 3,000 annual movements.

Aerial firefighting related operations in the summer 2019-2020 bushfire season account for approximately 4,000 of the total movements.

**Chart 1** and **Table 1** show the main contributors to aircraft traffic at Glen Innes Airport in recent years are:

- Firefighting (61% of movements);
- Other VH-registered (private, commercial, charter and aerial work) (14%);
- Flying School (8%);
- Aeromedical (7%);
- Unidentified customers, estimated as 50% Defence and 50% recreational (i.e. light sports aircraft or 'uttralight' users) (7%); and
- Emergency (2%).

*Chart 1: Estimated Monthly Aircraft Movements September 2018 – February 2022*



**Table 1: Estimated Aircraft Operations**

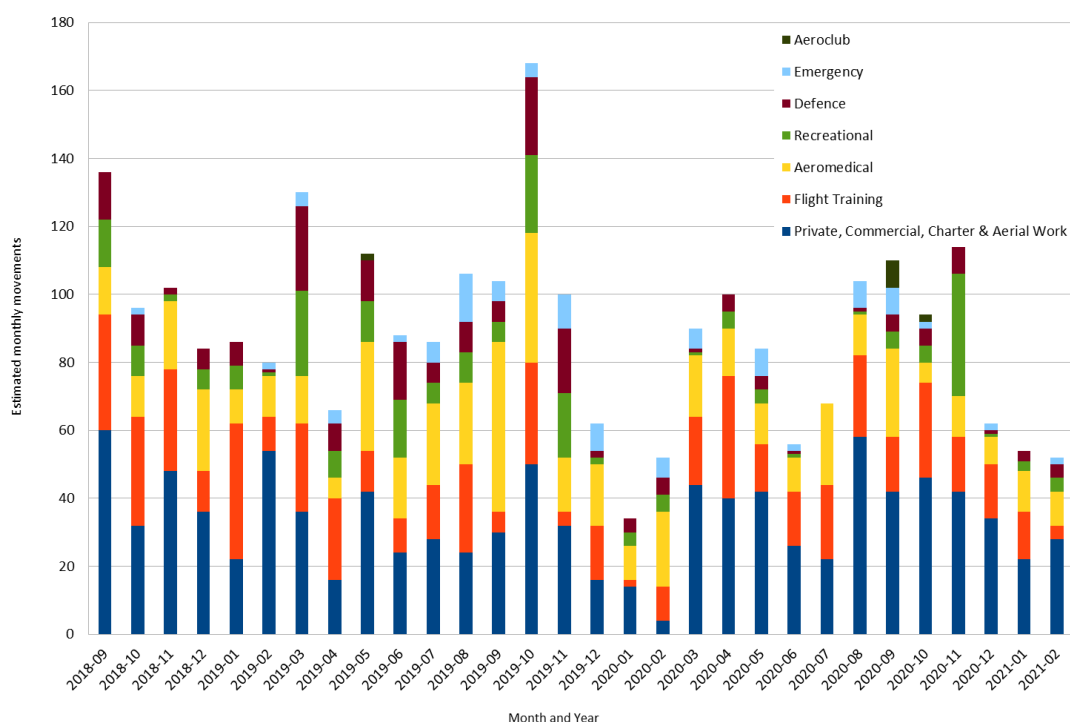
CATEGORY OF OPERATION	ESTIMATED MOVEMENTS 09/2019 THROUGH 02/2021"	"ESTIMATED AVERAGE ANNUAL MOVEMENTS"	% OF OVERALL USE
Firefighting	4,690	1,876	61.4%
Private, Commercial, Charter & Aerial Work	1,014	406	13.3%
Flight Training	566	226	7.4%
Aeromedical	528	211	6.9%
Recreational	468	187	6.1%



CATEGORY OF OPERATION	ESTIMATED MOVEMENTS 09/2019 THROUGH 02/2021"	"ESTIMATED AVERAGE ANNUAL MOVEMENTS"	% OF OVERALL USE
Defence	241	96	3.2%
Emergency	114	46	1.5%
Aeroclub	12	5	0.2%
Total	7,633	3,053	100%

When adjusted to remove the firefighting operations, which predominantly occurred from September to December 2019, the aerodrome usage looks as shown in [Chart 2](#) and [Table 2](#).

*Chart 2: Estimated Monthly Aircraft Movements (No Firefighting)*



*Table 2: Estimated Annual Operations (No Firefighting)*

CATEGORY OF OPERATION	ESTIMATED MOVEMENTS 09/2019 THROUGH 02/2021"	"ESTIMATED AVERAGE ANNUAL MOVEMENTS"	% OF OVERALL USE
Private, Commercial, Charter & Aerial Work	1,014	406	37.3%
Flight Training	566	226	20.8%
Aeromedical	528	211	19.4%
Recreational	241	96	8.9%
Defence	241	96	8.9%
Emergency	114	46	4.2%
Aeroclub	12	5	0.4%
Total	2,716	1,086	100.0%

Table 2 shows that, after firefighting which is essential but by its nature is seasonal and may only occur in certain years, the main users of Glen Innes Airport are for private, commercial, charter and aerial work, flight training, and aeromedical purposes which together make up 75% of regular airport use.

The aero club aircraft recorded 6 usages (12 movements) over the 30 months of recorded usage and represents less than 1% of total activity at Glen Innes.

Total annual movements, at between 1,000 and 3,000 approximately, are low.

The largest aircraft type regularly using the airport is the Beechcraft King Air 350i (B350) operated by the Royal Flying Doctor Service. Infrequent usage by other aircraft types of a similar aerodrome reference code (ARC) and weight (6 to 8 tonnes Maximum Take-Off Weight – MTOW) also occurs. Air Tractor 802F aircraft anecdotally reported as being used during the bushfire operations, but not captured by aircraft type in the reported data, are approximately 7 tonnes MTOW.

## 2.3 AIRPORT MANAGEMENT

### 2.3.1 OWNERSHIP AND OPERATION

Glen Innes Airport is owned and operated by GISC and is a certified aerodrome under the *Civil Aviation Safety Regulations 1998* (CASR) and the Civil Aviation Safety Authority (CASA) *Part 139 (Aerodrome) Manual of Standards 2019* (Part 139 MOS (2019)). The aerodrome previously held 'registered' status under the CASR and is transitioning to equivalent 'certified' status under the current legislative framework.

### 2.3.2 REGULATORY CONTEXT

As a certified aerodrome, the aerodrome operator (GISC) is responsible for ensuring that facilities are maintained in accordance with the CASA Part 139 MOS (2019) and that the condition and status of aerodrome facilities is promulgated to pilots and aircraft operators through the Aeronautical Information Package (AIP).

### 2.3.3 OPERATING COSTS AND REVENUES

The airport is managed directly by GISC at an operating cost (historical) of approximately \$200,000 per year. This includes aviation compliance activities and minor operational maintenance of airfield pavements but excludes capital costs of major rehabilitation or other cyclical maintenance requirements.

Aircraft landing fees are currently not charged by GISC. Landing fees charged at a selection of local airports (Armidale, Gunnedah, Inverell, Kempsey and Tamworth) vary from around \$9 to \$13 (excluding GST) per 1,000 kg of MTOW, depending on aircraft type, fuel use and other factors. Based on a total annual landed MTOW weight of 725,545 kg eligible for billing (as recorded by AvData for GISC over 12 months between March 2020 and February 2021), current operations could be expected to recover around \$7,000 to \$9,000 per year (ex.GST). This level of revenue is an order of magnitude below the annual operating costs. This is a common scenario at regional aerodromes across Australia.

## 3. PAVEMENT INVESTIGATION

### 3.1 EXISTING CONDITION

Runway pavements typically require a complete re-surfacing every 10 years. The Glen Innes airport main runway was last re-sealed in 1998, the main taxiway and apron in 2002 and the GA taxiway and apron in 2011. All existing pavements are due for a reseal.

The main runway is currently adequate in strength for the existing aircraft types using it, however the surface is deteriorating due to age. Whilst currently serviceable, it requires regular and increasing maintenance to re-seal areas which become loose. Over time, it will pose an increasing risk of foreign object debris (FOD) damage to aircraft.

A full pavement condition assessment of the main runway, taxiway and apron has been conducted to inform this Airport Master Plan. The report prepared by Kamen Engineering is included at [Appendix B](#). The technical assessment supports the current published PCN for Runway 14/32 but recommends a change in the subgrade classification from Category 'C' to Category 'D'.





### 3.2 DRAINAGE

The 2017 ASI report identifies issues with significant ponding of water at the runway intersection, which have been reiterated anecdotally by airport operational staff as still being an issue.

The installation of subsoil drainage along the runway, taxiway and apron pavement flanks is strongly recommended by the pavement assessment, especially so if larger aircraft are to be operate without risk of pavement damage.

### 3.3 TREATMENT OPTIONS

#### 3.3.1 RUNWAY 14/32

The existing runway requires re-sealing as a matter of priority. In order to make this effective, rehabilitation of the existing granular base is required. To achieve this would require incorporating new crushed rock material to improve the grading of the base course and provide pavement surface shape correction, and at the same time stabilising the blended material by incorporating bitumen or another suitable binder for durability. By its nature, this treatment would most likely achieve a strengthening of the pavement to a degree suitable for aircraft up to around 20 tonnes, based on the preliminary pavement rehabilitation treatments identified by Kamen Engineering. The cost to complete this has been estimated as being in the order of \$2.5 million, including the recommended subsoil drain installation.

Using a similar methodology, the runway could be increased further in strength to handle aircraft up to 30 tonnes MTOW, which would accommodate medium-size business jets and aerial firefighting aircraft including the Bombardier Dash 8 Q400AT air tanker, regional turboprop aircraft, and military airlift types such as the C130 Hercules and C27 Spartan. It is estimated that this would cost only around 10-15% more than the simple rehabilitation and reseal alone.

#### 3.3.2 APRON & TAXIWAY

For the main taxiway and apron, the recommended treatment is to improve the existing granular subbase course with the addition of lime and to rework/improve the granular base course. If the base course is improved through the incorporation of bitumen as a stabiliser, the strength could be improved to match the 30 tonnes MTOW capability without increasing the pavement thickness.

To rehabilitate the main taxiway and apron to the same standard as Runway 14/32 (i.e. suitable for aircraft up to 30 tonnes MTOW) is estimated as being in the order of \$0.5 million.



## 4. STRATEGIC VISION AND OBJECTIVES

### 4.1 DRAFT VISION

The draft strategic vision to be implemented by the Master Plan is:

***“A place surrounded by nature where adventure is found, experienced, and remembered both on the ground, in the sky and throughout the community”***

The draft vision encompasses the potential for a variety of uses and experiences at the Glen Innes Airport for the local community and those that utilise this community asset. Opportunities to increase utilisation which align with the draft vision are discussed in [Section 5](#).

### 4.2 OBJECTIVES

The key objectives the Glen Innes Master Plan should deliver against include:

- Objectives which are key enablers for the **continued safe and unrestricted operation of aircraft** at the Glen Innes Airport in accordance with regulatory requirements and relevant aviation guidance. Objectives in this category include:
  - Maintain the ability for aircraft to operate safely and unrestricted through the maintenance of existing infrastructure, to agreed service levels
  - Ensure the airport is operating in accordance with National regulations, standards (including new MOS 139 standards), legislation and policies, including the National Airports Safeguarding Framework
  - Understand the class of airstrip from a technical perspective to set the maximum aircraft size taking into consideration emergency service aviation requirements, likely compatibility with other local RPT airports (Armidale) and likely aviation business requirements
  - Identify current operating surface condition (including testing and assigning a PCR value for runways, taxiways, and aprons), performance, utilisation (using two years of Council AVDATA and target group engagement) and costs and provide increased revenue and opportunity for Council and community
  - Plan for and support the ability for airport facilities to be maintained, enhanced and expanded where required to support master plan concepts and activities
  - Managing risks associated with asset liability
  - Managing risks outside of the airport, including land use conflicts, wildlife, and public safety.
- Objectives which relate to **developing a role for the airport** as a sustainable community asset and driver of visitation. Objectives in this category include:
  - Develop a role for the airport as a community asset and driver of visitation to enhance socio-economic prosperity including employment, education, entrepreneurialism and innovation
  - Develop options for attracting and developing more general and recreational aviation activity at the airport including administration, parking, and hangarage accommodation options (eg private land lease, communal hangarage, or Council/private hangar ownership models) for relevant target groups – consider industry partnerships to reduce capital expenditure to deliver such initiatives
  - Investigating future commercial usage for pilot training and aircraft engineering businesses
  - Improving financial sustainability through diverse income sources and providing a pricing model options for landing, parking, approach/training, Council hangarage fees
  - Identify key improvements and short-term gains to for the use of the airport as a regional staging area to support the Regional Fire Control Centre and Emergency Precinct; eg. multi-fuelling capability, low dust/recirculation helicopter parking areas, increasing runway/aprons load capacity to support RJ-type aircraft conducting admin support to RFS and other emergency services.
  - Plans ensuring improvements are made to support medevac, casevac, air mobility, and aerial fire-fighting/response units
- Objectives which provide guidance and direction to GISC in the form of a **forward-looking site plan which identifies and safeguards a phased approach** to development. Objectives in this category include:



- Managing environmental and heritage constraints
- Provide direction for Councillors, Council officers, user groups and the community
- Airport Concept Plans to guide future development and priorities for investment, grant funding and socio-economic benefit
- Provide a forward-looking site plan which specifically identifies and, therefore safeguards areas for a phased approach in developing possible:
  - a. Refuel site with associated manoeuvring areas/access.
  - b. Parking areas with associated manoeuvring areas/access.
  - c. Communal, Council, or private hangarage areas and associated manoeuvring areas/access
  - d. Airside Business hangarage areas and associated manoeuvring areas/access.
  - e. Deployment area which can host surge operations such as rotary and fixed wing fire-fighting or emergency support operations.
  - f. Flying school lay-down (current Development Application held by Council)
  - g. The current long-term grazing lease areas.

## 5. GROWTH AND DEVELOPMENT POTENTIAL

### 5.1 STRATEGIC PLANNING CONTEXT

A series of strategic background documents have been prepared by GISC, regional and state agencies as part of their ongoing planning and development activities. These include:

- The New England North West Regional Plan 2036;
- Glen Innes Severn Community Strategic Plan 2022-2032;
- Glen Innes Highlands Economic Development Strategy 2020-2040 & Action Plan 2020-2025;
- Glen Innes Severn Council Local Strategic Planning Statement – A Strategic Land Use Vision to 2040; and
- Glen Innes Highlands Destination Management Plan 2021-2026.

These documents have been reviewed for relevance to the Glen Innes Airport Master Plan and the key aspects are summarised in the following sub-sections.

#### 5.1.1 NEW ENGLAND NORTH WEST REGIONAL PLAN 2036

The *New England North West Regional Plan* is to guide the NSW Government's land use planning priorities and decisions to 2036 by providing an overarching framework of guidance and direction for subsequent detailed land use plans, development proposals and infrastructure funding decisions.

The vision includes nationally valued landscapes, and communities that are well connected, attractive, healthy, safe and prosperous with a strong sense of community identity.

Regional airports at Armidale, Inverell, Moree, Narrabri and Tamworth are identified as elements of the inter-regional transport connections within the Plan.

Glen Innes is identified as a centre of regional strategic importance focussed on the following priorities:

- Delivering housing options;
- Diversification in agriculture including harnessing international opportunities as well as maximising innovation and efficiencies;
- Supporting the growth of the hospital;
- Expanding nature based tourism and enhancing visitor experiences; and
- Wind, solar and other renewable energy production opportunities.

### 5.1.2 GLEN INNES SEVERN COMMUNITY STRATEGIC PLAN 2022-32

The Glen Innes Severn Community Strategic Plan is informed by the community for the future of the Glen Innes Severn local government area (LGA) as it grows over the 10-year period. One of the top priorities of the community is attracting new business and investment.

The vision for Glen Innes Severn is

*A prosperous connected community that nurtures its people and places*

The Community Strategic Plan contains five (5) strategic objectives each with multiple goals including

- **An Attractive Quality of Life** - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high-country climate.
- **A Prosperous Local Economy** - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.
- **Fit for Purpose Public Infrastructure** - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require. with a priority to provide adequate infrastructure and facilities for the existing and future population. This is to be achieved through ensuring optimal services, and proper management of infrastructure and assets while striving for funding.
- **An Appealing Sense of Place** - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.
- **Recognised for Local Leadership** - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

### 5.1.3 ECONOMIC DEVELOPMENT STRATEGY 2020-2040 & ACTION PLAN 2020-2025

The Glen Innes Highlands Economic Development Strategy provides a clear pathway for Council and Community to foster local socio-economic prosperity and growth through the four key pillars of Partnerships, People, Place and Prosperity.

Various opportunities for growth are identified such as the visitor economy, value adding and niche agriculture, local business growth and support as well as asset-based place-making. Leveraging the Glen Innes Airport is raised as a top comment for growth and local opportunities.

Council's tasks include:

- Delivering an 'open for business' approach to attracting business through effective support and guidance;
- Delivering a vision for the town and villages to guide, prioritise and seek funding in order to invest in the activation, appeal and liveability of the LGA and leverage our natural and built assets;
- Health care and social assistance services;
- Attracting and retaining population through liveability and opportunities through starting a business and contributing to local economic prosperity;
- Facilitate agri-innovation business development to leverage agriculture for tourism and business-related opportunities to expand the agri-economy through value-adding and value chain development;
- Deliver the 'disused asset audit' of which the airport has been identified as a disused asset and link to ideas and opportunities; and
- Design and deliver an 'investment attraction policy' to encourage industry across sectors identified as growth opportunities.

### 5.1.4 GLEN INNES SEVERN COUNCIL LOCAL STRATEGIC PLANNING STATEMENT – A STRATEGIC LAND USE VISION TO 2040

The Local Strategic Planning Statement (LSPS) is informed by the New England North West Regional Plan, the Community Strategic Plan and the Economic Development Strategy. Population growth is a key focus,



developing new strategies to attract people to the area. The aspirational target is to reach and maintain 10,000 residents by 2027. The vision is:

*Glen Innes Highlands is the place to experience a unique lifestyle with opportunity, connection and wellbeing among a cherished and sustainable environment.*

There are four themes that make up the community vision with various planning priorities that are to be delivered through strategies to guide actions and land use directions to be undertaken by the Council.

- **A renewed economy and authentic place**
  - Support a 'whole of place' approach toward economic development and land-use planning. A renewed economy and authentic place approach identifies the airport as a developing key asset. Developing the airport, to support the delivery of a well-positioned place-based approach to economic development and sustainable land-use planning, is key;
  - Encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and respond to domestic and international opportunities;
  - Expand nature-based adventure and cultural tourism places by leveraging environmental and iconic assets;
- **A thriving and vibrant community**
  - Deliver a variety of housing options and promote development that contributes to the community character;
  - Raise the awareness of employment, business development lifestyle opportunities, particularly for younger people and provide services for the ageing population,
- **Strong and connected infrastructure**
  - Continue to develop service and logistics infrastructure on appropriate sites to encourage new industry opportunities and population growth. The investment, integration and alignment of road, rail, port, utility and airport infrastructure across the New England North West to foster emerging industries;
- **Sustainable environment and protected heritage**
  - Protect and celebrate the unique natural and cultural heritage;
  - Protect areas of high environmental value and significance;
  - Adapt to natural hazards and climate change. Droughts and bushfires have highlighted to the community the severity of natural hazards, its vulnerability and the need to enable communities and individuals to be better prepared and more resilient to the impacts of insufficient water; and
  - Promote and support the transition to renewable energy.

Under these themes, the following planning priorities have may have relevance to the Glen Innes Airport:

- Planning **Priority 2**: Encourage diversification in agriculture, horticulture and agribusiness to grow these sectors and respond to domestic and international opportunities.
- Planning **Priority 3**: Expand nature-based adventure and cultural tourism by leveraging environmental and iconic assets such as World Heritage listed National Parks and the Australian Standing Stones.
- Planning **Priority 5**: Raise the area's profile and awareness of employment, business development and lifestyle opportunities particularly for younger people and provide services for the ageing population.
- Planning **Priority 9**: Adapt to natural hazard and climate change.
- Planning **Priority 10**: Promote and support renewable energy production opportunities.

#### 5.1.5 GLEN INNES HIGHLANDS DESTINATION MANAGEMENT PLAN 2021-2026

The Glen Innes Highlands (GIH) Destination Management Plan (DMP) aims to development, management and marketing of the tourist destinations. In NSW, a DMP is a pre-requisite to accessing tourism funding and assists in accessing a range of Federal and State Government grant programs. The key strategic pillars are improving customer experiences, evolving the brand positioning, development and improving existing experiences and creating and delivering new experiences.



The primary goals of the DMP are:

- Increase visitation to and visitor expenditure;
- Diversity the local economy and create a stronger. More resilient community;
- Improve the viability and sustainability of local business;
- Attract public and private sector investment; and
- Create local employment

To achieve these goals focus needs to be directed to initiatives to grow and diversify visitation, develop attractions, activities, experiences and events, ensuring that infrastructure, facilities and services are in place to support the growth, and embracing opportunities to leverage nature-based, geo-tourism and agri-tourism.

The DMP identifies agriculture and tourism as the 'engine' industries in GIH. Adventure and sports are an established top attraction and continue to develop. Developing more adventure-based sporting activities and experiences utilising under-utilised assets and locations which provide breadth and depth across the nature and adventure-based tourism is identified as an opportunity for growth which potentially relates to the Glen Innes Airport.

The GIH marketing strategy is organised under the three pillars of Visit, Live and Invest and has six brand themes which represent the area's strengths, products and experiences – **Adventure** Country, **High** Country, **Ngoorabul** Country, **Celtic** Country, **Heritage** country and **Progressive** Country.

Under the DMP – Strategy, strategic objectives 3 and 4 relate to experiences that could have a connection to the Glen Innes Airport. The strategic goals under these pillars are:

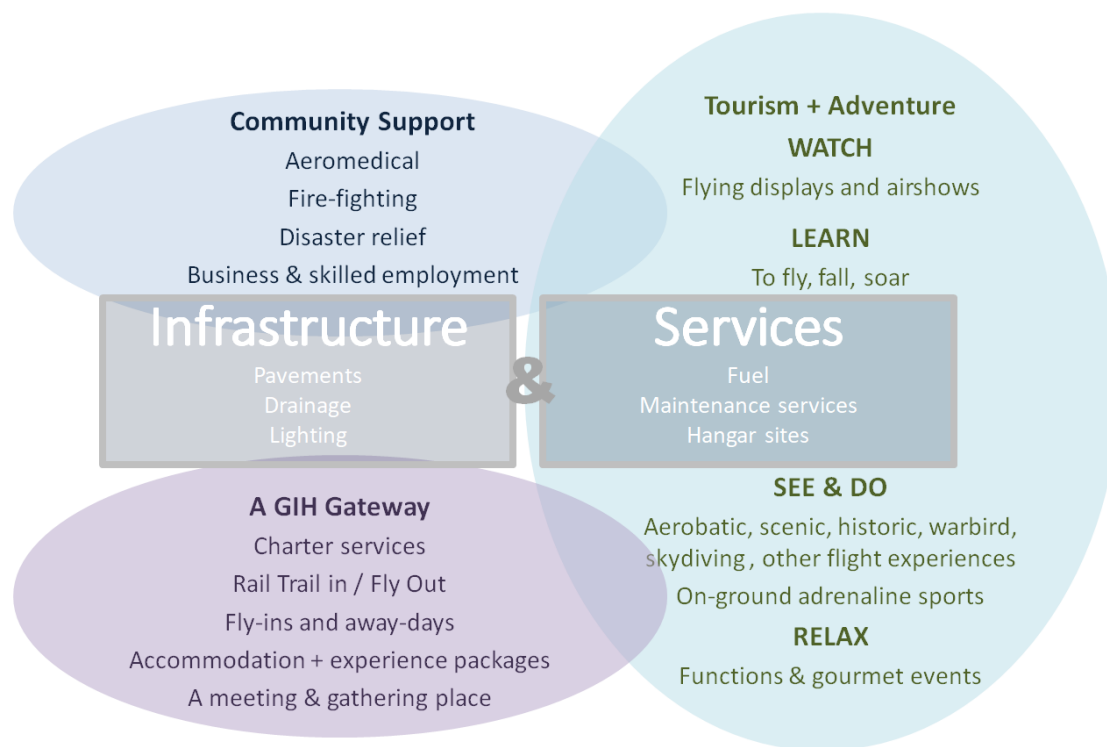
- Improve the quality and capacity of our existing attractions, activities and experiences through connection, collaboration and support of local people and businesses.
- Be bold, adventurous, and ambitious to create new ideas and experiences to attract domestic and international visitors based on trends, interests, and the discerning traveller.

