

Glen Innes Severn Council Meeting

16 OCTOBER 2025

ANNEXURES

Annexures

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21/12/2023	12.2	Proposed Sale of 181 Bourke Street, Glen Innes	20.12/23 RESOLUTION 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. CARRIED	31/03/2026	Hunt, David	31 Jan 2024 12:14pm Hunt, David 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. 31 Jan 2024 12:16pm Hunt, David - Target Date Revision 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. 06 Mar 2024 4:59pm Hunt, David 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. 09 Apr 2024 8:25am Hunt, David 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. 08 May 2024 8:10am Hunt, David 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. 11 Jun 2024 11:53am Hunt, David 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. 08 Aug 2024 8:52am Hunt, David - Target Date Revision 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

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						received. 17 Oct 2024 8:37am Hunt, David Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified. 05 Nov 2024 3:50pm Hunt, David Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified. 04 Feb 2025 12:32pm Hunt, David - Target Date Revision 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. 04 Feb 2025 12:32pm Hunt, David Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified. 07 Apr 2025 9:10am Hunt, David Reclassification of land from Community to Operational is still underway. Sale can't progress until the land is reclassified. 07 May 2025 9:28am Hunt, David 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

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						section 3.34(2)(e) of the Local Government Act 1993. 02 Jun 2025 9:49am Hunt, David - Target Date Revision 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. 02 Jun 2025 9:49am Hunt, David 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. 04 Jul 2025 11:18am Hunt, David 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. 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

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						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. A Public Hearing is scheduled for early August 2025 with finalisation expected prior to the end of 2025. 20 Aug 2025 9:07am Hunt, David 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. The Public Hearing - Planning Proposal Reclassification of Land (PP-2025-373) is taking place on the 10th of September with the finalisation of the reclassification expected at the end of 2025. Once the reclassification is finalised, the vacant Council property can be listed for sale. 10 Sep 2025 2:16pm Hunt, David 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. The Public Hearing - Planning Proposal Reclassification of Land (PP-2025-373) is took place on the 10th of September with the finalisation of the reclassification expected at the end of 2025. Once the reclassification is finalised, the vacant Council property can be listed for sale. No further action can take place until reclassification of land takes place.
22/02/2024	7.13	Reclassification of Council Owned Land	15.02/24 RESOLUTION THAT Council: 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. CARRIED	28/11/2025	Sheridan, Riarna	28 Feb 2024 10:00am Neil, Andrew Planning Proposal Submitted for Gateway Determination 28/2/24 19 Mar 2024 9:48am Neil, Andrew - Target Date Revision 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. 19 Mar 2024 9:54am Neil, Andrew 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

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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

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						scheduling impacts during April, including multiple public holidays.
						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.
						10 Jul 2025 8:11pm Sheridan, Riarna Reclassification of land Planning Proposal remains on public exhibition until 18 July 2025, which will be followed by a public hearing scheduled to occur in early August. Following the exhibition and hearing, a report will be presented to Council's August Ordinary Meeting.
						10 Aug 2025 5:01pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 August 2025 to 30 September 2025 - Public exhibition of the Reclassification of land Planning Proposal closed 18 July, which resulted in ENTER NUMBER of submissions. The public hearing has been scheduled for ENTER DATE. Due to the public hearing being scheduled later than anticipated, a report will be presented to either Council's September or October Ordinary Meeting to finalise the process.
						15 Sep 2025 7:40pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 September 2025 to 28 November 2025 - Public Hearing conducted by independent consultant 10 September 2025. Awaiting report from consultant to be provided. Report to Council's October meeting with outcome of Public Hearing and Exhibition to follow.
						07 Oct 2025 5:27pm Sheridan, Riarna The Land Reclassification Planning Proposal has now passed exhibition and hearing and is in its final stage. A report to Council's October meeting recommends noting the independent facilitator's findings and endorsing the proposal for submission to the Department of Planning, Housing and Infrastructure to enable the formal amendment of the Glen Innes Severn Local Environmental Plan.

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27/06/2024	7.14	Derry Place Road Closure	15.06/24 RESOLUTION THAT Council: 1. Proceeds to close the road corridor that holds Derry Place. 2. Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street. 3. Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer. CARRIED	31/12/2025	Hunt, David	16 Jul 2024 2:16pm Reid, Adam Due to illness of Property Officer, this has not progressed. Notification to service providers to be issued 16 Jul 2024 2:18pm Reid, Adam - Target Date Revision Target date changed by Reid, Adam from 11 July 2024 to 31 January 2025 - Time required for process of road closure 07 Aug 2024 11:24am Reid, Adam Notification period set for 15 August 2024 to 12 September 2024 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 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

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						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. 07 May 2025 9:28am Hunt, David 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. 02 Jun 2025 9:50am Hunt, David - Target Date Revision 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. 04 Jul 2025 11:15am Hunt, David New England Surveying & Engineering have confirmed that a title has now been created for the land, known as Derry Place, which confirms the road has been closed. Next steps are to work through selling / transferring the land to Allcrete. Due to vacant Property Officer position not being filled, this will take longer than originally expected. 20 Aug 2025 9:36am Hunt, David Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land. 10 Sep 2025 2:19pm Hunt, David Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land. Action still progressing.

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28/11/2024	9.5	Petition for Street Surveillance in the Central Business District	21.11/24 RESOLUTION 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. CARRIED	19/12/2025	Sheridan, Riarna	02 Dec 2024 3:52pm Smith, Bernard - Reallocation 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 10 Dec 2024 4:34pm Burley, Gayleen - Reallocation Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV 12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise. 15 May 2025 8:52am Duffell, Debbie - Reallocation Action reassigned to Sheridan, Riarna by Duffell, Debbie 16 May 2025 11:23am Sheridan, Riarna - Target Date Revision 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. 06 Jun 2025 8:35am Sheridan, Riarna 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 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

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						August 2025. 10 Jul 2025 8:17pm Sheridan, Riarna 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 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras along with system upgrades at the Town Hall are expected to be completed by 30 July. The Public Safety and Asset Protection Strategy remains on track for preparation and review by 29 August 2025. 10 Aug 2025 6:54pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 29 August 2025 to 30 October 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall was delayed due to contractor illness and then weather, but is now continuing. The contractor has confirmed all works will be completed by the end of August at the latest. The Public Safety and Asset Protection (CCTV) Strategy has been paused to ensure it fully incorporates the upgraded infrastructure, aligns with community safety priorities and reflects best practice. 17 Sep 2025 4:46pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 October 2025 to 19 December 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall has been completed and key staff trained in the use of the new system. A draft of the Public Safety and Asset Protection (CCTV) Strategy is now anticipated to be completed by December 2025 due to changes in staffing responsible for completion of the strategy. 07 Oct 2025 8:43pm Sheridan, Riarna Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works has commenced, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station. Glen Innes Police

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						have undertaken to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is now anticipated by December 2025 following staffing changes.
28/11/2024	12.1	Purchase of Property	24.11/24 RESOLUTION 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	11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve. 15 May 2025 2:35pm Smith, Bernard - Target Date Revision 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. 15 May 2025 2:40pm Smith, Bernard 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. 10 Jun 2025 3:40pm Smith, Bernard Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised. 21 Aug 2025 12:25pm Smith, Bernard Negotiations have been protracted however contract should be signed by the end of August 18 Sep 2025 1:22pm Smith, Bernard Negotiations still underway and very protracted regarding a range of matters.

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			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> .			
			7. Notes that the land currently used for carparking is to continue in that form.			
			CARRIED			
07/03/2025	4.1	Expression of Interest - Sale of 146 and 148 Church Street	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	31/10/2025	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. 02 Jun 2025 10:22am Hunt, David - Reallocation Action reassigned to Sheridan, Riarna by Hunt, David - As requested by Director Sheridan. Actions assigned to MAS have been completed at stage. 06 Jun 2025 8:54am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 June 2025 to 31 July

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			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.			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. 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. 10 Jul 2025 8:27pm Sheridan, Riarna Further progress made in line with the resolution includes, a report for the Development Application for the change of use to a medical centre, including associated alterations and additions has been prepared for Council's consideration at the July 2025 Ordinary Meeting in accordance with Council's Conflict of Interest Policy – Dealing with Council-Related Development. The Development Application for subdivision is expected to be considered at the September 2025 Council Meeting. This was delayed to allow for a reconfiguration of the proposed lots, which now includes the existing dwelling site (146 Church Street) forming part of the front portion of the land to be subdivided at 148 Church Street. To meet item 6 of the resolution, a separate report has been prepared for the July 2025 Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council. 15 Aug 2025 8:11am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 July 2025 to 31 October 2025 - Further progress in line with the resolution includes: the Construction Certificate for the CT Scanning facility has been lodged and is under assessment; the Development Application for the subdivision is on track for consideration at the September 2025 Council Meeting; and, following Council's July 2025 resolution, community consultation has commenced inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is also planned for September (date to be confirmed) to allow the public to visit the site
			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.			
			CARRIED			

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						and view the area firsthand to further inform submissions. 17 Sep 2025 4:47pm Sheridan, Riarna Further progress in line with the resolution includes: Following issue of the Construction Certificate, New England CT has commenced fit-out works to the front portion of the Essential Energy building (148 Church Street) for the purpose-built CT Scanning Facility. Due to an unforeseen delay by the planning consultant, the Development Application for the subdivision will now be reported to Council in October. In line with Council's July 2025 resolution, community consultation continues, inviting submissions from the community on potential future uses for the rear portion of the site and heritage building to be retained by Council. An Open Day is scheduled to held on Saturday 20 September to allow the public to visit the site and view the area firsthand to inform submissions. 07 Oct 2025 9:04pm Sheridan, Riarna Further progress continues in line with the Council resolution. A report recommending approval of the subdivision of 146–148 Church Street is included in the October Council Agenda. New England CT Pty Ltd has confirmed that internal fit-out works to the front portion of the Essential Energy building (148 Church Street) are progressing well. They are awaiting completion of Essential Energy's power upgrade, after which a soft launch is planned for late January 2026, followed by a full opening in February 2026, consistent with the resolution timeframe. Outcomes from the community consultation and Open Day on future uses of the rear portion of the site will be reported to Council's November meeting.
24/04/2025	7.13	Waste-to-Energy Technology - Costs, Benefits and Risks	14.04/25 RESOLUTION 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	30/11/2025	Sheridan, Riarna	08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision 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.

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			Private Partnership (PPP), and to obtain legal advice to inform this process.			06 Jun 2025 9:29am Sheridan, Riarna
	3.		Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA.			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.
	4.		Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including 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.			10 Jul 2025 8:42pm Sheridan, Riarna Works continue to progress in accordance with item 1 of the resolution. A sub-committee meeting has been scheduled for 4 August 2025 and will inform future progression of the project and allocation of \$75k for feedstock trial.
	6.		Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works.			15 Aug 2025 8:22am Sheridan, Riarna Works are progressing in line with the resolution, with a comprehensive report presented to Council's August meeting detailing progress to date, outcomes of the Sub-Committee meeting, the scheduled date for the independent feedstock trial, and the next steps to progress to a potential PPP.
			CARRIED			18 Sep 2025 6:24am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 September 2025 to 30 November 2025 - Following Council's August 2025 resolution (15.08/25), the Sub-Committee established under resolution 14.04/25 has been placed on hold to ensure probity and compliance with the Local Government Act 1993 and the OLG's PPP Guidelines. Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.

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						07 Oct 2025 9:09pm Sheridan, Riarna Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.
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	14/10/2025	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. 10 Jul 2025 8:46pm Sheridan, Riarna Progress continues to be made. Updated 'No Smoking' signage has been ordered and is still awaiting production. Date of installation extended to 30 August to allow for production and delivery to Council. 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. 10 Jul 2025 8:49pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 June 2025 to 30 August 2025 - To allow for signage to be produced and installed and compliance action with tobacco retailers to be finalised.

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						15 Aug 2025 8:25am Sheridan, Riarna Further progress has been made in line with the resolution, with updated no-smoking signage for the CBD now delivered and scheduled for installation before 30 August 2025. The new signage will enable Council to issue penalty infringement notices for non-compliance. 18 Sep 2025 6:43am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 August 2025 to 30 September 2025 - The updated no-smoking signage for the CBD is now scheduled for installation before 30 September 2025, following minor delays caused by resourcing constraints. Once installed, the signage will enable Council to issue penalty infringement notices for non-compliance. 09 Oct 2025 12:41pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 October 2025 to 14 October 2025 - Installation of the updated no-smoking signage in the CBD is now scheduled for completion by 14 October 2025, following minor delays due to staffing constraints. The signage is ready for installation and, once in place, will enable Council to issue penalty infringement notices for non-compliance.
22/05/2025	6.1	Managing Psychosocial Safety Risks for Councillors and Upholding Respectful Conduct in Council	2.05/25 RESOLUTION That Council: - Endorses the development of a "Councillor Psychosocial Safety and Wellbeing Framework" to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members. - Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to: - Access to Employee Assistance Program (EAP) or equivalent mental health support for	31/10/2025	Smith, Bernard	10 Jun 2025 3:43pm Smith, Bernard A number of stakeholders have been contacted including LGNSW, LGPro, other Councils. 13 Jun 2025 7:47am Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 05 June 2025 to 29 August 2025 - Aligns with resolution 21 Aug 2025 12:24pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 29 August 2025 to 29 August 2025 21 Aug 2025 12:25pm Smith, Bernard Report going to August meeting

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			councillors			18 Sep 2025 1:21pm Smith, Bernard - Target Date Revision
			b. Induction and ongoing training on managing conflict, abuse, and difficult community interactions			Target date changed by Smith, Bernard from 29 August 2025 to 31 October 2025 - Was deferred from listing on August agenda
			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.			
			CARRIED			

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19/06/2025	7.14	Aged and Disability Inclusion Strategy 2025-2035	17.06/25 RESOLUTION THAT Council: 1. Endorses the draft Aged and Disability Strategy 2025-2035 for public exhibition for a period of 28 days, and 2. Subject to no significant adverse submissions being received during the exhibition period, adopts the Aged and Disability Strategy 2025-2035 at the CARRIED	17/10/2025	Brackenborough, Ellie	18 Jul 2025 4:25pm Ford, Gregory - Target Date Revision Target date changed by Ford, Gregory from 03 July 2025 to 31 July 2025 - 2 submissions received to be reviewed and considered. 21 Aug 2025 12:57pm Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 31 July 2025 to 30 September 2025 - Final internal review being undertaken prior to publication. 09 Oct 2025 2:04pm Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 30 September 2025 to 17 October 2025 - Final internal review being undertaken prior to publication.
24/07/2025	8.1	Notice of Motion - Glen Innes Severn Council Philanthropic Trust	27.07/25 RESOLUTION That Council requests the general manager to host a Councillor Workshop to further discuss a Glen Innes Severn Council Philanthropic Trust. CARRIED	31/10/2025	Smith, Bernard	21 Aug 2025 12:29pm Smith, Bernard Will be placed on September workshop agenda 21 Aug 2025 1:01pm Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 07 August 2025 to 31 October 2025 - Awaiting suitable Workshop date.
24/07/2025	7.22	Council Managed Crown Land - Plan of Management	26.07/25 RESOLUTION THAT Council: 1. Approves for the Council Managed Crown Land – Plan of Management to be placed on public exhibition for 42 days from Thursday 24 July 2025. 2. Displays the revised Council Managed Crown Land – Plan of Management on Council's website, and that it be made available for viewing at the following locations: - Council's Town Hall Office, and - The Village Post Offices at Deepwater and Emmaville.	31/10/2025	Woods, Colin	20 Aug 2025 9:46am Hunt, David - Target Date Revision Target date changed by Hunt, David from 07 August 2025 to 31 October 2025 - Draft Council Managed Crown Land Plan of Management is currently on public exhibition. Once the exhibition processes closes, if any substantial feedback is received, a report will be prepared to the October Council meeting. 09 Sep 2025 11:20am Hunt, David - Reallocation Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.

