

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Thursday, 16 October 2025



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Statement of Ethical Obligations

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

Conflicts of Interest

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

Recording of Council Meetings

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

Council meetings should be:

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



Notice is herewith given of an

ORDINARY MEETING

That will be held at the Glen Innes Severn Learning Centre,
William Gardner Conference Room, Grey Street, Glen Innes on:
Thursday, 16 October 2025 at 9:00 AM

ORDER OF BUSINESS

1	ACKNOWLEDGEMENT OF COUNTRY.....	3
2	OPENING WITH PRAYER.....	3
3	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS	3
4	MINUTES OF PREVIOUS ORDINARY MEETING - 25 SEPTEMBER 2025 TO BE CONFIRMED	3
5	DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON- PECUNIARY INTERESTS	3
6	MAYORAL MINUTE(S).....	3
7	REPORTS TO COUNCIL.....	4
	7.1 RESOLUTION TRACKING REPORT	4
	7.2 PSYCHOSOCIAL SAFETY	6
	7.3 COUNCILLOR REPRESENTATION ON GLENRAC.....	9
	7.4 INVESTMENT STRATEGY.....	11
	7.5 INVESTMENTS REPORT - SEPTEMBER 2025.....	14
	7.6 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 30 SEP 2025	23
	7.7 QUARTERLY BORROWINGS REPORT AS AT 30 SEPTEMBER 2025....	29

7.8	DRAFT ECONOMIC DEVELOPMENT STRATEGY 2026-2030 AND DRAFT DESTINATION MANAGEMENT PLAN 2026-2030.....	32
7.9	PLANNING PROPOSAL - PP-2025-373 - RECLASSIFICATION OF COUNCIL OWNED LAND.....	38
7.10	DEVELOPMENT ASSESSMENT REPORT - DA 67/24-25 - SUBDIVISION (BOUNDARY REALIGNMENT - 2 LOTS INTO 2 LOTS) 146 - 148 CHURCH STREET, GLEN INNES	44
8	NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE.....	48
9	CORRESPONDENCE, MINUTES, PRESS RELEASES	49
9.1	CORRESPONDENCE AND PRESS RELEASES	49
9.2	MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION.....	50
10	REPORTS FROM DELEGATES.....	51
10.1	REPORTS FROM DELEGATES.....	51
11	MATTERS OF AN URGENT NATURE	54
12	CONFIDENTIAL MATTERS.....	54

Lindsay Woodland
Acting General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF
ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 25
SEPTEMBER 2025 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS:
PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

7 REPORTS TO COUNCIL

REPORT TITLE: 7.1 RESOLUTION TRACKING REPORT

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the September 2025 Council Meeting	27
New actions assigned following September 2025 Council Meeting	12
Actions completed since the previous report	-8
Outstanding Actions as of Friday, 10 October 2025	31

Annexure A provides the most recent comments, from the responsible officers, as of Friday, 10 October 2025.

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

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

Annexure A Outstanding Actions as at 10.10.25
Annexure B Finalised Actions 19.9.25 - 10.10.25

REPORT TITLE: 7.2 PSYCHOSOCIAL SAFETY

REPORT FROM: Corporate and Community Services

PURPOSE

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

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

RECOMMENDATION

THAT Council:

- 1. Adopts the Draft Councillor Psychosocial Safety and Wellbeing Framework – Foundational Stage.***
- 2. Implements the actions outlined in the Framework and continues to develop the Framework to meet SafeWork NSW Code of Practice requirements.***
- 3. Continues to advocate for improvements in managing the Psychosocial Safety and Wellbeing of Councillors, to the relevant State Government Ministers, key Government Departments including Office of Local Government and Safework NSW, and relevant stakeholders including Local Government NSW, Country Mayors Association and other Councils.***

REPORT

Council at its meeting held on 22 May 2025 resolved:

2.05/25

That Council:

- 1. Endorses the development of a “Councillor Psychosocial Safety and Wellbeing Framework” to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members.***
- 2. Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to:***
 - a. Access to Employee Assistance Program (EAP) or equivalent mental health support for councillors***

- b. *Induction and ongoing training on managing conflict, abuse, and difficult community interactions*
 - c. *Clear procedures for incident reporting, debriefing, and referral after public meetings or distressing events*
 - d. *Communication protocols and standards to minimise hostility, bullying, and misinformation in Council forums and community platforms*
 - e. *Guidance for risk assessments related to public meetings, online interactions, or site visits involving elected officials*
3. *Includes psychosocial safety as a standing consideration in Council's quarterly WHS reporting and Risk Register reviews, including any identified councillor-specific incidents or risks.*
 4. *Advocates through LGNSW and regional groupings for the development of state-wide resources and shared frameworks to support the mental health and psychosocial safety of elected representatives.*

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

Councillors do have obligations under the **Work Health and Safety Act 2011 (NSW) (WHS Act)** when performing their duties on behalf of the community, and Council Officers have a duty of care to ensure the health and safety of all persons attending or engaging in the Council workplace. This includes elected members who carry out their duties on behalf of the community.

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

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

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

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

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

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

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

Risk

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

Annexure A Draft Councillor Psychosocial Safety & Wellbeing Framework - Foundational Stage

REPORT TITLE: 7.3 COUNCILLOR REPRESENTATION ON GLENRAC

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is to seek a resolution from Council to confirm the appointment of a single Councillor as its delegate to GLENRAC, following advice from GLENRAC that only one Councillor may be appointed under its Constitution.

RECOMMENDATION

That Council nominates Councillor as Council's delegate to GLENRAC from Thursday, 16 October 2025 until the September 2026 Ordinary Meeting of Council.

REPORT

At the Ordinary Council Meeting held on 25 September 2025, Council resolved its delegates to various committees. During that meeting, both Councillor Max Elphick and Councillor David Scott nominated to represent Council on the GLENRAC Community Committee.

It is noted that community committees have the discretion to determine whether they accept a Council representative and whether that representative is granted voting rights.

Following the meeting, the Chief Executive Officer of GLENRAC advised that, in accordance with the GLENRAC Constitution, only one Councillor may be appointed as a delegate.

Accordingly, Council is required to resolve which of the two nominated Councillors will be appointed as its representative to the GLENRAC Community Committee.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

Nil.

Community Consultation

GLENRAC.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Given that only one Councillor may be appointed to the GLENRAC Community Committee under its Constitution, Council is required to determine which of the two nominated Councillors—Cr Max Elphick or Cr David Scott—will be formally appointed as its delegate. A resolution is now sought to confirm the preferred representative.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.4 INVESTMENT STRATEGY

REPORT FROM: Corporate and Community Services

PURPOSE

This report has been prepared in response to Council’s resolution passed at its Ordinary Meeting held on 28 August 2025, as outlined below.

8.08/25 RESOLUTION

That Council:

1. Notes the Investment Report as of 31 July 2025, including the certification by the Responsible Accounting Officer.
2. Requests the General Manager to prepare a report within three months outlining strategies to mitigate the impact of declining interest rates on Council’s investment returns, while ensuring full compliance with the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*, and OLG Investment Policy Guidelines.