## 5.2 AIRPORT ROLE AND OPPORTUNITIES

A series of possible opportunities for increased utilisation and future development of the Glen Innes Airport were identified through reference to the strategic planning documents discussed in [Section 5.1](#) above and reviewed against the Airport Master Plan objectives. These are illustrated conceptually in [Figure 4](#).



Figure 4: Glen Innes Airport Role & Opportunities



Some of the main opportunities are discussed below and include:

- Aviation and aviation-related opportunities
  - Passenger services;
  - Fuel facility;
  - Aircraft maintenance;
  - Private hangarage;
  - Airpark estate and premium hangar accommodation;
  - Scenic and other flight experiences;
  - Flying training;
  - Other aviation businesses;
  - Community support;
  - Aviation events;
  - A complementary Glen Innes gateway; and
- Non-aviation related opportunities
  - Conference facilities;
  - Non-aviation events;

- Motor sports complex;
- Other non-aviation opportunities.

The list is not exhaustive and is intended to provide a flavour of the types of activity which the Land Use Plan and Concept Development Plan should make provision for, to maximise the development and growth potential of Glen Innes Airport.

### 5.2.1 PASSENGER SERVICES

The possibility of passenger services has been a topic discussed in previous Council plans and is worth addressing. Passenger services can be provided in two ways: through Regular Public Transport (RPT) – i.e. scheduled airline services; or through charter operators.

Glen Innes is unlikely to be able to sustain viable RPT services, principally on the basis of population size, the economics of regional airline operations and the presence of established RPT services from Armidale (20 weekly return flight to Sydney) and Inverell (3 weekly return flights to Brisbane and Sydney), both accessible within a 1 – 1.5 hour drive.

Charter operations are more likely to be viable. In contrast to RPT, where aircraft smaller than 70 seats are no longer in global production, charter services can avail of a wider fleet of smaller aeroplanes that are established in the Australian general aviation fleet and will continue to operate for the foreseeable future.

A charter operator might be attracted to establish at Glen Innes Airport if tourism or agri-business driven visitation were to increase substantially. Alternatively, or in parallel, Glen Innes Airport might be served by operators based elsewhere, potentially complementing RPT services as a means of accessing the GIH region for those wishing to experience the area without bringing in a vehicle.

### 5.2.2 FUEL FACILITY

Access to aviation fuel is an essential enabler for increased asset utilisation. Private flyers, in particular, commonly flight plan and actively choose destinations to visit based around availability of competitively priced fuel. Fuel provision is also an essential consideration for emergency services use including visitation by police and air ambulance. For air ambulance, in particular, access to fuel can increase aeromedical coverage and response across regional areas. Charter and freight operations may also be constrained by a lack of available fuel on site.

Various models exist for service provision, however a common model at regional airports is for a specialist provider to lease a suitable portion of land on-airport and construct the facility to its own specifications ensuring all regulatory requirements are adhered to. The refuelling company then sells the fuel at a commercial rate to recover its costs. Facilities can include taxi-up card-swipe bowzers offering Avgas and Jet A-1 for users to self-fuel. Larger facilities at busier airport can also include a refuelling truck on site which can travel to individual hangar facilities.

### 5.2.3 AIRCRAFT MAINTENANCE

After fuel, provision of aircraft maintenance services is typically the next key enabler for greater airport utilisation. Aircraft maintenance businesses attract aircraft and their pilots to visit communities through ferrying aircraft. Maintenance providers will need a hangar workshop and space to park aircraft. They would either fit out an existing facility or more commonly build to their own requirements. Constructing such a facility is a significant investment and so businesses would likely be looking for a long-term lease arrangement. In the interim, in order to kick-start development, GISC could consider leasing the existing Council Hangar to a prospective maintenance business until the market is proven and established.

### 5.2.4 PRIVATE HANGARAGE

The ability to accommodate local aircraft is important. While demand is hard to predict, having suitable space for aircraft owners to lease is essential for increasing asset activation. This should include a mix of space for co-habitation of several smaller aircraft in a single hangar, individual hangar site for light aircraft, and larger sites suitable to accommodate private or corporate aircraft including light jets.





### 5.2.5 AIRPARK ESTATE

Airpark development in Australia has had mixed results. There are several commercially successful developments, as well as many which have been proposed but have not been developed for whatever reason. The quality of the resulting community varies greatly and success relies heavily on the right mix of vision and strategic investment by Council, with appropriate land development skills and expertise from the private sector. The viability of an airpark development at Glen Innes needs greater proving at a feasibility level before incorporating into any land use plan or development concept.

The conventional approach is to sell land to prospective owners. Given the need to offer a freehold tenure (or a very long leasehold) to enable owners to invest in the property, any land occupied by the airpark should be that which otherwise makes the least contribution to the airport operations. Airside and landside access, and servicing requirements, need careful consideration. The costs of providing and maintaining infrastructure need to be factored into any business case.

Until such detailed feasibility is concluded, and the appropriate location and size determined, the airpark should not be included in the Airport Master Plan.

### 5.2.6 FLY-IN TOURISM ACCOMMODATION

Although freehold airpark-style development requires further investigation and feasibility, several models are available for short-term accommodation on regional airports which allow users to access directly to the runway. At Glen Innes these could leverage the GIH brand and the Destination Management Plan by encouraging businesses to establish accommodation which allows aviators to fly themselves into the region and experience adventure on the ground through a tourism 'hangar + residence + vehicle' package. As a commercial operation, rather than someone's home, a long leasehold arrangement on the airside lots is likely to be more palatable to all parties and maintains flexibility for redevelopment in the longer term.

### 5.2.7 SCENIC AND OTHER FLIGHT EXPERIENCES

With the GIH and New England North West focus on stunning landscapes there is potential for scenic flights to offer another way to experience this stunning natural beauty, as a complement for visitors also immersing themselves in it on the ground. These scenic geo-tourism experiences could be through aeroplane, gliding or helicopter flights and might be provided by businesses based at Glen Innes Airport as well as itinerant operators using them as part of a passenger transport charter package.

Other experiences could leverage the Glen Innes Highlands DMP goals to create new experiences. These could initially build on more conventional aviation thrill-seeking experiences such as aerobatic flights, vintage aircraft and warbirds, skydiving and gliding while encouraging the market to innovate with new experiences over time.

Sports such as hang gliding, paragliding and hot air ballooning, whilst not suitable to take place at the airport itself (for practical and safety reasons) could be based here taking customers to more suitable sites.

### 5.2.8 FLYING TRAINING

Private flight schools, in contrast to a commercial training academy as has previously been proposed at Glen Innes, might serve not only the local community, but also the visitor economy. With a recreational pilot licence (RPL), people can obtain a certificate in as little as 20 hours flight time. Glen Innes may be an attractive location for people to come for an intensive experience to cover elements of the syllabus. Some may continue, once qualified, to obtain their private pilot licence (PPL) or perhaps wish to hire a light sport aircraft for their own recreation on a future visit to the GIH.

### 5.2.9 OTHER AVIATION BUSINESSES

A range of other aviation and aviation-support businesses might be attracted to establish at Glen Innes Airport, if and when, activity levels and support facilities are established. These might include light sport aircraft and/or RPAS (drone) manufacturing, avionics, survey and other aerial work, mustering and helicopters. All of these are likely to have a need for hangar and other facilities, including fuel and maintenance services, within an aviation business park arrangement.



### 5.2.10 COMMUNITY SUPPORT

Increased provision for aviation services supporting the community in adapting to the consequences of climate change, notably aerial fire-fighting and aeromedical services as well as disaster relief, is an important role for regional airports which can provide an essential lifeline.

### 5.2.11 AVIATION EVENTS

A vibrant aviation events scene is an effective way to increase airport utilisation and grow the visitor economy. Examples of such events at regional airports include Wings Over Illawarra at the Shellharbour Regional Airport and Warbirds Downunder at Temora. Whilst events of this size take time to establish, smaller-scale flying displays, aerobatics displays, competitions and other airshow type events are consistent with the Strategic Vision and Objectives and, with the necessary product development and promotion, are conceivable at Glen Innes.

These events would need to be the subject of thorough management plans to mitigate the risk of wildlife attraction.

### 5.2.12 A COMPLEMENTARY GLEN INNES HIGHLANDS GATEWAY

With the establishment of the New England Rail Trail, the railhead will become a significant gateway to GIH. With charter services and other flight experiences as discussed above, the Glen Innes Airport could become a complementary gateway to travel in and out of the region. In keeping with the GIH brand, it is possible to envisage visitors travelling by airline service to Armidale, experiencing the rail trail, enjoying the Glen Innes region and leaving via charter transfer (or perhaps as an add-on to a scenic flight) to connect back to the airline network and home.

The airport might also serve as a stopping off point for purely ground-based travellers as they make their way around the region into or out of Glen Innes by road, and/or a place for people to fly in and meet tour operators for a motorcycle, 4WD or gravel/mountain bike experience.

It is possible to see an opportunity for comfortable visitor facilities and amenities including places to meet and wait, enjoy food and drink, and learn more about the region's attractions. Facilities might include a cafe/restaurant (which might be a gourmet destination in itself), lounge with visitor information and passenger access to the aircraft.

### 5.2.13 CONFERENCE FACILITIES

Glen Innes has, reportedly, a need for high-capacity conference facilities capable of holding events in the order of 300-350 persons. Accommodation is not required, but conference space, catering and amenities are essential. There could be an opportunity to utilise some otherwise unutilised land that is not required for aviation purposes to accommodate this type of facility. The facilities management services required might also have some synergies with the passenger and visitor facilities, and potentially management of events and accommodation, thereby improving the overall amenity of the airport precinct.

### 5.2.14 MOTOR SPORTS COMPLEX

The concept of a motor sports complex at Glen Innes Airport has been identified by GISC in stakeholder consultation. In considering motor sports on airport land, it is important to differentiate between those that would use the runway (such as drag racing) and a separate facility such as a karting track which is landside.

**Motor sports on airfield pavements should not be permitted.** Such activities are completely incompatible with the vision of a functioning and vibrant airport. In order to undertake events, the aerodrome must be closed. This prevents essential aeromedical access and disrupts other aviation users from going about their business and enjoyment. Motor sports and drag racing will damage the runway surface and risks damage to other infrastructure such as lighting, causing safety issues and expensive repairs. If there is demand for a facility for drag racing and the like in the Glen Innes region, it is not recommended to utilise the airport for this purpose.

Other motor sports facilities, such as a kart track or dirt bike course, could potentially be developed on non-airside land, subject to ensuring aspects such as dust, smoke, and lighting are managed carefully in accordance with the Airport Safeguarding Plan to avoid any impact on aviation safety.



#### 5.2.15 NON-AVIATION EVENTS

In addition to aviation events, potential exists to use landside areas for outdoor events such as farmer's and craft markets, weddings and corporate events, shows and festivals. Through temporary and semi-permanent structures such as marquees, seating and amenities, the Flight School D.A. Area could be used without impinging on the ability to capitalise on any future flight school opportunity.

These events would need to be the subject of thorough management plans to mitigate the risk of wildlife attraction.

#### 5.2.16 OTHER NON-AVIATION OPPORTUNITIES

Other opportunities which may be able to utilise some of the space available on airport land, but which are not otherwise related to aviation, include:

- Archery or shooting range (indoor);
- Bowling (strike or lawn, indoor or outdoor);
- Assault-style adventure course;
- Mountain bike or BMX track;
- Museum (aviation – non-flying – or non-aviation); and
- Continuation of the current DPI lease arrangements. The DPI agricultural grazing and research activity is quite compatible with airport operations (providing livestock is adequately separated from the airside by appropriate fencing). As it does not involve development of infrastructure, it preserves the flexibility for future uses to evolve and for progressive development of aviation and non-aviation facilities as the airport activity grows.

## 6. CRITICAL AERODROME PLANNING PARAMETERS

Central to the development layout planning is the establishment of appropriate airport planning parameters. These are based on the most critical design aircraft intended to use each of the airport facilities and infrastructure.

There are several parameters which contribute to determining the planning and design standards to which the future layout must adhere. These parameters are informed by the growth opportunities outlined above in [Section 5.2](#).

### 6.1 THE AERODROME REFERENCE CODE SYSTEM

The standards an aerodrome must meet, if it is to be suitable for use by aeroplanes within a particular range of performance and size, are determined by the aerodrome reference code (ARC) chosen by the aerodrome operator. This system is established by the International Civil Aviation Organisation (ICAO) and is implemented in Australian aviation standards through the Civil Aviation Safety Authority (CASA).

The ARC links the aerodrome design criteria to the operational and physical characteristics of the design aircraft. The 2019 CASA *Part 139 (Aerodromes) Manual of Standards 2019* (Part 139 MOS) sets out three (3) elements that make up the ARC as described in the following subsections.

#### 6.1.1 ARC ELEMENT 1: CODE NUMBER

The ARC code number is one of the key parameters which determine the required physical characteristics of runways and the surrounding obstacle restrictions. The code number is determined by the aeroplane reference field length of the aircraft intended to use a runway. The aeroplane reference field length is a measure of the runway length required by an aeroplane in certain standardised conditions, which allows a comparison between different aircraft to be made. [Table 3](#) indicates how the code number is related to aeroplane reference field length.

Table 3: Code Element 1 - ARC Number (or runway code number)

Code number	Aeroplane reference field length
1	Less than 800 m
2	Not less than 800 m
3	Not less than 1,200 m
4	Not less than 1,800 m

Source: Part 139 (Aerodromes) Manual of Standards 2019 [Table 4.01(3)]

Reference field length is related to, but is not the same as, the physical runway length available. The operational runway length required by aircraft varies dependent on a number of factors such as aircraft load factor, wind direction, altitude, temperature and runway slope. It may also be influenced by surrounding obstacles.

#### 6.1.2 ARC ELEMENT 2: CODE LETTER

The code letter is used to define required clearances to objects for aeroplanes manoeuvring on the runways, taxiways and aprons. It is determined by the wingspan of the design aircraft as per [Table 4](#) below.

Table 4: Code Element 2 - ARC letter

Code letter	Aeroplane wingspan
A	Up to but not including 15 m
B	15 m up to but not including 24 m
C	24 m up to but not including 36 m
D	36 m up to but not including 52 m



Code letter	Aeroplane wingspan
E	52 m up to but not including 65 m
F	65 m up to but not including 80 m

Source: Part 139 (Aerodromes) Manual of Standards 2019 [Table 4.01 (4)]

### 6.1.3 ARC ELEMENT 3: OUTER MAIN GEAR WHEEL SPAN

The Outer Main Gear Wheel Span (OMGWS) relates to the ground-based manoeuvring capability of the aircraft and therefore applies to the movement area pavements, including runways, taxiways and aprons. OMGWS can be in one of four categories as per **Table 5**.

Table 5: Code Element 3 - OMGWS

Aeroplane OMGWS
OMGWS up to but not including 4.5 m
OMGWS 4.5 m up to but not including 6 m
OMGWS 6 m up to but not including 9 m
OMGWS 9 m up to but not including 15 m

Source: Part 139 (Aerodromes) Manual of Standards 2019 [Table 4.01 (5)]

## 6.2 GLEN INNES AERODROME CLASSIFICATION

The ARC elements described in **Section 6.1** above apply separately to each aerodrome facility (i.e. each runway, taxiway section, apron and aircraft parking position). However, the overall aerodrome classification is generally described in relation to the physical characteristics of the main runway and its associated obstacle limitation surfaces and navigational aids.

Glen Innes Airport facilities currently meet the dimensional requirements as follows:

### 6.2.1 RUNWAY 14/32

The main runway 14/32 is currently published as an ARC code number 3 non-precision instrument approach runway. The dimensions of the runway and associated runway strip meet the following:

- The runway width of 30 m meets the standards for a runway ARC code number of 3 and on OMGWS of 6 m up to but not including 9 m, in accordance with Part 139 MOS 2019 6.02 (1);
- The runway graded strip width of 90 m meets the standards for a non-instrument approach runway ARC code number of 3, where the runway width is 30 m and the runway is not used for schedule international air transport operations, in accordance with Part 139 MOS 2019 6.17 (2);
- The overall runway strip width, including the flyover area of 150 m, meets the standards for an instrument non-precision approach runway ARC code number of 2, in accordance with Part 139 MOS 2019 6.17 (4); and
- The overall runway strip width of 150 m can be deemed to comply with the standards for an instrument non-precision approach runway ARC code number 3 as an existing grandfathered facility which meets the standards that were in place immediately before the commencement of the Part 139 MOS 2019 under the transitional provisions set out in Section 2.04 therein.

Continued compliance with these and other relevant provisions of the Part 139 MOS 2019 for a code number 3 instrument non-precision approach runway is considered appropriate to the Glen Innes Airport role and opportunities set out in **Section 5.2**.

### 6.2.2 RUNWAY 10/28

The cross runway 10/28 is currently published as an ARC code number 2 non-instrument approach runway. The dimensions of the runway and associated runway strip meet the following:

- The runway width of 30 m meets the standards for a runway ARC code number of 3 and on OMGWS of 6 m up to but not including 9 m, in accordance with Part 139 MOS 2019 6.02 (1);
- The current runway strip width is 90 m. A runway graded strip width of 80 m will meet the standards for a non-instrument approach runway ARC code number of 2, in accordance with Part 139 MOS 2019 6.17 (2).

Continued compliance with these and other relevant provisions of the Part 139 MOS 2019 for a code number 2 non-instrument approach runway is considered appropriate to the Glen Innes Airport role and opportunities set out in [Section 5.2](#).

### 6.3 DESIGN AIRCRAFT

The design aircraft is selected by the airport operator to inform the master planning process, by determining the set of standards and regulations which will apply to the airport and which should be adopted in the layout planning.

The design aircraft defines which operations may be accommodated at the airport in the future and, conversely, the operations which the airport will not be able to accept.

Typically, non-passenger (i.e. General Aviation) operations fall into three groups:

- Code 1A/2A aeroplanes, which are typical of private and recreational flying and some smaller charter operations;
- Code 1B/2B aeroplanes, which are typical of aeromedical, aerial work, charter, freight and private or small business jet operations; and
- Code 3C/4C aeroplanes, which include some aerial work, (especially large air tanker types for fire-fighting), charter, freight and larger business jets.

Most facilities at Glen Innes can be adequately planned for use by aeroplanes up to ARC 2B, which is typical of current operations at the airport. However, it is prudent to maintain flexibility for larger aircraft up to Code 3C in order to preserve opportunities into the future.

**Table 6** provides some critical parameters associated with the range of aircraft types anticipated to serve the opportunities discussed in [Section 5.2](#).

Table 6: Typical Aircraft Types

Aircraft	ICAO Designator	Pax	MTOW (kg)	Wingspan (m)	ARC Number	ARC Letter	ARC OMGWS
Cessna 172R Skyhawk	C172	3	1,100	10.9	1	A	0 < 4.5m
Beech Baron 58	BE58	5	2,450	11.5	1	A	0 < 4.5m
Learjet-60	LJ60	8	10,650	13.4	1	A	0 < 4.5m
Piper PA-42	PAY4	6-9	5,460	14.5	1	A	4.5 < 6m
Cessna 208 Caravan	C208	9	3,630	15.9	1	B	0 < 4.5m
Air Tractor AT-802F	AT8T	-	7,250	18.1	1	B	0 < 4.5m
Cessna Citation 560	C560	9	9,200	17.0	2	B	4.5 < 6m
Beech King Air 350i	B350	9	6,800	17.7	2	B	4.5 < 6m
Embraer Legacy 500	E550	8-12	10,750	20.3	3	B	0 < 4.5m
Fairchild Metro III / 23	SW4	19	7,250	17.4	3	B	4.5 < 6m
Beech 1900D	B190	19	7,770	17.7	3	B	4.5 < 6m
Embraer ERJ-145	E145	50	22,000	20.1	3	B	4.5 < 6m
Embraer Legacy 600	E35L	13-14	22,500	21.2	3	B	4.5 < 6m
SAAB 340B	SF34	34	13,160	21.5	3	B	4.5 < 6m



Aircraft	ICAO Designator	Pax	MTOW (kg)	Wingspan (m)	ARC Number	ARC Letter	ARC OMGWS
Jetstream 41	JS41	19	6,950	18.4	3	B	6 < 9m
ATR72	AT76	68	23,000	27.1	3	C	4.5 < 6m
Dash 8-100/200	DH8B	36	16,470	27.4	3	C	6 < 9m
Dash 8-300	DH8C	50	19,510	27.4	3	C	6 < 9m
Dash 8-Q400	DH8D	72	29,260	28.4	3	C	9 < 15m
Note: Data are indicative only to illustrate common aircraft groupings for master planning purposes only. Actual data may vary according to manufacturer's data and actual aircraft operator configuration.							

Source: AviPlan, Wikipedia

## 6.4 FACILITY REQUIREMENTS

### 6.4.1 RUNWAYS

Runway width requirements are determined by reference to ARC number and OMGWS. A runway width of 30 m allows for Code 3 Aeroplanes with OMGWS up to but not including 9 m, which encompasses all of the design aircraft for Glen Innes except for the Dash-8 Q400. However, the Q400 has previously been given approval for use on 30 m wide runways. The current runways are adequate for the expected operating aircraft types into the future.

Although not envisaged as an immediate requirement under this Master Plan, additional length may be beneficial for larger aircraft, in particular Q400 aerial fire-fighting units, as the current length may not allow take-off at maximum weight. Additional length could be provided within the airport land to the north and the south. The actual length and the nature of the extension (conventional for use by all operations in each direction, or 'starter' extension to provide additional take-off length in one direction only and/or stopway in the opposite direction) would need to be determined through further detailed feasibility investigations. Such investigations should cover all aspects of compliance including examination of runway longitudinal profile and the obstacle environment. However, the Master Plan should preserve the land to the north and south of the existing runway for some form of extension in each direction, should this prove necessary and justifiable in the future. The obstacle environment off-airport should also be protected as far as possible, to maximise the operational benefit-to-cost of any extension/s.

### 6.4.2 RUNWAY END SAFETY AREAS

Even if runway extensions are not provided, the land at each end of both runways beyond the end of the runway strip (clearway) should be preserved in a state compliant with the requirements Runway End Safety Areas (RESAs), in accordance with CASA Part 139 MOS (2019) which are:

- A minimum width of 60 m for both runways;
- A minimum length of 60 m and a preferred length of 120 m for Runway 10/28; and
- A minimum length of 240 m and a preferred length of 240 m for Runway 14/32.

The preferred length should be provided where space is available. The slopes on a RESA should not exceed 5% for the downward longitudinal slope, or the transverse slope (upward or downward).

### 6.4.3 TAXIWAYS & APRONS

Taxiway and apron spatial planning is dependent on the ARC letter (for wingtip clearances) and the OMGWS (for pavement requirements). For the purposes of taxiways and apron layout, the following groups of aircraft are logical:

- Code A aeroplanes with OMGWS less than 4.5m
- Code B aeroplanes with OMGWS less than 6 m and Code A aeroplanes with OMGWS greater than 4.5m but less than 6 m; and

- Code C aeroplanes with OMGWS less than 9 m and Code B aeroplanes with OMGWS greater than 6 m but less than 9 m.

In general, areas on-airport intended for use by aircraft in each group should be planned to meet the wingtip and pavement width/wheel clearance requirements (as defined in Part 139 MOS (2019) applicable to the ARC letter and OMGWS category of each group, as set out in Table 7

Table 7: Aircraft Groups for Taxiway & Apron Planning

Group	ARC Letter	OMGWS	Min TWY Width	Min Wheel Clearance	Taxiway CL to object clearance	Taxilane CL to object clearance
I	A	0 < 4.5m	7.5 m	1.5 m	15.5 m	12.0 m
II	A	4.5 < 6 m	10.5 m	2.25 m	20.0 m	16.5 m
	B	< 6 m				
III	B	6 m < 9 m	15.0 m	3.0 m	26.0 m	24.5 m
	C	< 9m				

**Note:** the Dash-8 Q400 has an OMGWS of 9 m < 15m, which would require a 45 m wide runway and 23 m wide taxiway under the Part 139 MOS (2019). However as this aircraft has historically been approved to operate on 15 m wide taxiways and 30 m wide runways throughout Australia and is only anticipated to operate to Glen Innes infrequently for fire-fighting duties, this approval is assumed to endure for master planning purposes.