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			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 Council Managed Crown Land – Plan of Management; otherwise, that the Council Managed Crown Land – Plan of Management be adopted by Council. CARRIED			
24/07/2025	7.15	NSW Benefit-Sharing Guideline for Large-Scale Renewable Energy Projects	19.07/25 RESOLUTION 1. Notes and endorses the NSW Department of Planning, Housing and Infrastructure's Benefit-Sharing Guideline (November 2024) for large-scale renewable energy projects and acknowledges it as the guiding document for future community benefit negotiations. 2. Requests a further report be presented to Council outlining recommended governance, structure and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents. 3. That the report also considers Council advocating for an energy rebate and or voucher system for LGA residents to benefit from REZ projects to provide financial energy relief over the life of any REZ project. CARRIED	28/11/2025	Sheridan, Riarna	15 Aug 2025 8:30am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 31 October 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents. The report will also consider options for Council to advocate for an energy rebate and/or voucher system for LGA residents to provide financial energy relief over the life of any REZ project. This report is expected to be presented to Council at its October meeting. 18 Sep 2025 6:51am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 October 2025 to 28 November 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local Community Benefit Fund to receive and manage contributions from large-scale renewable energy proponents. A request has been submitted to EnergyCo to utilise a portion of Council's allocated REZ funding to engage a legal consultant or similar specialist to support development of a draft Community Benefit Fund framework. This pathway has been chosen to ensure the framework is legally compliant, robust and carefully considered. It is now anticipated that a further report will be presented to Council at its November 2025 Ordinary Meeting once the draft framework has been prepared.

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						07 Oct 2025 9:22pm Sheridan, Riarna Work continues to progress in line with the resolution to develop governance and administration options for a local Community Benefit Fund to manage contributions from large-scale renewable energy projects. EnergyCo has provided guidance on submitting proposed activities, including sourcing quotes for development of the draft framework. A portion of Council's REZ funding will be used to engage a specialist consultant to ensure the framework is robust and compliant. A further report is still anticipated to be presented to Council in November 2025 once the draft framework is complete.
24/07/2025	7.16	Future Use Options - Rear of 148 Church Street, Glen Innes	20.07/25 RESOLUTION THAT Council: 1. Notes the contents of this report outlining potential future use themes for the retained rear portion of 148 Church Street, in response to Resolution 2.03/25. 2. Endorses the proposed community engagement process to be conducted throughout August and September 2025 to gather public feedback and ideas on future uses for the site, based on the key themes outlined in this report. 3. Receives a further report in October 2025 summarising community feedback and outlining recommended next steps for the site's future use. CARRIED	28/11/2025	Sheridan, Riarna	15 Aug 2025 8:32am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 31 October 2025 - Community consultation has commenced in line with the resolution inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is also planned for September (date to be confirmed) to allow the public to visit the site and view the area firsthand to further inform submissions. A report is intended to be prepared and presented to the October Ordinary Meeting outlining submissions received and next steps. 18 Sep 2025 6:51am Sheridan, Riarna Community consultation continues in line with the resolution inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is scheduled for Saturday, 20 September to allow the public to visit the site and view the area firsthand to further inform submissions. A report is still intended to be prepared and presented to the October Ordinary Meeting outlining submissions received and next steps. 07 Oct 2025 9:34pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 October 2025 to 28 November 2025 - Community consultation on future use options for the rear portion of the site and heritage building has now closed, with submissions under review. As the consultation ended on 30 September and the October meeting was brought forward by a week, the report will now be presented to the November Ordinary Meeting to ensure Council receives a thorough summary of community feedback and next steps, consistent with the intent of the original resolution.

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24/07/2025	8.5	Notice of Motion - Addressing Hygiene Insecurity: Equitable Access to Showers and Toilets for Vulnerable Residents in the Glen Innes Severn Local Government Area	29.07/25 RESOLUTION That Council re-visit the matter of hygiene Insecurity at a future Councillor Workshop. CARRIED	31/10/2025	Woodland, Lindsay	21 Aug 2025 12:31pm Smith, Bernard - Reallocation Action reassigned to Woodland, Lindsay by Smith, Bernard - More appropriate for you Lindsay 22 Aug 2025 9:47am Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 07 August 2025 to 31 October 2025 - Awaiting Councillor Workshop.
24/07/2025	12.2	Taronga Mines - Mine Camp at Glen Innes Airport - Final Terms to form Binding Heads of Agreement	38.07/25 RESOLUTION THAT Council: 1. Endorses the final terms as contained in Annexure 1 of this report to form the Binding Heads of Agreement with Taronga Mines Pty Ltd for the lease of part of the Glen Innes Airport site to establish a mine camp supporting the Taronga tin mine at Emmaville; 2. Notes that Taronga will be responsible for preparing the Heads of Agreement and lease documentation; 3. Approves the execution of the Heads of Agreement, subject to all relevant terms and conditions being met; 4. Approves the execution of the lease, as prepared in accordance with the terms of the executed Heads of Agreement. CARRIED	30/11/2025	Sheridan, Riarna	15 Aug 2025 8:37am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 30 November 2025 - The final Heads of Agreement has been received by Taronga for execution by the General Manager in line with the resolution. Taronga has confirmed that the lease agreement will be prepared once the Heads of Agreement has been executed. 18 Sep 2025 6:53am Sheridan, Riarna The final Heads of Agreement has been executed by the General Manager. Council is now awaiting Taronga to provide a copy of the lease, which will be prepared in line with the resolution. 07 Oct 2025 9:35pm Sheridan, Riarna No change since the previous update. The final Heads of Agreement has been executed by the General Manager, and Council is now awaiting Taronga to prepare and provide a copy of the lease, which will be drafted in accordance with the terms outlined in the resolution.

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24/07/2025	12.3	Authorisation to Seek Ministerial Approval for an Internal Loan Against the Water and Sewer Fund	39.07/25 RESOLUTION That Council seeks Ministerial Approval for an internal loan from the Water and Sewer reserves to the General Fund of up to \$5M to be repaid within two (2) years. CARRIED	31/10/2025	Woodland, Lindsay	15 Aug 2025 4:36pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 07 August 2025 to 30 September 2025 - The letter requesting Ministerial approval for an internal loan of \$5M has been prepared and sent on 15 Aug 2025. We await the Minister's response. 18 Sep 2025 3:29pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 30 September 2025 to 30 September 2025 - Meeting with OLG regarding this Ministerial approval for internal loans has been held Friday 12th Sep. It is likely to take another month to receive approval. 18 Sep 2025 3:30pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 30 September 2025 to 15 October 2025 07 Oct 2025 10:16am Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 15 October 2025 to 31 October 2025 - Discussions with OLG in progress. Expected to take additional time.
28/08/2025	7.6	Investments Report - July 2025	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 <i>Local Government Act 1993</i> , the <i>Local Government (General) Regulation 2021</i> , and OLG Investment Policy Guidelines. CARRIED	17/10/2025	Woodland, Lindsay	18 Sep 2025 3:31pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 11 September 2025 to 17 October 2025 18 Sep 2025 3:32pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 17 October 2025 to 17 October 2025 - Targeting finalisation of this matter for the October OCM.

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28/08/2025	8.1	Notice of Motion - Former Glen Innes Ambulance Station - Proposed Return to Community Ownership	11.08/25 RESOLUTION THAT Council: 1. Notes the community interest and historic value of the former Ambulance Station at 104 Bourke Street, Glen Innes. 2. Supports the Mayor to continue enquiries with the State Government regarding its future use and ownership. 3. Defers any formal request for transfer until a clear and suitable plan for use and funding is identified. CARRIED	22/12/2025	Smith, Bernard	18 Sep 2025 1:20pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 11 September 2025 to 22 December 2025 - Ongoing advocacy
28/08/2025	7.4	Draft Payment of Expenses and Provision of Facilities to Councillors Policy	6.08/25 RESOLUTION That Council adopts the revised Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy, incorporating the following: Special requirement and carer expenses– broaden the coverage of carer expenses to include support for Councillors managing family and cultural obligations, consistent with modern workforce equity practice. CARRIED	20/10/2025	Ford, Gregory	18 Sep 2025 9:16am Henwood, Marnie - Target Date Revision Target date changed by Henwood, Marnie from 11 September 2025 to 03 October 2025 - The requested updates are currently in progress. The Manager of Governance has been temporarily absent from the business due to participation in an external training course. Completion of the updates is expected upon their return. 08 Oct 2025 2:51pm Duffell, Debbie - Reallocation Action reassigned to Ford, Gregory by Duffell, Debbie 09 Oct 2025 2:40pm Ford, Gregory - Target Date Revision Target date changed by Ford, Gregory from 03 October 2025 to 20 October 2025 - Changes have been incorporated to policy as resolved, Policy is being finalised for publication.

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28/08/2025	7.5	Financial Assistance Grants - Letter from Local Government Grants Commission	7.08/25 RESOLUTION That Council prepares a submission to the Local Government Grants Commission during the consultation process, highlighting the impact of the current methodology on Glen Innes Severn Council and advocating for reforms that provide more equitable outcomes for rural and regional councils. CARRIED	31/10/2025	Woodland, Lindsay	18 Sep 2025 3:18pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 11 September 2025 to 31 October 2025 - Formal consultation process has not yet commenced. LW will clarify with the Grants Commission the timing of consultation and make a submission accordingly.
28/08/2025	7.3	Draft Councillor Induction and Professional Development Policy	5.08/25 RESOLUTION That Council adopts the revised Councillor Induction and Professional Development Policy, with the addition of clauses which: 1. Strengthen compliance and consequences for non-attendance by linking participation to councillors' statutory obligations and Code of Conduct responsibilities. 2. Introduce a mid-term review of induction and professional development participation to improve transparency and accountability. 3. Ensure all professional development plans are fully mapped to the Local Government NSW Capability Framework and reviewed annually. 4. Broaden the scope of training to include diversity, inclusion, psychosocial safety and wellbeing. 5. Clarify the Mayor's leadership role in supporting and encouraging councillor development, consistent with the Local Government Act. CARRIED	22/10/2025	Ford, Gregory	18 Sep 2025 9:10am Henwood, Marnie The requested updates are currently in progress. The Manager of Governance has been temporarily absent from the business due to participation in an external training course. Completion of the updates is expected upon their return. 18 Sep 2025 9:15am Henwood, Marnie - Target Date Revision Target date changed by Henwood, Marnie from 11 September 2025 to 03 October 2025 - The requested updates are currently in progress. The Manager of Governance has been temporarily absent from the business due to participation in an external training course. Completion of the updates is expected upon their return. 08 Oct 2025 2:51pm Duffell, Debbie - Reallocation Action reassigned to Ford, Gregory by Duffell, Debbie 10 Oct 2025 9:20am Ford, Gregory - Target Date Revision Target date changed by Ford, Gregory from 03 October 2025 to 22 October 2025 - requested clauses as per resolution have been added, Policy is in final review and publishing stage,

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28/08/2025	12.1	Waste-To-Energy - Public Private Partnership Progress Update And Next Steps	15.08/25 RESOLUTION THAT Council: - Notes that the Sub-Committee established under resolution 14.04/25 has been paused to ensure probity and full compliance with the <i>Local Government Act 1993</i> and the OLG's Public Private Partnership (PPP) Guidelines. - Determines that the PPP initial assessment documentation will not be prepared or submitted to the OLG until the independent feedstock trial is completed and results are available to confirm the technology's viability enabling evidence-based due diligence, risk assessment, and project scoping. - Receives a further report following the feedstock trial, outlining the results and providing recommendations on whether to proceed with a potential PPP process in line with statutory and probity requirements. CARRIED	28/11/2025	Sheridan, Riarna	18 Sep 2025 6:27am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 11 September 2025 to 28 November 2025 - Progress in line with the resolution has been made - Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence. 07 Oct 2025 9:37pm Sheridan, Riarna Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.
25/09/2025	7.4	Delegates on Committees	5.09/25 RESOLUTION That: - Council nominates the following Councillors as Council's delegates to sit on the following committees from Thursday, 25 September 2025 until the September 2026 Ordinary Meeting of Council - as detailed in the list below: - Council confirms the importance of its Community Committee structure to facilitate the necessary flow of communication and information from its committees back to Council and vice versa.	30/10/2025	Duffell, Debbie	09 Oct 2025 1:55pm Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 09 October 2025 to 30 October 2025 - Letters drafted to Committees and Councillors, and meeting schedule updated. Awaiting advice from the Interagency Committee regarding the number of Council delegates that can be appointed to that Committee, before distributing letters.

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Committee:

Officer:

Council

Date From:

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			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. 4. All Councillors ensure that matters of significance from the various Committees are brought back to Council for information and/or further discussion.																											
			<table><tr><th>NAME OF COMMITTEE</th><th>DELEGATES</th></tr><tr><td colspan="2">Council Committees</td></tr><tr><td>Annual Donations Review Committee</td><td>Councillor M Elphick, Councillor C Sparks, and Councillor D Scott Meets once each year</td></tr><tr><td>Audit, Risk and Improvement Committee</td><td>Councillor M Elphick</td></tr><tr><td>General Manager's Appraisal Committee</td><td>Mayor, Deputy Mayor, Councillor M Elphick, and a Councillor nominated by the General Manager (Councillor D Scott)</td></tr><tr><td>Glen Innes Severn Learning Centre Management Committee</td><td>Mayor</td></tr><tr><td colspan="2">Community Committees of Council (Exercising Functions under s.355)</td></tr><tr><td>Australia Day Committee</td><td>Councillor A Parsons</td></tr><tr><td>Australian Standing Stones Management Board</td><td>Mayor</td></tr><tr><td>Emmaville Mining Museum Committee</td><td>Councillor T Alt</td></tr><tr><td>Emmaville War Memorial Hall Committee</td><td>Councillor T Alt</td></tr><tr><td>Glencoe Hall Committee</td><td>Councillor M Elphick</td></tr></table>	NAME OF COMMITTEE	DELEGATES	Council Committees		Annual Donations Review Committee	Councillor M Elphick, Councillor C Sparks, and Councillor D Scott Meets once each year	Audit, Risk and Improvement Committee	Councillor M Elphick	General Manager's Appraisal Committee	Mayor, Deputy Mayor, Councillor M Elphick, and a Councillor nominated by the General Manager (Councillor D Scott)	Glen Innes Severn Learning Centre Management Committee	Mayor	Community Committees of Council (Exercising Functions under s.355)		Australia Day Committee	Councillor A Parsons	Australian Standing Stones Management Board	Mayor	Emmaville Mining Museum Committee	Councillor T Alt	Emmaville War Memorial Hall Committee	Councillor T Alt	Glencoe Hall Committee	Councillor M Elphick			
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			Glen Elgin Federation Sports Committee		Councillor M Elphick	
			Stonehenge Reserve Trust		Mayor, and Councillor M Elphick	
			Community Committees of Council (Advisory)			
			Aboriginal Consultative Committee		Councillor M Davis, and Councillor C Sparks	
			Community Access Committee		Councillor A Vosper, and Councillor C Sparks	
			Glen Innes Saleyards Advisory Committee		Mayor, and Councillor T Alt	
			Recreation and Open Spaces Advisory Committee		Mayor, Councillor T Alt, and Councillor D Scott	
			Library Committee (Managed under Section 11 of the Libraries Act)		Mayor, and Councillor A Vosper	
			Public Arts Advisory Group		Mayor, and Councillor C Sparks	
			Roads Consultative Committee		Mayor, and Councillor T Alt	
			Delegate of the Council			
			Joint Regional Planning Panel		Councillor M Davis, and Councillor C Sparks (two Council nominees as community representatives)	
			Community Committees NOT Committees of Council			
			Arts North West Inc		Councillor C Sparks	
			Community Safety Precinct Committee		Mayor	
			Community Services Interagency Committee		Councillor C Sparks, and Councillor A Vosper	
			Deepwater Progress Association		Councillor T Alt	
			Glen Innes and District Community Centre Inc.		Councillor C Sparks	
			Glen Innes Correctional Centre Community Committee		Mayor	
			GLENRAC		Councillor M Elphick, and Councillor D Scott	
			Local Traffic Committee		Mayor (with voting rights)	
			Rural Fire District Liaison Committee		Councillor T Alt, and Councillor D Scott	
			Sapphire Wind Farm Community Consultative Committee		Councillor C Sparks	

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^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			White Rock Wind Farm Community Consultative Committee		Councillor M Elphick	
			White Rock Wind Farm Community Fund Committee		Councillor M Elphick	
			CARRIED			
25/09/2025	7.15	Progress Report - Highlands Hub	16.09/25 RESOLUTION THAT Council: 1. Notes the strong progress achieved in implementing Resolution 8.03/25, with measurable outcomes across marketing, stakeholder engagement, staffing and facility improvements at the Highlands Hub. 2. Requests that quarterly progress reports on the Highlands Hub be provided to Council for the duration of its operation. 3. Sets strategic direction for the Temporary Marketing & Engagement Plan, and prioritise implementation before the next quarterly report, to: a. Measure what matters with a simple KPI dashboard (utilisation, conversion, repeat use, yield) with clear baselines and definitions; b. Tell a more impactful story online by adopting value propositions for key customer segments and reflecting these across the website and marketing channels; c. Integrate the booking platform functions and leverage its capabilities to increase booking conversions and improve engagement.	29/10/2025	Bombell, Rhonda	Ongoing quarterly progress reports on the Hub will continue to be provided to Council.