<u>RECOMMENDATION</u>

<i>That Council notes the information contained in this report.</i>

REPORT

NSW Councils are constrained by Minister’s Orders in the scope of Investments that they are allowed to make. Therefore, there are three key mechanisms available to mitigate risk of interest rate fluctuations, these are:

- Selecting Term deposits at the best rates
- Selecting the best duration of term deposits
- Using natural hedges when negotiating loans.

Constraints

Councils in NSW are required to invest strictly in line with the Minister’s Orders, which means funds can only be placed with **Authorised Deposit-taking Institutions (ADIs)** regulated by the **Australian Prudential Regulation Authority (APRA)**. Investments must also be spread according to each institution’s credit rating, ensuring risk is managed responsibly.

Selecting Term Deposits at the Best Rates

Since 2012, Council has engaged with **Curve Securities (Curve)** and has used their digital Investment platform Yieldhub to select the highest rates for term deposits. Yieldhub allows Council to:

- Access competitive term deposit rates from 90+ Australian banks in real time,
- Monitor maturities, exposures, and cash flow at a glance, and
- Track credit ratings, enforce policy limits, and maintain full compliance with the Minister's Orders.

Curve is a reputable and established supplier of this service. Since 2009, Curve has facilitated more than 60,000 transactions and placed over \$160 billion on behalf of 500+ clients. Nearly \$2 billion is currently invested through Curve by NSW councils.

Selecting the Best Duration of Term Deposits

Cash forecasting is the process of predicting future cash flows based on historical data and expected changes in the organisation's financial activities. A cash forecast provides Council with valuable insights into its organisation's future cash position, enabling it to make informed decisions on how to allocate cash resources.

A capacity to predict cash in Council has only recently been developed and is currently being refined. However, robust projections will enable Council to optimise the amount of cash that is held in term deposits together with the duration of deposits to optimise returns for the ratepayer.

Using Natural Hedges when Negotiating Loans

It is very difficult, if not impossible, to predict interest rate fluctuations beyond the short term. Therefore, an approach of taking loans beyond two or three at variable interest rates for loans beyond, say two years, presents a natural hedge against interest rates fluctuations. For example, had many NSW Councils, taken this approach, they would have avoided the situation where many were paying fixed interest loans at rates of up to 7% and only making 1.5% on their investment portfolios.

KEY CONSIDERATIONS

Financial/Asset Management

Councils in NSW are required to invest strictly in line with the Minister's Orders, which means funds can only be placed with ADIs regulated by APRA. Investments must also be spread according to each institution's credit rating, ensuring risk is managed responsibly.

Council is improving its cash forecasting capabilities which will enable greater confidence in taking longer term and optimal investment decisions that will be more likely to achieve favourable returns.

Policy

Council may wish to formalise the approach to negotiating loans in the form of a policy,

Risk

Risk is mitigated by way of the Minister's Orders which ensures that all NSW Councils must invest only with ADIs and are regulated by APRA. Council utilises a well-recognised financial investments platform (Curve) to ensure that Council Officers have up to date information on the most competitive rates and providers enabling better decision making.

Council is also guided by its Investments Policy which ensures that its investment portfolio is spread across a range of financial institutions with appropriate credit ratings.

Council only invests with term deposits which provides minimum risk. This is in line with Minister's Orders mentioned previously.

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Council's focus is on enhancing its cash predictive capacity, which in combination with the other two measures, continuing to use Curve's Services and employing natural hedges in negotiating loans provides a degree of comfort regarding interest rate fluctuations.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.5 INVESTMENTS REPORT - SEPTEMBER 2025

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

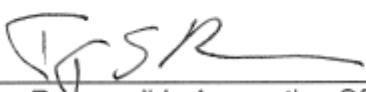
Council has \$24.5M invested in term deposits, equating to 100% of Council's total financial investment portfolio as at the end of the reporting month.

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

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

Council currently holds three responsible investments: Two \$1 million deposits with Westpac's Green Tailored Deposits. In addition, Council has \$3 million investment with BOQ and with Bendigo Bank \$1 million investment, being institutions that do not fund fossil fuels.

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

Bank Reconciliation Statement	
Balance as per General Ledger :	
Ledger Balance as at 30 September 2025	\$3,458,031.60
Balance as per Bank :	
Opening Balance 1 September 2025	\$7,563,826.95
September Movements	-\$4,157,851.92
Closing Balance 30 September 2025	<u>\$3,405,975.03</u>
less : Unpresented Receipts & Payments	-\$53,604.42
less : Timing Differences	\$1,547.85
Total:	<u>\$3,458,031.60</u>
Variance	\$0.00
 Acting Responsible Accounting Officer 9 October 2025	

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

SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	12/12/2025	4.95%	NAB	Yes	1,000,000	49,500
A1+/AA-	12/12/2025	4.92%	Westpac **	Yes	1,000,000	49,200
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ	No	1,000,000	40,389
A1+/AA-	05/02/2026	4.05%	CBA	Yes	1,000,000	26,630
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	11/03/2026	4.28%	Rabobank	Yes	1,000,000	32,012
A2/BBB+	20/11/2025	4.30%	AMP	Yes	1,000,000	18,142
A2/A-	20/01/2026	4.25%	Rabobank	Yes	1,000,000	21,192
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A3/BBB+	21/04/2026	3.90%	BOQ	No	1,000,000	29,170
A2/A-	30/01/2026	4.10%	Bendigo*	No	1,000,000	21,567
A1+/AA-	29/10/2025	4.20%	NAB	Yes	1,000,000	10,471
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	07/06/2026	4.05%	NAB	Yes	1,000,000	\$40,389.04
A1+/AA-	21/06/2026	4.05%	NAB	Yes	1,000,000	\$40,389.04
A1+/AA-	04/09/2026	4.10%	NAB	Yes	1,000,000	\$40,887.67
A2/A-	07/10/2025	3.57%	ING	Yes	1,000,000	\$3,129.86
A3/BBB+	07/10/2025	3.55%	BOQ	No	1,000,000	\$3,112.33
A1+/AA-	07/10/2025	3.85%	CBA	Yes	1,000,000	\$3,375.34
Expected Return FY25		4.16%	Total Investments		24,500,000	776,321
Avg. Headline Rate Return		4.16%	Cash on Hand		3,405,975	
			Total Cash and Investments		27,905,975	