#### 6.4.4 HANGAR LOTS

In practice, hangar lots sizes can vary greatly, due to a range of factors which relate to the operational requirements of the users. However, for planning purposes, two hangar lot sizes have been assumed based on experience of typical requirements at other regional airports.

- Large hangar lots 50 m deep and nominally 35 m wide. These lots are suitable to accommodate a medium-sized hangar of approximately 30 m wide and 20 m deep and could house 1 or 2 aircraft 15 - 20 m in length, with space to park the aircraft in front of the hangar clear of the taxilane and room landside for vehicle parking.
- Small hangar lots 25-30 m deep and nominally 18 m wide. These lots are suitable to accommodate a small hangar of approximately 15 m x 15 m, sufficient to house a typical light private aircraft, with space to park the aircraft in front of the hangar clear of the taxilane.

Hangar lot boundaries should be subject to further detailed design and investigation/consultation on specific user requirements is recommended prior to finalising and design or subdivision plans.

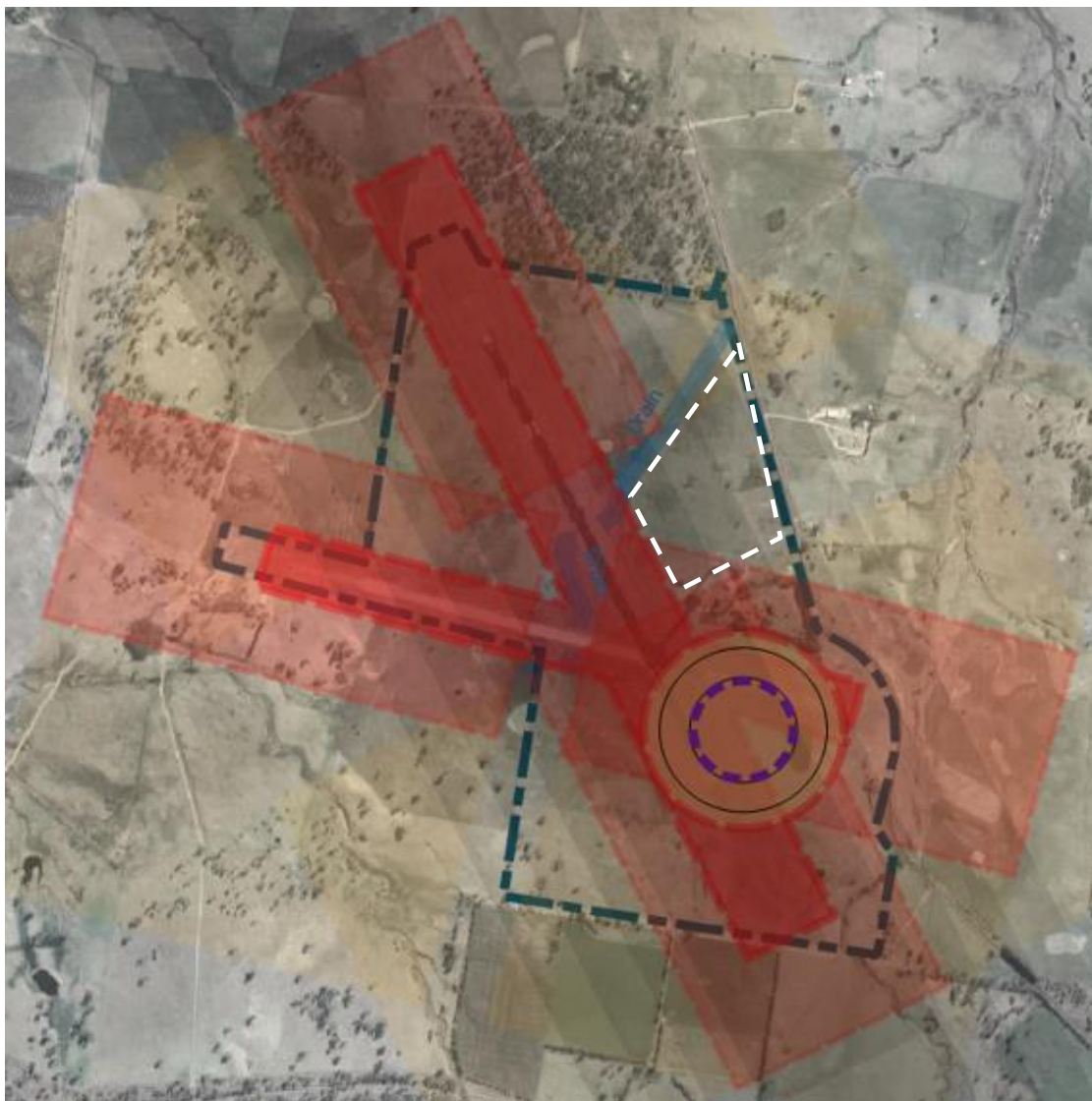


## 7. CONCEPT LAND USE PLAN

### 7.1 DEVELOPMENT CONSTRAINTS

Various constraints existing which limit the possible development and appropriate land uses on the Glen Innes Airport site. These include various airport safeguarding requirements (as described in detail in [Section 0](#)) and Bureau of Meteorology anemometer obstacle clearance limits. These constraints are indicated conceptually in [Figure 5](#). This assessment identifies that the area immediately to the north of the existing facilities and south of the open drain (outlined in white dashed line) is the least constrained area on airport land. With proximity to existing services also, it makes sense for development to proceed first in this area. Future development could then progress to the north of the drain, having regard to the airport safeguarding requirements.

*Figure 5: Illustrative Development Constraints*





## 7.2 LAND USE PRECINCTS

The Glen Innes Airport Concept Land Use Plan provides a framework to accommodate a range of aviation and non-aviation growth and development opportunities in a phased and flexible manner. Precincts have been established for the following:

- » Aviation Operations and Immediate Development
- » Aviation Business Park
- » Multi-Use (Airside/Landside) Zone
- » Gateway and Events Zone
- » Non-Aviation Activities
- » Future Aviation and Non-Aviation Development.

The Concept Land Use plan is illustrated on **Figure B21641/01** at **Appendix B**. Anticipated uses and development for each are described in the following subsections.

### 7.2.1 AIRPORT OPERATIONS & IMMEDIATE DEVELOPMENT

Areas have been defined to preserve current and future aviation operations, and to enable immediate development opportunities close to existing hangar, taxiway and apron infrastructure and services. It is anticipated that this could facilitate the accommodation of an aircraft maintenance business, fuel facility and private hangarage in a layout consistent with future aviation and non-aviation development.

### 7.2.2 AVIATION BUSINESS PARK

To accommodate the range of aviation business opportunities presented by the Glen Innes Airport strategic vision and role, an area suitable for the construction of hangars with appropriately-sized lease lots for aviation uses is required.

The aviation business park – an area located on airport that is related to aviation business activity – diversifies the economy and generates activity at the airport. A consolidated area has been identified that can support and facilitate a range of aviation businesses such as aircraft maintenance and repair, agricultural support, private flight schools, charter operators and aircraft manufacture. This area can also incorporate fly-in hangar accommodation in premium lots facing the runway, which would be especially attractive to these types of customer.

### 7.2.3 MULTI-USE (AIRSIDE/LANDSIDE) ZONE

An area suitable for a variety of interchangeable uses has been defined to the north of the Runway 28 threshold and south of the Flight School D.A. Area. This area corresponds to the apron and taxiway extents defined in the Local Government Engineering Services (LGES) Glen Innes Aerodrome Upgrade design for Australia Asia Flight Training Pty Ltd (AAFT). In this way, infrastructure and uses in this area can respect the pre-existing design and will not prohibit the ability to revert to the AAFT concept should another commercial flight training opportunity arise in the future.

It is anticipated this zone could accommodate the following uses, with periodic transition of uses to suit demand through the year:

- Intensive aerial fire-fighting ground operations, similar to what occurred in the 2020 bushfire season;
- Flight-line activity associated with aviation events;
- Intermittent landside areas for spectator viewing of aviation events (through deployment of temporary fencing);
- Overflow itinerant aircraft parking for fly-ins and other private recreational flying events, or for overnight charter/corporate/private jet aircraft; and
- Other community support emergency services deployment such as disaster relief.

This zone is adjacent to the Gateway & Events Zone and some permeability/connectivity is envisaged between these areas during aviation events.



#### 7.2.4 GATEWAY & EVENTS ZONE

Similarly to the Multi-Use (Airside/Landside) Zone, the Gateway & Events Zone is planned so as not to impinge on the opportunity to develop a flight school as previously envisaged, should that opportunity re-emerge, while at the same time not unduly preventing activation of the area in the absence of a flight school.

The current Flight School D.A. Area is a pleasantly landscaped area where it is envisaged a range of non-aviation events such as such as festivals, markets, concerts and potentially weddings and corporate events, could take place, through the use of temporary facilities. This area could also be used to provide greater amenity to aviation events, providing landside areas for hospitality, food and beverage, exhibitions and related entourage away from the airside movement area.

Also in this zone, in and around the existing terminal and aero club, the 'gateway' facilities such as meeting and waiting spaces, café/restaurant, visitor information, passenger terminal/transit and flight administration areas, and amenities. It is envisaged the aero club could be incorporated within the redevelopment of this area, or it could be relocated to another area, depending on what is appropriate to all parties.

Finally in this zone, an air ambulance patient transfer facility is provided, with access from Gordon Smith Drive and direct access to the apron, separate from the public areas for patient privacy.

#### 7.2.5 NON-AVIATION ACTIVITIES

The area along the eastern boundary of the airport, adjacent to Emmaville Road, is not envisaged to be required for aviation uses in this Master Plan. The cost to provide taxiway access from the runway all the way to hangar sites at the eastern boundary would be significant and may inhibit the business case for development. Being further from the runway, this area is less constrained by height limits and other safeguarding requirements and so may lend itself to a wider variety of development options.

Some activities that might be accommodated in this area include car parking for events (in the southern portion, just north of the RFS shed), conference facilities, motor sports of an airport-compatible nature and other non-aviation opportunities.

#### 7.2.6 FUTURE DEVELOPMENT

Areas are identified east of Runway 14/32 and to the north of the existing open drain for future development of aviation uses (closest to the runway) and non-aviation uses (closest to Emmaville Road). The exact delineation and layout would be subject to more detailed analysis and planning beyond this Master Plan. This land can continue on long-term lease to DPI indefinitely, until such time as demand for development requires.

An airpark estate, if it were to be further investigated in the future, might consider the area along the northern boundary of this future development zone, allowing it to be somewhat separated from commercial aircraft operations and to have a separate access from Emmaville Road.

Future development of the remaining areas of the airport site (the long-term DPI lease areas to the west of Runway 14/32 and southeast of the runway intersection, would be the subject of possible development beyond this Master Plan provided that access and services infrastructure can be resolved.

### 7.3 AIRSIDE INFRASTRUCTURE

Airside infrastructure consists of the runway system, taxiway network and apron areas. Although some existing aerodrome facilities are 'grandfathered' in accordance with the old MOS under the transition to new Part 139 MOS (2019) standards, all future airside infrastructure should be planned as far as is practicable to be in accordance with the new standards.

The airside infrastructure concept maintains, as far as possible, the LGES design for the AAFT concept, with the main difference that the parallel taxiway to Runway 14/32 (TWY L) north of the existing taxiway (TWY A) is separated 158 m from the runway centreline, rather than 93 m, in order to ensure compliance with the new standards.

## 8. CONCEPT FACILITIES DEVELOPMENT PLAN

The staged concept facilities development plan is presented below. All concept layouts are indicative in nature and, although they have been planned to enable compliance in accordance with the applicable aviation standards for aerodrome facilities, detailed planning and design in accordance with the *CASA Part 139 (Aerodromes) Manual of Standards 2019* and other applicable standards must be completed prior to implementation of any development.

### 8.1 STAGE 1 (IMMEDIATE) DEVELOPMENT

The following elements are recommended for implementation as soon as possible, to preserve the operational capability of the airport and establish the infrastructure and services necessary to attract more aviation activity over time:

- 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 intersection;
- Provision of the taxiway connection between TWY A and Runway 14/32 may provide operational advantage for high-intensity fire-fighting operations and consultation with the RFS on this matter is recommended. Construction of this could be considered in conjunction with the drainage upgrade work, as it may be easier to undertake at the same time rather than at a later date;
- 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.

To facilitate this development, a grass taxiway network and unsealed landside access road are proposed. A small amount of expansion of the main apron is also recommended, undertaken in conjunction with the pavement reconstruction, in order to allow aeromedical and other itinerant aircraft to park clear of the taxiway access to the fuel facility and hangar developments.

Stage 1 (Immediate) development is illustrated on [Figure B21641/02](#) at [Appendix A](#).

### 8.2 STAGE 2 (MEDIUM TERM) DEVELOPMENT

Medium term development is more speculative than the Stage 1 (Immediate) and the timing and nature of individual developments will depend on a combination of demand, business case, operational need and the alignment of particular opportunities with the strategic objectives and vision for the Glen Innes Airport. The Stage 2 development concept is intended to map out the indicative development framework and broad concept into which detailed layouts can be established in response to specific triggers.

Some of the developments anticipated over the medium term (nominally five to fifteen years) in order to facilitate the vision are illustrated in [Figure B21641/03](#) at [Appendix B](#) and discussed below.

#### 8.2.1 AVIATION BUSINESS PARK

As activity increases, there is potential for progressive development of the aviation business park precinct, working northwards from the Stage 1 facilities. This precinct would include incremental construction of sealed taxiways, an area for larger commercial hangars and a separate area for smaller commercial and private aircraft.

The development concept is illustrated indicatively on [Figure B21641/03](#) at [Appendix A](#). It is anticipated development would commence once the area for immediate hangar development is full and a business or private tenant requires a site of a different size than is available.

Development of larger hangar sites is intended to be incremental east-to-west and south-to-north, so that access roads, services and all-weather taxiway access of a suitable strength can be progressively provided. It is important to note that, while the larger hangar lots have been sized to suit a typical aviation business



development, detailed layouts in this area should be prepared closer to the commencement of the Aviation Business Park development to ensure the configuration of facilities is closely matched to the precise nature of the demand, as best can be identified at the time through discussions with potential lessees.

For the most space-efficient layout, smaller hangars should be grouped together in their own sub-precinct, which is positioned to the north of the park. These hangars can often be 'off-grid', with solar power and rainwater tanks incorporated, if required before it is economical to provide mains services. These could also be accessed initially by grass taxiway, until such time as there is an operational and economic basis for providing all-weather taxiway along the ultimate parallel taxiway alignment in Stage 3.

To facilitate the business park development, it is anticipated that an all-weather taxiway connection to the main taxiway and thence the runways would be required, and that sealing the taxiway loop access to the fuel facility would improve the amenity to users. The Code A grass taxilane developed in Stage 1 could also be upgraded to all-weather, if operationally and commercially justified.

Sealing an extension of the Stage 1 access road would also be appropriate in this Stage.

### 8.2.2 MAIN APRON EXPANSION

Expansion of the main apron to accommodate two KingAir 350 or similar aircraft, or one larger aeroplane, is envisaged within Stage 2, to allow charter operators greater access to the terminal area for transiting passengers, without limiting access for aeromedical aircraft.

### 8.2.3 PATIENT TRANSFER FACILITY

A patient transfer facility would provide additional amenity for aeromedical patients and could be provided in collaboration with the air ambulance aircraft operators.

### 8.2.4 EVENTS ARENA

Establishment of the Events Arena portion of the Gateway & Events Zone could be activated with minimal infrastructure development, as it is envisaged the use of this area will be conducted with temporary facilities on an event-by-event basis.

### 8.2.5 'GATEWAY' FACILITIES

The area in and around the current terminal and public toilets would be re-developed to incorporate integrated 'gateway' facilities including meeting and waiting spaces, café/restaurant, passenger transfer, amenities, aero club and administration/briefing areas. These could be in a single or several interrelated and sympathetically designed buildings.

### 8.2.6 MULTI-USE AIRSIDE/LANDSIDE ZONE

Sealed apron and taxiway development of part of the LGES flight school apron design would provide a multi-use hardstand area for aircraft operations, and taxiway connection to the main taxiway and Runway 28 threshold. It is anticipated that the remainder of the eastern portion of Runway 10/28, at least, would be sealed at this stage to assist in pavement surface maintenance under regular traffic.

### 8.2.7 NON-AVIATION ACTIVITIES ZONE

Through the upgrade of the aviation business park access road, connectivity is provided to a zone north of the previous NDB location allowing this area to be used for activities that do not require direct access to the airside. Possible uses that might be appropriate in this area with appropriate safeguarding controls to avoid any impacts on aviation safety include car parking for events, conference facilities, or a motor sports area for activities such as karting or motocross.



### 8.3 STAGE 3 (LONG TERM) DEVELOPMENT

Stage 3 (Long Term) represents the ultimate development envisaged by this Master Plan prior to encroaching into 'future' development areas. The key facilities and infrastructure anticipated under the Long Term development concept are illustrated on [Figure B21641/04](#) at [Appendix A](#) and include:

- Sealing of Runway 10/28 and completion of the parallel taxiway to the west of Runway 14/32 in accordance with the LGES upgrade design;
- Connection of the parallel taxiway from the Aviation Business Park to the runway for improved operational traffic flow and possible widening of the southern section of parallel taxiway to accommodate larger (group III) aircraft;
- Possible expansion of the main apron to accommodate additional and potentially larger (Group III) aircraft; and
- Expansion of the multi-use precinct apron to the full LGES flight school design extents, for potential increased use by community support and aviation events (unless and until re-purposed for a possible future flight training school use).



## 9. AIRPORT SAFEGUARDING PLAN

### 9.1 THE NEED FOR SAFEGUARDING

Adequate protection of the basic capability to undertake aircraft operations in accordance with accepted safety standards and regulatory requirements, and in efficient and economic manner, is imperative to the future realisation of aeronautical opportunities at Glen Innes Airport. Safeguarding is particularly important where the capability for future upgrades is to be preserved, for example to accommodate larger aircraft. Development on and around Glen Innes Airport will require adequate respect for safeguarding in order to develop the vision and objectives of the Master Plan and preserve possible future opportunities.

Airport safeguarding includes a number of elements that will be required throughout the planning and development processes. The various safeguarding elements will be triggered by different activities and aircraft operations.

### 9.2 NATIONAL AIRPORTS SAFEGUARDING FRAMEWORK

The National Airports Safeguarding Framework (NASF) is a national land use planning framework that aims to:

- Improve community amenity by minimising aircraft noise-sensitive developments near airports including the use of additional noise metrics and improved noise-disclosure mechanisms; and
- Improve safety outcomes by ensuring aviation safety requirements are recognised in land-use planning decisions through guidelines being adopted by jurisdictions on various safety-related issues.

The NASF was developed by the National Airports Safeguarding Advisory Group (NASAG), comprising of Commonwealth, State and Territory Government planning and transport officials, the Australian Government Department of Defence, the Civil Aviation Safety Authority (CASA), Airservices Australia and the Australian Local Government Association (ALGA).

NASF currently consists of a set of seven principles and nine guidelines. The full NASF principles and guidelines can be found on the Department of Infrastructure and Regional Development's website at: [www.infrastructure.gov.au/aviation/environmental/airport\\_safeguarding/nasf](http://www.infrastructure.gov.au/aviation/environmental/airport_safeguarding/nasf).

The NASF principles are as follows, and each guideline is described in the following subsections.

- **Principle 1:** The safety, efficiency and operational integrity of airports should be protected by all governments, recognising their economic, defence and social significance
- **Principle 2:** Airports, governments and local communities should share responsibility to ensure that airport planning is integrated with local and regional planning
- **Principle 3:** Governments at all levels should align land use planning and building requirements in the vicinity of airports
- **Principle 4:** Land use planning processes should balance and protect both airport/aviation operations and community safety and amenity expectations
- **Principle 5:** Governments will protect operational airspace around airports in the interests of both aviation and community safety
- **Principle 6:** Strategic and statutory planning frameworks should address aircraft noise by applying a comprehensive suite of noise measures
- **Principle 7:** Airports should work with governments to provide comprehensive and understandable information to local communities on their operations concerning noise impacts and airspace requirements.

#### 9.2.1 GUIDELINE A

##### Measures for Managing Impacts of Aircraft Noise

NASF Guideline A can be used in the assessment of new development applications for noise sensitive uses.

While the Australian Noise Exposure Forecast (ANEF) system is recognised by a number of jurisdictions in land use planning decisions, the 20 and 25 ANEF zones do not capture all high noise affected areas around an airport. In addition, Australian Standard AS2021-2015 recognises that the ANEF contours are not



necessarily an indicator of the full spread of noise impacts, particularly for residents newly exposed to aircraft noise.

Guideline A is the Government's recognition of the need to consider a complementary suite of noise measures in conjunction with the ANEF system to better inform strategic planning and to provide more comprehensive and understandable information on aircraft noise for communities.

The guideline notes that an ANEF may not be available at all general aviation airports or airports with low frequencies of scheduled flights, but that whether or not an ANEF is prepared, land use planning should take account of flight paths and the nature of activity on airports.

No noise contours are provided as a part of this Master Plan however, prior to any rezoning of surrounding land, Guideline A should be taken into account. Guideline A suggest minimum 'zone of influence' of five (5) kilometres around an aerodrome for the purposes of considering aircraft noise with respect to land use planning.

**Figure B16241/05** at **Appendix A** illustrates a distance of five kilometres from each of the ultimate runway ends at Glen Innes Airport.

### 9.2.2 GUIDELINE B

#### Managing the Risk of Building Generated Windshear and Turbulence at Airports

The purpose of this guideline is to assist land use planners and airport operators in their planning and development processes to reduce the risk of building generated windshear and turbulence at airports near runways.

Applicability of this Guideline is initially determined by the location of the building within an 'assessment trigger area' around the runway ends, that is:

- 1200 metres or closer perpendicular from the runway centreline (or extended runway centreline);
- 900 metres or closer in front of runway threshold (towards the landside of the airport); and
- 500 metres or closer from the runway threshold along the runway.

The guideline recommends that all developments within the assessment trigger areas which will infringe a 1:35 sloping surface from the runway centreline should be subject to further assessment.

Positioning of all developments on airport will need to be evaluated on a case-by-case basis. Subject to confirmation through such evaluation that no adverse impact on aircraft operations is predicted, then buildings may be located closer to the runways and within the 1:35 surface.

**Figure B16241/06** at **Appendix A** illustrates the assessment trigger areas. Proposed developments in these areas should initially be assessed against the relevant 1:35 surface as described in Guideline B. Buildings that are proposed to infringe this surface may require further assessment in accordance with Guideline B to confirm that no adverse impact on aircraft operations is predicted.

### 9.2.3 GUIDELINE C

#### Managing the Risk of Wildlife Strikes in the Vicinity of Airports

The purpose of Guideline C is to inform the land use planning decisions and the way in which existing land use is managed in the vicinity of airports with respect to the attraction of wildlife, particularly birds. A table is included in Attachment 1 which indicates wildlife attraction risk and associated actions for developments within buffer zones around airports of 3, 8 and 13 kilometres radius.

GISC should consider Guideline C in its planning decisions with respect to land uses and developments within 13 kilometres of the Airport. Refer **Figure B16241/07** at **Appendix A**.

### 9.2.4 GUIDELINE D

#### Managing the Risk to Aviation Safety of Wind Turbine Installations

This guideline provides general information and advice in relation to wind farms and turbines and their hazards to aviation. Proponents of such installations should take account of Guideline D in undertaking assessments of the impacts of the proposals, including on aviation.

GISC should be aware of Guideline D and it may assist in evaluating and commenting on any wind farm proposals.



### 9.2.5 GUIDELINE E

#### Managing the Risk of Distraction to Pilots from Lighting in the Vicinity of Airports

The control of light emissions near the airport is of importance to safe aircraft operations for two reasons. Firstly, if lights emit too much light above the horizontal plane, there is the possibility that a pilot can be momentarily dazzled and unable to read instruments or recognise essential cues from aeronautical lights. Secondly, lights might create a pattern that looks similar runway lighting and which may cause confusion for pilots.