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			4. Confirms any fee and charges will proceed through the 2026/27 Fees & Charges process and public exhibition.			
			CARRIED			
25/09/2025	12.2	Sale of Council-owned land at Dumaresq Street, Glen Innes - Sale and Marketing Options	23.09/25 RESOLUTION THAT Council: 1. Authorises the listing of 186 Dumaresq Street, Glen Innes at \$330,000 inclusive of GST for a maximum period of six months. 2. Authorises the listing of 194 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 3. Authorises the listing of 196 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 4. Authorises the listing of 198 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 5. Authorises the Common Seal of Council to be affixed to the contract of sale for any of the above lots if the minimum listing price is achieved within the six-month period. 6. Requests that a report be presented to a Council Meeting, outlining additional options for selling any of the specified lots that remain unsold after the six-month period. Additionally, the General Manager may bring to Council offers which warrant consideration. CARRIED	30/06/2026	Hunt, David	09 Oct 2025 8:41am Hunt, David - Target Date Revision Target date changed by Hunt, David from 09 October 2025 to 30 June 2026 - Work to commence on selection the most appropriate agent to list the vacant lots of land. Agent expected to be selected by the middle of November 2025 to allow for marketing and sale of the land.

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25/09/2025	7.14	Draft Review of the Agreement between Glen Innes Severn Council and the Glen Innes Severn Library Committee 2025 - 2029	15.09/25 RESOLUTION THAT Council: 1. Endorses the reviewed Agreement between the Glen Innes Severn Council and the Glen Innes Severn Library Committee. 2. Authorises the General Manager to sign the Agreement. CARRIED	31/10/2025	Byrne, Kerry	09 Oct 2025 2:09pm Byrne, Kerry - Target Date Revision Target date changed by Byrne, Kerry from 09 October 2025 to 31 October 2025 09 Oct 2025 2:09pm Byrne, Kerry - Target Date Revision Target date changed by Byrne, Kerry from 31 October 2025 to 31 October 2025 09 Oct 2025 2:10pm Byrne, Kerry - Target Date Revision Target date changed by Byrne, Kerry from 31 October 2025 to 31 October 2025 - Forwarded to Lindsay Woodland as Acting General Manager to sign.
25/09/2025	7.10	Review of the Financial Hardship and Debt Recovery Policies	11.09/25 RESOLUTION THAT Council: 1. Approves the revised Financial Hardship and Debt Recovery Policies to be placed on public exhibition for 28 days from 29 September 2025 to 27 October 2025. 2. Displays the revised Financial Hardship and Debt Recovery Policies on Council's website, and that they be made available for viewing at the following locations - Council's Town Hall Office, - The Glen Innes Library and - The Village Post Offices at Deepwater and Emmaville. 3. Requests the Manager of Governance to prepare a further report to Council after the exhibition period on any submissions received. CARRIED	31/10/2025	Ford, Gregory	02 Oct 2025 2:28pm Henwood, Marnie - Target Date Revision Target date changed by Henwood, Marnie from 09 October 2025 to 31 October 2025 - The revised policy is out for public exhibition until 27 October 2025 08 Oct 2025 2:52pm Duffell, Debbie - Reallocation Action reassigned to Ford, Gregory by Duffell, Debbie

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25/09/2025	7.8	Revised Code of Conduct for Councillors	9.09/25 RESOLUTION That Council adopts the revised Code of Conduct for Councillors. CARRIED	20/10/2025	Ford, Gregory	08 Oct 2025 2:52pm Duffell, Debbie - Reallocation Action reassigned to Ford, Gregory by Duffell, Debbie 10 Oct 2025 9:14am Ford, Gregory - Target Date Revision Target date changed by Ford, Gregory from 09 October 2025 to 20 October 2025 - Publishing of the newly adopted code of conduct is underway,
25/09/2025	7.9	Revised Code of Meeting Practice for Public Exhibition	10.09/25 RESOLUTION THAT Council: - Approves for the revised Code of Meeting Practice to be placed on public exhibition for 28 days from Thursday, 2 October 2025 until Thursday, 30 October 2025. - Displays the revised Code of Meeting Practice on Council's website, and that it be made available for viewing at the following locations: - Council's Town Hall Office, and - The Village Post Offices at Deepwater and Emmaville. - Requests the Manager Governance to prepare a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Code of Meeting Practice; otherwise, that the Code of Meeting Practice be adopted by Council. CARRIED	07/11/2025	Ford, Gregory	02 Oct 2025 2:30pm Henwood, Marnie - Target Date Revision Target date changed by Henwood, Marnie from 09 October 2025 to 14 November 2025 - The revised Code of Meeting Practice is on public exhibition until 30 October 2025. 08 Oct 2025 2:52pm Duffell, Debbie - Reallocation Action reassigned to Ford, Gregory by Duffell, Debbie 10 Oct 2025 9:13am Ford, Gregory - Target Date Revision Target date changed by Ford, Gregory from 14 November 2025 to 07 November 2025 - Document has been placed on public Exhibition to the end of October,

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25/09/2025	12.1	Sale of 23 Bourke Street, Deepwater	22.09/25 RESOLUTION THAT Council: 1. Accepts the offer as received for the sale of land at 23 Bourke Street, Deepwater, in the amount of \$82,500 including GST. 2. Authorises for the Common Seal of Glen Innes Severn Council to be affixed to the Contract of Sale of Land between the Glen Innes Severn Council and the purchaser at a sale price of \$82,500 including GST. CARRIED	01/12/2025	Hunt, David	09 Oct 2025 8:40am Hunt, David - Target Date Revision Target date changed by Hunt, David from 09 October 2025 to 01 December 2025 - Purchaser for 23 Bourke Street, Deepwater has paid a deposit for this land and contracts are ready for exchange. Expected completion by the end of November 2025.

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19/03/2025	7.2	Operational Management and Improvement of the Glen Innes Highlands Hub	8.03/25 RESOLUTION THAT Council: - Notes the contents of this report on the operational management and performance of the Highlands Hub. - Endorses the implementation of immediate short-term improvements, including: - A temporary marketing and engagement plan to increase awareness and facility usage. - 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. - A review of staffing and resource allocation to assess the need for dedicated on-site support. - A financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies. - 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). CARRIED	Sheridan, Riarna	25 Mar 2025 11:48am Smith, Bernard - Reallocation Action reassigned to Sheridan, Riarna by Smith, Bernard 02 Apr 2025 5:17pm Sheridan, Riarna - Target Date Revision 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. 08 May 2025 11:50am Sheridan, Riarna 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. 12 Jun 2025 6:36am Sheridan, Riarna 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. 10 Jul 2025 8:36pm Sheridan, Riarna Works continue to progress in line with the resolution. The temporary marketing and engagement plan is now being implemented and results will be provided to Council's September 2025 Ordinary Meeting. The staffing, financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies is still on track for completion by 30 July.	07/10/2025

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					15 Aug 2025 8:21am Sheridan, Riarna Works continue to progress in line with the resolution. The temporary marketing and engagement plan is now being implemented and results will be provided to Council's September 2025 Ordinary Meeting. The results of the staffing, financial and facility maintenance review to identify cost-saving measures and address ongoing operational inefficiencies will also form part of the report. 18 Sep 2025 6:15am Sheridan, Riarna In line with the resolution, a report is included in Council's September Ordinary Meeting Agenda on the progress of short-term improvements made under the March 2025 resolution. This includes a report on the temporary marketing and engagement strategy, the outcomes of the staffing, financial and facility maintenance review, and the recommended next steps to support the ongoing growth of the Hub. 07 Oct 2025 9:06pm Sheridan, Riarna - Completion Completed by Sheridan, Riarna (action officer) on 07 October 2025 at 9:06:28 PM - All actions from the resolution have now been completed. Ongoing quarterly progress reports on the Hub will continue to be provided to Council.	
24/07/2025	7.14	Updated Code of Meeting Practice policy, for public exhibition	18.07/25 RESOLUTION THAT Council: 1. Approves for the revised Code of Meeting Practice Policy to be placed on public exhibition for 28 days from Thursday 24 July 2025 until Wednesday 20 August 2025. 2. Displays the revised Code of Meeting Practice Policy on Council's website, and that it be made available for viewing at the following locations: - Council's Town Hall Office, and - The Village Post Offices at Deepwater	Woodland, Lindsay	15 Aug 2025 2:21pm Ford, Gregory - Reallocation Action reassigned to Woodland, Lindsay by Ford, Gregory 15 Aug 2025 4:33pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 07 August 2025 to 30 September 2025 - Council needs to allow for adequate time for the public exhibition period to run and for any submissions to be fully considered. 18 Sep 2025 3:21pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 30 September 2025 to 28 November 2025 - New 2025 code of meeting practice is to be tabled at the September OCM and once adopted, to go on public exhibition.	22/09/2025

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			and Emmaville.		22 Sep 2025 2:58pm Woodland, Lindsay - Completion	
			3. Requests the Manager Governance to prepare a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Code of Meeting Practice Policy; otherwise, that the Code of Meeting Practice Policy be adopted by Council.		Completed by Woodland, Lindsay (action officer) on 22 September 2025 at 2:58:22 PM - It is confirmed that no submissions have been received therefore the Code of Meeting Practice is adopted. The new version of the Model Code has recently been made available from OLG and the mandatory items will be incorporated into GISC's Code of Meeting Practice and will be tabled at the September OCM.	
			CARRIED			
28/08/2025	12.3	Sale of Council Land at Dumaresq Street, Glen Innes	17.08/25 RESOLUTION	Hunt, David	10 Sep 2025 2:21pm Hunt, David - Target Date Revision	09/10/2025
			THAT Council:		Target date changed by Hunt, David from 11 September 2025 to 31 October 2025 - Initial target date does not align with the Council Resolution requesting a report be brought back to the September and October Council Meetings.	
			1. Declines the offer for the purchase of Lot 5 DP 1313984, 186 Dumaresq Street, Glen Innes.		10 Sep 2025 2:21pm Hunt, David	
			2. Declines the offer for the purchase of Lot 3, DP 1313984, 194 Dumaresq Street, Glen Innes.		Report to be provided at September Council Meeting presenting Marketing options to sell blocks of land at Dumaresq Street. A report to be provided at the October Council meeting presenting a revised Corporate Property Policy and associated guidelines. MAS has sought consultation with local Real Estate Agents on both points.	
			3. Receives a report at the next Council meeting regarding marketing options.		09 Oct 2025 8:39am Hunt, David - Completion	
			4. Reviews and updates the Corporate Property Policy and associated Guidelines to enable the use of multiple local real estate agents either through open listings or a pre-qualified panel, to maximise market exposure, ensure fairness, and improve returns when selling Council owned land, and bring the revised Policy and Guidelines back to the October 2025 Ordinary Council Meeting for review and adoption.		Completed by Hunt, David (action officer) on 09 October 2025 at 8:39:35 AM - Resolution 23.09/25 action supersedes this action. Action closed due to new Resolution.	
			CARRIED			

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28/08/2025	12.2	Sale of 23 Bourke Street, Deepwater	16.08/25 RESOLUTION THAT Council: 1. Rescinds Council Resolution 24.06/24, noting the withdrawal of the associated offer. 2. Declines the offer for the purchase of 23 Bourke Street, Deepwater. 3. Authorises the listing of 23 Bourke Street, Deepwater at the market appraisal value of \$85,000 including GST for a maximum period of six months, and requests that the General Manager bring a final offer back to Council for resolution, in accordance with Section 377(1)(h) of the Local Government Act (NSW) 1993. CARRIED	Hunt, David	10 Sep 2025 2:23pm Hunt, David Country Wide Property was tasked with listing the vacant lot at a price. A report has been tabled at the September Council Meeting presenting an offer received. 10 Sep 2025 2:24pm Hunt, David - Target Date Revision Target date changed by Hunt, David from 11 September 2025 to 31 December 2025 - Target date changed to allow for adequate time to sell the vacant lot and exchange contracts. 09 Oct 2025 8:35am Hunt, David - Completion Completed by Hunt, David (action officer) on 09 October 2025 at 8:35:55 AM - Resolution 22.09/25 has authorised the sale of 23 Bourke Street, Deepwater. Action closed due to associated Resolution 22.09/25 action.	09/10/2025
25/09/2025	7.7	Revised Social Media Policy	8.09/25 RESOLUTION That Council adopts the revised Social Media Policy. CARRIED	Matthews, Sybylla	01 Oct 2025 3:39pm Matthews, Sybylla - Completion Completed by Matthews, Sybylla (action officer) on 01 October 2025 at 3:39:18 PM - Uploaded to Council website, ECM, Intranet. Social Media Page Rules updated	01/10/2025
25/09/2025	7.11	Constitution of the Aboriginal Consultative Committee due for review - replacing with Terms of Reference	12.09/25 RESOLUTION That Council endorses and approves the Terms of Reference for the Aboriginal Consultative Committee, replacing the current committee constitution. CARRIED	Ford, Gregory	10 Oct 2025 9:16am Ford, Gregory - Completion Completed by Ford, Gregory (action officer) on 10 October 2025 at 9:16:35 AM - the newly adopted terms of reference has been tabled at the last committee meeting, committee members have been provided with the updated Terms of Reference.	10/10/2025

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*MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED																																				
25/09/2025	7.3	Fixing of the Dates and Times for Ordinary Council Meetings	4.09/25 RESOLUTION That Council sets the dates and times for the Ordinary Council Meetings which are to be held from October 2025 until September 2026 as follows:	Duffell, Debbie	01 Oct 2025 11:55am Duffell, Debbie - Completion Completed by Duffell, Debbie (action officer) on 01 October 2025 at 11:55:04 AM - Meeting dates have been published on the Council website, calendar invites sent out to Councillors and MANEX members, WG Conference Room booked through Kate on 29.9.25, meeting dates set up in Infocouncil, dates emailed to Interstream.	01/10/2025																																				
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Division:		Date From:	
Committee:	Council	Date To:	
Officer:			
Action Sheets Report		Printed: Friday, 10 October 2025 10:18:28 AM	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
25/09/2025	7.5	Motions to the Local Government NSW Annual Conference	6.09/25 RESOLUTION That Council submits the motions outlined in the report to the 2025 Local Government New South Wales conference. CARRIED	Henwood, Marnie	02 Oct 2025 2:27pm Henwood, Marnie - Completion Completed by Henwood, Marnie (action officer) on 02 October 2025 at 2:27:08 PM - All motions have been submitted as per resolution, completed 30 September 2025	02/10/2025