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

Investment Interest	
Interest received for year to 30 September	\$257,123.44

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

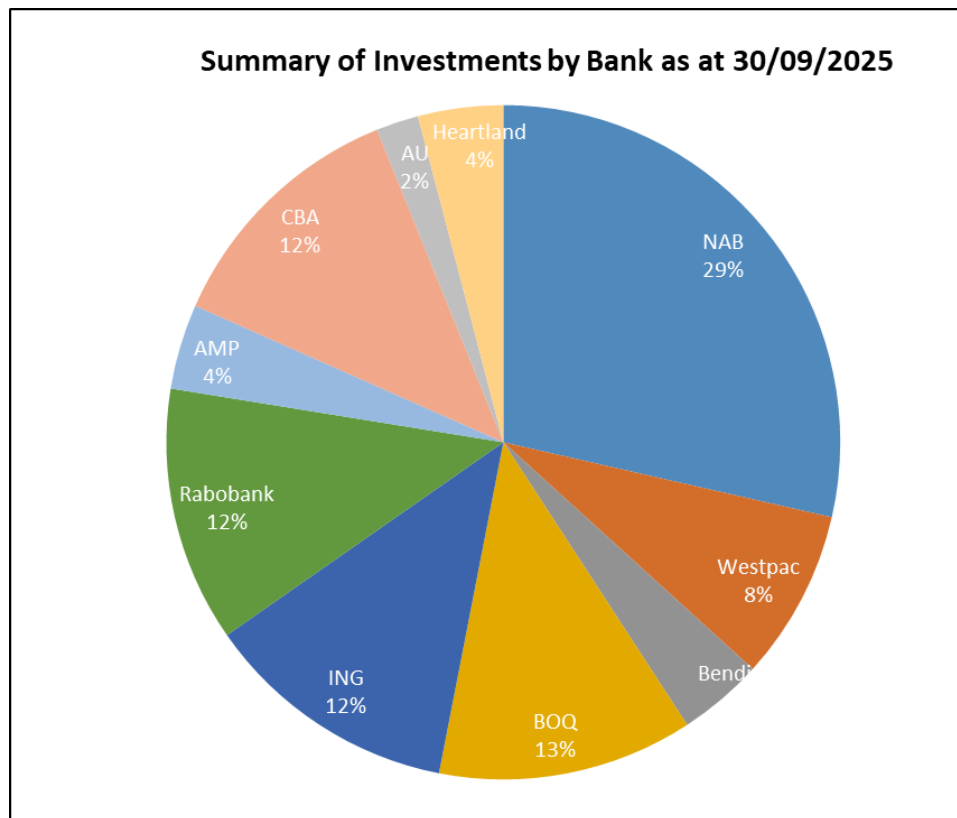
Investment Movements	
Opening Balance as at 1 September 2025	22,500,000
Less :	
Maturities (2)	2,000,000
Subtotal	20,500,000
Plus :	
Rollovers (1)	1,000,000
New Investments (3)	3,000,000
Current Balance as at 30 September 2025	24,500,000

During the reporting month, two term deposits of \$1 million each—held with NAB and Westpac matured, only one was rolled over. Three new investments were made.

A summary of maturities is set out below:

Period	No. of Term	Value
Oct-25	4	4,000,000
Nov-25	1	1,000,000
Dec-25	2	2,000,000
Jan-26	2	2,000,000
Feb-26	1	1,000,000
Mar-26	2	2,000,000
Apr-26	2	2,000,000
May-26	2	2,000,000
Jun-26	1	500,000
Jul-26	5	5,000,000
Aug-26	2	2,000,000
Sep-26	1	1,000,000
Oct-26	0	0
Nov-26	0	0
Dec-26	0	0
Total	25	\$24,500,000

The graph below shows the summary of investments by bank:



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

The table below is reporting restricted funds balances as at 30 September 2025.

Externally restricted cash, cash equivalents and investments as at 30 Sept 2025		
	\$'000	
Trust Funds	-	as at 30 Sept 2025
Included in Grant related contract liabilities	5,369	as at 30 Sept 2025
Developer contributions - Rangers Valley Feedlot S7.11	1,323	as at 30 Jun 2025
Water Fund	2,813	as at 30 Sept 2025
Sewer Fund	3,952	as at 30 Sept 2025
Waste management	4,659	as at 30 Jun 2025
Drainage	1,186	as at 30 Jun 2025
Council Committees	406	as at 30 Jun 2025
Specific purpose unexpended grants (general funds)	3,272	as at 30 Sept 2025
Total external restrictions	22,980	
Total Cash & investments as at 30 Sept 2025	27,906	
Unrestricted cash position (i.e. available after the above restrictions)	4,926	

The Contract Assets balance as at 30 Sept 2025

5,599

Unrestricted Cash Position

The unrestricted cash position reported as at 30 September 2025 is positive \$4.926million. The main drivers for the improvements in Council’s unrestricted cash position include the following:

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

Certification

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

KEY CONSIDERATIONS

Financial/Asset Management

The actual average return on Council investments for the 2024/2025 financial year was **5.07%**. In comparison, the current average return for the 2025/2026 financial year stands at **4.16%**, representing a **0.91% decrease**, consistent with the broader trend of declining interest rates. In response to emerging economic challenges, the **Reserve Bank of Australia (RBA)** adopted a more accommodative monetary policy, beginning to reduce the official cash rate in early 2025. As of August 2025, the RBA official cash rate stands at **3.60%**, following a 25-basis point reduction on August 12, 2025.

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

Investment Balances	This Year	Last Year
Opening Balance 1 September	22,500,000	23,100,000
Closing Balance 30 September	24,500,000	23,400,000

Policy

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

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

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

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

Credit Quality Portfolio Compliance

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

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	24,500,000
Yes	AA	57.1%	14,000,000	100%	10,500,000
Yes	A	18.4%	4,500,000	45%	6,525,000
Yes	BBB	24.5%	6,000,000	30%	1,350,000
Yes	Government	0.0%	-	100%	24,500,000
		100.0%	24,500,000		

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

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

Section 625 of the Act states the following:

How may Councils invest?

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

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

Section 212 of the Regulation states the following:

Report on Council's Investments

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

Risk

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

RISK ASSESSMENT OF INVESTMENT PORTFOLIO

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	24,500,000	100%
Total			24,500,000	100%

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

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

Item 7.5

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

Community Consultation

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

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.6 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 30 SEP 2025

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

Due to the short timeframe between Council meetings and technology issues we are unable to provide an update on Capital projects for the month of September.

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

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

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

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

GRANTS UPDATE:

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

Grant	Allocation	Co Contribution	Comments
Safer Local Roads and Infrastructure Program – Highland Home Bridge Renewal	Allocation Request: \$415,244	\$103,811 to be funded by R2R grant in a future year.	Submitted 30/06/25 and currently under assessment.
Safer Local Roads and Infrastructure Program – Oliver Street Upgrade	Allocation Request: \$1,182,878	\$295,719 to be funded by Roads to Recovery grant in a future year.	Submitted 30/06/25 and currently under assessment.
NSW Govt - Community War Memorial Fund - ANZAC Park Cenotaph Dias Upgrade.	Allocation Request: \$15,000	NIL	Still awaiting decision.
NSW Govt – Stronger Together Festival and Events Grants – Multicultural - 2026 Harmony Day.	Allocation Request: \$10,000	\$1,000 (budgeted)	Still awaiting decision.
Spring Holiday Break 2025	\$5,000	\$500	Application approved. Deed agreement executed.
NSW Seniors Festival Grant Program 2026	\$10,000	\$0.00	Under assessment. Awaiting decision.
NSW Government – Holiday Break – Spring 2025	Allocation Request \$5,000	\$500	Grant application approved. Deed Agreement executed 4 September 2025.
NSW GOVERNMENT – COMMUNITY WAR MEMORIAL FUND - ANZAC Park Glen Innes Cenotaph Dais Restoration	Allocation Request \$15,000	\$0.00	Under assessment. Awaiting decision.
NSW GOVERNMENT – SENIORS FESTIVAL 2026 - “Re-Wired”	Allocation Request: \$10,000	\$0.00	Still under assessment.