NASF Guideline E provides guidance on the risk of distractions to pilots of aircraft from lighting and light fixtures near airports. The *CASA Manual of Standards part 139 Aerodromes* Section 9.21: *Lighting in the Vicinity of Aerodromes* sets out the restrictions and provides advice to lighting suppliers on the general requirements, information and correspondence avenues.

Advice for the guidance of designers and installation contractors is provided for situations where lights are to be installed within a 6 kilometre radius of the airport. Lights within this area fall into a category most likely to be subject to the provisions of regulation 94 of CAR 1988.

The primary area is divided into four light control zones; A, B, C and D. These zones reflect the degree of interference ground lights are permitted to cause pilots as they approach. Lighting associated with any developments should therefore meet the maximum intensity of light sources measured at 3 degrees above the horizontal associated with each Zone as follows:

- Zone A – 0 cd;
- Zone B – 50 cd;
- Zone C – 150 cd; and
- Zone D – 450 cd.

GISC should consider Guideline E in relation to any proposed lighting installations on airport, as well as off-airport (for example, associated with sports fields, industrial facilities and similar) within 6 kilometres of the Airport. Refer [Figure B16241/08](#) at [Appendix A](#).

### 9.2.6 GUIDELINE F

#### Managing the Risk of Intrusions into the Protected Airspace of Airports

Guideline F is designed to address the issue of intrusions into the operational airspace of airports by tall structures, such as buildings and cranes in the vicinity of airports.

The safety, efficiency and regularity of aircraft operations require airspace to be largely free of obstacles which may make it unsuitable for the conduct of visual and instrument flights.

The OLS for an airport describe the airspace boundaries for flight in proximity to an airport which should be kept free of obstacles that may endanger aircraft operations in visual operations or during the visual stages of an instrument flight. The OLS components are defined in the International Civil Aviation Organization (ICAO) Annex 14 and in Chapter 7 of the *CASA Part 139 (Aerodromes) Manual of Standards 2019*.

At Glen Innes Airport the Obstacle Limitation Surfaces (OLS) are currently prepared based on the existing published runway lengths of 1,200 m for Runway 10/28 (as a Code 2 non-instrument runway grandfathered in accordance with *CASA MOS Part 139 v.1.15* and 1,498 m for Runway 14/32 (as a Code 3 instrument non-precision runway grandfathered in accordance with *CASA MOS Part 139 v1.15*). See also [Section 6.2](#) for further discussion on the compliance and category of runway regarding the transitional arrangements from *CASA MOS Part 139 v1.15* to the *Part 139 MOS (2019) OLS standards*.

Aerosafe Inspections Aerodrome Safety Inspection report 2017 recommended that GISC should be encouraged to prepare future OLS plans based on both runways being Code 3 instrument non-precision at their optimum length of 2,150 m for Runway 14/32 and 1,676 m for Runway 10/28. However the same report also notes that a return to the previous Code 3 status is unlikely for Runway 10/28 in the short-medium term as it would result in building and vegetation transitional surface penetrations and land acquisition at the 10 end. As a result of the transition to the *Part 139 MOS (2019)* any upgrade to the runway code would require the OLS to meet the new standards for Code 3 non-precision approach, with a slope of 2% and an inner edge/runway strip width of 280 m. This would not be possible within the current airport land boundary to the west of Runway 14/32 and would sterilise the area identified for the airside/landside multi-use precinct.



GISC may wish to consider the protection of approach and take-off climb surfaces applicable to an increase in the length of Runway 14/32 as illustrated on **Figure B16241/09** at **Appendix A**.

Subject to aeronautical assessment, an obstacle may be permitted to penetrate the OLS without placing restrictions on the allowable operations, but will normally require it to be marked and/or lit to make it conspicuous to pilots. CASA may also impose operational limitations on aerodrome users in the presence of obstacles. To avoid any undesirable limitations on operations, it is recommended to ensure that obstacles are not permitted to penetrate the approach or departure areas.

The Guideline also addresses activities that could cause air turbulence that could affect the normal flight of aircraft operating in the prescribed airspace and/or emissions of steam, other gas, smoke, dust or other particulate matter that could affect the prescribed airspace in accordance with Visual Flight Rules (VFR).

Glen Innes Airport has published instrument approaches to Runway 14 and Runway 32. GISC should work with Airservices Australia to ensure the information needed for monitoring obstacles within the associated instrument approach procedure protection areas is available, to allow it to fulfil its obligations under the relevant regulations.

### 9.2.7 GUIDELINE G

#### Protecting Aviation Facilities – Communication, Navigation and Surveillance (CNS)

The purpose of Guideline G is to provide a consistent approach to land use planning protection of CNS facilities. Guideline G assists land use planning decision makers with guidance for assessing development proposals in Building Restricted Areas (BRA). Attachment 3 to the Guideline provides the BRAs for aviation facilities.

Since the NDB has been decommissioned and subsequently removed, Glen Innes Airport does not have any of the aviation facilities which are the subject of Guideline G.

### 9.2.8 GUIDELINE H

#### Protecting Strategically Important Helicopter Landing Sites (HLS)

Guideline H provides guidance on the ongoing operations, protection of flight paths and areas for off-airport HLS. As such it is not applicable to on-airport facilities. However, any on-airport helicopter facilities should be planned and designed in accordance with the guidance set out in CAAP 92-2(2) *Guidelines for the establishment of on-shore helicopter landing sites*.

### 9.2.9 GUIDELINE I

#### Managing the Risk in Public Safety Areas at the Ends of Runways

Guideline I provides guidance on approaches for the application of a Public Safety Area (PSA) planning framework in Australian jurisdictions. The Guideline is intended to ensure there is no increase in risk from new development and to assist land-use planners to better consider public safety when assessing development proposals, rezoning requests and when developing strategic land use plans.

A PSA is a designated area of land at the end of an airport runway within which development may be restricted in order to control the number of people on the ground around runway ends. The size and shape of a PSA typically depend on the statistical chance of an accident occurring at a particular location. The risk is related to the number and type of aircraft movements and the distance from the critical take-off and landing points. PSAs are based on the landing threshold for each end of the runway and in most cases become narrower with increasing distance before the threshold.

Guideline I provides two examples of most relevance to Australia (the UK and Queensland approaches) to developing PSA extents:

- The UK model is the most formalised approach to defining a PSA and has been applied at a number of international and Australian airports; and
- The Queensland model is a modified version of the policy and research conducted in the UK.

The Queensland model may be more appropriate at a regional airport such as Glen Innes. Under the Queensland model, an airport's main runway requires a PSA if the runway meets the following criteria:

- RPT jet aircraft services are provided, or



- Greater than 10 000 aircraft movements occur per year (excluding light aircraft movements).

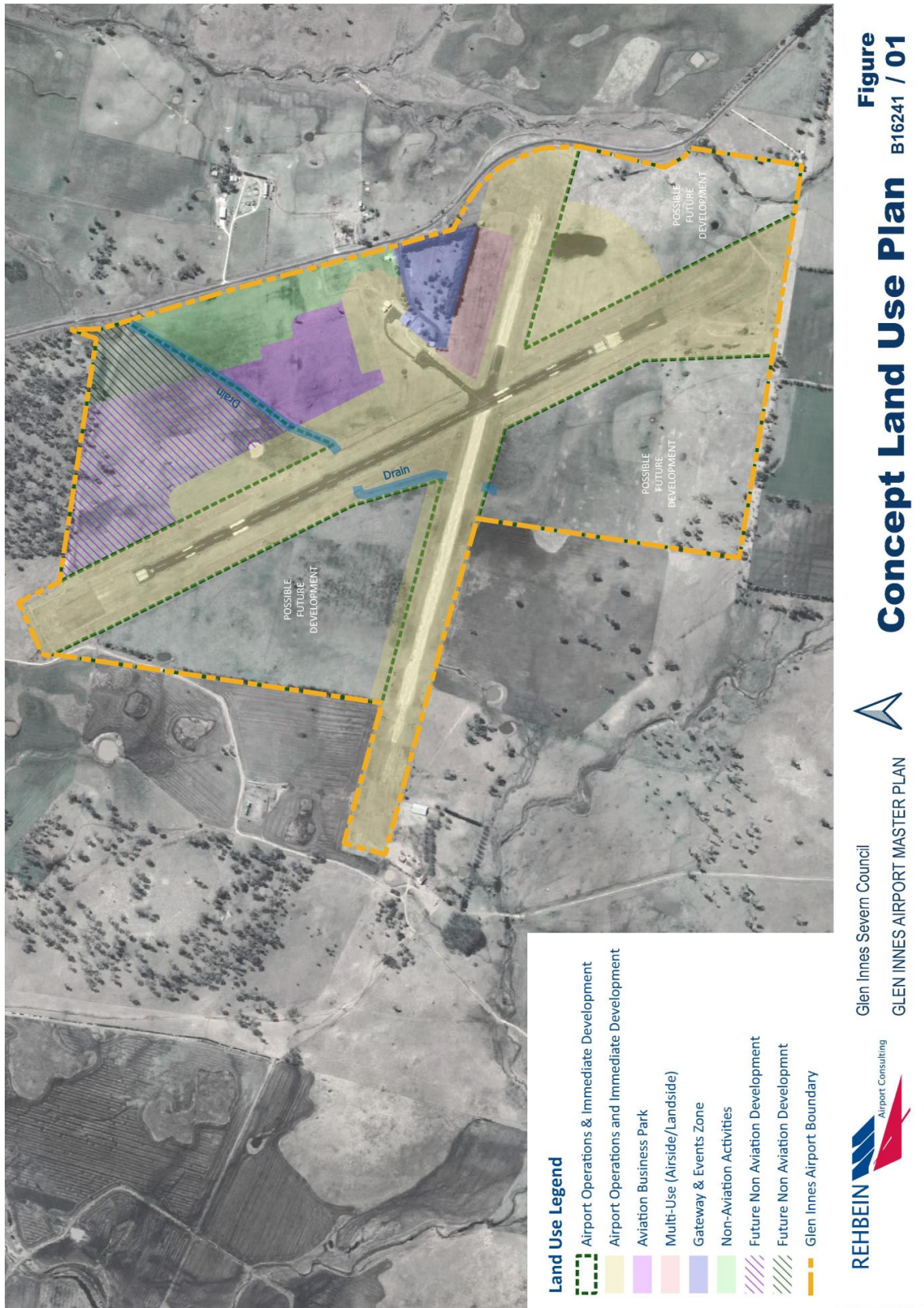
As neither of these criteria are likely to be exceeded at Glen Innes, the requirement for Public Safety Areas is not triggered under this Master Plan. Nevertheless, Council should be cognisant that the areas around the ends of runways (generally within 1 kilometre of the runway end and within 150 metres of the centreline) are subject to greater risk from aircraft accidents than other areas. Development within these areas should be sensitive to this situation. NASF Guideline I provides more information.



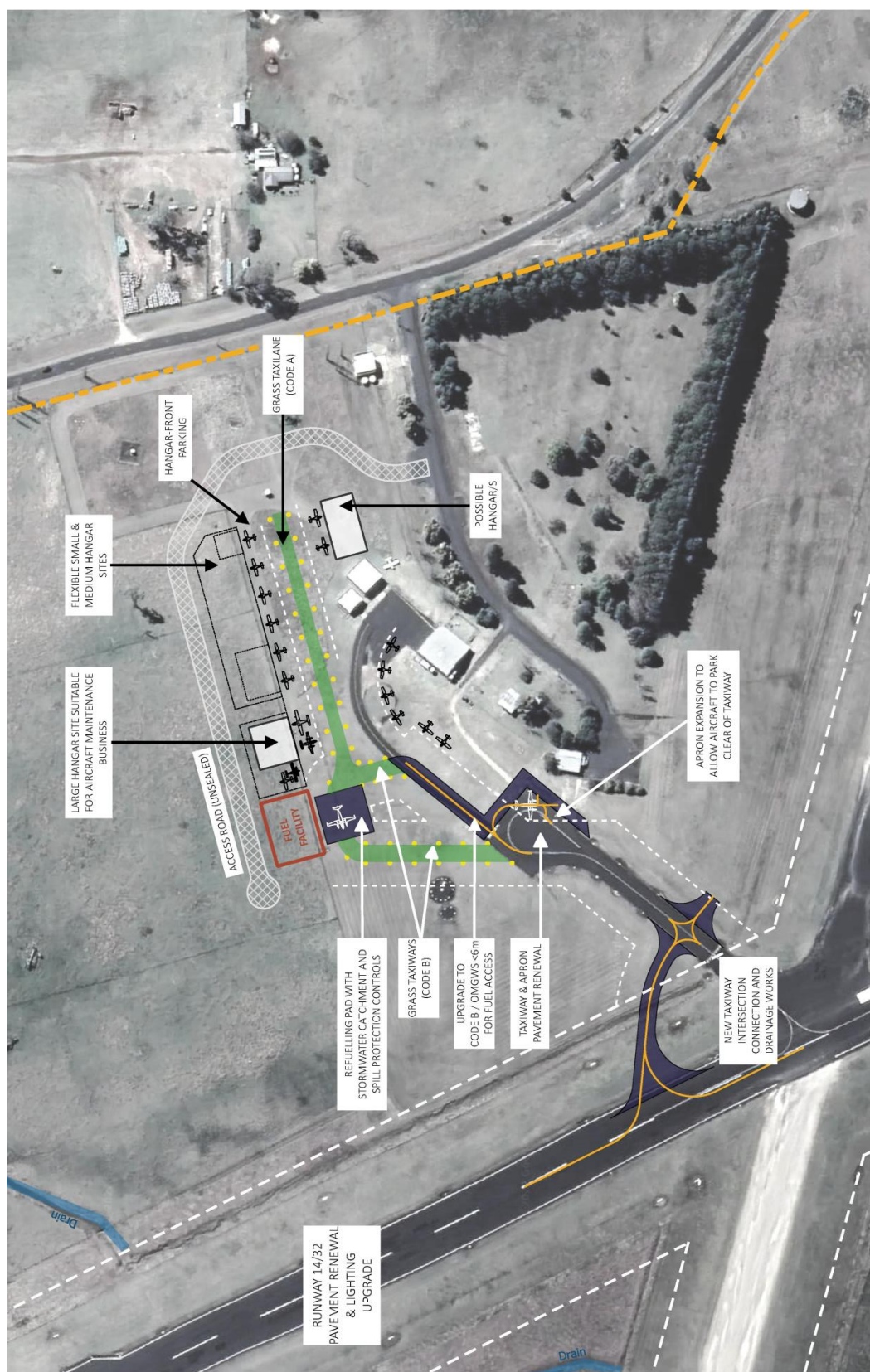
## APPENDIX A: AIRPORT MASTER PLAN FIGURES

**Item 7.17**

**Annexure A**







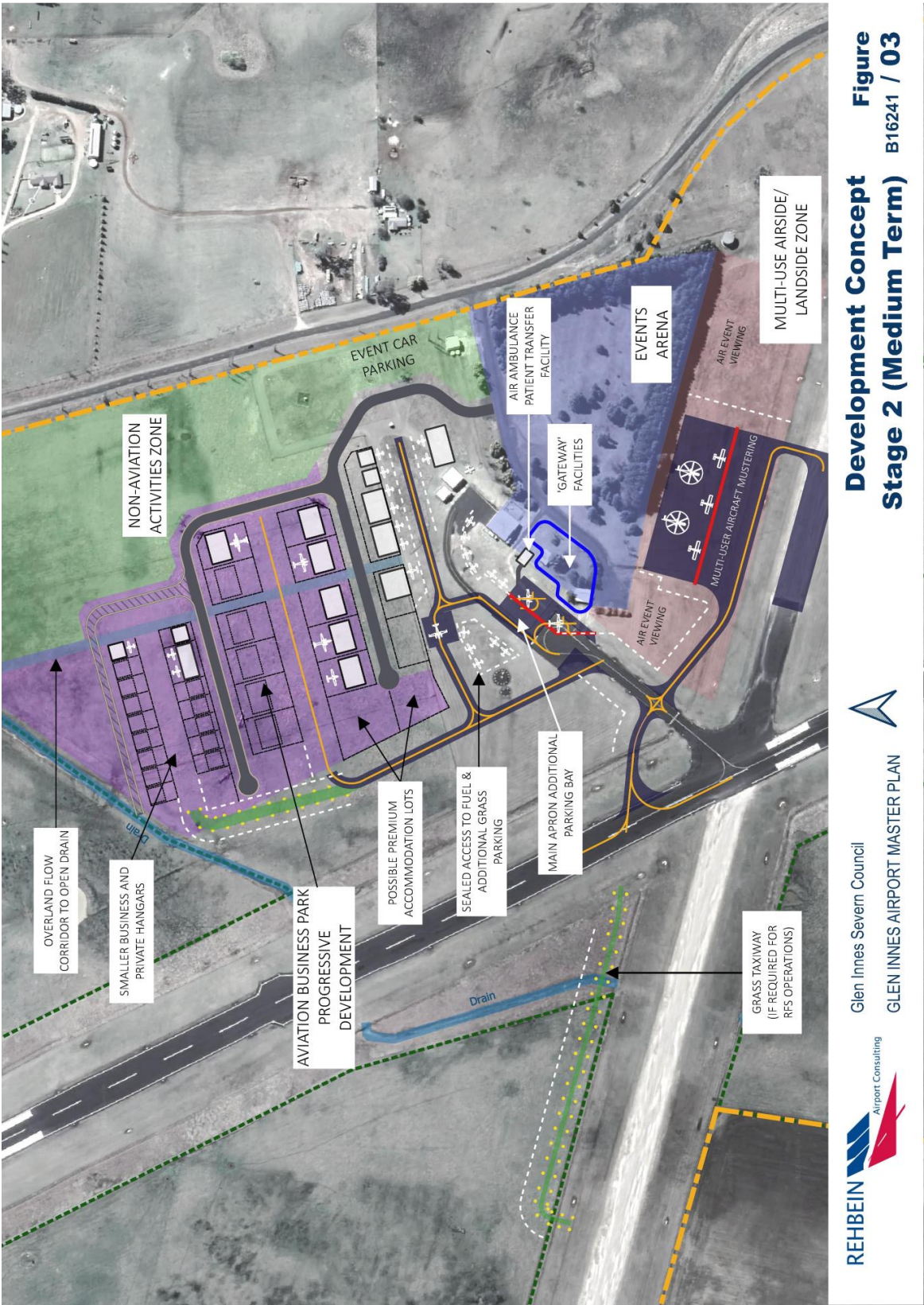
**Development Concept**  
**Stage 1 (Immediate)** **Figure**  
**B16241 / 02**



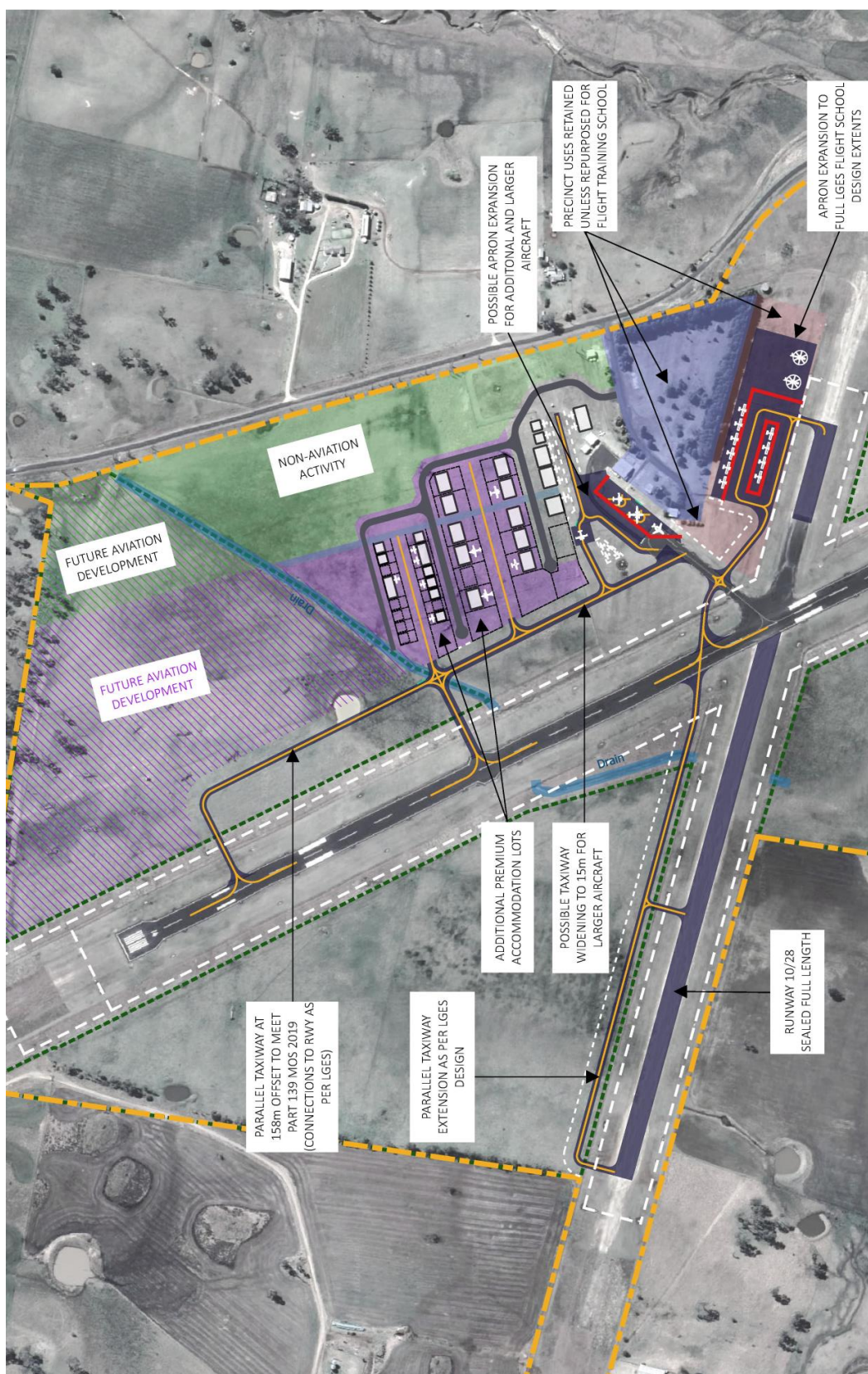
Glen Innes Severn Council  
GLEN INNES AIRPORT MASTER PLAN