COUNCILLOR PSYCHOSOCIAL SAFETY & WELLBEING FRAMEWORK

Foundation Stage

SHAPING A STRONGER, MORE
VIBRANT FUTURE TOGETHER

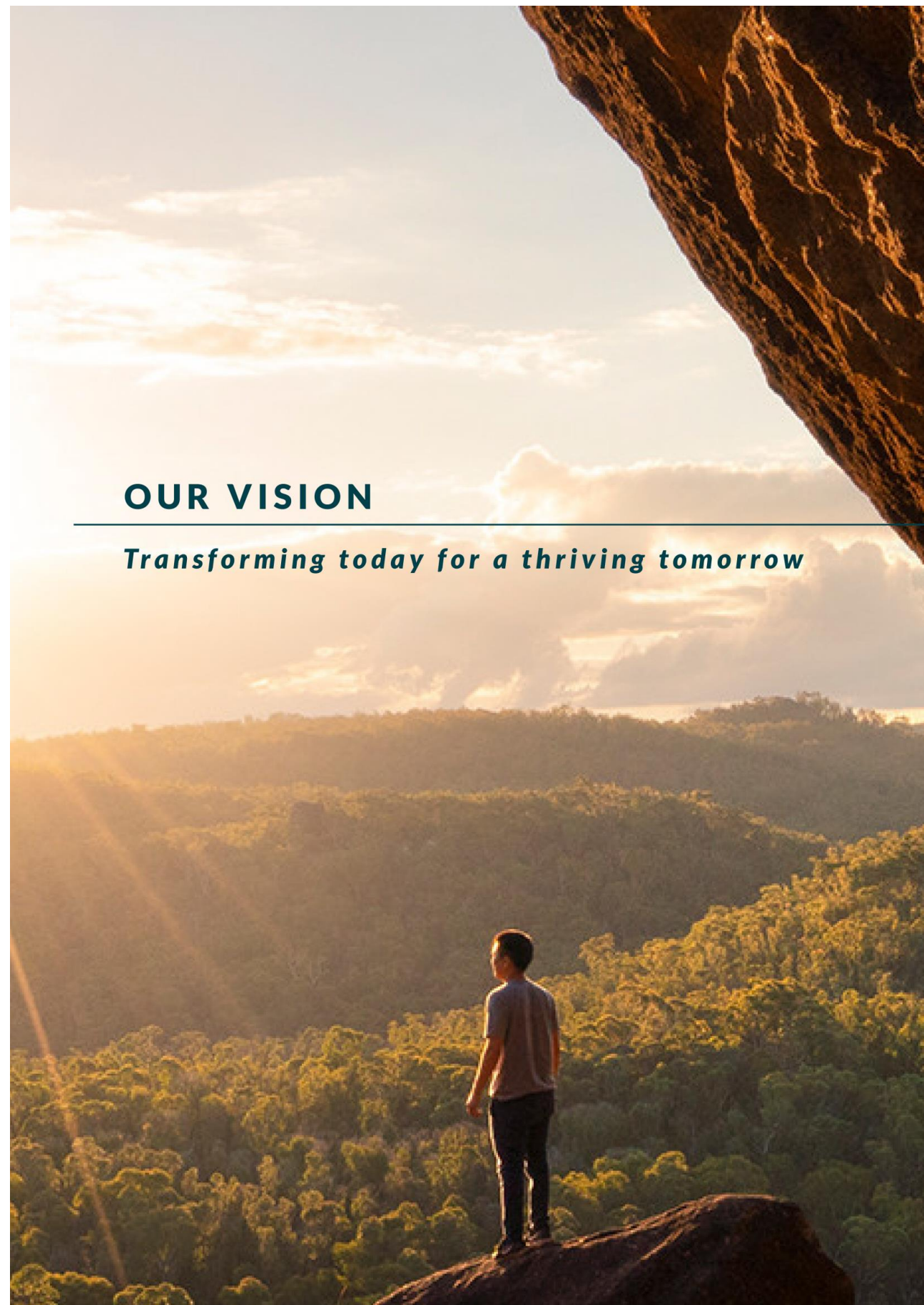
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OUR VISION

Transforming today for a thriving tomorrow





Mayor's Message

Strengthening Psychosocial Safety for Our Councillors

In today's complex and often high-pressure environment, our Councillors are on the frontlines—navigating public scrutiny, managing community concerns, and sometimes facing verbal abuse and online harassment. These challenges create significant psychosocial hazards that can affect their wellbeing and capacity to serve effectively.

Recognising these risks, my Mayoral Minute presented at the May 2025 Ordinary Council Meeting recommends the development and implementation of a formal "Councillor Psychosocial Safety and Wellbeing Framework". This framework will provide clear, consistent procedures for identifying, managing, and mitigating psychosocial hazards faced by Councillors.

This initiative aligns fully with Glen Innes Severn Council's obligations under the Work Health and Safety Act 2011 (NSW) and complements our existing Code of Conduct and risk management responsibilities. While Councillors are not classified as workers under the WHS Act, Council holds a duty of care to ensure a safe and supportive workplace environment for all elected representatives.

The framework aims to:

- Provide Councillors with access to mental health support, such as Employee Assistance Programs or equivalents
- Deliver ongoing training to equip Councillors in managing conflict, abuse, and difficult community interactions
- Establish clear protocols for incident reporting, debriefing, and follow-up after stressful engagements
- Promote respectful communication standards to reduce hostility, bullying, and misinformation in Council and community forums
- Incorporate psychosocial safety in WHS risk assessments for public meetings, online engagement, and site visits
- Monitor and report on Councillor-specific psychosocial risks regularly through Council's WHS systems

Developing this framework demonstrates our commitment to a psychologically safe environment that fosters constructive debate, ethical conduct, and confident decision-making. It is essential that Councillors feel secure, respected, and supported in fulfilling their duties—so they can continue to lead and serve our community effectively.

By endorsing this forward-looking approach, Glen Innes Severn Council will not only improve the health, safety, and wellbeing of our elected representatives but also set a benchmark for respectful leadership and good governance across local government.

Together, let us build a culture where every Councillor can contribute boldly, without fear, and where collaboration and respect remain at the heart of our democracy.

Mayor Margot Davis.

Purpose of this Framework

The purpose of this Framework is to safeguard and enhance Councillor health, safety, and wellbeing by providing clear guidance for identifying, assessing, and managing psychosocial hazards and risks within the Councillor work environment and to foster an understanding in the wider community of the importance of this. It gives effect to Council's commitment to provide a safe and respectful environment for elected representatives in line with Work Health and Safety principles. The Framework applies to all elected Councillors of Glen Innes Severn Council.

This Foundation Stage Framework addresses the most prevalent psychosocial risks facing Councillors: violence, aggression, bullying, harassment and conflict from community interactions. Phase 2 (to be completed by March 2026) will consider all 14 psychosocial hazards identified in the SafeWork NSW Code of Practice through co-design workshops with Councillors.

Purpose of a Psychosocial Safety and Wellbeing Framework:



PREVENT HARM

To eliminate or minimise psychosocial hazards that can lead to psychological injuries such as stress, burnout, and anxiety.



PROMOTE WELLBEING

To foster a positive and supportive work environment where employees' mental, emotional, and social health can thrive.



COMPLY WITH LEGISLATION

To meet legal and regulatory obligations for managing psychosocial risks in the workplace.

Applicability

Psychosocial safety is not about avoiding debate or differing views – it is about creating a culture of respect, accountability, and ethical leadership that enables healthy decision-making. By embedding psychosocial safety into Council's culture, the Framework strengthens the capacity of Councillors to work together as an effective governing body and demonstrates to the community Council's commitment to respectful, transparent, and ethical decision-making.

The Framework applies to all elected Councillors of Glen Innes Severn Council:





Background

Glen Innes Severn Council recognises the importance of creating a safe and respectful environment for its elected members, particularly in the face of challenging interactions with community members or residents who may not understand or support Council decisions.

While robust public discourse is a cornerstone of democracy, it must be balanced with the wellbeing of those who serve the community.

Councillors are elected to represent the community they serve.

Support from the community is a prerequisite for good governance. Although community members are not going to agree with all decisions, respectful engagement on issues is essential for Councillor wellbeing and sound governance outcomes.

Council has a duty of care for all employees, including Councillors, to provide a safe and healthy work environment. This includes the management of risks relating to psychosocial safety and wellbeing of employees and Councillors.

Psychosocial risks are elements of the work environment that can cause work-related psychological harm, such as chronic stress, burnout, bullying, aggression, conflict, and inappropriate behaviors.

To reduce the risk of psychosocial harm, Council will focus on proactive engagement strategies that build understanding, transparency, and mutual respect between Council and the community.

Sources of Psychosocial Risk for Local Government Elected Members

Type of Conflict	Potential Risks	Tools / Resources / Controls
Internal Conflict between Councillors	Potential Risks: Bullying, exclusion, factional behaviour, disrespect in debate, lack of trust.	- Facilitated team building and conflict resolution workshops. - Agreed "Councillor Conduct Compact" signed at induction. - External mediation available for unresolved disputes.
Conflict between Councillor and Staff	Role confusion (operational vs strategic), unreasonable demands, intimidation, staff withholding support due to fear.	- Establishment of clear role boundaries embedded in induction and reinforced through governance training. - Councillor/ Staff Interaction Protocol (if different from Code of Conduct) that defines communication channels. - Joint workshops to build trust and mutual respect. - General Manager guided escalation pathway for breaches.
Conflict between Councillor and Community Members	Abuse at public forums, trolling, intimidation, misinformation campaigns, unrealistic expectations.	- Public civility charter (co-signed by Council and community groups). - Safe meeting/event protocols (security, seating arrangements, risk assessments). - Community education campaigns clarifying Councillor roles and boundaries. - Social media moderation policy to reduce hostility

WHS Obligations of Council

Glen Innes Severn Council as a Person Conducting a Business or Undertaking (PCBU), and its Officers are required to provide a safe and healthy working environment for all workers, and other persons as far as reasonably practicable.

Officers of councils in NSW have a duty to 'exercise due diligence' to ensure that their council complies with its own duties and obligations under the Act, including Council's primary duty to ensure, so far as reasonably practicable, the health and safety of workers and other persons, which includes elected members.

The Work Health and Safety Act 2011 (NSW), and Work Health and Safety Regulation 2017 (NSW) requires organisations to provide a work environment without risk to health and safety.

The WHS Act defines "health" as physical and psychological health, and the WHS Reg highlights psychosocial risks as a focus area. Both the WHS Act and WHS Reg require Council to take a risk management approach to all hazards including those related to Psychosocial Safety and Wellbeing.

For more information, refer to Appendix 1

What is Duty of Care?

Council officers must take reasonable care to ensure their workplace and the people in it are safe from injury and health risks.

If officers identify a likely risk of harm, it is their legal obligation to address it. Officers should minimise or eliminate risk by providing support, instruction, training, and ongoing appropriate supervision. Their inaction is a breach of their duty of care.

WHS Obligations of Councillors

Councillors must comply with the Local Government Act 1993 (NSW), Work Health and Safety Act 2011 (NSW), and Work Health and Safety Regulation 2017 (NSW), which require a risk management approach to all hazards, including psychosocial risks.

Councillors' duties in relation to the WHS Act are strengthened through the Model Code of Conduct for Local Councils in NSW including a specific section on WH&S which binds Council and Councillors to the WHS Act.

Section 1.12 of Council's Code of Conduct, Work Health and Safety states:

All Council officials, including Councillors, owe statutory duties under the Work Health and Safety Act 2011 (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by Council to ensure workplace health and safety. Specifically, Councillors must:

- a) take reasonable care for their own health and safety,
- b) take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons,
- c) comply, so far as they are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by Council to ensure workplace health and safety,
- d) cooperate with any reasonable policy or procedure of Council relating to workplace health or safety that has been notified to Council staff,
- e) report accidents, incidents, near misses, to the General Manager or such other staff member nominated by the General Manager, and take part in any incident investigations, and
- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Both the OLG and SafeWork NSW agree on the duties and obligations that Councillors have under the WHS Act, and the Model Code of Conduct as set out below:

Section 29 Work Health and Safety Act 2011 (WHS Act) states:

"A person at a workplace (whether or not the person has another duty under this Part) must:

- a) take reasonable care for his or her own health and safety, and
- b) take reasonable care that his or her acts or omissions do not adversely affect the health and safety of others; and
- c) comply, so far as a person is reasonably able, with any reasonable instruction, that is given by the person conducting the business or undertaking to allow the person conducting the business or undertaking to comply with this Act."

For more information, refer to Appendix 1



Psychosocial Safety & Wellbeing Framework



Psychosocial Safety and Wellbeing Framework for Councillors (the Framework) has been developed in response to Glen Innes Severn Council's commitment to implement a Psychologically healthy workplace for its Councillors.

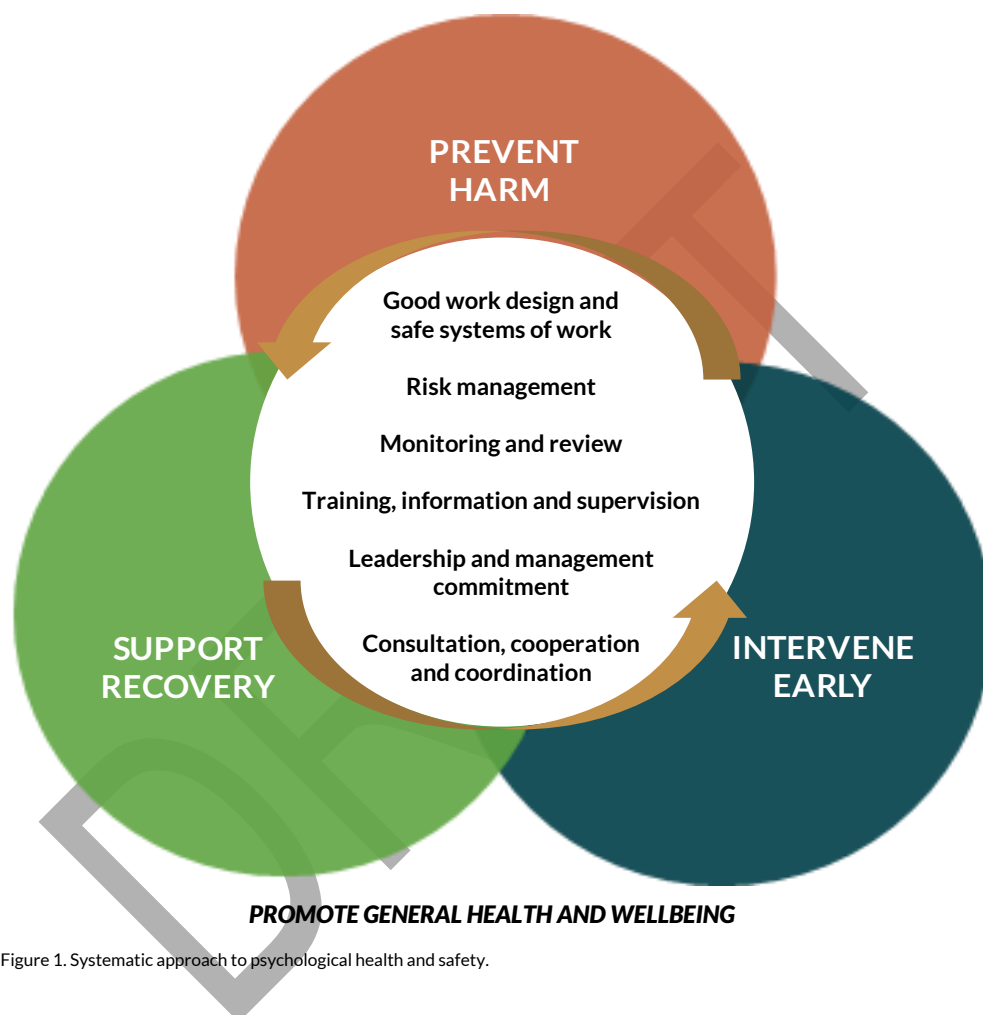


Figure 1. Systematic approach to psychological health and safety.