Item 7.6

NSW Government – Open Streets Program – 2025 - 2028 Christmas in the Highlands Illuminations	Allocation Request: \$350,000	\$0.00	Application approved. Deed Agreement executed 6 June 2025.
Australian Government - Early Childhood Education and Care (ECEC) Worker Retention Payment grant – Children & Family Services OOSH	Allocation Request: \$27,000 cap	\$0.00	Application approved. Deed agreement executed.
NSW Government – Holiday Break Program – Summer 2025/26 – GISC The Youth Booth and Glen Innes Severn Public Library	\$5,000	\$0.00	Under assessment. Awaiting decision.
Australian Government - Innovate with NBN – Glen Innes Highlands Hub Digital Bootcamp - GISC Economic Development and Tourism	\$15,000	\$0.00	Under assessment. Awaiting decision.
Australian Government – Revive Live – 2026 Australian Celtic Festival – Headline Australian Contemporary Performers/Songwriters, and Inclusive temporary infrastructure upgrades - GISC Economic Development and Tourism	\$120,000	\$0.00	Under assessment. Awaiting decision.
Australian Government – Festivals Australia Program – 2026 Australian Celtic Festival – Cultural Ambassadors - GISC Economic Development and Tourism	\$45,000	\$0.00	Under assessment. Awaiting decision.

2026 Australia Day Community Events Grant Program - GISC 355 Committee - Australia Day	\$10,000	\$6,150 annual GISC allocation	Application approved. Awaiting Deed Agreement execution.
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Grant payments – upfront, milestone, or upon project completion:

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

CONSIDERATIONS

Financial/Asset Management

The following table provides a summary of the adopted budget, the actual and committed amounts as of 30 Sep 2025, along with the percentage of the actual and committed expenditure when compared to adopted budgets.

Project Type	Projects Count	FY26 Budget	Total Spent	Expenditures %
Aerodome	4	\$3,423,391.00	\$1,425,540.72	41.64%
Bridge	6	\$4,645,540.23	\$637,994.75	13.73%
Building	5	\$495,000.00	\$114,641.35	23.16%
Community Halls	1	\$131,651.00	\$0.00	0.00%
Drainage	2	\$350,000.00	\$21,986.40	6.28%
Economic Development	7	\$893,446.00	\$293,050.14	32.80%
Flood Recovery & Natural Disasters	2	\$1,425,225.00	\$250,188.89	17.55%
IT	2	\$130,000.00	\$53,000.00	40.77%
Library	1	\$10,750.93	\$9,454.55	87.94%
Life Choices	5	\$187,153.00	\$146,428.39	78.24%
Open Office	1	\$785,825.00	\$51,890.91	6.60%
Open Spaces & Recreational	21	\$4,049,602.71	\$338,029.35	8.35%
Plant	41	\$3,141,704.73	\$279,079.45	8.88%
Quarry	4	\$329,225.00	\$166,506.91	50.58%
Roads	27	\$29,211,071.48	\$4,412,621.55	15.11%
Sewer	6	\$1,388,945.00	\$1,579,664.34	113.73%
Waste	7	\$931,701.50	\$189,846.77	20.38%
Water	9	\$2,560,681.67	\$996,139.82	38.90%
Grand Total	151	\$54,090,914.25	\$10,966,064.29	20.27%

Item 7.6

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

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

Policy

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

Risk

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

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

Annexure A Capital Projects Sept 2025

**REPORT TITLE: 7.7 QUARTERLY BORROWINGS REPORT AS AT 30
SEPTEMBER 2025**

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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

General Fund					
an No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
1	TCORP RFS Loan	3.95%	12/12/2016	08/12/2036	\$ 467,353.87
2	GIMC Debt at Amalgamation	6.69%	31/10/2002	01/11/2027	\$ 884,974.94
11-01	Business Acquisition: Quarry	7.69%	28/07/2011	28/07/2036	\$ 462,000.00
16	Glen Innes & Emmaville Swim Centre	4.70%	6/03/2015	28/02/2035	\$ 886,057.07
17	NAB Interest ONLY Loan	4.99%	29/07/2025	30/06/2027	\$ 5,000,000.00
Total General Fund Liability					\$ 7,700,385.88

Water Fund					
I No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
11-02	Land Acquisition: Future Storage	7.69%	28/07/2011	28/07/2036	\$ 1,236,400.00
Total Water Supply Fund Liability					\$ 1,236,400.00

Sewer Fund					
I No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
10	Sewer Augmentation Loan	6.51%	9/05/2006	11/05/2026	\$ 238,507.70
Total Sewer Fund Liability					\$ 238,507.70

Quarry Fund					
I No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
1	TCORP Wattle Vale Loan	3.95%	12/12/2016	08/12/2036	\$ 901,178.68
Total Quarry Fund Liability					\$ 901,178.68

TOTAL LOANS LIABILITY					\$ 10,076,472.26
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Certification

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

KEY CONSIDERATIONS

Financial/Asset Management

Council has Loan Liabilities totalling **\$10,076,472.26** as at the end of the reporting quarter.

Policy

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

Risk

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.8 DRAFT ECONOMIC DEVELOPMENT STRATEGY 2026-2030 AND DRAFT DESTINATION MANAGEMENT PLAN 2026-2030

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to present to Council the Draft Glen Innes Highlands Economic Development Strategy 2026–2030 (**Annexure A**) and Draft Glen Innes Highlands Destination Management Plan 2026–2030 (**Annexure B**) and to seek endorsement to place both drafts on public exhibition for 28 days commencing Monday 20 October 2025.

Following exhibition, a further report will be presented to the November 2025 Council meeting for adoption of both documents, incorporating any changes arising from the consultation period and completion of graphic design and final formatting.

RECOMMENDATION

THAT Council:

- 1. Endorses the Draft Glen Innes Highlands Economic Development Strategy 2026-2030 and Draft Glen Innes Highlands Destination Management Plan 2026-2030 for public exhibition for a period of 28 days commencing Monday, 20 October 2025.***
- 2. Receives a further report at its November 2025 meeting to adopt the final versions of the Economic Development Strategy 2026-2030 and Glen Innes Highlands Destination Management Plan 2026-2030 (incorporating any changes from public submissions and the final graphic design) for formal adoption and publication.***

REPORT

In August 2025, Glen Innes Severn and Tenterfield Shire Councils secured \$250,000 through the **Regional Drought Resilience Planning (RDRP)** Round 2 program, jointly funded by the Australian Government's Future Drought Fund and the NSW Government.

Glen Innes Severn Council led the application in partnership with Tenterfield Shire Council, with funding awarded to support delivery of activities derived from the Northern New England High Country Drought Resilience Plan, initially prepared under Round 1 of the program.