**Development Concept** **Figure**  
**Stage 3 (Long Term)** **B16241 / 04**



Glen Innes Severn Council  
**GLEN INNES AIRPORT MASTER PLAN**







Glen Innes Severn Council

GLEN INNES AIRPORT MASTER PLAN



**NASF Guideline A** **Figure**  
**Aircraft Noise Zone of Influence** **B16241 / 05**



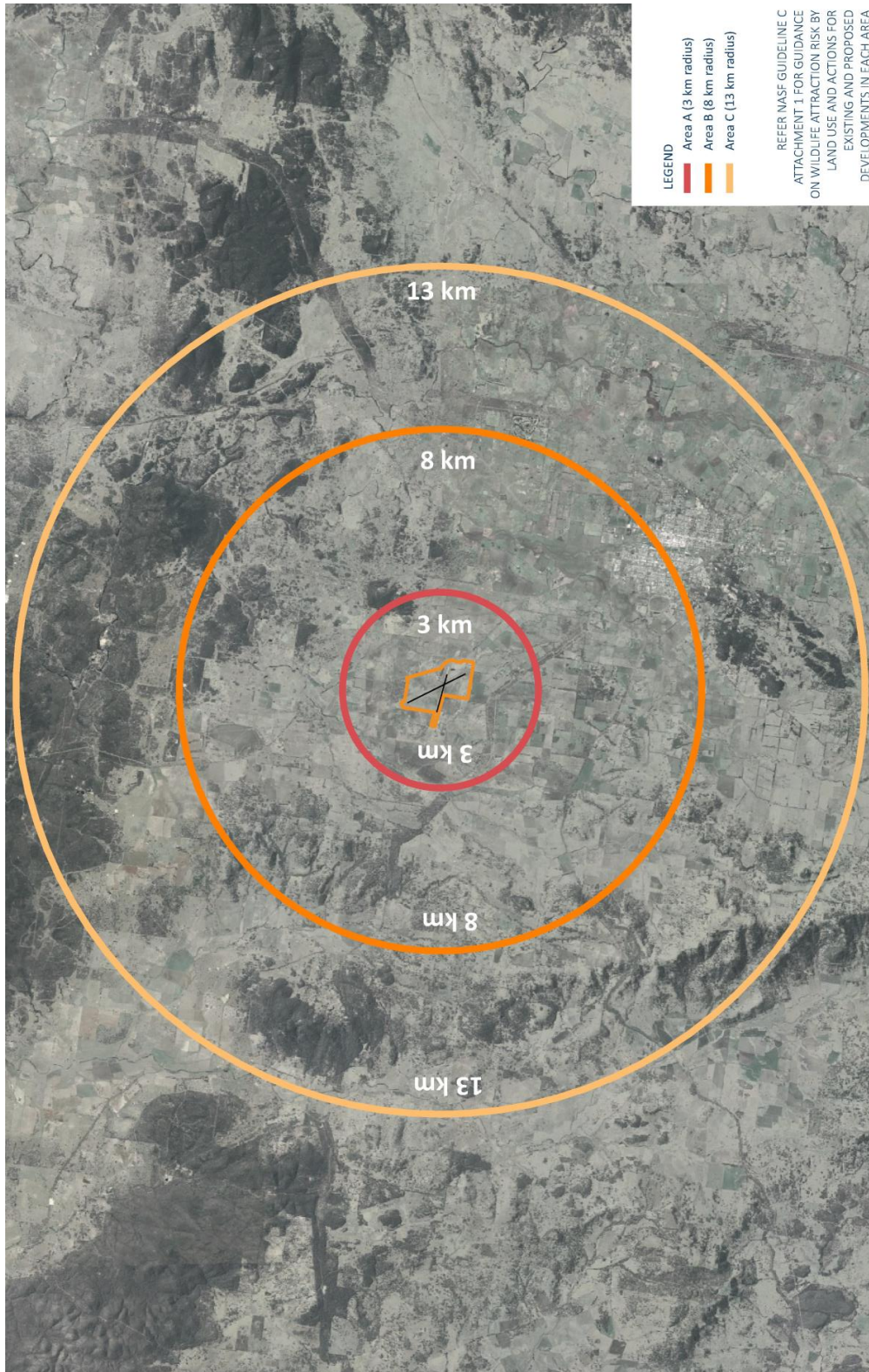


**NASF Guideline B** **Figure**  
**Assessment Trigger Areas** **B16241 / 06**

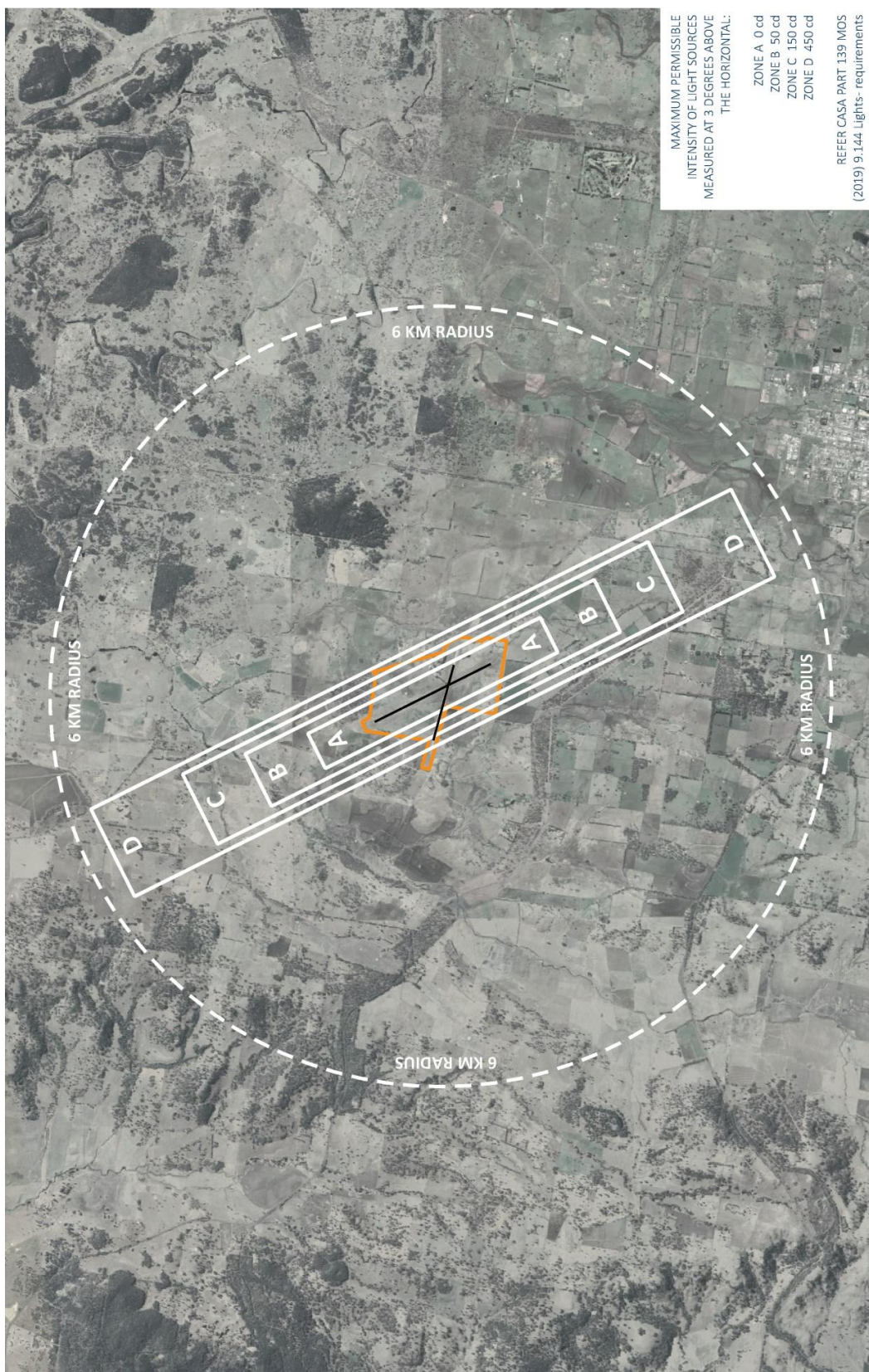
Glen Innes Severn Council  
GLEN INNES AIRPORT MASTER PLAN









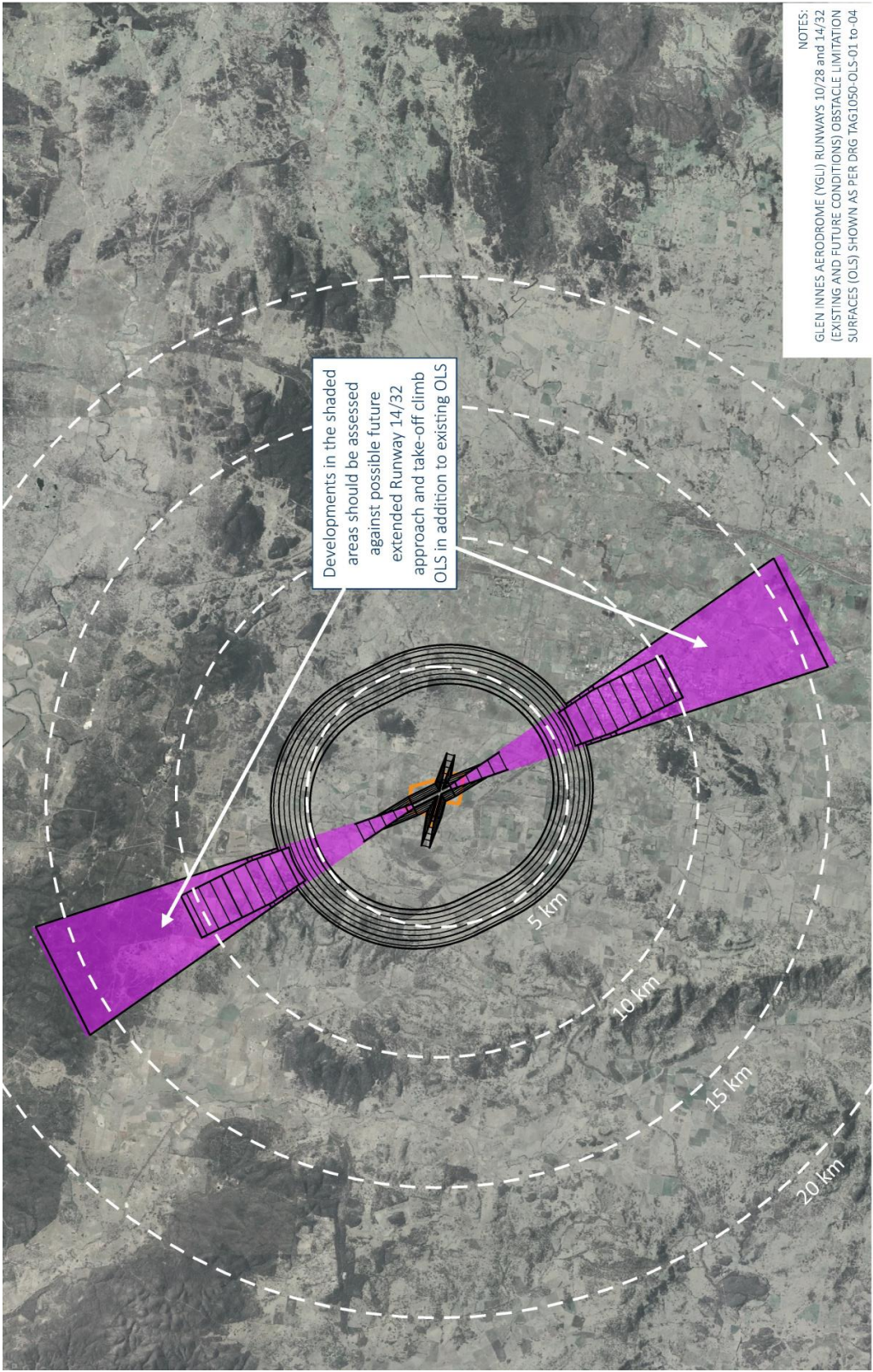


**NASF Guideline E** **Figure**  
**Lighting Restriction Zones** **B16241 / 08**

Glen Innes Severn Council  
GLEN INNES AIRPORT MASTER PLAN

REHBEIN  
Airport Consulting







## APPENDIX B: PAVEMENT ASSESSMENT

**Item 7.17**

**Annexure A**

## Planning Proposal

### Amendment to the Standard Instrument – Principal Local Environmental Plan

#### Introduction of “Tobacconist” as a Distinct Land Use

---

## 1. Objectives and Intended Outcomes

The objectives of this Planning Proposal are to:

- Introduce a new, standalone land use term “**Tobacconist**” into the Standard Instrument – Principal Local Environmental Plan (Standard Instrument LEP).
  - Remove tobacconist premises from the scope of the existing land use categories “**shop**”, “**retail premises**”, and “**specialised retail premises**”.
  - Enable councils to regulate tobacconist premises separately through local environmental plans (LEPs) and development control plans (DCPs).
- 

## 2. Explanation of Provisions

The Planning Proposal will amend the Standard Instrument LEP as follows:

### a) Insert a New Definition into the Dictionary

**Tobacconist** means premises used primarily for the retail sale of:

- tobacco, tobacco products (such as cigarettes, cigars, and pipe tobacco),
- smoking-related accessories (such as rolling papers, pipes, lighters, filters), and may include incidental sale of related products such as magazines or confectionery.

*Note: This definition excludes food and drink premises, convenience stores, and general retail premises.*

---

### b) Amend the Definition of “Retail Premises”

Amend the definition of “*retail premises*” in the Dictionary as follows:

“Retail premises” means a building or place used for the sale or hire of goods or services to members of the public and includes any of the following:

...

**but does not include a tobacconist.**

---

### **c) Consequential Amendment – “Shop” and “Specialised Retail Premises”**

Update the definition of “shop” to add:

“Does not include a tobacconist.”

Update the definition of “specialised retail premises” to add:

“Does not include a tobacconist.”

---

## **3. Justification**

### **a) Strategic Planning Need**

Currently, tobacco-related premises are not distinctly defined under the Standard Instrument LEP and are generally treated as shops or retail premises. This limits the ability of councils to:

- Assess and regulate the proliferation or clustering of tobacconist uses.
- Manage their proximity to schools, playgrounds, health clinics, or other sensitive land uses.
- Respond to public health concerns related to youth access to vaping and tobacco products.

A distinct land use definition will allow for **tailored planning controls**, such as:

- Zoning restrictions,
- Development assessment requirements,
- Proximity buffers and location criteria.

### **b) Public Interest**

The separation of tobacconist uses is in the public interest for the following reasons:

- Supports public health initiatives aimed at reducing smoking and vaping,
  - Enables local strategic planning to address community concerns about exposure, youth uptake, and retail clustering,
  - Aligns with broader state and national tobacco control objectives.
- 

## **4. Consultation**

The Planning Proposal will require consultation with:

- NSW Ministry of Health,
- Cancer Council NSW,
- NSW Department of Planning, Housing, and Infrastructure,
- Local councils,
- NSW Office of Local Government,
- Retail and industry stakeholders (e.g., convenience store associations, tobacconist industry).

Public exhibition would follow Gateway Determination and follow relevant provisions under the Environmental Planning and Assessment Act 1979 and its Regulation.

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## **5. Implementation**

If adopted, the amendment to the Standard Instrument LEP would:

- Enable councils to adopt the “Tobacconist” use in their local LEPs,
  - Allow them to include “Tobacconist” in their land use tables and determine permissibility by zone,
  - Support the introduction of associated development control provisions through DCPs (e.g., signage, operating hours, location criteria),
  - Clarify that tobacconists are not exempt or complying developments unless specifically provided for.
- 

## **6. Conclusion**

This Planning Proposal seeks to modernise the Standard Instrument LEP by recognising tobacconists as a distinct land use class, enabling councils to proactively manage the planning and public health impacts of these premises across NSW.



# Joint Submission to the Senate Inquiry into Illicit Tobacco and Unregulated Vaping

Submitted by Councils of the Northern Tablelands Region, New South Wales

## 1. Introduction

This submission is made jointly by the local councils of the Northern Tablelands region of New South Wales, representing the communities of Glen Innes, Armidale, Walcha, Inverell, Tenterfield and Uralla.

Our councils have observed a significant increase in the number of tobacconist outlets across our towns many of which are trading in products suspected to be non-compliant with Australian public health and customs laws, including illicit tobacco and vaping products which are only permissible to be sold in pharmacies. ~~non-prescription vaping products.~~

This submission responds to the growing concern about the proliferation of these operations and their impact on community health, safety, youth exposure to harmful products, and the ability of local governments to respond within current planning and regulatory frameworks.

## 2. Key Issues Observed Across Our Region

### 2.1 Growth of Unregulated Tobacconist Outlets

Over the past 18–24 months, our councils have noted the rapid emergence of tobacconist-style retail premises, often:

- Occupying main street or high-traffic retail locations.
- Operating under generic or obscured signage.
- Stocking products that are believed to be non-duty paid cigarettes and/or nicotine vaping products not lawfully sold in Australia other than in pharmacies.

### 2.2 Lack of Planning Controls and Oversight

Currently, there is no standalone land use definition for “Tobacconist” in the NSW planning system. These outlets are approved under broad use classes such as “shop” or “retail premises,” making it difficult for councils to:

- Assess the specific risks associated with the proposed land use.
- Apply targeted development consent conditions.
- Refuse or regulate the proliferation of high-risk tobacco outlets in sensitive locations (e.g., near schools, youth centres, or residential zones).

### 2.3 Enforcement Constraints

Council staff, local police, and community members have reported suspected:

- Sales of non-prescription nicotine vapes.
- Availability of flavoured tobacco products that appeal to minors.
- Distribution of cigarettes believed to be smuggled or counterfeit.

However, enforcement is hampered by:

- Overlapping authority between local, state, and federal agencies.
- Lack of local consent controls to regulate land use or impose proactive compliance conditions.
- Difficulty in distinguishing legitimate retailers from unlawful or non-compliant operators under current legal definitions.

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## 3. Public Health and Community Impacts

Councils are deeply concerned about:

- The **targeting of children and young people** through bright packaging and flavoured vaping products.
- **Increased youth uptake** of nicotine via unregulated retail access and short and long term health effects of the inhalation of nicotine and other chemicals (including known carcinogens) reputed to be contained in these vaping devices and products .
- The undermining of **public health policy** and national tobacco control efforts.
- The **loss of legitimate retail trade** and reputational harm to main street precincts.
- The strain on **law enforcement and regulatory agencies** responding to illegal trade.

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## 4. Proposed Reforms and Planning Response

Our councils strongly support reform of the planning framework as a critical tool to complement law enforcement and public health responses.

We call on the Senate to recommend coordination with the NSW Government to implement the following planning-based measures:

### 4.1 Create a New Land Use Definition – “Tobacconist”

Amend the **Standard Instrument – Principal Local Environmental Plan** to define “Tobacconist” as a separate land use. This will allow councils to:

- Prohibit or permit tobacconists in specific zones.
- Require development consent with tailored conditions.
- Distinguish between tobacconists and general retail uses.

#### 4.2 Exclude Tobacconists from Broader Retail Categories

Tobacconists should be excluded from the generic definitions of “shop,” “retail premises,” and “specialised retail premises” to avoid default approval pathways and require a specific consent process.

#### 4.3 Introduce Transitional Provisions for Existing Premises

Existing tobacconists should be deemed to have development consent **subject to compliance with:**

- The *Public Health (Tobacco) Act 2008* (NSW).
- The *Therapeutic Goods Act 1989* (Cth).
- The *Customs Act 1901* (Cth), especially regarding import restrictions.
- Prohibitions on the sale of illicit or unlawful products, including non-prescription nicotine vapes and flavoured tobacco.

This approach ensures compliance is embedded into planning approvals, enabling councils to act against non-compliant uses.

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### 5. Recommendations to the Senate Inquiry

We respectfully recommend that the Senate Inquiry:

1. Recognise the critical role of local governments in responding to the impacts of unregulated tobacconists and illegal tobacco sales at the community level.
2. Encourage state planning authorities (e.g., the NSW Department of Planning, Housing, and Infrastructure) to:
  - Implement planning instrument amendments as proposed.
  - Support councils through a model LEP amendment and guidelines.
3. Support integrated enforcement mechanisms between local councils, NSW Health, federal customs, and law enforcement to address unlawful products and premises.
4. Fund public health education campaigns targeted at regional and rural youth, where enforcement capacity is lower, but product access is increasing.

---

### 6. Conclusion

This submission represents a unified voice from councils in the Northern Tablelands. Our communities are disproportionately affected by the rise of illegal tobacco operations and the lack of regulatory levers at the local level.

We stand ready to collaborate with the Commonwealth and NSW Governments to implement reform and protect our residents—especially children and young people—from the harms of unregulated nicotine access.

Signed the Mayors of the Northern Tablelands,

Mayor Margot Davis, Glen Innes Severn Council

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Mayor Sam Coupland, Armidale Regional Council

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Mayor Eric Noakes, Walcha Council

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Mayor Kate Dight, Inverell Shire Council

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Mayor Bronwyn Petrie, Tenterfield Shire Council

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Mayor Robert Bell, Uralla Shire Council

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Thursday the 19<sup>th</sup> of June 2025





For the March meeting

**AUSTRALIAN STANDING STONES MANAGEMENT BOARD****MINUTES FOR APRIL ORDINARY MEETING**

HELD ON: 16 APRIL 2025



**NOTE:** This agenda covers items from the March 2025 agenda as there was no quorum for the March meeting.

**MEETING OPENED:** 5.32pm

**CHAIR:** Judi Toms

**PRESENT:** Judi Toms, Kevin Jones (Minutes), Steve Toms, Peter Grimes, Fiona O'Brien, Robert O'Brien, George Robertson-Dryden, Colin Price, Cr Margot Davis (GISC Mayor), Riarna Sheridan (GISC Director Place & Growth), Nathan Tyers (GISC Tourism & Events Officer)

**APOLOGIES:** Pamela O'Neill, Raelene Watson, John Rhys Jones

**GUEST:** Lara Gresham

Moved George seconded Margot that the apologies be accepted. **CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:** Nil

**MINUTES OF THE PREVIOUS MEETING:**

Moved George seconded Margot that the minutes of the previous meeting, dated 19 February 2025 be accepted.

**CARRIED**

Item No.	Item	Action
<b>1</b>	<b>BUSINESS ARISING:</b>	
<b>1.1</b>	Welsh Guardian	Grace Roberts has accepted the role of the Welsh Guardian of the Australian Standing Stones
<b>1.2</b>	Flags	New flags flying proudly.
<b>1.3</b>	Gas ring for cauldron	Ready for pick up.
<b>1.4</b>	Flag lowering events	Judi thanked all for the Wales, Cornwall and Irish events and the Autumn equinox.
<b>1.5</b>	Recipes for ACF cooking competition	Compiled and issued by Judi. Ronnie will advertise.
<b>1.6</b>	Solar noon event <u>correction</u> – Autumn equinox	Thank you, John
<b>1.7</b>	List of current Guardians	Updated and attached
<b>1.8</b>	Welcome to Nathan.	Judi
<b>2</b>	<b>Treasurer Report</b> Moved George seconded Steve	<b>CARRIED</b>
<b>2.1</b>	<b>Monthly Financial statements</b>	Distributed to the committee by John prior to the meeting. Report attached.
<b>2.2</b>	<b>Payments for approval</b>	

# Annexure A

## Item 9.2

Item No.	Item	Action
<b>3</b>	<b>CORRESPONDENCE:</b> Moved Kevin seconded Fiona	<b>CARRIED</b>
<b>3.1</b>	<b>Received</b> March Treasurer's report, email from Grace accepting the Welsh Guardian position, plaques for Celtic Family Wall for Amelia Nettle, Rev Archibald Cameron and Lyn Beardsley	
<b>3.2</b>	<b>Sent</b> email inviting Grace Roberts to become the Welsh Guardian, Guardians' luncheon invitations and ACF events for Guardians	
<b>4</b>	<b>STANDING ITEMS:</b>	
<b>4.1</b>	<b>Director's Report</b>	Riarna Full Report attached Items of note: <b>Spotlights</b> at Centennial Parklands – Steve & Riarna to follow up <b>Park Run markers</b> – Steve <b>Shelter</b> – quotes called, construction to begin after ACF. ASSMB & TEO to be involved in decision of where the shelter will be placed. <b>Sundial</b> – suggestion made by ASSMB for the surround to be 'pebbled' concrete in a brown colour. Steve to liaise with Riarna.
<b>4.2</b>	<b>Tourism &amp; Events Officer report</b> Welcome to Nathan Tyers who has been appointed as the new Tourism and Events Officer with GISC and will now be attending meetings instead of Ronnie.	Nathan gave a verbal update on ACF organisation
<b>5</b>	<b>GENERAL BUSINESS:</b>	
<b>5.1</b>	Nemeton Grove	General feeling from the meeting is that the Grove needs to be made more noticeable. ASSMB to work with Council as to how this might be achieved.
<b>5.2</b>	GISC Tourism & Events officer	New appointment made – Nathan Tyers.
<b>5.3</b>	ACF sponsorship for Quintet competition. Rob reported that the Canberra Youth workshop wasn't going ahead. The ASSMB was extended an invitation at the last meeting to sponsor the Quintet competition. A decision needs to be made as to whether the ASSMB will contribute.	Moved George seconded Col that the ASSMB provide \$500 sponsorship to the ACF for the Pipe competition. Lara explained how the sponsorship will work. There is a band comp and a Junior Solo Piper comp. <b>CARRIED</b>
<b>5.4</b>	ACF organisation – sheet attached	Updated with duties

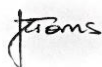
Item No.	Item	Action
5.5	New Guardian (item held over from March meeting). Rob Banham. Rob has given dedicated service to the ASSMB, attended many events organised by the ASSMB and a strong advocate and supporter of the ACF and ASSMB committee member.	Appointment of Malcolm Buchanan ratified - moved Peter, seconded Steve <b>CARRIED</b> Nomination for Rob was withdrawn due to lack of support.
5.6	Reports from members Town Hall flags  Street Parade	Australian, NSW and Aboriginal flags have been changed. Celtic nations flags will be completed next week. Organised by ACF not ASSMB. Steve to meet with Riarna to discuss lights.
6	<b>Urgent Business</b>	
	Nil	
7	<b>Resolutions to Council</b>	<b>Action</b>

MEETING CLOSED: 6.50pm

NEXT MEETING: Wednesday 21 May 2025 in the Board Room at the Glen Innes Services Club.