The Framework will assist and enable Councillors to serve effectively, make sound decisions, and maintain community confidence, reinforcing respect, accountability and ethical leadership in governance.

Source: National guidance material: Work-related psychological health and safety – a systematic approach to meeting your duties, Safe Work Australia 2019.

Achieving our goals through the Framework

To achieve our goals, Council will ensure:

- That Councillors recognise their obligations under the *Local Government Act 1993 (NSW)* (LG Act), *Work Health and Safety Act 2011 (NSW)* (WHS Act), and *Work Health and Safety Regulation 2017 (NSW)* (WHS Reg).
- That all current and future Councillors are given access to the resources of Council to allow them to remain safe, well and able to fulfil their role as representatives of Council.
- Active participation of all current and future Councillors in the Framework.
- The Community is informed of the importance of creating an environment for Councillors which facilitates good governance and sound democratic processes
- Councillors are provided with access to training opportunities as appropriate.
- Councillors can access Council's Employee Assistance Program (EAP) or equivalent mental health services as required.
- The Framework is evaluated and reviewed to ensure its ongoing effectiveness.

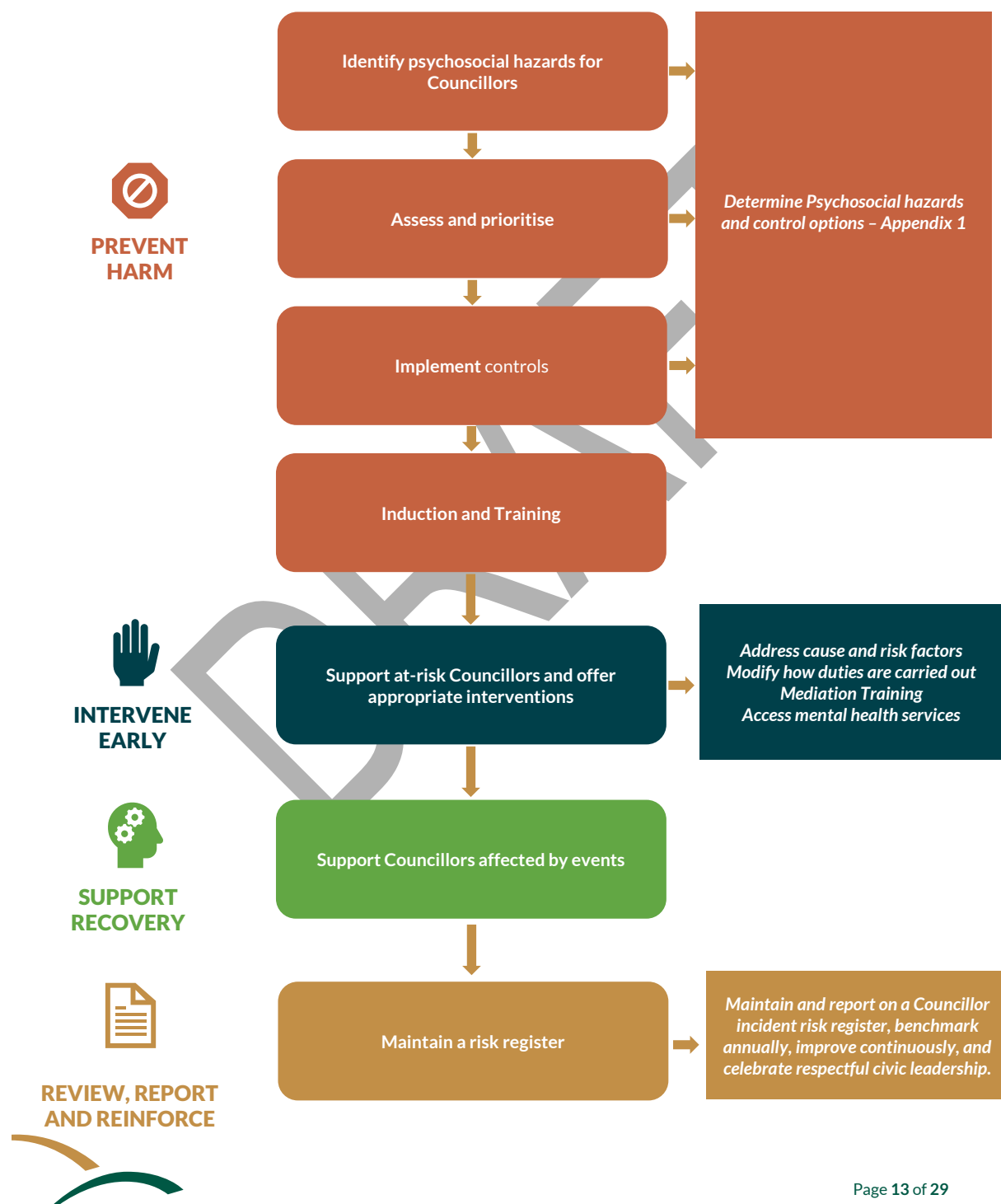
The Framework is designed to complement existing resources developed by Council, SafeWork NSW¹, and the **Office of Local Government (OLG)**².

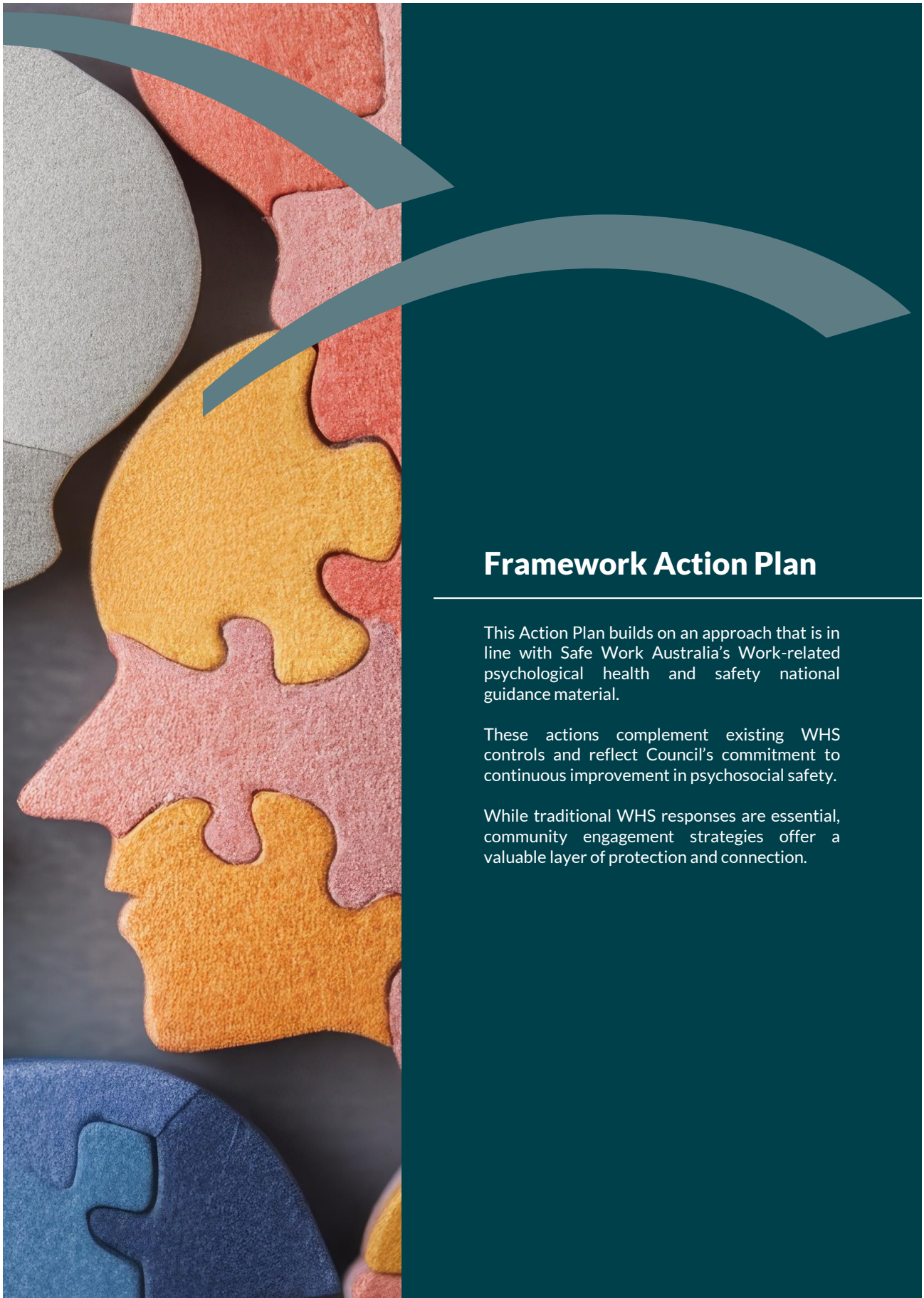
¹ **SafeWork NSW** is the primary work health and safety regulator in New South Wales. It operates under the Work Health and Safety Act 2011 to investigate workplace incidents and enforce WHS law.

² **Office of Local Government (OLG)** is the NSW Government agency responsible for strengthening the sustainability, performance, integrity, transparency and accountability of the local government sector.

Framework Flowchart

The following flowchart summarises the process required to manage psychosocial hazards and support individuals affected by psychosocial hazards.





Framework Action Plan

This Action Plan builds on an approach that is in line with Safe Work Australia's Work-related psychological health and safety national guidance material.

These actions complement existing WHS controls and reflect Council's commitment to continuous improvement in psychosocial safety.

While traditional WHS responses are essential, community engagement strategies offer a valuable layer of protection and connection.



PREVENT HARM

1. Prevent Harm

Using a risk management approach

Action

Identify potential psychosocial hazards using the hazards identified as psychosocial triggers (Appendix 1).

Assess and prioritise psychosocial risks, which may include risk assessments for public forums.

Control hazards, which may include reassessment of public engagement, security of venues, and training to manage angry, rude, abusive, threatening or emotional people.

Provide a Councillor wellbeing induction pack that includes information on incident reporting, EAP details, risk checklist, civility charter.

Train Councillors, including onboarding for new Councillors and ongoing training in Code of Conduct awareness, mental health awareness, managing difficult people and situations, conflict resolution.

Provide role-play simulations for Councillors on handling: heated debates, abusive correspondence, difficult residents, boundary-pushing requests to staff.

Monitor and evaluate planned controls.

Develop and deliver regular updates that explain Council decisions in plain language

Use newsletters, social media, and community forums to highlight how elected members are part of the community and committed to its wellbeing and the importance of appropriate community behaviour.

Host an annual facilitated session on Councillor–Councillor, Councillor–staff, and Councillor–community relationships

Promote stories that show the positive impact of Council initiatives and the dedication of its Councillors.

Facilitate an annual “Respect in Local Democracy” campaign co-branded



INTERVENE EARLY

2. Intervene Early

To identify and support Councillors who may be exposed to psychosocial hazards and / or are at-risk of psychological injury or illness.

Action

Address cause and risk factors.

Report incidents using Council's incident reporting system.

Modify duties to reduce risks.

Provide Councillors with mental health awareness training.

Refer Councillors to the Employee Assistance Program or equivalent mental health services, ensuring confidential support for stress, trauma, or interpersonal conflict arising from council duties.

Provide Councillors with training in managing difficult interactions, de-escalation techniques, and mental health awareness.

Include onboarding modules for new Councillors that reinforce respectful communication and resilience strategies.

Establish a peer check-in program (buddy system) for Councillors.

Provide a traffic light system for Councillor wellbeing check-ins before and after major events.



SUPPORT RECOVERY

3. Support Recovery

To assist and support Councillors throughout the recovery process after distressing events.

Action

Implement Procedure for Responding to Psychologically Traumatic Events (Appendix 2).

Refer Councillors to pathways for further support, such as EAP or equivalent mental health services.

Provide structured debriefing after distressing events.

Manage and support the privacy and confidentiality of Councillors affected by events in their workplace.

Provide mediation if required.



REVIEW, REPORT AND REINFORCE

4. Review, Report and Reinforce To further support Councillors in their role, and to ensure the effectiveness of this framework.	Action
	Maintain a risk register for incidents reported by Councillors.
	Prepare a quarterly report to Council using the data from the risk register, which will include relevant metrics such as number of incidents reported, EAP uptake (if available), training delivered, risk trends.
	Benchmark annually against other councils, so Glen Innes Severn is learning from best practice in NSW and nationally.
	Incorporate improvements from benchmarking and review activities into the framework and any associated procedures and controls.
	Celebrate examples of respectful, ethical leadership (e.g., “Civic Leadership in Practice” stories shared with community).

Source: National guidance material: Work-related psychological health and safety – a systematic approach to meeting your duties, Safe Work Australia 2019.



Roles and Responsibilities

General Manager

- Ensures that processes are implemented, and resources are available for the effective identification, assessment and elimination or minimisation of psychosocial hazards.
- Ensures processes are in place for the monitoring and periodic review of prevention and control measures for psychosocial hazards with the Councillors.

Mayor

- Encourages Councillors to work collaboratively.
- Builds a productive working relationship with the General Manager based on clear expectations, trust and respect.
- Supports positive relations between the General Manager and the governing body.

Councillors

- Follow the requirements of this policy.
- Promptly report psychosocial hazards or issues.
- Act in a way that preserves the health and safety of people in the council workplace.
- Listen to contrary points of view and endeavours to find common ground.
- Listen when others are speaking and ask appropriate, respectful questions.
- Show sensitivity to cultural, religious and other individual differences when interacting with others.
- Manage own time effectively, balancing demands in line with council priorities.
- Treat all people in the community impartially and champion their right to be heard.
- Share information with other Councillors about community issues, stakeholders and activities.
- Be respectful of council staff and receptive to their advice.
- Show respect for the diversity of skills and experience in the governing body.

Communication Protocols to a Positive Engagement Approach

Council will use inclusive, accessible communication to raise awareness of its activities and decisions, explain the rationale behind them, and highlight shared goals of service and progress. This approach fosters constructive dialogue, reinforces that Councillors are proud to serve the community, and aligns with the Psychosocial Safety and Wellbeing Framework's focus on early intervention, harm prevention, and support.