A key deliverable of this grant is the review and update of Council's **Economic Development Strategy (EDS)** and **Destination Management Plan (DMP)**, alongside a host of other drought resilience and community wellbeing initiatives scheduled to be implemented in both Glen Innes and Tenterfield Local Government Areas. The grant

requires all activities to be completed by 28 November 2025, creating a compressed timeframe for delivery.

Following a competitive quotation process, Council appointed SC Lennon & Associates to undertake a comprehensive review and update of both the Glen Innes Highlands Economic Development Strategy and Destination Management Plan. The updated documents integrate economic, tourism and wellbeing objectives aligned with regional priorities and the outcomes of the funding program.

Graphic Design and Adoption Process

Due to the compressed grant timeframe, the attached drafts are presented largely as text-based documents. Following the public exhibition period, graphic design and final formatting will be completed, and the designed versions, incorporating any community feedback, will be presented to Council for adoption in November 2025.

Research and Analysis

SC Lennon commenced the process with a comprehensive evidence review to inform both strategies. Key analytical tasks included:

- Review of existing Council and regional strategies, including the previous Glen Innes Highlands EDS and DMP,
- Socio-demographic and economic data analysis,
- Tourism performance and trend assessment,
- Consideration of broader economic, industry and tourism influences,
- Identification of opportunities to strengthen long-term resilience and local prosperity.

All background research and data findings were compiled into the Profiles and Prospects Paper (**Annexure C**). This document collates the evidence, data and consultation findings that directly informed the development of the draft EDS and DMP.

Stakeholder and Community Engagement

Extensive engagement was undertaken by both SC Lennon and Council staff / previous consultant to ensure the updated and new strategies reflect the aspirations and priorities of the community, business sector and Council. Consultation activities included:

- Targeted interviews with key organisations such as Business NSW, Department of Primary Industries and Regional Development, Geotourism Australia, Destination Outback and Country NSW, Regional Development Australia Northern Inland, NBN Co., and TAFE NSW,
- Targeted interviews with the local business chamber and businesses throughout the LGA (completed by both SC Lennon and Council staff),
- A Council workshop held on 2 September 2025, attended by Councillors and senior staff, to test emerging themes and confirm priorities, and

- An online business and community survey with 52 completed responses, representing a strong level of participation for a regional consultation process.

The consultation provided valuable insight into local business confidence, investment priorities, workforce challenges, and opportunities to strengthen the visitor economy.

Progress on Previous Strategies

Findings from the review of the previous Economic Development Strategy and Destination Management Plan informed the direction of the new documents. A number of successful and ongoing initiatives have been retained, particularly those linked to Council's core economic development and tourism functions, such as:

- Business engagement and support programs,
- Investment attraction and information provision, and
- Visitor information services and marketing.

The updated strategies also reaffirm Council's commitment to delivering key catalyst projects including the New England Rail Trail, Ottery Mine, and Beardy Waters—positioning them as transformational game-changers for the region's future as a globally recognised geo-destination.

These projects and actions form the foundation for the new strategies, ensuring continuity while embracing innovation and growth.

Overview of Updated EDS & DMP Documents

The Draft Glen Innes Highlands Economic Development Strategy 2026–2030 and Draft Glen Innes Highlands Destination Management Plan 2026–2030 provide an integrated framework to guide Council's economic and tourism priorities over the next five years.

Draft Glen Innes Highlands Economic Development Strategy 2026–2030 (*Annexure A*)

The Strategy is an aspirational, yet practical plan designed to support the vibrancy, diversity and resilience of the local economy.

At its core, it establishes a bold population goal of 10,000 residents by 2035, positioning Glen Innes Highlands as a location of choice to live, learn, work and invest. Achieving this target will require co-ordinated efforts across investment attraction, business support, infrastructure provision, workforce growth and liveability enhancement.

The updated EDS focuses on:

- Attracting new investment,
- Supporting local business growth and innovation,
- Activating town centres and community precincts, and
- Enabling job creation and workforce development.

It is structured around four strategic pillars:

1. **Innovative Industries and Prosperous Enterprises** – expanding business and industry diversity.
2. **A Future-Ready and Resilient Workforce** – developing skills and pathways for a growing population.
3. **Vibrant and Inclusive Precincts and Places** – creating attractive, activated and inclusive spaces.
4. **Collaboration to Nurture a Wellbeing Economy** – fostering partnerships and shared prosperity.

The EDS adopts wellbeing economy principles, recognising that economic success is measured not only by growth in investment and employment but also by the extent to which wealth is created, retained and shared locally, enhancing community resilience and quality of life.

Glen Innes Highlands Destination Management Plan 2026–2030 (*Annexure B*)

The updated DMP provides a clear and measurable roadmap for growing the Glen Innes Highlands visitor economy. It aims to:

- Enhance and promote local attractions,
- Increase visitor numbers, length of stay and spend, and
- Elevate the region's national and international profile.

Informed by wellbeing economy and community wealth-building principles, the DMP seeks to capitalise on the Glen Innes Highlands' natural beauty, rich cultural heritage and distinctive geological assets, aligning with Council's ambition to become one of only three Australian Aspiring UNESCO Global Geoparks.

The DMP is structured around four pillars:

1. **Destination Branding, Marketing and Visitor Servicing.**
2. **Visitor Economy Asset and Infrastructure Planning.**
3. **Destination Product and Experience Development.**
4. **Visitor Economy Business Engagement and Support.**

Together, the EDS and DMP establish a cohesive, forward-looking agenda that links prosperity with sustainability and community wellbeing.

Community Consultation and Next Steps

In addition to consultation already carried out, following Council endorsement, the Draft Economic Development Strategy and Draft Destination Management Plan will be placed on public exhibition from 20 October to 17 November 2025.

All submissions received will be reviewed, analysed and summarised in a further report to Council, including recommended amendments. SC Lennon & Associates will then finalise both documents, incorporating any required changes and completing design and formatting, for presentation to Council in November 2025 for adoption.

KEY CONSIDERATIONS

Financial/Asset Management

The project has been fully funded through the RDRP Round 2 grant, with initial consultation completed by Council staff and a previous consultant engaged to undertake a high-level overview prior to grant funding being obtained. There are no additional financial implications for Council beyond staff time required to manage the process. Future implementation of actions may require separate funding decisions by Council.

Policy

The updates have been prepared to align with the Glen Innes Severn Community Strategic Plan 2025–2035, Delivery Program 2025–2029, and Operational Plan 2025–2026, as well as broader frameworks including the NSW Visitor Economy Strategy 2030, New England North West Regional Economic Development Strategy, and the Northern New England High Country Regional Drought Resilience Plan.

Risk

The principal risk relates to the compressed timeframe imposed by the grant program, which limits opportunities for major revisions after exhibition. To mitigate this risk, Council officers and the consultant will ensure all submissions are carefully reviewed and any substantive changes are reported to Council.

Community Consultation

Consultation to date has included targeted stakeholder interviews, a Council workshop, and an online survey with 52 responses. The forthcoming 28-day exhibition period will provide a further opportunity for community input, with all feedback summarised and reported to Council.