Chairperson

Date



12 May 2025

**Calendar dates – Anniversaries and Activities 2025**

Date	Event	Activity	Time	Organiser
1 February, 1992	The Australian Standing Stones Opening			
1 March	St. David's Day Wales	Flag lowering	5 pm	John
5 March	St Piran's Day Cornwall	Flag lowering	5 pm	Pamela
17 March	St Patrick's Day Ireland	Flag lowering	5 pm	Rob, Fi
21 March	Autumn equinox	Sunrise - gathering solar noon – watch solar shadow Sunset - gathering	sunrise 6.57am, solar noon meet from 12.30pm-actual time 1.00pm, sunset 7.02pm	Sunrise – John Noon – Steve, John
1 <sup>st</sup> Wknd May	Australian Celtic Festival		Thursday 2 May – Sunday 5 May	
19 May	St Yves' Day Brittany	Flag lowering	4 pm	Pamela
21 June	Winter solstice	Sunrise - gathering,	sunrise 6.47am, solar noon meet from	Sunrise – John

		Solar noon watch solar shadow sunset - gathering	11.30am-actual time 11.54am, sunset 5.01pm	Solar noon – Steve & Judi
July	Tartan Day	Fundraiser dinner		Judi
5 July	Tynwald Day Isle of Man	Flag lowering	4 pm	Steve
21 Sept	Spring equinox	Sunrise – gathering Solar noon – watch solar shadow Sunset - gathering	sunrise 5.43am, solar noon from 11.30am -actual time 11.46am, sunset 5.48pm	Sunrise – John, Peter
30 Nov	St Andrew's Day Scotland	Flag lowering	5 pm	Pamela
21 Dec	Summer solstice	Sunrise-gathering solar noon-watch solar shadow sunset - gathering	sunrise 5.49am, solar noon from 12.30pm- actual time 12.51pm, sunset 7.52pm	Sunrise – John, Peter Solar noon – Judi & Steve



## Northern Tablelands Bush Fire Management Committee



**Meeting:** BFMC

**Convened by:** Brian McDonough NSW RFS

**Location:** Glen Innes FCC

**Date and time:** 19th February 2025 at 2:00pm

**Minutes by:** Angus McDowall NSW RFS

**Table 1: Attendance Record**

Name	Organization	Attend	Apology	Absent
Brian McDonough	BFMC Chair	X		
Scott Mack	BFMC Executive Officer	X		
Warren Martin	Crown Lands	X		
Angus McDowall	NSW RFS	X		
Dan Purnell	NSW RFS	X		
Mick Lieberman	NPWS – Glen Innes	X		
Wendy Hawes	NCC		X	
Cameron Winters	TfNSW	X		
Jackson Blake	Inverell Council	Teams		
Matthew Francisco	Tenterfield Shire Council	X		
David Hunt	GISC	X		
Phil McKenzie	FCNSW	Teams		
Matt Wiseman	NPWS – NPWS Richmond		X	
Liam Hutchins	NPWS – Barwon	Teams		
Allen Goodwin	NPWS – Richmond			
Troy Adams	Essential Energy	Teams		
Paul McWilliams	Essential Energy		X	
Elena Weatherall	Glen Innes LALC	X		
Wayne Zikan	FRNSW	X		
Grant Donnelly	NSW Farmers	X		
Robert Potter	LALC	X		

Observers / Support / Guest	Organization	Present	Apology	Absent
Shelley Smyth	RFS North East Area	X		
Phil Brockett	RFS North East Area	X		

**Table 2: Documents Referred to in the meeting.**

Document title	Author	Date
Agency progress report	Forestry Corp	
Agency progress report	Crown Lands	
Agency Progress report	Nat Parks	
Agency Progress Report	RFS	
Agency Progress Report	TFNSW	

**Minutes**

Item 1	Welcome/Acknowledgement to Country	Chair
	<ul style="list-style-type: none"> <li>Brian McDonough welcomed all present to the meeting and the acknowledgement to Country.</li> </ul>	

Item 2	Apologies	Chair
--------	-----------	-------

As outlined above in Table 1 Attendance record.

Item 3	Disclosure of Interests	Chair
	<ul style="list-style-type: none"> <li>Nil</li> </ul>	

Item 4	Confirmation of Minutes of last meeting held 23 <sup>rd</sup> Feb 2023	Chair
--------	------------------------------------------------------------------------	-------

Motion to approve previous minutes according to changes made.

Moved: Dan Purnell      Seconded: Ross Fuller      Carried

Item 5	Business arising from previous minutes - Action Items	Chair
	<ul style="list-style-type: none"> <li>Nil</li> </ul>	

Item 6	Correspondence Register	Chair
--------	-------------------------	-------

**Correspondence In**

- 20<sup>th</sup> Jan - Query from NEAC following APZ Maintenance Proposals in Guardian are still going ahead (can be deleted if not): Ballandean Street North Jennings (Crown) APZ; Sunset Rd APZ; Rogers Rd; Blue Hills Road; Old Grafton Rd Evac; Emmaville Road at Rummeries Hill; Wooden Bridges
- 22<sup>nd</sup> Jan – Legume Brigade requested update for Hall NSP. On 30 Jan RFS PES advised they are scoping the project with Crown Lands.
- 29<sup>th</sup> January from NEAC:
  - DRAFT workflow for "Fire Trail - Enquiry and Condition Assessment workflow";
  - FAFT condition assessment presentation with some background, tools, conditions we are looking for; and
  - Instructions for Districts and Brigades.

**Correspondence Out - Nil**

Item 7	Agency Reports
--------	----------------

**Crown Lands** – Warren Martin - see attached.

**LLS** – Grazing permits; a lot of fuel and feed around. Entering into long term grazing permits (five year) on 280 reserves across the region. See attached report.

**GISC** – Council continuing current practice to maintain roadside vegetation in rural areas. GI airport remains closed until later in the year. Keith Appleby has resigned effective the end of this month.

**TfNSW** – See attached

**GI LALC** – We own property out of town at the Willows and Indigenous Protected Area. Last year able to secure disaster recovery grant and enable purchase of tractor and firefighting unit to assist with land management. We offer fee for service cultural burning/hazard reduction on private property. Looking to connect with RFS for assistance in reviewing emergency site plans.

**NSW Farmers** – Dissemination of HR info to local landholders would be beneficial. Will discuss further with Scott offline.

**FRNSW** – Nil

**NPWS** – Season has been good in terms of minimal fire activity; assisted with fire at Stannum but was wrapped up with a good result, have also assisted RFS with a number of fires off park. Have had staff go on a number of out c area deployments at Narran Lake, Kozioscko National Park. 10 burn plans on the shelf and ready to go; looking to catch up with burning during autumn. Burn at Maryland NP proving difficult to implement, negotiating with neighbour to use fire trail on boundary. Currently developing updated FMS for Guy Fawkes NP. Working on Billyrimba Trail, Farnell Trail, Coachwood Drive, Moogem and NW Fire Trails. Will commence REF processes for FAFT works at Torrington and Tingha very soon. Scott added that we're working with NPWS on burn at Wyaliba and to complete night incendiary works at Torrington.

**FCNSW** – See attached. Additional works with five community groups on Western Bundjalung Country, firefighter training held for 20 participants at Jubullum village last month. Working on 3000ha REF within Girard SF to commence cultural burning and HR this season.

**Inverell Council** – Nil.

**EE** – Troy Adams - Nil

**RFS** – Dan Purnell – see attached.

#### Item 8 Report from FAFT Subcommittee

- Angus spoke through the new RFS workflow chart for undertaking FAFT works on private property and when to refer works to agencies i.e. when the trail is on agency tenure.

#### Item 9 General Business

- Scott – Handbook – Chair person holds the role for 12 months and needs to be reviewed. Brian stays on as chair Moved Scott Seconded Phil
- Shellie Smyth – Manager – Community Risk – NEAC
  - Introduction –
  - Next Gen BFRMP still held up with universities, bone of contention
  - Next Gen FAFT Plans to commence this year, will work to a new process and new FAFT pla for each BFMC. Land Managers need to capture any changes over the lifespan of the curren faft plan these need to be recorded in the change register so that I can be captured in the new plan so that we're not having to backtrack through minutes, will make process easier if change register is up to date.

#### Item 10 Close

Meeting closed 1453hrs

Table 4. Action Items

Ref No.	Item Description	Responsible	Due Date

Table 5. Next meeting

Date	Start time	Finish time	Location
21 <sup>st</sup> May 2025	2:00pm		Glen Innes FCC

## Organisation Report Template

### Northern Tablelands

### BUSH FIRE MANAGEMENT COMMITTEE

#### AGENDA Item: 7.0 Agency Reports

Date: 19/02/2025

#### Crown Lands Progress Report

Item	Progress Summary
Action Items	Nil

*Provide an overview of the status of any BFMC Action Items assigned to your organisation*

<b>Bush Fire Risk Management Plan</b>	Delungra - Gunnee St APZ – 0.032ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 0.064ha)
	Delungra - Reedy Street APZ – 1.05ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 2.1ha). Site now under grazing licence, treatment will become grazing when holder stocks site.
	Elsmore - Elsmore Village West Linear Break – planning to set up ongoing linear APZ Feb/March 2025
	Gilgai - Gilgai APZ (Gilgai Crown Lands APZ) – 4.33ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 8.66ha)
	Gilgai - Park Street APZ – 0.079ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 0.158ha)
	Inverell - Goonoowigal Rd APZ – 0.617ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 1.234ha)
	Stannifer - Stannifer Village APZ – 1.082ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 2.164ha)
	Tingha - Racecourse APZ APZ – 0.18ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 0.36ha)
	Ballandean St North APZ – 0.028ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 0.056ha)
	Jennings - Robinson St APZ – 0.03ha, mowed October 2024, December 2024, due for next mow March 2025 (total treated so far 2024/2025 0.06ha)

*Provide an outline of any treatment activities completed since the last BFMC meeting. Overview of any planned activities coming up.*

Four APZ slashing rounds scheduled for this financial year. 2 have been completed

Urbanville Multipurpose Centre Special Fire Protection Purpose (SFPP) - Planning stage has now been completed and on-ground works will commence shortly.

Red Range School Special Fire Protection Purpose (SFPP) – Planning new APZ, site is under grazing licence and current grazing treatment should fulfil fuel management requirements.

Currently working with RFS - Planning and Environment Services unit to investigate whether it is possible for a Neighbourhood Safer Place to be established at the Legume Hall. If the works proceed this will require some tree thinning/removal on the adjoining Crown land

<b>Fire Access and Fire Trail Plan</b>	
-	Trees Down on Multi-tenured Firetrails data from the aerial inspection program has been emailed to the BFMC for their information and action as required.
-	East Town FT at Old Mill is scheduled for maintenance work in March 2025
-	Currently working with Soil Conservation to obtain adjusted scope and quote on the Crown land sections of Quarry FT at Torrington to allow us to put this Trail up for funding consideration in the 2025-26 financial year.
-	Will by looking to identify other Crown land firetrail funding priorities for next financial year shortly
-	
<b>Operations Coordination Plan</b>	N/A
<b>Training / Joint Initiatives</b>	Nil
<b>Infrastructure</b>	Nil
<b>General</b>	

## Angus McDowall

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**From:** Michael Lieberman <Michael.Lieberman@environment.nsw.gov.au>  
**Sent:** Wednesday, 19 February 2025 2:33 PM  
**To:** Angus McDowall  
**Subject:** BFMC 19th February 2025

**Categories:** BFMC

Hi Angus ,

Please except the following as the NPWS Northern Tablelands Area Report.

### Wildfire Response

- Broadmeadows fire – Guy Fawkes River NP
- Stannum fire – Torrington SCA
- Assisted RFS on some smaller fires eg. Mt Lindesay Road
- OOA deployments – Naran Lakes NP
- Kosciusko NP deployment
- Tasmania deployment

### Hazard Reduction

- Burn Planning continuing – approximately 10 x burn plans
- Maryland NP – State Forest HR, proving difficult to have planned given the neighbouring landholder isn't ok for NPWS to use a boundary fire trail on PP.

### Preparedness

- Training for crew members – 3 x staff attended recent training
- APZ works and fire trail maintenance works continuing
- Fire management strategy for Guy Fawkes River NP

### FAFT

- Continuing with works in Washpool NP including – Billyrimba trail, Spirabo Forest Way, Farnell Road
- Works occurring along Coachwood Road, Moogem and NW trails soon.
- REF process FAFT works for Torrington and Tingha

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Any views expressed in this email are those of the individual sender except where the sender expressly and with authority states them to be the views of the NSW Office of Environment, Energy and Science.

## Northern Tablelands Bush Fire Management Committee



### AGENDA Item: Agency Report

Date: 05/11/2024

Compiled by: Philip McKenzie

### Forestry Corporation of NSW: Progress Report

#### Action items from previous meetings

- Nil (06/08/2024)

#### Bush Fire Risk Management Plan

- Hazard reduction burning
  - Nil in Northern Tablelands since last meeting, however two HRB were conducted in Grange SF (Clarence Valley) & Sugarloaf SF (Northern Rivers).

#### Fire Access and Fire Trail plan

#### **FAFT projects**

- No work on FAFT trails in the last three months. Still looking to finalise funding for Girard SF trails around Drake – as per previous discussions.
  - Hessels
  - Pinch

#### Operations Coordination plan

##### Wildfires:

- 02/09/24 – Sandy Creek Road – Girard SF – 404.99ha SF

##### Preparedness:

- Far North Coast FPA Duty Roster prepared & implemented.
- FNC FPA Firefighter Health and Fitness Program Tasked Base Assessment completed.

##### Personnel:

- 6 Seasonal Firefighters were recruited, onboarded & trained ready for the fire season. Training included Fire Camp, 1<sup>st</sup> Aid, 4wd & chainsaw training. New recruits are based in Casino 4 & Grafton 2.
- FCNSW Hardwood Forests Division has appointed Vince Bolton as Lead Fire & Operations Officer (Casino) – a crucial coordinating role for HRB & wildfire management in the north-western part of the Clarence Valley. He has replaced Peter Owen who retired 12 July. Vince came across from the Planted Forests Division with extensive experience in the Clarence Valley.
- In Planted Forests Division, are in the process of appointing an Operations Manager (Grafton) – crucial for coordination of softwood plantation fire management activities. The new Regional Manager with overall responsibility for the pine plantations is Gary Pearson and he is based in Tamworth.
- One of our experienced Duty Officers and IMT staff Matt Kinney has accepted a position with FCNSW in Tumut in November.



**Training / Joint Initiatives**

- FCNSW held its fire camp 1 26-30 August at Mt Seaview. NC and FNC FPA had a number of staff trained to FF (10), AF (6) & CL (3) levels. We are sending more staff to camp 2 at Bathurst next week FF (1) and CL (2).
- FCNSW had several staff attend ACE training in Casino on 27 July.

**Infrastructure**

- Nil

**General**

- Bushfire hazard complaint for Mudflat Rd in Girard SF was investigated onsite with Phil Brockett. The complaint was, submitted by Janelle Saffin on behalf of residents of Tabulam. No action required will review status of the forest prior to next fire season.

**End report.**

## **Organisation Report Template**

### **NORTHERN TABLELANDS BUSH FIRE MANAGEMENT COMMITTEE**

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**AGENDA Item:**

Date: 19/02/2025

**NSW RFS Progress Report**

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Item	Progress Summary
<b>Action Items</b>	<ul style="list-style-type: none"> <li>Nil</li> </ul>
<b>Bush Fire Risk Management Plan</b>	<ul style="list-style-type: none"> <li>Inverell Lookout (Section 1, 16ha) has been prepared for burning by mitigation crews and is scheduled for a hazard reduction burn in early March.</li> <li>NE Emmaville Common (15ha) is scheduled for mitigation works to prepare for a future hazard reduction burn.</li> <li>Wallangra TSR: 20ha has been successfully burnt south of the sports ground, with approximately 100ha remaining. However, further hazard reduction burning is currently on hold due to a complaint regarding bee sites, which is being investigated by LLS.</li> <li>Asset Protection Zone works are being planned, including slashing activities around Wandera and Graman to reduce fire risk.</li> <li>Landowner burn assistance has been provided across the Tenterfield, Glen Innes, and Inverell LGAs.</li> </ul>
<b>Fire Access and Fire Trail Plan</b>	<ul style="list-style-type: none"> <li>Vegetation works have commenced on Old Armidale and Kangawalla Fire Trails.</li> <li>Planned vegetation works for Pyes Creek, Rivertree, Pretty Gully, and Gilgai SE are scheduled for upcoming implementation.</li> <li>FAFT inspections are ongoing, with condition reports being provided to Area Command to support maintenance and planning efforts.</li> </ul>
<b>Operations Coordination Plan</b>	<ul style="list-style-type: none"> <li>The Northern Tablelands RFS District Pre-Incident Plan has been reviewed and updated.</li> </ul>
<b>Training / Joint Initiatives</b>	<ul style="list-style-type: none"> <li>The RFS is currently reviewing several training courses to ensure they remain up to date and relevant. At the local level, training activities have recommenced, providing members with ongoing skill development and operational readiness.</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Bonshaw RFS Station: The rebuild project has progressed to the quotation stage following its destruction by fire early last year.</li> <li>FCC Training Centre: A grant has been successfully secured to complete the facility, including running data to the building and installing a Compressed Air Breathing Apparatus (CABA) cylinder filling station. This upgrade will enhance Breathing Apparatus capabilities within Brigades.</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>The Next Generation Bush Fire Risk Management Plan remains with the University of Melbourne. The RFS is currently exploring the capability to conduct the required simulations internally</li> </ul>

## Organisation Report Template

### Northern Tablelands

### BUSH FIRE MANAGEMENT COMMITTEE

#### AGENDA Item: Report for noting

Date: 19/02/2025

#### Northern Tablelands LLS Progress Report

Item	Progress Summary
<b>Action Items</b>	
<i>Nil</i>	
<b>Bush Fire Risk Management Plan</b>	
<i>Provide an outline of any treatment activities completed since the last BFMC meeting. Overview of any planned activities coming up.</i>	
<b>Fire Access and Fire Trail Plan</b>	
<i>Nil</i>	
<b>Operations Coordination Plan</b>	
<p>Grazing permits are increasing as we come into winter. This includes roadside grazing permits which will see the reduction in feed/fuel loads across the region.</p> <p>Coordination for the 2025 Northern Field Exercise over the 14<sup>th</sup>-17<sup>th</sup> March this year in Glen Innes. TSR are utilized in this exercise which is supported by the LLS.</p> <p>Ross Fuller is changing roles so will not continue as the NTLLS representative on this committee. Please replace with James Crossle (james.crossle@lls.nsw.gov.au).</p>	
<b>Training / Joint Initiatives</b>	
Working on gathering data to the LLS Statewide Fire Management Plan – assessing TSRs for fire risk/hazards and prioritizing this list.	
<b>Infrastructure</b>	
<i>Nil</i>	
<b>General</b>	
Complaint made with LLS regarding a HR fire over an area with a apiary permit. LLS considered that the immediate risk of having hives in the area is covered by burn plan process. Further consideration for appropriate notification to permit holders is being considered.	



## Fire Trail Inspections North-Eastern Area

Guidance for Districts and Brigades

3 January 2025

### Overview

Fire trails serve a significant role in bush fire suppression and bush fire management across the landscape. The Rural Fires Act 1997 (the Act) provides for the establishment, maintenance, certification, and registration of fire trails (whether existing or new). Fire trails are an important part of ensuring firefighters can access fires and safely contain them. They are also used to assist with management of bush fire risk across the landscape.

Identified fire trails should be inspected and maintained regularly to ensure the standard is consistent throughout the year.

An App is in development to capture Fire Trail inspection information but, this could take some time before it becomes live – hence this guidance.

### Process

Districts will identify the fire trails that require condition assessment to the Fire Trail Officer (FTO). The FTO will then initiate the Guardian planning process as an inspection activity. Once all consents have been received, districts can coordinate volunteer brigades or request mitigation crews to conduct condition assessments.

To apply a consistent methodology for fire trail inspections, the Fire Trail Cohort has designed a form to capture the condition of a fire trail when it is inspected. This easy-to-use form can be used on or offline to report on the condition of a fire trail travelled and inspected.

To support this process and to quickly identify trails that have or have not been inspected, North-Eastern Area Command have created a Fire Mapper map for each District displaying a Fire Trail layer. Using Fire Mapper while transversing/inspecting a fire trail and taking photos and recording the track will enable a quick view to all if a Fire Trail has been inspected, by whom and when.

The information captured in the Fire Trail form will go directly to the Fire Trail Officer (FTO). If it is identified that works are required on a fire trail, the FTO will assess and coordinate works for trails on private land on a priority basis determined by the FTO, Community Risk Manager and Area Commander. If works are required for a fire trail on agency land, the FTO will prepare a report to be supplied to the BFMC, through the local district office, to advise the relevant agency.

The attached flow chart shows the process and collaboration points between the Districts and Area Commands.

### Supporting Tools

Access the [FAFT Condition Assessment Form](#) from this link or the QR code

Fire Mapper – [Clarence Valley Fire Trails](#)



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Fire Mapper – [Coffs Coast Fire Trails](#)

Fire Mapper – [Far North Coast Fire Trails](#)

Fire Mapper – [New England Fire Trails](#)

Fire Mapper – [Northern Rivers Fire Trails](#)

Fire Mapper – [Northern Tablelands Fire Trails](#)

## Mitigation Requests for fire trail inspections

Districts can submit a Mitigation Works Request for fire trail inspections. North-Eastern Area Mitigation will prioritise each request for works based on level of risk, taking into consideration the Bushfire Risk Management Plans.

## How to use the tools

Basic instructions on using the FAFT Condition Assessment form and Fire Mapper when conducting fire trail inspections is included on the following pages.

[Annexure A – Using the form](#)

[Annexure B – Using Fire Mapper for fire trail inspections](#)

## Definitions

### Identified Fire Trail

An Identified Fire Trail is a road, trail or other track on public and/or private land used by firefighting agencies to access the landscape to prevent, fight, manage and contain bush fires that **is identified** as part of an area's fire trail network and **recorded** in the area's **Fire Access and Fire Trail (FAFT) Plan**.

### Strategic Fire Trail

A fire trail can be categorised as Strategic and may be on any tenure **identified by a BFMC** during the FAFT planning process, or by the Commissioner, **to be of significant value in the suppression or management of fire within the landscape**. These may include multi-purpose trails. A Strategic Fire Trail holds the highest level of priority and value in the suppression and/or management of bush fires in a region. These trails are vital in accessing bush fires from key staging areas. **The RFS Fire Trail Standards (2023) prescribes the standards for the design, construction and maintenance of Strategic Fire Trails.**

### Tactical Fire Trail

A fire trail can be categorised as Tactical and may be on any tenure **identified by a BFMC** during the FAFT planning process, or by the Commissioner, which supports the prevention and suppression of fire. These may include multi-purpose trails. **Tactical Fire Trails support the prevention and suppression of bush fires** by allowing access to localised areas. Tactical Fire Trails do not require certification however are required to maintain the trails to a level of operational confidence, ensuring the trail remains trafficable.

## Related Documents

[BFCC Policy 01/2017 – Fire Access and Fire Trails](#)

[NSW Fire Trail Standards](#)

[Fire Trail Fact Sheet](#)

[Fire Trail Symbolology](#)

## Annexure A – Using the form.

Welcome to the Fire Trails Condition Inspection Portal

[FAFT Condition Assessment Form](#)

Instructions for Use:

Before commencing this task review the Fire Trail Standards Document.

1. Form Integration: Use this form in conjunction with Fire Mapper.
2. Navigate to the fire trails map for your district in the Fire Mapper App.
3. Complete the sequential questions in the google form, as you record the trail in fire mapper.
4. Each question may provoke a second response pending on the input.
5. if you are unsure of any input, use the unknown or other input. But be as accurate as possible.