These protocols apply both to face-to-face interactions and online interactions

Protocols	Tools / Resources / Controls
Core Principles	Respect and Accountability: All participants must engage respectfully, take responsibility for their words and actions, and uphold ethical leadership values. Transparency and Clarity: Decisions should be communicated in plain language to reduce misunderstandings and build trust. Inclusivity and Accessibility: Forums (online or in-person) should be welcoming and accessible to all community members, including those with diverse backgrounds and needs.
Behavioural Standards	Commitment to Addressing Harmful Behaviours: Council is committed to addressing harmful behaviours through clear expectations, support and graduated responses. This includes managing aggressive conduct, humiliation, exclusion and unreasonable expectations through a framework that considers context and focuses on behaviour change. Constructive Engagement: Feedback and dissent should be structured and respectful, avoiding personal attacks, sarcasm, or inflammatory language. Fact-Based Communication: The spread of misinformation should be discouraged by requiring sources for claims and correcting falsehoods promptly.
Protocols for Forums and Online Platforms	Moderation and Facilitation: Where practicable, trained moderators should be appointed to manage discussions, enforce rules, and intervene when necessary. Incident Reporting and Debriefing: Clear procedures should be in place for reporting hostile or abusive behaviour, including post-event debriefs and referrals. Training and Induction: Councillors are provided with onboarding and ongoing training in respectful communication, conflict management, and mental health awareness.
Risk Management and Prevention	Pre-Forum Risk Assessments: Potential risks for hostility or misinformation are evaluated before events or online engagements. Community Education Campaigns: Council roles and decisions are promoted through newsletters, social media, and public forums. Grievance Mechanisms: Grievance mechanisms are available to ensure accessible, confidential channels for raising concerns, with safeguards against retaliation

Implementation Priorities Roadmap

Phase 1	Timeline	Focus Area	Key Actions
Foundation Stage	October 2025	Quick Wins	- Link existing Council EAP procedures in framework and confirm Councillors have equivalent access and confidentiality provisions - Establish confidential psychosocial incident reporting system using external platform to ensure anonymity, secure case management and data integrity - Appoint responsible officer for framework oversight - Add psychosocial safety as WHS Committee standing agenda item
Phase 2	Timeline	Focus Area	Key Actions
Critical Actions	November 2025 – March 2026	1. Expand Psychosocial Hazard Coverage	Engage Councillors to identify any missing hazards: - Job demands, low control, poor support, lack role clarity - Poor change management, inadequate recognition - Poor organisational justice, traumatic exposure, remote/isolated work
		2. Co-Design Behavioural Charter	Engage Councillors to define: - Respectful behaviour vs. incivility vs. bullying - Context considerations and graduated responses - Agreed accountability mechanisms
		3. Develop Risk Assessment Tools	Implement Risk Assessment System: - Psychometrically validated tool for organisational baseline assessment - Practical templates for public forums, community events and site visits
		4. Establish Risk Register	- All identified hazards and controls - Control owners and review dates - Incident data and trends
		5. Implement Measurement Framework	Define KPIs and reporting: - Leading indicators (training, risk assessments) - Lagging indicators (incidents, EAP usage) Quarterly psychosocial safety pulse checks to track progress
		6. Document Consultation Process	Formalise engagement mechanisms: - Consultation schedule and methods - Record-keeping templates - Feedback and decision-making processes

Phase 3	Timeline	Focus Area	Key Actions
Ongoing	From March 2026	Monitor & Review	- Quarterly WHS Committee review of psychosocial data - Annual Psychosocial Safety Climate (PSC) survey - Annual framework review and continuous improvement - Benchmark against comparable NSW councils
		Training & Development	- Induction training for new Councillors (post-2028 election) - Annual refresher training on managing difficult interactions, minimising harmful behaviours, restorative practices and/or dealing with customer aggression and incivility - Leadership development in psychosocial safety

Success Indicators

By March 2026:

- ✓ All 14 psychosocial hazards identified and assessed
- ✓ Risk register operational with nominated control owners
- ✓ Behavioural charter agreed and adopted by Councillors
- ✓ Risk assessment tools in use for events/meetings
- ✓ Measurement framework tracking trends quarterly
- ✓ 100% Councillor training completion

Ongoing:

- ✓ Zero serious psychosocial incidents unmanaged
- ✓ Declining trend in reported hostile interactions
- ✓ Increasing PSC scores indicating strong safety climate
- ✓ Councillor confidence in framework effectiveness

Supporting Documents

Relevant Legislation, Regulations and Industry Standards

- *Local Government Act 1993 (NSW)*
- *Work Health and Safety Act 2011 (NSW)*
- *Work Health and Safety Regulation 2017 (NSW)*
- *Code of Practice: Managing Psychosocial Hazards at Work (NSW) 2021*

Relevant Council Policies and Procedures

- *Model Code of Conduct for Councillors*
- *Code of Meeting Practice*
- *Work Health and Safety Policy*
- *Councillor Induction and Professional Development Policy*
- *Register of Unreasonable Complaints*

Variation and Review

The Psychosocial Safety and Wellbeing Framework for Councillors will be reviewed every four years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the Framework 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.

Appendix 1: WHS Act and WHS Regulations

Work Health and Safety Act 2011 Section 29:

- "A person at a workplace (whether or not the person has another duty under this Part) must:
- a) take reasonable care for his or her own health and safety, and
 - b) take reasonable care that his or her acts or omissions do not adversely affect the health and safety of others; and
 - c) comply, so far as a person is reasonably able, with any reasonable instruction, that is given by the person conducting the business or undertaking to allow the person conducting the business or undertaking to comply with this Act."

It is to be noted that the s29 duty is imposed upon "a person at a workplace". Person is defined in the Interpretation Act 1987 and includes "an individual". Therefore "person" as used in the WHSA includes elected Councillors. There is no definition of "person" in the WHSA and more importantly unlike the definition of officer there is no exclusion in favour of elected Councillors from the duties imposed by s29 on persons at a workplace.

"Workplace is defined in s8 of WHSA. For present purposes, it is sufficient to note that part of the definition found in s8(1) which is in the following terms:

"A workplace is a place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work."

Work Health and Safety Regulation 2017 - REG 55C and 55D

55C Managing psychosocial risks

A person conducting a business or undertaking must manage psychosocial risks in accordance with Part 3.1 (Managing Risks to Health and Safety) other than clause 36.

55D Control measures

- (1) A person conducting a business or undertaking must implement control measures--
- (a) to eliminate psychosocial risks so far as is reasonably practicable, and
 - (b) if it is not reasonably practicable to eliminate psychosocial risks--to minimise the risks so far as is reasonably practicable.

Glen Innes Severn Council Code of Conduct:

Work health and safety

1.12 All Council officials, including Councillors, owe statutory duties under the Work Health and Safety Act 2011 (WHS Act). You must comply with your duties under the WHS Act and your responsibilities under any policies or procedures adopted by Council to ensure workplace health and safety. Specifically, you must:

- a) take reasonable care for your own health and safety,
- b) take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons,
- c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WHS Act and any policies or procedures adopted by Council to ensure workplace health and safety,

- d) cooperate with any reasonable policy or procedure of Council relating to workplace health or safety that has been notified to Council staff,
- e) report accidents, incidents, near misses, to the General Manager or such other staff member nominated by the General Manager, and take part in any incident investigations, and
- f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WHS Act in relation to the same matter.

Bullying

1.8 You must not engage in bullying behaviour towards others.

1.9 For the purposes of this code, "bullying behaviour" is any behaviour in which:

- a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons, and
- b) the behaviour creates a risk to health and safety.

1.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:

- a) aggressive, threatening or intimidating conduct,
- b) belittling or humiliating comments,
- c) spreading malicious rumours,
- d) teasing, practical jokes or 'initiation ceremonies',
- e) exclusion from work-related events,
- f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level,
- g) displaying offensive material, or
- h) pressure to behave in an inappropriate manner.



Appendix 2: Psychosocial Hazard Identification

Source: Code of Practice: Managing Psychosocial Hazards at work 2021

Psychosocial Hazard	Likelihood of Hazard				Hazard Description *	Evidence of Hazard
	N/A	Low	Mid	High		
Conflict or poor workplace relationships						
Aggression or violence						
Bullying: physical, verbal or cyber						
Harassment including inappropriate behaviour of a sexual nature						
Other						

* May include frequent interpersonal conflict, harmful behaviours including by Councillors, ratepayers or others, incidents of bullying, single or repeated incidents of harassment.



Appendix 3: Procedure for Responding to Psychologically Traumatic Events

1. Immediate Reporting

- Who Reports: Any staff member, Councillor, or witness to a psychologically traumatic event.
- How to Report:
 - Use the incident reporting form available on the intranet or request it via email.
 - For Councillors, ensure the report is also logged with the General Manager or other designated officer.

2. Debriefing Process

- Timing: Ideally within 48 hours of the incident.
- Facilitator: General Manager, WHS Coordinator, or trained peer support lead.
- Format:
 - Immediate Support Huddle: A confidential group session to share reactions, validate emotions, and identify support needs.
 - Operational Debrief: For incidents involving aggression, injury, or public hostility, a structured debrief may be mandatory.
- Ground Rules:
 - Participation is voluntary.
 - No blame or hierarchy.
 - Everyone's experience is valid.
 - Confidentiality is respected.
- Documentation:
 - Record attendance and key themes.
 - Forward summary to General Manager for follow-up planning.

3. Referral for Support

- Employee Assistance Program (EAP):
 - Free, confidential counselling available to Councillors.
 - Onsite and outreach services provided by Daly & Ritchie Consulting.
 - Contact details and booking links available on the intranet or via HR.
- Additional Support Options:
 - Legal Assistance: Council may provide support for civil action if police do not lay charges.
 - Mental Health Liaison Services: For severe distress, suicide risk, or significant mental illness, contact external services as needed.

4. Follow-Up and Review

- Incident Review:
 - Conducted by General Manager within seven days.
 - Includes analysis of contributing psychosocial hazards and systemic issues.
 - Feedback sought from affected individuals on the process and outcomes.
- Documentation and Consent:
 - Ensure written consent before sharing sensitive information with third parties.
 - Maintain confidentiality and comply with privacy regulations.

Appendix 4: External Support Services for Councillors

In addition to Council's Employee Assistance Program (EAP), Councillors can access a range of external support services, which are aimed at preparing Councillors to effectively represent their community.



Office of Local Government

- The primary regulator for Local Government in NSW when dealing with Councillor conduct.
 - Operates under the Local Government Act 1993 (NSW).
- The Office of Local Government offers guidelines and resources to assist Councillors to understand their roles and responsibilities, including the Model Code of Conduct for NSW councils.



SafeWork NSW

- The primary regulator for workplace safety in NSW.
- Operates under the Work Health and Safety Act 2011 (NSW).

Both regulators have jurisdiction when dealing with workplace behaviours in local government. They have a Memorandum of Understanding that provides for cooperation and information sharing between the parties, including on bullying and harassment matters involving Councillors.



LGNSW offers mentoring and professional development programs where new or existing Councillors can receive personalised support and advice from experienced Councillors or mayors who have worked in the sector.

LGNSW also provides expert legal and policy advice to member



The NSW Ombudsman provides resources and advice for local councils, including model policies and procedures for the handling of complaints or unreasonable conduct by complainants.



Collaborate NSW offers a wide range of information and professional development courses to assist Aboriginal people to become local Councillors and to strengthen relationships with Aboriginal communities.

Appendix 5: Document Control/Authorisation

Responsible Officer		General Manager			
Reviewed By		Council			
Review Due Date		August 2028			
Version Number		1			
Document Number					
Versions	Date	Resolution Number	Description of Amendments	Author / Editor	Approved / Adopted By
	01/08/2025	nn.nn/nn	New document	General Manager	Council

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Capital Projects-Sept 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Aerodome	7127C23	Airport runway renewal - AGRN 1012	Council has completed the approved airport scope. Council	31/03/2026	\$1,000,000.00	\$ 1,242,017.41
	7248C24	Runway rehabilitation - Betterment	Project completed and the final milestone claim is under	30/06/2025	\$1,322,332.00	\$ 663.84
	7249C24	Runway rehabilitation - Regional	Project complete, pending final grant reporting.	31/10/2025	\$1,101,059.00	\$ 182,859.47
	7438C26	Regional Airports Program Round 4	(blank)		\$0.00	\$ -
Aerodome Total					\$3,423,391.00	\$ 1,425,540.72
Bridge	7008C22	Bridge 5220 Mt Mitchell Road, Yarrow		20/12/2023	\$0.00	\$ 2,900.20
	7009C22	5215 Mt Mitchell Road, Mann River	Project complete	1/11/2024	\$1,557,540.23	\$- 0.20
	7108C23	Bridge 5340 Wentworth St over Rocky		29/11/2024	\$1,068,000.00	\$ 655.21
	7109C23	Bridge 5170 Furracabad Rd over	Project complete and all grant funding payments recieved.	31/03/2025	\$1,000,000.00	\$ 0.00
	7209C24	Fixing Country Bridges Round 2B-	Project complete	24/01/2025	\$108,000.00	\$ 0.00
	7210C24	Fixing Country Bridges Round 2B-Cox's	The bridge structure is complete and work has commenced	28/08/2025	\$912,000.00	\$ 634,439.54
Bridge Total					\$4,645,540.23	\$ 637,994.75
Building	7312C25	Depot Improvements	Project underway. Depot Amenities block plans completed	30/06/2026	\$150,000.00	\$ 114,283.68
	7358C25	Crofters Cottage Roof	Project completed in 24/25.		\$30,000.00	\$ 0.00
	7897C24	Sale of 23 Bourke Street Deepwater	Vacant land has been listed for sale by Expression of Interest	30/06/2026	-\$85,000.00	\$ 357.67
	7416C26	Shed for pre-coat operations	(blank)		\$100,000.00	\$ -
	7409C26	Depot Improvements			\$300,000.00	\$ -
Building Total					\$495,000.00	\$ 114,641.35
Community Halls	7132C23	Emmaville War Memorial Hall	Project completed and acquitted in 24/25.	31/03/2025	\$131,651.00	\$ 0.00
Community Halls Total					\$131,651.00	\$ 0.00
Drainage	7301C25	Capital Renewal - Urban Stormwater	Resident signoff have been completed. Equipment is onsite,	30/10/2025	\$150,000.00	\$ 21,986.40
	7408C26	Kerb and Gutter Renewals	270 metres of damaged kerb and gutter on Clark Street,	30/06/2026	\$200,000.00	\$ -
Drainage Total					\$350,000.00	\$ 21,986.40
Ecnomic Development	7030C22	Upgrade Dumaresq Street Industrial	Remaining budget to be used for electrical upgrade plans	30/06/2026	\$283,446.00	\$ 260,352.35
	7117C23	Signage Upgrades	Investigations to review the signage audit and plan the	30/11/2025	\$80,000.00	\$ 3,307.00
	7118C23	Public Art Projects	The Public Art Advisory Committee will meet again in the	30/06/2026	\$100,000.00	\$ 107.62
	7300C24	Sheep & Goat Electronic Identification	This project was completed in 24/25.	31/03/2025	\$225,000.00	\$ 0.00
	7311C25	LED Sign at the VIC	Quotes received for the project exceeded the allocated	31/12/2025	\$20,000.00	\$ -
	7314C25	TCP Signage upgrade for ACF	Project complete. TCP Signage for ACF received in 24/25 and	30/06/2025	\$15,000.00	\$ -
	7357C25	New England Rail Trail	Currently awaiting outcome of grant application. No further		\$170,000.00	\$ 29,283.17
Ecnomic Development Total					\$893,446.00	\$ 293,050.14
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	\$ 160,187.25
	7243C24	Pinkett RD. AGRN 1012 Natural	Project completed. A 75% progress claim has been paid and	30/06/2025	\$1,036,089.00	\$ 90,001.64
Flood Recovery & Natural Disasters Total					\$1,425,225.00	\$ 250,188.89
IT	7361C24	Power App for Finance	(blank)		\$80,000.00	\$ 53,000.00
	7437C26	Ongoing Project - CCTV	Installation of the 16 cameras in the CBD (between Bourke	30/06/2026	\$50,000.00	\$ -
IT Total					\$130,000.00	\$ 53,000.00
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	\$ -
Life Choices Total					\$187,153.00	\$ 146,428.39