Options

Council may:

- Endorse the Draft EDS and DMP for public exhibition (**recommended**), or
- Decline to exhibit the drafts, which would risk non-compliance with the grant deadline and potential loss and payback of funding.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Community Strategic Plan *Prosperous and Diverse Economy* Goal P1.1 – Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

This report links to Council's Community Strategic Plan *Open and Collaborative Leadership* Goal O1.1 – Encourage active participation by the community, business and industry in decision making processes that shape our region.

CONCLUSION

The Draft Glen Innes Highlands Economic Development Strategy 2026–2030 and Draft Glen Innes Highlands Destination Management Plan 2026–2030 represent critical informing strategies for Council and the community.

Developed under tight timeframes and with external funding support, they provide a clear roadmap for future population growth, economic development, tourism diversification and community wellbeing.

It is appropriate to place both draft documents on public exhibition, with final designed versions incorporating community feedback to be considered for adoption in November 2025.

ATTACHMENTS

Annexure A	Draft Glen Innes Highlands EDS 2026 - 2030
Annexure B	Draft Glen Innes Highlands DMP 2026 - 2030
Annexure C	Glen Innes Highlands Profiles & Prospects Paper September 2025

**REPORT TITLE: 7.9 PLANNING PROPOSAL - PP-2025-373 -
RECLASSIFICATION OF COUNCIL OWNED LAND**

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to advise Council of the outcomes of the public exhibition and subsequent public hearing regarding the proposed reclassification of certain Council-owned land in Glen Innes from Community to Operational.

Should Council adopt the recommendations, the planning proposal will be forwarded to the Department of Planning, Housing and Infrastructure for finalisation and amendment of the Glen Innes Severn Local Environmental Plan 2012.

RECOMMENDATION

THAT Council:

- 1. Notes the independent facilitator's report on the outcomes of the public exhibition and public hearing held 10 September 2025 (Annexure A).***
- 2. Endorses the planning proposal (Annexure B), having considered the outcomes of the public exhibition and hearing, and authorises its submission to the Department of Planning, Housing and Infrastructure with a request to amend the Glen Innes Severn Local Environmental Plan 2012 accordingly.***
- 3. Records its appreciation to community members who made submissions or attended the public hearing.***

REPORT

On 22 February 2024, Council resolution 15.02/24 unanimously resolved the following:

- 1. Endorses the submission of the attached planning proposal for Gateway Determination to the Department of Planning, Housing and Infrastructure;***
- 2. Notes that a subsequent report detailing the outcomes of public exhibition and public hearing will be reported back to Council.***

This report is in accordance with item 2.

Under the *Local Government Act 1993*, all Council-owned land must be classified as either Community or Operational (except roads and Crown land). Community land is intended for public use, such as parks, reserves and playing fields, and is subject to restrictions on sale, lease and use. Operational land is used to support Council's functions (for example

depots, offices or car parks) and provides flexibility for leasing to private businesses or other future uses.

At the introduction of the Act, Councils were required to classify all land by resolution. Any land not classified as Operational by 28 June 1994 (or within three months of later acquisition) automatically became Community land. Where no record of reclassification exists, it is a settled legal principle that the land remains Community land.

Reclassification does not affect ownership, tenure, zoning or current use, nor does it require Council to sell the land. Rather, it aligns the legal status of land with its existing or intended use, including sites already leased to private businesses. As reported to Council's Ordinary Meeting in February 2024, a review of Council assets revealed that much of Council's land has either not been classified as Operational or has insufficient records to confirm status.

The lots proposed for reclassification from Community to Operational land are generally located within the Glen Innes township and consist of sites already in operational use, including Council offices and buildings currently leased to private businesses (see Table 1, below).

The attached Planning Proposal is the statutory mechanism available to Council to correct these classifications, ensuring the land currently used for operational purposes is appropriately classified as Operational rather than Community land.

Table 1 - List of council properties proposed to be reclassified.

Description	Address	Lot and DP
Old Shire Council building (west)	181 Bourke Street, Glen Innes	5/A/DP193319
Old Shire Council building (east)		6/A/DP193319
Aerodrome including terminal	773 Emmaville Road, Glen Innes	1//DP1187809
Aerodrome Site		2//DP1187809
Aerodrome Hangers		3//DP1187809
Council Church Street Offices	136 Church Street, Glen Innes	11/A/DP193319
Council Church Street Offices		12/A/DP193319
Council Church Street Offices		13/A/DP193319
Council Church Street Offices		14/A/DP193319
VRA Shed	5 Sachs Lane Glen Innes	15/A/DP193319
VRA Shed		16/A/DP193319
Works Depot	105 Lang Street, Glen Innes	687//DP753282
Jamesies Garage	138 Church Street, Glen Innes	9//DP137340
Jamesies Garage		10//DP137340
Saleyards	36 Lang Street, Glen Innes	716//DP753282
Visitor Information Centre	152 Church Street, Glen Innes	8//DP773258
Visitor Information Centre		9//DP773258
Visitor Information Centre		3//DP211176

On 28 March 2025, a conditional Gateway Determination was issued by the **Department of Planning Housing and Infrastructure (DPHI)**. The relevant conditions included:

- Updating the planning proposal outlining how the funds from the sale of 181 Bourke Street Glen Innes will be used,
- Consult with NSW Rural Fire Service,
- Arrange a public hearing in accordance with the requirements of section 3.34(2)(e) of the *Environmental Planning & Assessment Act 1979*, and
- Ensure all relevant obligations under are undertaken in accordance with the Department's Local Environmental Plan Making Guidelines (2023) and Practice Note PH16-001 Classification and reclassification of public land through a local environmental plan (DPHI, 2016).

As outlined in the Community Consultation section of this report below, each of these conditions has been satisfied.

KEY CONSIDERATIONS

Financial/Asset Management

There are no immediate financial implications from endorsing the planning proposal for submission to the Department. Reclassification does not in itself authorise the disposal of any land. Any future sale of reclassified land would require a separate and explicit resolution of Council in accordance with the *Local Government Act 1993*. This ensures that any proposed sale would be subject to Council's usual decision-making processes, undertaken transparently and in full view of the community.

Policy

The process for undertaking a reclassification of land is governed by state legislation, namely the *Environmental Planning and Assessment Act 1979*. Council will follow this process.

Risk

There is no organisational risk associated with this planning proposal. The land identified for reclassification all forms current operational land such as administration buildings, the saleyards and investment properties.