It is suggested that when completing this, you have three devices available.

- The appliance MDT (logged into Fire mapper to record the track),
- A second device logged into fire mapper to take photos and record relevant information, and
- A third with the Form, fill the form in as you go as you will be able to get accurate information on grid references etc whilst you traverse the trail.



**LIVE - FAFT Condition Checklist AC**

Welcome to the Fire Trails Condition Inspection Portal

Instructions for Use:

1. Form Integration: Use this form in conjunction with Fire Mapper.
2. Naming the Map:
  - If you know the name of the fire trail you're inspecting please name the map accordingly.
3. Recording the Trail:
  - Record the fire trail line using the "Record" button in Fire Mapper.
  - Ensure the line is as close to the center of the trail as possible and only on the trail itself.
4. Taking Photos:
  - Take photos regularly along the trail.
  - Name each photo by adding the letter above the photo. For instance, name a photo of a gate at the start of the trail as "gate".
  - In the photo comment, include relevant details such as lock combinations or fence/door information. (example: "Start of trail gate, lock combination 1234, easily opened")
5. Photo Coverage:
  - Capture images of:
    - Entry
    - Overgrown vegetation
    - Designated trail
    - Gates
    - Damage lines (where boxed)
    - Trail signage
    - Hoarding signs
    - Turn around sign

Thank you for your attention to detail and contribution to quality data capturing!

Designed & Developed by Ashish Mohi Madan, North Eastern Area Command

Hi, Thank you for submitting this form, the owner will see your name and email address.

\* Required

1. Area Command \*

☐ Greater Sydney  
☐ Hunter  
☐ North Eastern  
☐ North Western  
☐ South Eastern  
☐ South Western  
☐ Western

Next

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2. Is the fire trail on the FAFT Map? \*

☒ Yes  
☐ No  
☐ Unknown

3. What is the classification of the fire trail? \*

☒ Single  
☐ Tactical  
☐ Other

4. Address of entry point of the Fire Trail

Enter your answer

5. Enter the Grid Reference of the start of the Fire Trail in UTM (from RTS Rocketbook App or similar) eg 56J 510 XZ2 6 640 495

Alternatively upload PNG file (include photographs from fire mapper)

Enter your answer

6. Select vehicle category you are inspecting the fire trail with \*

☒ Car 1  
☐ Car 2  
☐ Car 3  
☐ Other - Eg Group vehicle  
☐ Other - 4W, motor bike etc

7. Is the width adequate? 3m each side of the centre line of the fire trail.

☐ Yes  
☐ No

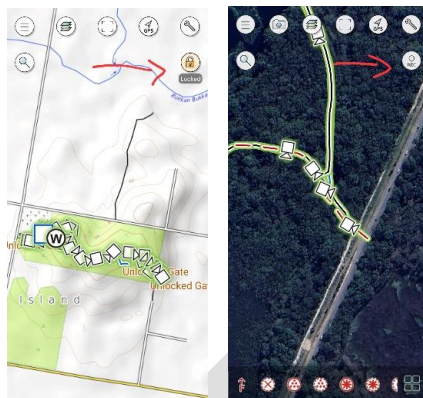
Back Submit

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## Annexure B – Using Fire Mapper for fire trail inspections.

### 1. Recording the Trail:

- Unlock the map for editing
- Record the fire trail line using the "Record" button in Fire Mapper.
- Ensure the line is as close to the centre of the trail as possible and only on the trail itself.



### 2. Taking Photos:

- Take photos regularly along the trail.
- Name each photo by tapping the banner above the photo. For instance, name a photo of a gate at the start of the trail as "gate."
- In the photo comment, include relevant details such as lock combinations or landowner information. Example: "Start of trail gate, lock combination 1234, easily opened."

### 3. Photo Coverage:

- Capture images of:
- Erosion
- Overgrown vegetation
- Dangerous trees
- Gates
- Drainage lines (mitre boxes)
- Trail signage
- Passing bays
- Turn-around bays

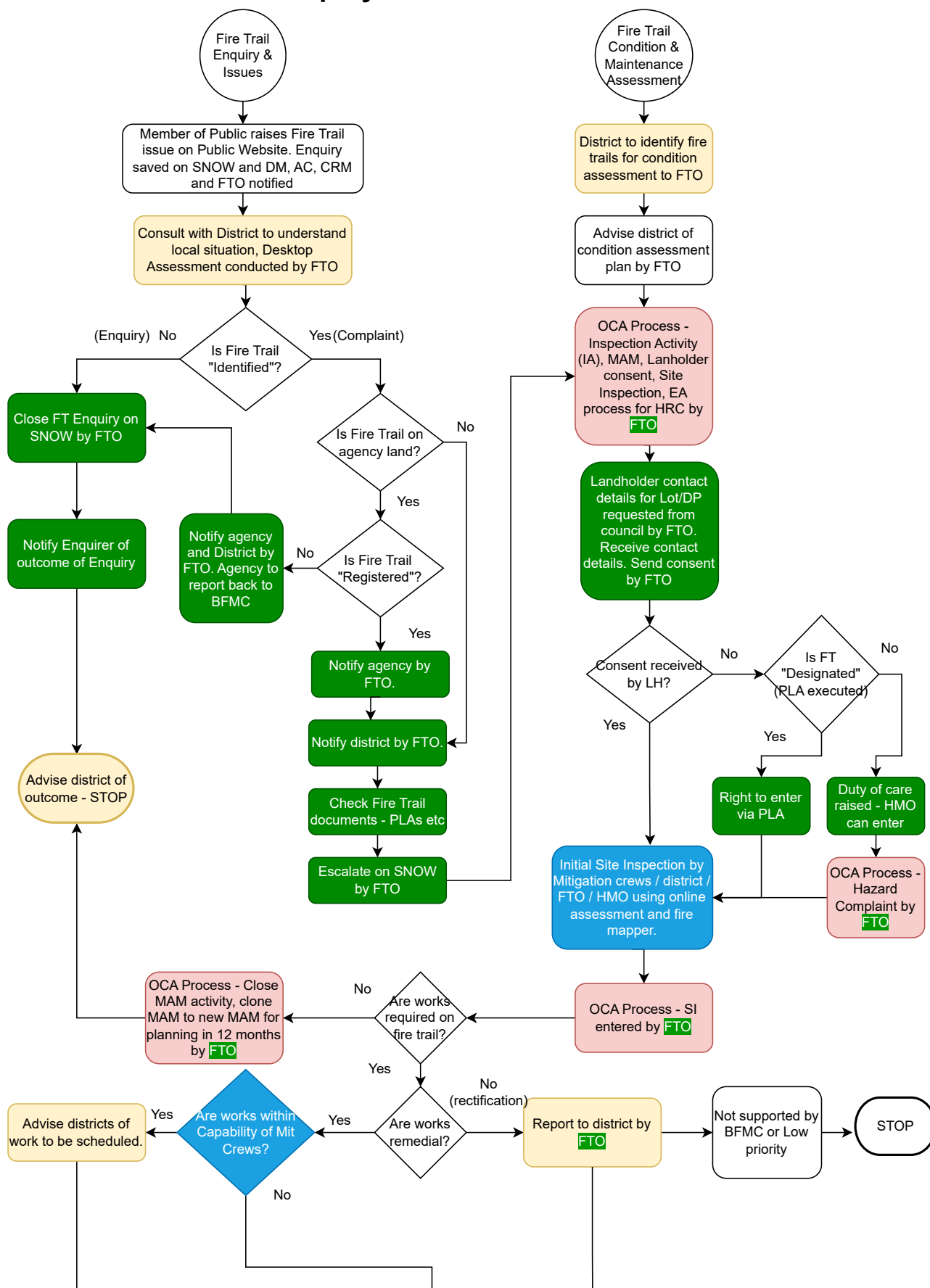


For further information regarding fire trails, please contact North-Eastern Area Community Risk team on 02 6691 0466 or email [areacommandnortheastern@rfs.nsw.gov.au](mailto:areacommandnortheastern@rfs.nsw.gov.au)



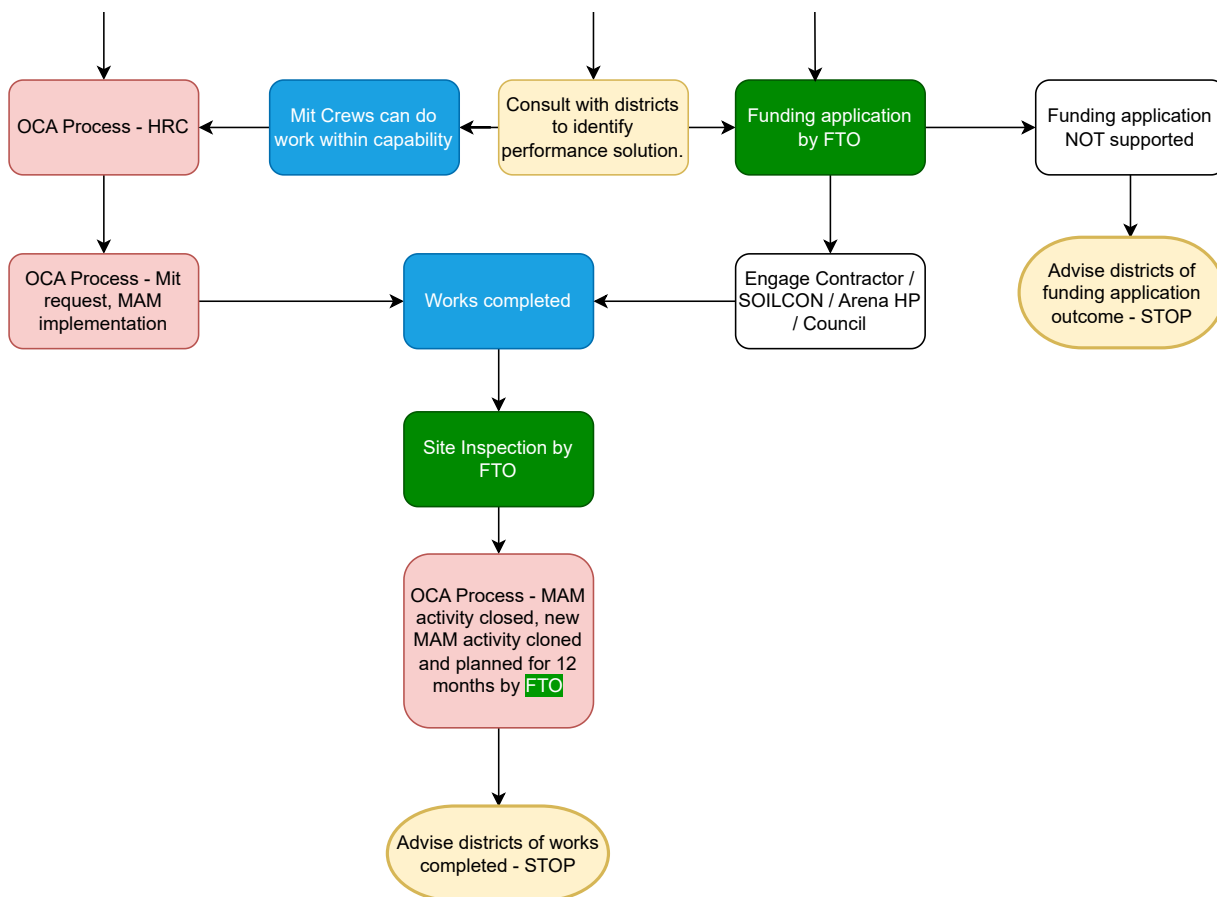


## Fire Trail - Enquiry & Condition Assessment Workflow



Item 9.3

Annexure A





## MINUTES OF SAPPHIRE WIND FARM COMMUNITY CONSULTATIVE COMMITTEE

9am, Thursday 8 May 2025  
Inverell Shire Council (Committee Rooms)  
144 Otho St, Inverell

### Attendees:

Michael J. Silver OAM (MJS)	Independent Chairperson
David Williamson (DW)	Sapphire Wind Farm Representative
Cr Carol Sparks (CS)	Glenn Innes Severn Council delegate

### Apologies:

Chris Voll - Community Representative (Church Communities Australia & Inverell Chamber of Commerce & Industry)  
Ben Swan – Host Landholder  
Greg Dolman – Inverell Shire Council  
Kath Elliott - Head of Stakeholder Engagement and Community Relations, Squadron Energy  
Dane O'Connor – Regional Economic Development Manager, Department of Primary Industries and Regional Development

ITEM		ACTION/COMMENTS											
<b>1.0 Welcome and Introductions</b> CCC meeting opened at 9.10 am by MJS who welcomed all attendees and noted the apologies.													
<b>2.0 Acknowledgement of Country</b> The Chair acknowledged the Traditional Owners of the land on which the meeting is being held and their continuing connection to land, water, and culture, paying respects to their Elders past, present and emerging.													
<b>3.0 Finalisation of Previous Minutes</b> The minutes from the 20 June 2024 were finalised and were distributed to CCC members and placed on the Proponent's website.													
<b>5.0 Declaration of Interests</b> MS advised that his declaration has been lodged with DPHI. His expenses as Independent Chairperson are borne by Squadron Energy.													
<b>6.0 Business Arising</b> <b>Action Items from previous meeting:</b>		<b>Action 1 covered in 9.0 Solar and Battery Projects Update</b>											
	<table border="1"> <thead> <tr> <th></th><th>ISSUE</th><th>WHOM</th></tr> </thead> <tbody> <tr> <td>1</td><td>Keep CCC members informed on the progress of the Solar Projects <b>COMPLETED</b></td><td>DW</td></tr> <tr> <td>2</td><td>NE REZ information to be provided by DO for distribution to CCC <b>COMPLETED</b></td><td>DO/LA</td></tr> <tr> <td>3</td><td>CCC Terms of Reference to be distributed to CCC. <b>COMPLETED</b></td><td>LA</td></tr> </tbody> </table>			ISSUE	WHOM	1	Keep CCC members informed on the progress of the Solar Projects <b>COMPLETED</b>	DW	2	NE REZ information to be provided by DO for distribution to CCC <b>COMPLETED</b>	DO/LA	3	CCC Terms of Reference to be distributed to CCC. <b>COMPLETED</b>
	ISSUE	WHOM											
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<ul style="list-style-type: none"> <li>Glen Innes Shire Council – Advising appointment of Cr Carol Sparke as delegate to the CCC</li> </ul>													

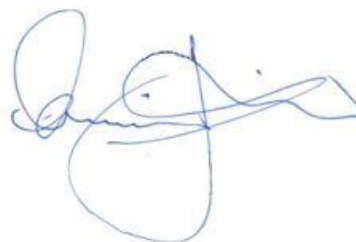
Sapphire Wind Farm CCC Meeting Minutes – 8 May 2025  
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<ul style="list-style-type: none"> <li>Neil Eigeland – Seeking advice on status of shares held by community investors and managed by Doma Co. DW advised he should take the matter up with Doma Co.</li> <li>Inverell Shire Council – Advising appointment of Greg Dolman as delegate to the CCC.</li> </ul>	
<p><b>8.0 Project Update</b></p> <p>DW provided the project update:</p> <p>Ongoing annual maintenance of the wind turbines, site roads and weed management continue.</p> <p>Continued Improvement Modifications (CIM) are ongoing. Monitoring and inspections are ongoing.</p> <p>Following DPHI's approval, inspections have been moved to bi-annually. One in summer and one in winter. There has been no significant changes and no significant concerns since implementing this process.</p> <p>Power generation for 2024 was slightly under budget by 5% due to low wind. The 2025 period is on track to meet the generation budget. DW also advised that bird strikes are low, being less than 20 annually. He advised there had been no formal complaints during the period.</p> <p>In response to MJS he indicated that the full-time employment on the site currently is 10.</p>	
<p><b>9.0 Solar &amp; Battery Projects Update</b></p> <p>DW reported that following the sale to Squadron Energy the business structure was reviewed. Consequently, it is not proposed to proceed with the Solar and Battery storage projects. The focus of Squadron will be on its wind assets. He advised that the energy market has moved on and due to Sapphire Wind Farm's size, it no longer aligns with the business strategy for battery storage. Battery sizes and capacity have increased and therefore they need more generation to be viable.</p>	
<p><b>10.0 Community Benefit Fund</b></p> <p>DW advised there has been over \$1.2M allocated in the community since commencement. He indicated that the Inverell Community Fund was operating under two rounds – winter and summer. During 2024 ten (10) organisations were funded, totalling \$107,000. During the first round of 2025, \$85,000 was allocated to community groups. Glen Innes continue to receive an annual allocation of \$5000.</p>	
<p><b>11.0 General Business</b></p> <ul style="list-style-type: none"> <li><b>CCC Operation</b> – General discussion proceeded on the future of the CCC given the decline in membership and the reduction in issues impacting the community. It was agreed MS would discuss the future operation of the CCC with DPHI.</li> </ul>	<p><b>Action: MS to discuss future operation of the CCC with DPHI.</b></p>
<p><b>12.0 Next Meeting</b></p> <p>Tentatively scheduled for May/June 2026 at a date to be confirmed.</p>	

**Meeting closed at 9.40am**

**ACTION ITEM:**

ITEM	ISSUE	WHOM
1	Discuss future operation of CCC with DPHI	MJS

A handwritten signature in blue ink, appearing to read 'Michael J. Silver', with a large loop at the end.

Approved: 19 May 2025

**Michael J. Silver OAM**  
**Independent Chairperson**



# The Country Mayors Association of NEW SOUTH WALES Inc

*Chairman: Mayor Rick Firman OAM*  
*C/- Temora Shire Council,*  
*PO Box 262, Temora NSW 2666*  
*Contact: 0429 204 060*  
*Email: [admin@nswcountrymayors.com.au](mailto:admin@nswcountrymayors.com.au)*  
*ABN: 92 803 490 533*

## MINUTES

A General Meeting of the Country Mayors Association of NSW Inc. was held on **28 March 2025**, in the Theatre, Parliament House, Macquarie Street, Sydney commencing at 8:20am.

### **THEME: Financial Sustainability**

**CMA Chairman Mayor Rick Firman OAM issued a warm welcome and introduced the new Chair of the NSW Grants Commission, Ms. Linda Scott**

Ms Scott advised that she had not been inducted and it is too soon for her to say much. She emphasised that submissions need to go to the NSW Grants Commission email address:

[grantscommission@olg.nsw.gov.au](mailto:grantscommission@olg.nsw.gov.au) . Ms Scott also urged CMA members to work with their Chief Financial Officers regarding the forward payments of Financial Assistance Grants.

### **Update from President of LGNSW – Mayor Phyllis Miller OAM [tribute to Mr. Steve Loane OAM]**

Mayor Miller announced that a new cost-shifting survey is about to be conducted by LGNSW.

“I don’t expect a return to 1% overnight but we need to get it back up there, bit by bit.”

Mayor Miller drew attention to the new Food Organics and Garden Organics (FOGO) recycling legislation, intended to reduce food waste and stop food waste going to landfill.

The NSW Parliament has passed legislation to mandate FOGO collection services for households by July 2030, and for businesses and institutions in stages from July 2026. Click [here](#) for more detail. Mayor Miller added that the Regional Summit in the State Library promises to be a great event.

Mayor Miller moved that report be accepted and Mayor John Medcalf OAM seconded, carried unanimously.

### **8:30am Presentation – The Hon. Emily Jane SUVAAL, BN MLC. Chair of the NSW Government Inquiry into the “Ability of local governments to fund infrastructure and services”**

Mrs Suvaal said the Inquiry was important to her personally and professionally. There were 128 submissions, over 50 organisations gave evidence. We are still awaiting the State Government response

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to the Inquiry and the recommendations. We handed it down on 29 November and the Minister has told me that he is going to take the time to get it right. Changes to the accounting codes and the like take work.

It was a very important Inquiry and I know challenges you face are still there and may have gotten worse.

**9:00am Presentation – TCorp Snr Analyst, Mr. Tom Threlkeld with the Local Government Services Team**

Mr. Rob Kenna – General Manager, Financial Markets  
 Mr. Brett Perry – Senior Manager, Credit Review  
 Ms. Danielle Aspery – Senior Manager  
 Mr. Craig Selvage – Senior Analyst  
 Ms. Alina Tee – Analyst

The entire team that deals directly with CMA members were introduced on stage, as it was important to have faces associated with the voices and names.

Prior to 2015, banks and finance companies were the option. Since then, Tcorp has offered competitive rates for councils. We have a cost recovery focus, making us 0.5 to 1% cheaper than banks. Large loans can be spread over generations of rate payers. Please reach out to our Local Government Services team if you need to discuss flexibility.

Q. Mayor Phyllis Miller asked about the suitability of saleyards for financing.

Q. Mayor Sarah Ndiaye from Byron Shire: Thank you for our sustainability loans

Q. Bega Valley Shire CEO Anthony McMahon: Could you explain your process for assessing Councils' capacity to repay loans.

A. Enough unrestricted cash for two months of operations required. We are more intrusive than a bank. But we partner with Councils, so we will not behave like a bank.

Yass Valley Mayor Cr. Jasmin Jones asked about upper limits and Mr. Threlkeld said we don't really have one. Mayor Jones then asked when did you change to allow commercial elements. Mr.

Threlkeld said July last year.

**9:30am Presentation - Auditor-General for NSW, Mr. Bola Oyetunji**

Mr Oyetunji said I learn a lot from you. When you talk about depreciation, we can improve things there. Financial Sustainability of Local Government is something we need to work on together.

A revenue imbalance graph highlighted the need for the return to 1%.

Costs or valuation, I cannot answer. But I want to work with the sector on it.

We like to think when we do an audit, we are making a difference.

Mr Oyetunji gave an example of the pool in Clarence Valley, which was completed 7% under budget but everybody has heard of the North Sydney Pool. I am going to promote the top 10 and bottom 10 Councils, in terms of financial sustainability against OLG benchmarks, with the purpose of encouraging improvement. We need a deep understanding of how councils work. The desired outcome of audits is to improve performance.

Steve Loane: Cost shifting \$1.6billion – what is your view? Should we invoice the State Government?

Uralla Shire Mayor Cr. Robert Bell: The Auditor General is used as an excuse for declining funding.

A: I am happy to work with you on any examples you have.

Q: If you have a top 10 and a bottom 10, perhaps the top can assist the bottom 10.

Q. Mayor Bronwyn Petrie of Tenterfield Shire Council: Thank you for your refreshing attitude.

**10:00am      Excelling CMA Members Segment**

**Bega Valley Shire Council was the 2024 Bluett Award Winner and CEO Anthony McMahon detailed some of the work that his Council is proud of.**

Mr. McMahon ran a slideshow of Bega Valley Shire’s innovative projects and detailed how they applied for the Bluett Award.

The LGA was devastated by the 2019/20 bushfire season losing over 460 homes, with over 1000 buildings destroyed and two lives lost. Since then, Council has supported rebuilding houses and built a new water treatment plant (one of several) to manage impacts of fires.

He said they are proud to have home grown staff – locals who have been recruited and trained/upskilled through traineeships, apprenticeships and cadetships.

Byron Shire Mayor Sarah Ndiaye asked about the affordable housing projects. This was one important area where CMA members could learn from example. An example of the innovative housing in the Bega Valley: [Community Housing Assistance Agreement with Southern Cross Community Housing extended - Bega Valley Shire Council](#)

Mr. McMahon said “we sold to a community housing provider, with caveats, including that they use funds to re-invest in more local housing. We have also facilitated a Homes NSW development of 100 Lots.”

Richmond Valley Mayor Cr. Robert Mustow: Asked about the circular economy

Mr. McMahon: That’s a presentation in itself and I suggest that if CMA are interested they get the Chairman of the Bega Group (including Bega Cheese) in on that.

**Moree Plains Shire Council presentation. 2024 Bluett Award Runner-up**

Moree Plains Shire Council Mayor Cr. Susannah Pearse also ran a slideshow, with which she illustrated how the Council had been forced to act to clean-up neighbourhoods marred by burnt out homes. The charred remains of houses have lingered for years and detract from more than aesthetics. Mayor Pearse described how her Council incentivised the cleaning up of these sites, with the waiving of waste fees (up to \$10,000). The project has dramatically improved a lower socio-economic neighbourhood.