Capital Projects-Sept 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Open Office	7007C22	Finance: Project Jigsaw Open Office	Stage 1 80% completed as at December 24		\$785,825.00	\$ 51,890.91
		Open Office Total			\$785,825.00	\$ 51,890.91
Open Spaces & Recreational	7027C22	CBD Roundabout Landscaping	As per December 2024 update to Council - project is	30/06/2024	\$83,672.71	\$ 12,029.86
	7135C23	BSBR00382 Centennial Parklands -	Project now complete and acquitted.	15/08/2025	\$1,441,616.00	\$ 1,633.56
	7137C23	BSBR000316 Indoor Sports Stadium	Project completed and acquitted in 24/25.	30/06/2025	\$413,926.00	\$ 53,000.00
	7166C23	SCCF Rd 5 Stage 1 - Anzac Park	Final design approved following amendments made in	27/02/2026	\$600,000.00	\$ 28,003.64
	7168C23	SCCF Rd 5 - Aquatic Centre	Project works now underway include:	30/06/2025	\$332,710.00	\$ 126,151.19
	7173C23	Shade and Landscaping ISC	The project is temporarily paused while recruitment is	27/02/2026	\$50,000.00	\$ 10,772.54
	7252C24	Learning Centre - 2 x glass sliding doors	(blank)		\$20,000.00	\$ 7,524.77
	7302C25	Acid Bulk Storage Tank for GI Aquatic	Project complete. Acid tank installed at the the Glen Innes	31/03/2025	\$5,800.00	\$ -
	7303C25	Installation of two(2) Beams at GI	2 x beams were installed at Glen Innes Cemetery December	30/06/2025	\$25,000.00	\$ 15,185.46
	7304C25	Installation of new Cemetery Beam	Beams installed at Emmaville Cemetary in December 2024.		\$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	\$ -
	7306C25	CCTV	Project now complete - Installation of the 16 cameras in the	29/08/2025	\$50,000.00	\$ 50,440.00
	7307C25	Fencing Wilson Park	Fencing installation almost complete. Outstanding works	30/09/2025	\$0.00	\$ 22,005.31
	7310C25	Off Leash Dog Park Area	Project on target to be completed by December 2025. RFQ	30/12/2025	\$37,685.90	\$ 2,615.00
	7313C25	Upgrade of electrical mains at	Works / project now complete.	31/03/2025	\$20,000.00	\$ -
	7359C25	Equestrian Park Fence and Gate			\$25,000.00	\$ -
	7360C25	Cricket Nets	Project completed in 24/25.	31/03/2025	\$58,950.00	\$ 1,472.84
	7362C24	Indoor Stadium Dirt Removal	Options for reusing the substantial stockpile of dirt located	30/06/2026	\$50,000.00	\$ 3,137.00
	7367C25	ANZAC Park Stage 2	Final design approved following amendments made in	27/02/2026	\$600,000.00	\$ -
	7369C25	B6864 - Indoor Sports Centre Stage 4	Project finalised.		\$148,928.00	\$ -
	7436C26	Quarantine/Overflow Comp Animal	Project not yet commenced. New Ranger commencing end	30/06/2025	\$50,000.00	\$ -
		Open Spaces & Recreational Total			\$4,049,602.71	\$ 338,029.35
Plant	7230C24	Leaseback Category 3 vehicle -	Project Completed.	30/06/2025	\$51,000.00	\$ -
	7237C24	Transfer pump trailer - IWS	Awaiting Teams to provide advice on equipment desired.	30/06/2026	\$30,000.00	\$ -
	7240C24	Water truck			\$305,265.86	-\$ 0.00
	7263C24	New LCSS support Vehicle	Project Completed.	30/06/2025	\$30,809.09	\$ -
	7325C25	Plant 1315 Outfront mower - 1			\$130,000.00	-\$ 0.00
	7326C25	Plant 1505 Maint. Coordinator	Plant delivered		\$49,231.13	\$ 0.00
	7327C25	Plant 1540 LCSS Direct Support worker	Vehicle delivered. Project completed.	31/01/2025	\$31,404.09	\$ -
	7329C25	Plant 1557 Dual cab, 4WD utility -	Plant delivered.	30/06/2025	\$51,069.81	\$ 0.00
	7330C25	Plant 1568 LCSS Direct Support Worker	Vehicle delivered. Project completed.	29/11/2024	\$31,404.49	\$ -
	7331C25	Plant 1569 LCSS Direct Support Worker		30/12/2024	\$31,404.09	\$ -
	7332C25	Plant 2215 8 Tonne Excavator -	Project Completed.	30/06/2025	\$181,000.00	-\$ 0.00
	7333C25	Plant 2315 Outfront mower - 2	Equipment delivered. Project completed.	2/05/2025	\$130,000.00	\$ 0.00
	7334C25	Plant 2502 Single cab, 2WD, cab	Vehicle delivered. Project completed.	27/11/2024	\$32,703.35	-\$ 0.00
	7335C25	Plant 2507 Single cab, cab-chassis,		31/12/2024	\$47,382.02	\$ 0.00
	7336C25	Plant 2511 4WD, cab-chassis utility -	Plant delivered	29/11/2024	\$44,004.43	\$ -
	7338C25	Plant 2543 LCSS - Direct Support		31/07/2025	\$32,000.00	\$ -
	7339C25	Plant 3505 Dual cab, 4WD utility -	Plant delivered.	30/06/2025	\$51,069.81	\$ 0.00
	7340C25	Plant 9023 Workshop Pressure Cleaner			\$8,000.00	-\$ 0.00
	7341C25	Flail Mower - Airport	Vehicle delivered. Project completed.	31/12/2024	\$11,183.64	\$ -
	7342C25	Replacement of Crane on Sewer truck	Equipment delivered.	30/06/2025	\$13,000.00	\$ -
	7343C25	Leaseback Cat. 3 Vehicle - MED	Plant delivered.		\$52,378.24	\$ -
	7363C24	Commercial Mower - Life Choices	Equipment delivered. Project Completed.	3/12/2024	\$12,953.68	\$ -
	7366C25	TOPCON Surveyor Equipment	Equipment delivered. Project completed.	30/04/2025	\$44,198.00	\$ -

Capital Projects-Sept 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7368C25	Hail Damaged replacement Vehicle	Project Completed	30/06/2025	\$0.00	\$ 0.00
	7431C26	3570 Electric Vehicle Replacement	Vehicle delivered. Project completed.	21/09/2025	\$35,000.00	\$ 34,964.94
	7421C26	1587 Leaseback Cat 3 Replacement	Vehicle ordered and awaiting delivery. QBR to be applied	31/10/2025	\$52,679.00	\$ 53,478.93
	7418C26	1108 Lorry 8 Replacement	Vendor Panel submissions received and to be assessed.	31/01/2026	\$240,000.00	\$ -
	7433C26	Quarry Loader Replacement	Initial plant specifications drafted and approved by Quarry	30/06/2026	\$492,000.00	\$ -
	7420C26	1556 Holden Colorado 4WD	Vehicle has been delivered.	18/10/2025	\$45,000.00	\$ 45,613.18
	7430C26	3505 Holden Colorado 4 X 4	Vehicle delivered.	31/08/2025	\$43,000.00	\$ 44,367.27
	7417C26	1106 Hino Replacement	Vendor Panel submission has closed. Decision on final	31/03/2026	\$230,000.00	\$ -
	7422C26	2313 Kubota Outfront Mover	Procurement phase has not commenced.	30/04/2026	\$43,000.00	\$ -
	7429C26	2582 Leaseback Cat 3 Replacement	Project not commenced due to vehicle not reaching	30/06/2026	\$52,679.00	\$ -
	7425C26	2518 Holden Colorado Replacement	Vehicle delivered. Project completed.	30/09/2025	\$43,000.00	\$ 44,260.00
	7428C26	2552 Leaseback Cat 3 Replacement	Project not commenced due to vehicle not reaching	30/06/2026	\$52,679.00	\$ -
	7427C26	2546 Leaseback Cat 3 Replacement	Vehicle delivered. Project completed.	31/07/2025	\$52,679.00	\$ 56,395.13
	7419C26	1549 Leaseback Cat 2 Replacement	Project not commenced due to vehicle not reaching	30/06/2026	\$65,848.00	\$ -
	7432C26	5214 Lorry 9 Volvo Replacement	Vendor Panel submissions received. Final evaluation and	31/05/2026	\$240,000.00	\$ -
	7426C26	2544 Leaseback Cat 3 Replacement	Leaseback scheduled for replacement in 2026 calendar year.		\$52,679.00	\$ -
	7423C26	1533 LCSS Operation Vehicle Disposal	(blank)		\$0.00	\$ -
	7424C26	2517 Ford Ranger Disposal			\$0.00	\$ -
Plant Total					\$3,141,704.73	\$ 279,079.45
Quarry	7054C22	Revote23 Wattle Vale Establishment	These funds will be used toward internal components of the	30/06/2025	\$74,225.00	\$ 2,891.64
	7211C24	Quarry Development -Wattle Vale	Internal road works and signage still ongoing. Fence line also		\$200,000.00	\$ 163,615.27
	7345C25	Skid steer loader - Quarry	Budget removed from previous FY. New Budget to be		\$0.00	\$ 0.00
	7346C25	Quarry pit water pump	Quote for replacement motor for old pit water pump.	28/11/2025	\$55,000.00	\$ -
Quarry Total					\$329,225.00	\$ 166,506.91
Roads	7002C23	Roads of Strategic Importance - Bald	Works have reached completion and the final milestone	30/05/2025	\$5,600,000.00	\$ 297,887.60
	7004C22	Revote23 Illparran Road LRCI	Project complete	1/11/2024	\$141,864.26	\$ 0.00
	7005C22	Revote23 Jenkins Road LRCI			\$85,896.36	\$- 0.00
	7110C23	Heavy Patching Program	Council are focusing on expending grant funded heavy	30/06/2027	\$559,498.45	\$ 3,181.52
	7113C23	Kerb & Gutter Installation - Hunter	Project complete.		\$30,826.95	\$- 0.04
	7143C23	Unsealed Roads Resheeting - Bullock		2/12/2024	\$437,360.00	\$ 0.00
	7144C23	Unsealed Rds Resheet - Haymarket Rd	Project complete	1/10/2024	\$120,000.00	\$ 0.00
	7146C23	New Bitumen Seals - Blue Hills/Rodgers	Works are underway with tree clearing and drainage works	31/10/2025	\$300,000.00	\$ 52,875.35
	7200C24	HAYMARKET ROAD RESHEET=USE	Duplicate job card. Please delete. Costs to be journalled to		\$0.00	\$ 19,101.00
	7202C24	LRCI Rnd 4 - Main Street	Physical works were completed on 30th June. Project	8/09/2025	\$872,429.00	\$ 900,830.05
	7207C24	RRTRP Reg. Roads Betterment	Rehabilitation of Emmaville Road Segment 40-50 and	30/06/2026	\$3,599,085.36	\$ 1,489,573.52
	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
	7254C24	Regional Emergency Road Repair Fund	Ongoing heavy patching activities are being conducted	30/06/2027	\$2,941,848.00	\$ 251,711.81
	7258C24	RRTRP - Local Roads Betterment	Projects have been successfully completed on Shannonvale	18/12/2026	\$9,957,773.10	\$ 791,412.26
	7309C25	Urban street rehabilitation	Projects have been successfully completed on William Street	30/04/2026	\$500,000.00	\$ 5,263.34
	7315C25	R2R Urban Roads Heavy Patching and	The 2024/2025 reseal program has been successfully	26/06/2025	\$872,427.00	\$ 322,057.33
	7319C25	RRTRP Regional Roads - Wellington	Please journal all costs to 7207C24-RRTRP14 and close this		\$0.00	\$ 4,855.28
	7322C25	Regional Roads Block Grant - Heavy	Project complete	26/06/2025	\$480,000.00	\$ 69,914.78
	7323C25	Traffic Facilities 24/25	Project complete, with linemarking on Emmaville Road done	31/07/2025	\$76,000.00	\$ 0.00
	7403C26	5/26 R2R Hamels Lane gravel re-sheet	Project not started.	30/06/2026	\$270,000.00	\$ -
	7402C26	25/26 R2R Wycliffe Road gravel re-	This project has been completed, pending quarry invoicing	9/09/2025	\$275,000.00	\$ 129,838.63
	7404C26	25/26 Reg Roads Block Gr pavement	Pavement investigation has been undertaken on Emmaville	30/06/2026	\$450,000.00	\$ 5,210.00

Capital Projects-Sept 2025

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7407C26	AGRN1034 - Rangers Valley Road HP	This project is currently out to tender.	25/12/2025	\$452,438.00	\$ -
	7401C26	R2R Nant Park Road gravel re-sheet	Project scheduled for autumn 2026.	30/04/2026	\$261,734.00	\$ -
	7400C26	25/26 R2R reseal program	The project is currently in the scoping phase with asset		\$850,891.00	\$ -
	7405C26	25/26 Traffic Facilities	Guard rail has been installed on Palling Yard Creek on Bald	30/06/2026	\$76,000.00	\$ 67,385.34
	Roads Total				\$29,211,071.48	\$ 4,412,621.55
Sewer	7347C25	New Mains - Sewer Private Works	Project complete	30/06/2025	\$10,000.00	-\$ 0.00
	7348C25	New Services - Sewer Private Works			\$15,000.00	-\$ 0.00
	7349C25	Capital Renewal - Sewer	Interflow onsite completing reline program expected	30/09/2025	\$604,318.00	\$ 707,276.84
	7412C26	New Mains - Sewer Private Works	Works carried out as payment received for Mains extensions	30/06/2026	\$10,000.00	\$ 5,019.19
	7415C26	Capital Renewal - Sewer	1st invoice has been paid against this project. Work will be		\$734,627.00	\$ 866,437.19
	7413C26	New Services- Sewer Private Works	Works carried out as payment received for Service	30/06/2026	\$15,000.00	\$ 931.12
Waste	Sewer Total				\$1,388,945.00	\$ 1,579,664.34
	7098C21	LANDFILL: Future Landfill Development	Project completed 2022-23 budget cycle.	30/06/2023	\$284,065.00	\$ 0.00
	7261C24	landfill Upgrade - multiyear project	Final 2 lids are nearing commission once final accessories	31/10/2025	\$200,000.00	\$ 161,363.64
	7350C25	New Waste Transfer Station GI landfill	Survey and draft design work completed. Infrastructure to	30/06/2026	\$200,000.00	\$ 4,781.93
	7351C25	fencing and CCTV at all 4 landfills	Fencing at the Emmaville Landfill determined to be the		\$100,000.00	\$ -
	7352C25	New Landfill weighbridge data	The project is complete and full payment has been made.	30/06/2025	\$27,636.50	\$ 23,701.20
	7435C26	GIWTS Security Fencing and CCTV	To be commenced after completion of widening work to	30/06/2026	\$100,000.00	\$ -
	7434C26	Prelim Design Waste Transfer St.	Not commenced.		\$20,000.00	\$ -
	Waste Total				\$931,701.50	\$ 189,846.77
Water	7105C22	Truck Wash Upgrade	Project complete. Budget adjustment will be made in QBR1	30/10/2025	\$142,000.00	\$ 153,544.48
	7217C24	Capital Renewal - Water	SCADA project has commenced. Estimated 6 months til	30/04/2026	\$649,889.67	\$ 390,208.23
	7353C25	New Service- Water Private Works	Project complete	30/06/2025	\$45,000.00	\$ 17,236.68
	7354C25	New Mains - Water Private Works			\$10,000.00	\$ 9,207.38
	7355C25	Capital Renewal - Water	Work has commenced on Bourke Street water main renewal.	30/11/2025	\$573,052.00	\$ 332,536.64
	7414C26	Capital Renewal - Water	Major works will be carried out on Bourke Street Water	30/06/2026	\$965,740.00	\$ 88,785.44
	7406C26	Capital Renewal - Urban Stormwater	Design is underway for the Bourke Street stormwater	27/02/2026	\$150,000.00	\$ -
	7410C26	New Service - Water Private Works	Works carried out as payment received for Service	30/06/2026	\$15,000.00	\$ 4,620.97
	7411C26	New Mains - Water Private Works	Works carried out as payment received for Mains extensions		\$10,000.00	\$ -
Water Total					\$2,560,681.67	\$ 996,139.82
Grand Total					\$54,090,914.25	\$ 10,966,064.29

Glen Innes Highlands Economic Development Strategy 2026-2030

Blueprint to Nurture a Thriving Wellbeing Economy

Draft, October 2025



A background image of a young child with blonde hair, wearing a light blue long-sleeved shirt and a yellow life vest, jumping into water. The child's arms are raised, and water droplets are visible around them. The image is slightly faded to allow the text to be read clearly.