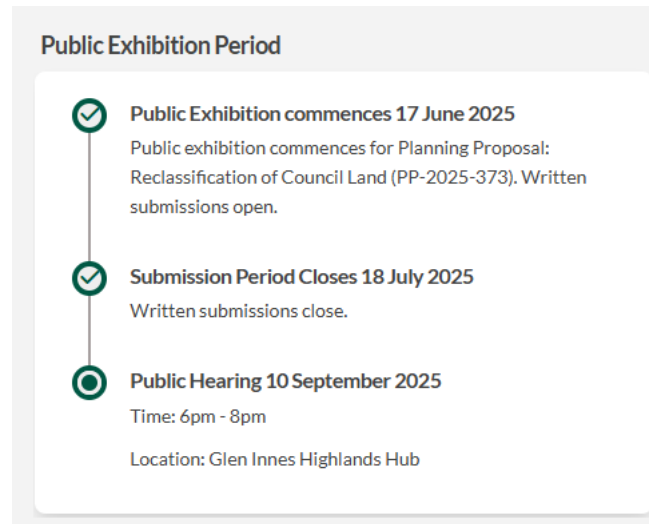
Community Consultation

(a) Updating and public exhibition of the planning proposal

The planning proposal was amended (Annexure B) to indicate the proceeds from the future sale of the vacant former Severn Shire Council offices (181 Bourke St, Glen Innes) which a Council resolution to sell the building exists, will be "*reinvested in priority projects that benefit the community, such as upgrades to public facilities or improvements to Council buildings*"

Council placed the planning proposal on public exhibition for four weeks between 17 June 2025 and 18 July 2025. The method of notification was by Council's *You're your Say* platform on the website.

The notice included the following details on the public exhibition period:



The exhibited planning proposal consisted of the following documents:

- *Gateway determination PP-2025-373 Glen Innes Severn,*
- *Planning Proposal _Reclassification_V3_PP-2025-373,*
- *Practice Note PN-16-001 Classification-reclassification of public land through local environmental plan* (prepared by Department of Planning, Housing and Infrastructure).

Two submissions were received during the public exhibition period: one by email on 3 July 2025 and one via the NSW Planning Portal which did not express an opinion on the proposal. The email submission largely concerned contextual matters such as requesting a list of council properties and income derived from these properties and maintenance and depreciation. The submission did not raise specific issues that either required amending the proposal or prevented it from proceeding. Consideration of the submission by the independent consultant can be found in Annexure A.

(b) Consultation with NSW Rural Fire Service

Council wrote to the **NSW Rural Fire Service (RFS)** on 28 May 2025 providing a copy of the planning proposal and requesting their advice under Direction 4.3 *Planning for Bushfire Protection*. Of the Planning Minister's directions for planning proposals under Section 9.1 of the *Environmental Planning and Assessment Act 1979*.

No response was received from RFS. Council can consider that RFS does not have any concerns with the planning proposal.

(c) Public hearing

As required by the Gateway Determination and section 29 of the *Local Government Act 1993*, a public hearing was held on 10 September 2025 at the Glen Innes Highlands Hub from 6.00 to 8.00 pm. The hearing, attended by five members of the community, was chaired by an independent facilitator, Mr Trevor Allen, Deputy Principal Planner at de Witt Consulting.

In accordance with section 47G of the *Local Government Act 1993*, a report of the hearing was prepared by the facilitator and is provided as Annexure A. As outlined in the report, feedback from attendees at the public hearing did not raise any issues that required amendment of the proposal or that would prevent it from proceeding. Attendees expressed the view that certain lots should remain classified as Community land, but no compelling reasons were provided as to why continued public access or use of those lots for as Community land was necessary. The primary concern raised was a general opposition to the potential sale of Council-owned land.

The feedback of the public hearing on each lot of land is summarised in Table 2, below.

Table 2 - Summary of public hearing feedback on proposed reclassification of council owned land.

No.	Property	Reclassify?	Conditions?
1	Old Shire Council Building (East)	Yes	No conditions
2	Old Shire Council Building (West)		
3	Council Church St Offices	No	
4	Council Church St Offices		
5	Council Church St Offices		
6	Council Church St Offices		
7	VRA Shed	No	
8	VRA Shed		
9	Jamesies Garage	Yes	No conditions
10	Jamesies Garage		
11	Aerodrome Site	No	
12	Aerodrome Hangers	Yes	But specifically for the lot required for the mine camp and subject to council not selling the land.
13	Aerodrome incl. Terminal		
14	Works Depot	Yes	No conditions
15	Saleyards	No	
16	Visitor Information Centre	Yes	If required to lease to sapphire business and subject to council not selling the land.
17	Visitor Information Centre		
18	Visitor Information Centre		

Options

Council can either:

- (a) Agree to proceed with the planning proposal to reclassify certain Council land from Community to Operational land by requesting the Department of Planning, Housing and Infrastructure to include the land in Table 1 as operational by amending Schedule 4 of the *Glen Innes Severn Local Environmental Plan 2012*. **This is the recommended option.**

- (b) Elect to not proceed with the planning proposal. This will mean that land that is currently utilised for operational purposes will continue with this incorrect classification, resulting in ongoing operational concerns and restrictions to the current and future management of this land.
- (c) Amend the planning proposal in a manner that responds to the feedback from the public hearing in Table 2. This will mean that some of the land that is currently utilised for operational purposes will continue with this incorrect classification, resulting in ongoing operational concerns and restrictions to the current and future management of this land.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The attached Planning Proposal represents the statutory mechanism for Council to reclassify land which is generally used for Council operational purpose from an incorrect Community classification to an appropriate Operational classification. The land identified is land that is currently used for operational matters and comprises no land used for public recreation.

The public exhibition of the planning proposal resulted in two submissions. The public hearing of the planning proposal was attended by five members of the community. The submissions and the public hearing report did not specify issues that either require amending the proposal or preventing it from proceeding.

ATTACHMENTS

Annexure A	Public Hearing and Exhibition Report - Reclassification of Land – Glen Innes Severn Council
Annexure B	Final Planning Proposal - PP-2025-0373 - Reclassification of Council Land

**REPORT TITLE: 7.10 DEVELOPMENT ASSESSMENT REPORT - DA 67/24-25 -
 SUBDIVISION (BOUNDARY REALIGNMENT - 2 LOTS
 INTO 2 LOTS) 146 - 148 CHURCH STREET, GLEN INNES**

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to recommend that Council approve Development Application 67/24-25 for a Subdivision (Boundary Realignment – 2 Lots into 2 Lots) located at 146 - 148 Church Street, Glen Innes. This report has been prepared to fulfill the requirements of the Conflicts of Interest Policy (In Dealing with Council-related Development) endorsed by Council.

The attached report details the town planning considerations. No variations to standards are proposed, and no objections were received to the proposed development.

RECOMMENDATION

That Council approves Development Application No. 67/24-25 for a Subdivision (Boundary Adjustment – Two (2) Lots into Two (2) Lots) on land known as 146–148 Church Street, Glen Innes, subject to the conditions of consent contained in Schedule 1 (Annexure A) of the report prepared by Council’s Consulting Town Planner.

REPORT

This **Development Application (DA)** has been prepared in accordance with Points 2 and 3 of Council Resolution 2.03/25 (see following page), which authorised the realignment of 146 Church Street and subdivision of 148 Church Street to enable the eventual sale of the front office portion of the Essential Energy Building and 146 Church Street to New England CT Pty Ltd while retaining the rear Powerhouse lot. A copy of the resolution is provided overpage.

As no departures from development standards are proposed, the DA would ordinarily be determined under delegated authority. However, because Council owns the land and it is proposed to be eventually sold to another party (as per resolution 2.03/25), Council’s Conflict of Interest Policy (in dealing with Council related development) requires independent assessment and a Council decision. These steps have been met, including independent assessment by Stimson Advisory and exhibition of a Conflict of Interest Management Statement.