**The 2024 CMA Scholarship was presented to Moree Plains Shire Council’s Jazmine Howarth.** The inspiring young Local Government GIS professional gave an articulate talk on what her work entails, how important it is to Council and how the scholarship will help her to advance her knowledge and skills with a degree.

**10:20am      A brief presentation from the Hon Penny Sharpe MLC, Minister for Climate Change, Minister for Energy, Minister for the Environment, Minister for Heritage**

We are working with land holders, I’ll be heading out to visit REZs. The costs of Biodiversity offsets is a concern but I think we can bring them down. We built flexibility into the new system. There is funding



for landowners who can provide for the offsets scheme. They could be funded for what they are already doing.

The Minister also talked about waste: FOGO and the levy review – I know you want more from it (the levy).

**10:30-11am Morning Tea** in the Theatrette Foyer was a bustling affair, joined by a number of impromptu political guests.

**NSW Nationals Leader the Hon. Dougald Saunders MP gave an update on the Crime bill and the bail Act.** He said we need consequences, we need the stick and we will keep the CMA updated about the Bill. The NSW Nationals are pushing for strong and immediate legislative reform to stop repeat serious youth offenders from carrying out crime sprees across regional NSW.

The Crimes Legislation Amendment (Youth Crime) Bill 2025 will offer stronger measures than Labor's changes to the Bail Act that were passed last week, by:

- Expanding the definition of repeat offences beyond serious break and enter and motor vehicle theft, to include all serious indictable offences like murder or sexual assault.
- Introducing electronic monitoring and a mandatory curfew as conditions of bail.
- Revoking bail if there is a breach of the bail conditions, if another charge is laid while on bail, or if there is any interference with the electronic monitoring device.
- Elevating the voice of victims in the court through the use of victim impact statements.

**11:00am Presentation – NSW Electoral Commissioner Mrs. Rachel McCallum** congratulated the attending mayors on their election in September 2024.

Ms McCallum was appointed in Dec. 2024 and was previously the Information Commissioner. Your September 2024 election was the biggest in the country that year, with well over 5mil. voters. The NSW Electoral Commission is both a statutory authority regulating and managing election propriety and a service provider. We issue penalty notice for not voting and approve campaign material, for example. The time taken to invoice Councils for their elections is due to the cost-recovery basis of election costs, meaning invoices must be received by the Commission before they issue theirs.

Surveys have shown that a quick and easy process is most valued by voters.

We do work to identify cost-saving opportunities and efficiencies, without compromising or risking public confidence. We are open to feedback.

Q. Mayor Firman, can we simplify the declarations process?

A. We do have an online system for updating.

Q. Cr. Bruce Reynolds Mayor of Blayney Shire: The postal votes time frame – waiting two weeks for the count was frustrating.

A. Voters are allowed up to 13 days to get their vote in, which is policy nationally as well. The postal system has changed a lot also.

**11:30am Chair of IPART, Ms. Carmel Donnelly PSM**

Ms Donnelly graciously allowed for her presentation to be distributed to members.

IPART acknowledged when the rate peg was lower than the rise in inflation. We are proud of the new rate pegging methodology. The rate peg is now unique for each 128 council in NSW.

IPART is involved in pricing increases of interest to CMA Members, other than those relating to Council rates. The Valuer-General is currently seeking to increase charges to Councils. The CMA will work on a representative submission.

**General Business****1. Attendance**

Cr. Tania Brown	Lord Mayor	Wollongong City Council
Cr. Pat Ryan	Deputy Mayor	Upper Hunter Shire Council
Stephen Dunshea	CEO	Snowy Monaro Regional Council
Michael Jackson	Acting GM	Kempsey Shire Council
Cr. Steve Ring	Deputy Mayor	Lithgow City Council
Cr. Phyllis Miller	Mayor / LGNSW President CMA Board	
OAM	Member	Forbes Shire Council
Cr. Rick Firman		
OAM	Mayor & CMA Chairman	Temora Shire Council and CMA
Ms Melissa Boxall	GM / Secretary	Temora Shire Council and CMA
Cr. Carol Oataway	Mayor	Hay Shire Council
David Webb	GM	Hay Shire Council
Cr. Jesse Fitzpatrick	Mayor	Wingecarribee Shire Council
Lisa Miscamble	GM	Wingecarribee Shire Council
Gary Fry	Secretariat	CMA
Cr. Darriea Turley	Past LGNSW President	LGNSW
David Reynolds	Executive Officer	LGNSW
Jay Nankivell	GM	Broken Hill City Council
Cr. Jim Hickey	Deputy Mayor	Broken Hill City Council
Cr. Mathew Hatcher	Mayor	Eurobodalla Shire Council
Stephanie Speedy	Acting GM	Eurobodalla Shire Council
Brett McInnes	GM	Inverell Shire Council
Sarah Ryan	Acting CEO	Murray River Council
Cr. John Harvie	Mayor	Murray River Council
Jack Bond	CEO	Edward River Council
Cr. Ashley Hall	Mayor	Edward River Council
Cr. Susannah		
Pearse	Mayor	Moree Plains Shire Council
Natalia Cowley	Interim GM	Moree Plains Shire Council
Cr. John Medcalf		
OAM	Mayor	Lachlan Shire Council
Greg Tory	GM	Lachlan Shire Council
		Dubbo Regional Council and CMA
Cr. Josh Black	Mayor	Executive Board Member
Cr. Sarah Ndiaye	Mayor	Byron Shire Council
Mark Arnold	GM	Byron Shire Council
Gary Kee	Mayor	Nambucca Valley Council
Bede Spannagle	GM	Nambucca Valley Council
Jonathan Malota	Policy Advisor – Transport & Data	NRMA
Cr. Darrell Tiemens	Mayor	Narrabri Shire Council
Eloise Chaplain	Interim GM	Narrabri Shire Council
Cr. Bruce Reynolds	Mayor	Blayney Shire Council
Mark Dicker	GM	Blayney Shire Council
Cr. Jasen Ramien	Mayor	Walgett Shire Council
	Special Projects (Governance, Risk &	
Andrew Brown	Human Resources)	Walgett Shire Council

Cr. Ruth McRae	Mayor	Murrumbidgee Council
John Scarce	GM	Murrumbidgee Council
Cr. Doug Curran	Mayor	Griffith City Council
Brett Stonestreet	GM	Griffith City Council
Cr. Ray Smith	Mayor	Clarence Valley Council
Cr. Russell Webb	Mayor	Tamworth Regional Council
Paul Bennett	GM	Tamworth Regional Council
Cr. Kinne Ring	Mayor	Kempsey Shire Council
Cr. Dallas Tout	Mayor	Wagga Wagga City Council
Cr. Steve Allan	Mayor	Bellingen Shire Council
Mark Griffioen	GM	Bellingen Shire Council
Gareth Curtis	GM	Dungog Shire Council
Cr. Digby Rayward	Mayor	Dungog Shire Council
Cr. Nina Dillon	Mayor	Goulburn Mulwaree Council
Marina Hollands	Acting Chief Executive Officer	Goulburn Mulwaree Council
Cr. Claire Pontin	Mayor	MidCoast Council
Cr. Danielle Mulholland	Mayor	Kyogle Council
Ken Ross	GM	Wentowrth Shire Council
Cr. Daniel Linklater	Mayor	Wentowrth Shire Council
Cr. Kenrick Winchester	Mayor	Queanbeyan-Palerang Regional Council
Rebecca Ryan	GM	Queanbeyan-Palerang Regional Council
Cr. Cheryl Cook	Mayor	Federation Council
Adrian Butler	GM	Federation Council
Cr. Sue Moore	Mayor	Singleton Council
Justin Fitzpatrick-Barr	GM	Singleton Council
Cr. Doug Batten	Mayor	Gilgandra Shire Council
David Neeves	GM	Gilgandra Shire Council
Cr. Kate Dight	Mayor	Inverell Shire Council
Cr. Greg Whiteley	Mayor	Warren Shire Council
Cr. Melissa Matters	Deputy Mayor	Kiama Municipal Council
Jane Stroud	CEO	Kiama Municipal Council
David Neeves	GM	Gilgandra Shire Council
Cr. Adam Shultz	Mayor	Lake Macquarie City Council
Cr. Patricia White	Mayor	Shoalhaven City Council
Cr. Russell Fitzpatrick	Mayor	Bega Valley Shire Council
Anthony McMahon	CEO	Bega Valley Shire Council
Cr. Joanne Williams	Deputy Mayor	Inverell Shire Council
Cr. Tony Mileto	Mayor	Orange City Council
Cr. Paul Culhane	Mayor	Upper Lachlan Shire Council
Alex Waldron	CEO	Upper Lachlan Shire Council
Rob Kenna	General Manager, Financial Markets	Tcorp
Brett Perry	Senior Manager, Credit Review	Tcorp
Danielle Aspery	Senior Manager	Tcorp
Craig Selvage	Senior Analyst	Tcorp

Tom Threlkeld	Analyst	Tcorp
Alina Tee	Analyst	Tcorp
Cr. Kathryn Rindfleish	Mayor	Warrumbungle Shire Council
Lindsay Mason	GM	Warrumbungle Shire Council
		Cootamundra-Gundagai Regional Council
Cr. Abb McAlister	Mayor	Cootamundra-Gundagai Regional Council
		Cobar Shire Council
Roger Bailey	Interim General Manager	NSW Grants Commission
Cr. Jarrod Marsden	Mayor	Snowy Valleys Council
Sarah Gubb	Executive Officer	Tenterfield Shire Council
Cr. Julia Ham	Mayor	Glen Innes Severn Council
Cr. Bronwyn Petrie	Mayor	Snowy Valleys Council
Cr. Margot Davis	Mayor	Yass Valley Council
Cr. Hugh Packard	Deputy Mayor	Yass Valley Council
Julie Costa	Acting CEO	Lismore City Council
Cr. Jasmin Jones	Mayor	Lismore City Council
Cr. Steve Krieg	Mayor	
Jon Gibbons	GM	
Sharon Cadwallader	Mayor	Ballina Shire Council
Cr. Chris Hanna	Mayor	Snowy Monaro Regional Council
James Ruprai	Acting CEO	Shoalhaven City Council
Cr. Kevin Beatty	Mayor	Cabonne Shire Council
Bradley Byrnes	GM	Cabonne Shire Council
Cr. Sam Coupland	Mayor	Armidale Regional Council
Cr. Lachlan Ford	Mayor	Bourke Shire Council
Leonie Brown	GM	Bourke Shire Council
Cr. Ewen Jones	Mayor	Narromine Shire Council
Jane Redden	GM	Narromine Shire Council
Cr. Brian Ingram	Mayor	Hilltops Council
Heather Nicholls	Deputy GM	Cabonne Shire Council
Cr. Peter Sharp	Mayor	Lockhart Shire Council
Gavin Rhodes	GM	Lockhart Shire Council
Cr. Neil Westcott	Mayor	Parkes Shire Council
Cr. Neville Kschenka	Mayor	Narrandera Shire Council
George Cowan	GM	Narrandera Shire Council
Cr. Robert Mustow	Mayor	Richmond Valley Council
Andrew Beswick	GM	Coffs Harbour City Council
Cr. Nikki Williams	Mayor	Coffs Harbour City Council
	Director Community and Economic Development	
Phil Johnston	Development	Narromine Shire Council
Richard Jane	Acting GM	Forbes Shire Council
Anthony O'Reilly	GM	Hilltops Council
Cr. Des Kennedy	Mayor	Mid-Western Regional Council
Max Eastcott	GM	Gwydir Shire Council
Cr. Tiffany Galvin	Mayor	Gwydir Shire Council

Cr. George Weston	Mayor	Leeton Shire Council
Jennifer Hickey		OLG
Erica van den Honert		OLG
Cr. Robert Bell	Mayor	Uralla Shire Council
Toni Averay	GM	Uralla Shire Council
Cr. Eric Noakes	Mayor	Walcha Shire Council
Cr. Robert Taylor	Mayor	Bathurst Regional Council
Adran Panuccio	GM	MidCoast Council
Cr. Daniel Keady	Mayor	Coonamble Shire Council
Paul Gallagher	GM	Coonamble Shire Council
Bernard Smith	GM	Glen Innes Severn Council
Cr. Paul Best	Mayor	Weddin Shire Council
Noreen Vu	GM	Weddin Shire Council
Sharine Colefax		OLG
Murray Wood	CEO	Dubbo Regional Council
Cr. Adam Roberts	Mayor	Port Macquarie Hastings Council
Bronwen Regan	Public Affairs Manager	LGNSW
Carmel Donnelly	Chair	IPART
Rachel McCallum	NSW Electoral Commissioner	NSW Electoral Commission
Renee O'Hare	Chief of Staff	NSW Audit Office
Cr. Katie Graham	Deputy Mayor	Oberon Council
Gary Wallace	GM	Oberon Council
Julie Briggs	Policy Advisor	CMA

## 2. Apologies

Cr. Paul Smith	Mayor	Cowra Shire Council
Paul Devery	GM	Cowra Shire Council
Peter Bascomb	GM	Balranald Shire Council
Peter Vlatko	GM	Cobar Shire Council
Dr Ross Kerridge	Lord Mayor	Newcastle City Council
Cr. Doug Batten	Mayor	Gilgandra Shire Council
Gary Woodman	GM	Warren Shire Council
Cr. Colleen Fuller	Mayor	Gunnedah Shire Council
Eric Groth	GM	Gunnedah Shire Council
Dr. Richard Colbran	CEO	RDN
Cr. Jasen Ramien	Mayor	Walgett Shire Council
Cr. Louie Zaffina	Mayor	Balranald Shire Council
	Deputy	
Cr. Hugh Packard	Mayor	Snowy Valleys Council
Cr. Bob Callow	Mayor	Junee Shire Council
James Davis	GM	Junee Shire Council
Cr. Maurice Collison	Mayor	Upper Hunter Shire Council
Greg McDonald	GM	Upper Hunter Shire Council
		Liverpool Plains Shire
Cr. Ken Cudmore	Mayor	Council

Brad Cam	GM	Mid-Western Regional Council
Cr. Brian Monaghan	Mayor	Bland Shire Council
Grant Baker	GM	Bland Shire Council
Cr. Glen Neill	Mayor	Bogan Shire Council
Jackie Kruger	GM	Leeton Shire Council
Cr. David McCann	Mayor	Coolamon Shire Council
Tony Donoghue	GM	Coolamon Shire Council

### 3. Adoption of Minutes of Previous Meeting 15 November 2024 (Copy Attached)

Mayor Cadwallader moved that they be noted and accepted, Mayor King seconded. Carried unanimously.

### 4. Matters Arising from Minutes - nil

### 5. Correspondence

Mayor Mulholland moved that the correspondence be noted and accepted, Mayor Medcalf seconded. Carried unanimously.

Outward	Inward
<ul style="list-style-type: none"> <li>Health cuts letter to Health Minister Ryan Park MP</li> <li>FarmLink - Thank you letter re Water Sharing Plans improvement</li> <li>NSW Farmers Letter of Support with and commitment to their Disaster Ready Project.</li> <li>FAGs update letter to Membership</li> <li>Invitations for meetings with CMA leaders and CMA meetings to Prime Minister Anthony Albanese, Federal Local Government Ministers McBain and King, Treasurer Chalmers, Shadow Treasurer Taylor, the Australian Nationals Leader Mr. Littleproud, Opposition Leader Mr. Peter Dutton and Shadow Australian Local Government Minister Darren Chester MP.</li> <li>Letter of support to Mr. Steve Loane</li> <li>Two letters to Cootamundra-Gundagai Regional Council regarding their issues.</li> </ul>	<ul style="list-style-type: none"> <li>Central West JO request to join</li> <li>RDA Riverina – skilled migration State DAMA opposition</li> <li>IPART meeting acceptance</li> <li>Nambucca Valley Council request to join</li> <li>FarmLink thank you letter</li> <li>Lake Macquarie City Council request to join</li> <li>United Way Australia thanked the CMA for our support for the Dolly Parton’s Imagination Library program. They have their funding continued.</li> <li>The NSW Treasurer the Hon Daniel Mookhey MLC declined to speak at our 28 March meeting, with apologies. Will be invited to a future meeting.</li> <li>The Pharmacy Guild of Australia offered to host CMA representatives at a National Press Club event with Bob Katter MP presenting.</li> <li>“Code of Conduct” concerns, particularly banning closed pre-meeting briefings, and</li> </ul>

<ul style="list-style-type: none"> <li>• Letter of support for Royal Far West to Treasurer Chalmers</li> <li>• Darriea Turley AM, Former LGNSW President</li> <li>• Jill Ludford PSM Chief Executive - Murrumbidgee Local Health District</li> <li>• NSW Attorney General The Hon. Michael Daley MP, invitation to 8 August CMA meeting</li> <li>• NSW Police Minister the Hon. Yasmin Catley MP, invitation to 8 August CMA meeting</li> <li>• Deputy Police Commissioner Paul Pisanos, invitation to 8 August CMA meeting</li> <li>• Invitation to the LGNSW (Regional) Board to attend the 27 March CMA dinner function</li> <li>• Invitation to Minister for Roads, and Minister for Regional Transport, the Hon. Jenny Aitchison for the 12 June meeting in Orange.</li> <li>• Invitation to Minister for Health, Minister for Regional Health the Hon. Ryan Park for the 9 May meeting.</li> <li>• 27/28 March Invitations to Local Government Minister the Hon. Ron Hoenig MP, TCorp, NSW Treasurer Mookhey, NSW Finance Minister Houssos, Auditor General Bola Oyetunji, Electoral Commissioner Rachel McCallum, Chair of IPART, Ms. Carmel Donnelly PSM, NSW Grants Commission Chair Linda Scott</li> </ul>	<p>councillor or public penalties for improper behaviour - from Mid-Western Regional Council Mayor Des Kennedy</p> <ul style="list-style-type: none"> <li>• Lake Macquarie City Council requested a deadline for their written request to join the CMA, in order to make it onto the March agenda. The end of February was given.</li> <li>• Cootamundra-Gundagai Regional Council Re: Health in Rural, Remote and Regional Communities [attached]</li> <li>• Emergency Services Minister the Hon. Jihad Dib MP thanked the CMA for our support of his decision to amend policy, enabling farmers to fight fires on or near their land, with water on their properties. He will be invited to other dates.</li> <li>• Blayney Shire Council General Manager Mr Mark Dicker provided additional insights in response to the CMA FAGs - restore the 1% media release [attached].</li> <li>• Royal Far West was grateful for the CMA's letter of support for their Federal Budget submission, which was sent to the Treasurer and key members of the Opposition.</li> <li>• Brief unable to attend responses to 28 March invites were received from the Prime Minister, Mr. David Littleproud, Treasurer Chalmers, Mr. Angus Taylor and Ministers for Local Government King and McBain.</li> </ul>
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#### Media Releases

[Australian Government interim report sparks hope for NSW Country Mayors](#)

[NSW COUNTRY MAYORS WELCOME REPRIEVE ON BANK CLOSURES](#)

[COUNTRY MAYORS SEEK RESTORATION OF COMMONWEALTH FUNDING](#)

[Country Mayors welcome Police Minister Engagement](#)

[Country Mayors commend outgoing LGNSW President](#)

[Country Mayors respond to demand](#)

[Country Mayors endorse opposition to Planning Piracy](#)

[NSW Country Mayors' new leadership](#)

## 6. Reports

Update from ALGA President Mayor Matt Burnett

Update from President of LGNSW – Mayor Phyllis Miller OAM

Update from CMA Chairman Mayor Rick Firman OAM

Policy Advisor's Report – Mrs. Julie Briggs

Financial Report (CMA) – CMA Secretary Ms. Melissa Boxall

**Recommendation: that the Reports be received and noted**

**Recommendation: that the recommendations contained in the Policy Advisor's Report be adopted.**

Moved by Mayor Cadwallader. Seconded by Mayor Fitzpatrick. Carried unanimously.

## 7. Business with notice

### a) Membership:

Four new councils have made application to become full financial members of the CMA. There is one Associate Member application, coming from the Central NSW JO.

**Executive Board Recommendation:** That Port Macquarie-Hastings Council, Balranald Shire Council, Lake Macquarie City Council and Nambucca Valley Council be endorsed as new members of the CMA. Further, that the Central NSW JO be endorsed as an Associate Member.

**Newly endorsed members to be presented with CMA badges (if present).**

Mayor Fitzpatrick (Bega Valley Shire) moved. Mayor Moore (Singleton Council) seconded. Carried unanimously.



- b) **Executive Board Recommendation:** That the CMA Membership support the Executive Board's endorsement of the 17 recommendations from the *"NSW Inquiry into the ability of local governments to fund infrastructure and services"*. Further, that the CMA advocate for their expeditious implementation.  
Mayor Dight (Inverell Shire) moved. Mayor Webb (Tamworth Regional Council) seconded. Carried unanimously.
- c) **Executive Board Recommendation:** That the Constitution be amended to enable the Executive to accept new member applications, with member endorsement at the next general meeting.  
Mayor Cadwallader (Ballina Shire) moved. Mayor Moore seconded. Carried unanimously.
- d) **Executive Board Recommendation:** That the Membership endorse the Executive Board's determination that the CMA submission to 2024 Local Government Financial Sustainability Inquiry be considered the CMA's position regarding FAGs and the return to 1%. Further, that the CMA supports ALGA's campaign: ["Put Our Communities First"](#).  
*Note:* The CMA Executive Board resolved at their most recent meeting to write to all Federal political parties, asking for their position on FAGs and outlining CMA's.  
Mayor Moore moved. Mayor Dight seconded. Carried unanimously.
- e) **Executive Board Recommendation:** That the Membership endorse the Board's appointment of a trial Policy Advisor (Submissions etc), for 7.5 hours per week until 30 November, 2025. And Further, that the Board revise the roles of Secretariat and Policy Advisor and report back to Members in due course.  
NB: The 7.5 Hours were initially allocated to extend the Secretariat role. Therefore the role is at no extra cost to Members.  
Mayor Moore moved. Mayor Ham (Snowy Valleys Council) seconded. Carried unanimously.
- f) **Executive Board Recommendation:** That the membership endorse the Executive Board's decision to support the existing Orana DAMA (Designated Area Migration Agreement) under the operation of RDAs. Further that, as per the request from RDA Riverina, the CMA writes to both the NSW Minister for Skills, The Hon Steve Whan, MP and Federal Assistant Minister for Immigration, The Hon Matt Thistlethwaite MP, requesting that they keep the Orana DAMA as an inland DAMA in NSW under RDA operation, and support the geographical expansion to include Far West and Northern Inland RDAs.  
Mayor Weston (Leeton Shire) moved. Mayor McCallister (Cootamundra-Gundagai Regional Council) seconded. Carried unanimously.
- g) **Member Recommendation:** That the CMA write urgently to the NSW Government and the NSW Grants Commission to immediately review and overhaul the current methodology for the distribution of the Financial Assistance Grants from the Federal Government, as required under the legislation – Local Government (Financial Assistance) Act 1995 (Commonwealth), to ensure the principles of Horizontal Fiscal Equalization as

highlighted in the Act, are correctly applied in NSW and that the funds are distributed to those Councils that need it the most. (from Dungog Shire Council)

Mayor Rayward (Dungog Shire) moved. Mayor Mulholland (Kyogle Council) seconded.

Carried unanimously.

- h) **Member Recommendation:** That the CMA support and advocate to the NSW Government for the expansion of a pig bounty trial(from Lachlan Shire).  
Mayor Medcalf (Lachlan Shire). Mayor Mulholland seconded. Carried unanimously.

#### **Urgent business without notice**

Nil

#### **Meeting closes approximately 1pm**

The next CMA meeting is scheduled for 9 May 2025 in the Theatrette, NSW Parliament, Sydney. The theme will be Health and the meeting will feature Minister for Health, Minister for Regional Health the Hon. Ryan Park.

The Regional meeting will be hosted by Orange City Council on 11/12 June. It will have a Regional Roads and Transport theme and will feature Minister for Roads, and Minister for Regional Transport, the Hon. Jenny Aitchison.

#### **NOTE:**

**CMA Merchandise will be on sale in the foyer of the Theatrette.**

**It would save time if you brought cash. The prices are:**

❖ CMA Pen	\$10
❖ CMA Lapel Pin	\$10
❖ CMA Tie	\$35
❖ CMA Scarf	\$70