2.03/25 RESOLUTION

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
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:
 - ☐ A clause requiring the Lessee to secure all the necessary approvals and licenses for the permitted use within three months of signing the lease,
 - ☐ A clause requiring the Lessee commence operation of the CT business within six months of obtaining the required approvals,
 - ☐ An option for the Lessee to purchase the properties 12 months after the subdivision is completed.
5. Authorises the General Manager to execute all necessary documentation to effect the lease and the Contract for the Sale of Land, and
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.

Subdivision Overview

The DA was lodged by Tenterfield Surveyors on behalf of Council on 26 May 2025 for a subdivision of 146–148 Church Street, Glen Innes. Council previously approved DA 68/24-25 for a Change of Use to a Medical Centre at 148 Church Street (approved 24 July 2025).

The original proposal retained the dwelling at 146 Church Street on a separate lot and subdivided 148 Church Street into two lots—one containing the front portion of the Essential Energy building leased by New England CT Pty Ltd and the other containing the Glen Innes Powerhouse to be retained by Council.

Further assessment of fire separation requirements identified that the original configuration would not meet current standards due to the proximity of the proposed boundary to existing structures. To resolve this, the subdivision layout was amended to consolidate the dwelling at 146 Church Street with the front portion of 148 Church Street, providing a more practical and compliant outcome that ensures the dwelling remains associated with the CT scanning facility and cannot be sold separately.

Item 7.10

The original DA was publicly exhibited from 19 June to 8 July 2025 in accordance with Council's Conflict of Interest Policy (In Dealing with Council-Related Development), including publication on Council's website and in the 'Our Council' newsletter. No submissions were received.

The amended application, incorporating the consolidated lot configuration and updated management statement, was re-exhibited from 23 July to 20 August 2025. The following explanatory note accompanied the re-exhibition:

"The subdivision was previously exhibited; however, it is now being re-exhibited following an amendment to the proposed lot layout. The revised lot design incorporates the entirety of 146 Church Street into proposed Lot 22 (which includes a portion of 148 Church Street) to provide a more integrated and practical lot configuration that better supports the intended future use of the site and addresses relevant planning and compliance considerations."

No submissions were received during the re-exhibition period.

Importantly, the revised lot layout remains consistent with Council Resolution 2.03/25, which authorised the subdivision of 146 and 148 Church Street to enable the sale of both 146 Church Street and the front office portion of the Essential Energy building, while retaining the rear Powerhouse lot in Council ownership. The consolidated layout is considered a better outcome, consistent with New England CT Pty Ltd's indicated future use of the dwelling in association with the CT scanning facility.

The independent Assessment Report with proposed conditions of consent is provided as **Annexure A** and the proposed plan of subdivision is provided as **Annexure B**.

KEY CONSIDERATIONS

Financial/Asset Management

The subdivision gives effect to the resolution by selling 146 Church Street and the front office portion of 148 while Council retains the rear Powerhouse lot.

Policy

The proposal complies with Council Resolution 2.03/25. The process undertaken for the assessment of a development application owned by Council has been consistent with Council's endorsed Conflicts of Interest Policy (In Dealing with Council-Related Development).

Risk

Organisational risk has been reduced through strict adherence with the endorsed Conflicts of Interest Policy.

Community Consultation

The development application was placed on public exhibition in accordance with Council's Conflict of Interest Policy (In Dealing with Council-Related Development). No submissions were received during the exhibition period.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program *Thriving and Connected Community* Strategy T1.1.1 Strengthen access to healthcare and emergency services access through the attraction and retention of professionals, expanded telehealth services, increased funding for local facilities and communityled initiatives.

This report links to Council's Delivery Program *Prosperous and Diverse Economy* Strategy P1.1.3 Facilitate strategic investment attraction through land use planning, development concierge services and promotion to investors and businesses as an attractive place for innovation, business expansion and lifestyle based employment. SRV

This report links to Council's Delivery Program *Fit for the Future Infrastructure* Strategy F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place based capital principles and solutions.

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

CONCLUSION

This report outlines the steps undertaken by Council staff to manage and assess DA 67/24-25 for a Subdivision (Boundary Realignment – 2 Lots into 2 Lots) located at 146 – 148 Church Street, Glen Innes. The assessment has been carried out in accordance with Council's adopted Conflicts of Interest Policy (In Dealing with Council-related Development) and recommends approval of the application, subject to the conditions of consent outlined in Schedule 1 of the Assessment Report.

ATTACHMENTS

- | | |
|------------|--|
| Annexure A | DA Assessment Report - Subdivision - 146 & 148 Church Street, GLEN INNES |
| Annexure B | Proposed Plan of Subdivision |

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Council Magazine,
- Councillor updates from the General Manager,
- Local Government NSW – newsletters,
- Member for Northern Tablelands, Mr Brendan Moylan MP – weekly reports, and
- Office of Local Government (OLG) – newsletter.

Press Releases

- Country Mayors Association of NSW.
- Member for New England, The Hon. Barnaby Joyce MP, and
- Member for Northern Tablelands, Mr Brendan Moylan MP.

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

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

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A	Australia Day Committee - 3/09/25
Annexure B	Glen Elgin Federation Sports Committee - 24/08/25
Annexure C	Glencoe Hall Committee - 16/08/25
Annexure D	Saleyards Advisory Committee - 5/03/25

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

- Councillor/Staff Committees of Council: 4,
- Community Committees of Council: 14,
- Delegates of Council: 1,
- Community Committees NOT Committees of Council: 12.

Council delegates were assigned at the Ordinary Council Meeting held on Thursday, 25 September 2025. These delegates will remain in place until the September 2026 Ordinary Council Meeting.

In keeping with past practice, Council resolved the following (in part) at the Ordinary Council Meeting held on Thursday, 25 September 2025:

5.09/25 RESOLUTION

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

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

Date	Committee	Councillor Delegate	Attendance
3.9.25	Local Traffic Committee	Cr M Davis	Yes
3.9.25	Australia Day Committee	Cr A Parsons	Yes
3.9.25	Glen Innes Saleyards Advisory Committee	Cr M Davis Cr T Alt Cr M Elphick*	Yes Apology Yes
8.9.25	Community Access Committee	Cr C Sparks	Yes
10.9.25	Community Services Interagency Committee	Cr C Sparks	Yes
17.9.25	White Rock Wind Farm Community Fund Committee	Cr M Elphick	Yes
17.9.25	Australian Standing Stones Management Board (no quorum)	Cr M Davis	Apology
24.9.25	Audit, Risk Improvement Committee	Cr M Elphick	Yes
30.9.25	Aboriginal Consultative Committee	Cr M Davis Cr C Sparks	Yes Yes
30.9.25	Glen Innes & District Community Centre Committee	Cr C Sparks	Yes

*Delegate for Cr Alt

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Manual for Community Committees of Council.

Risk

Nil.

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

11 MATTERS OF AN URGENT NATURE

12 CONFIDENTIAL MATTERS