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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.



Glen Innes Highlands Economic Development Strategy 2026-2030

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Executive Summary

The *Glen Innes Highlands Economic Development Strategy 2026-2030* is Glen Innes Severn Council's five-year blueprint for nurturing a thriving **wellbeing economy** through a series of actions that are designed to advance the Glen Innes Highlands' community, cultural and environmental attributes which are inextricably linked with economic success.

A plan of action for promoting prosperity, it presents a framework to support the vibrancy, liveability and sustainability of the Glen Innes Highlands as a location of choice to live, learn, work and invest, built on a diversity of innovative businesses, competitive industries, a skilled and adaptable workforce and a healthy and resilient community, with the following outcomes:

- Business growth and investment that builds on the Glen Innes Highlands' strengths in a diversity of existing, new and emerging industries;
- A strong and adaptable workforce with a mix of skills required by businesses to innovate and prosper, providing employment opportunities for a growing population; and
- Sustainable population growth in line with Council's and the community's vision for a stronger, more vibrant future, with a population of 10,000 by 2035.

These outcomes will be realised through the implementation of a series of key initiatives presented across **four pillars**, focussed on:

- 1. Innovative Industries and Prosperous Enterprises;**
- 2. A Future-Ready and Resilient Workforce;**
- 3. Vibrant and Inclusive Precincts and Places;** and
- 4. Collaboration to Nurture a Wellbeing Economy.**

Some of the recommended actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Prepared in the context of Glen Innes Severn's Community Strategic Plan 2025-2035 and Council's broader program of work and strategic objectives, the *Glen Innes Highlands Economic Development Strategy 2026-2030* underpins Council's commitment to take a lead in the areas where it has greatest control and influence to shape positive economic development outcomes. It also seeks to support others in playing their role in nurturing a thriving wellbeing economy with Council support. Adopting a partnership approach, the strategy supports advocacy and collaboration with Council's neighbours, its partners in industry and the community, as well as the other levels of government.

Strategy implementation will be tracked through measurable outcomes, ensuring accountability and transparency while also providing the opportunity to pivot where circumstances dictate. The strategy will evolve with annual reviews and in line with Council resources and the priorities of the day, with a full update planned for 2030, ensuring it remains relevant and effective. While progress will be measured by changes in levels of investment, employment and income, success will also be defined by improvements in key measures of resilience and wellbeing including the extent to which wealth is built, retained and shared locally.

1. Our Vision: Nurturing a Thriving Wellbeing Economy

A Blueprint for a Prosperous Future

The *Glen Innes Highlands Economic Development Strategy 2026-2030* is a visionary, aspirational and practical plan of action to support the economic vibrancy, diversity, resilience and wellbeing of the Glen Innes Highlands over the next five years and beyond.

Holistic in its approach to supporting prosperity, this strategy draws on contemporary wellbeing economy frameworks and the notion that 'economic development' is about the continuous improvement in levels of income and place-based capital (wealth) and the distribution of that wealth (through local expenditure and jobs) to the community.

Place-based wealth refers to the economic resources, assets and wealth that are specific to the Glen Innes Highlands as a geographic location. It emphasises the importance of our local assets, including our natural resources, infrastructure, human capital and cultural assets, in shaping economic development and community wealth-building.

Designed to influence positive change, this strategy seeks to build on the Glen Innes Highlands' evolving geo-region status and further develop its profile as a distinct geographical region as defined by its landscape, geology, natural features, history, heritage and culture. Rooted in principles of sustainability, inclusivity, resilience and prosperity, the strategy pillars, priorities and actions have been framed on the premise that economic development in the Glen Innes Highlands will be realised when growth translates into community wellbeing.

A wellbeing economy considers immediate economic gains, and also the long-term health and general welfare of our community, and the environment we rely on. It's about finding a balance, where economic activity supports our wellbeing today without compromising the ability of future generations to meet their needs.

By articulating our vision for a thriving wellbeing economy, this forward-looking strategy builds on the priorities of the 2025-2035 Community Strategic Plan and Council's commitment to work with the community to shape a stronger, more vibrant future together.

Glen Innes Highlands Economic Development Strategy 2025-2030

Our Vision for a Thriving Wellbeing Economy

The Glen Innes Highlands is a vibrant and connected community in which to live, learn, work and invest, celebrated for its natural beauty, rich cultural heritage and thriving economy.

Strategy Outcomes

Informed by research, stakeholder consultation and data analysis, this strategy articulates Glen Innes Severn Council's commitment to take the lead in building a prosperous future, through the realisation of the following outcomes:

- Business growth and investment that builds on the Glen Innes Highlands' strengths in a diversity of existing, new and emerging industries;
- The development of a strong and adaptable workforce with a mix of skills required by businesses to grow and prosper, providing employment opportunities for a growing population; and
- Sustainable population growth in line with Council's and the community's vision for a stronger, more vibrant future, with a population of 10,000 by 2035.

Strategy outcomes will be realised through the implementation of a suite of initiatives across four pillars that are designed to **support innovative industries and prosperous enterprises; encourage a future-ready and resilient workforce; create vibrant and inclusive precincts and places; and nurture a wellbeing economy through collaborative partnerships.**

Embracing a partnership approach, the strategy underpins Glen Innes Severn Council's commitment to take a lead in the areas where it has greatest control and influence to shape positive economic development outcomes and to support others in playing their role in nurturing a thriving wellbeing economy with Council support.

Page 1

2. Our Pillars and Priorities for a Thriving Wellbeing Economy

Wellbeing Economy Pillars and Priorities

The vision for a thriving wellbeing economy will be realised through the delivery of a suite of actions presented across four strategy pillars, each with related priorities.

Pillar 1: Innovative Industries and Prosperous Enterprises

- Priority 1.1: Support local businesses and social enterprises by making it easy to do business
- Priority 1.2: Provide the infrastructure and services needed to foster local innovation and entrepreneurship
- Priority 1.3: Attract new investment and encourage existing local industry to value-add and prosper

Pillar 2: A Future-Ready and Resilient Workforce

- Priority 2.1: Support workforce capacity-building and alignment with industry needs and opportunities
- Priority 2.2: Support community resilience and adaptability to reduce barriers to economic participation
- Priority 2.3: Attract and retain knowledge workers and their families

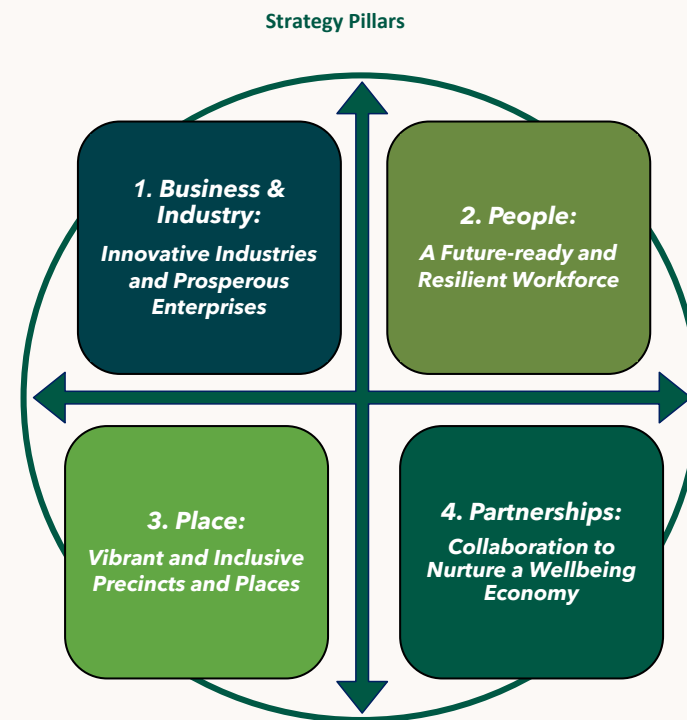
Pillar 3: Vibrant and Inclusive Precincts and Places

- Priority 3.1: Plan for and create thriving local precincts, places and neighbourhoods
- Priority 3.2: Provide cultural and recreational infrastructure and services to instill a strong sense of community
- Priority 3.3: Provide and advocate for strategic infrastructure to enable investment

Pillar 4: Collaboration to Nurture a Wellbeing Economy

- Priority 4.1: Build cross-sector partnerships (business, government, community) to nurture a wellbeing economy
- Priority 4.2: Position local anchor organisations as engines of community wealth-building
- Priority 4.3: Take a collaborative approach to economic development advocacy through partnership-building

The pillars and priorities frame the initiatives presented in the Economic Development Strategy Action Plan and serve as guiding principles to assist Council in assessing future challenges and opportunities as they arise.



3. Glen Innes Highlands Socio-Economic Snapshot

The Glen Innes Highlands Economy

Straddling the Great Dividing Range in the heart of the New England High Country, the Glen Innes Severn local government area, otherwise known as the Glen Innes Highlands, is home to the Ngarabul people.

Positioned at the crossroads of the New England and Gwydir Highways, well-connected to Brisbane, Sydney, Outback Australia and the NSW North Coast, the Glen Innes Highlands is the ideal place to live, learn, work and invest, offering opportunities for prosperity and wellbeing. With a population almost 9,000, the area is surrounded by productive agricultural land and stunning national parks. The Glen Innes Highlands' status as a pilot georegion – one of only three in Australia – reflects its point of difference, one that integrates landscape, landform, culture, biodiversity, geology and the region's night skies.

Home to 1,109 businesses, a workforce of 3,178 and 3,266 local jobs, the Glen Innes Highlands has a predominantly rural-based economy driven by its agricultural sector. Other industries that drive and support economic activity in the Glen Innes Highlands include health care and social assistance, education, public administration, retail trade and an evolving tourism sector.

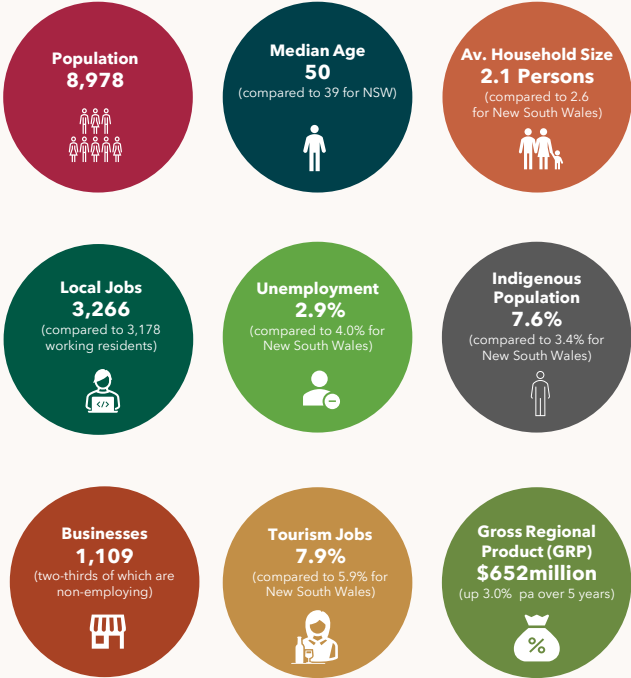
While these industries will continue to underpin local economic activity, an ambitious plan to grow a stronger, more vibrant community, with a population of 10,000 by 2035, means that a more diversified industrial base is needed to drive future prosperity. This can be achieved by leveraging local comparative and competitive advantages, including the Glen Innes Highlands' strategic location, its natural features, its agricultural capabilities, tourism assets and its appealing regional lifestyle offer.

Emerging sectors or those that have potential for growth include professional services, controlled environment horticulture, renewables, bio-energy, circular economy activities, the arts and creative industries and the visitor economy.

The Glen Innes Highlands' natural beauty, vibrant community, local industries and cultural richness offer exciting opportunities for sustainable economic development. Looking ahead, there is enormous potential to enhance quality of life, promote sustainable population growth and support local businesses to foster a thriving and connected community. To do so requires a considered understanding of both the challenges and opportunities for economic development.

Glen Innes Highlands Economic Development Strategy 2025-2030

Glen Innes Highlands' Key Metrics at a Glance



4. Indicators of Community Resilience in the Glen Innes Highlands

Taking a holistic approach to economic development, one that focuses on the wellbeing economy, requires consideration of a broader set of economic and social indicators. The University of Canberra's **'Early Insights for More Resilient Communities'** survey visualises indicators of resilience change in NSW communities. **'Resilience'** is defined as "the capacity of individuals and communities to prepare for, respond to, recover from and adapt to challenges in ways that support healthy levels of wellbeing over the long-term". The latest survey was administered in 2023. Key findings for the Glen Innes Severn LGA include:

Financial Resources

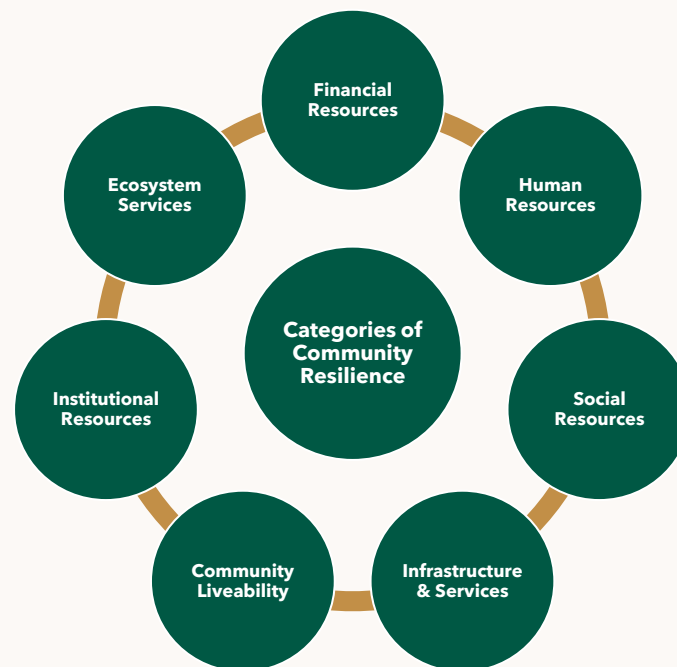
- **Household financial stress:** Dropped from 17% (in 2016) to 9% (2022).
- **Housing affordability:** Declined (65% down to 43% find housing affordable).
- **Rental affordability:** Declined from an index of 257 (in 2014) to 226 (2022).
- **Living costs affordability:** Declined (59% to 48%).
- **Business base:** 12.3 active businesses per 100 people (stable).

Human Resources (Personal Resilience)

- **Psychological distress:** Increased (16% to 20%).
- **Personal wellbeing:** Slight decline (from 74% to 72%).
- **School attendance:** Decline (91% down to 81%).

Social Resources (Community Connections)

- **Practical support networks:** 72% report access.
- **Emotional support:** Dropped significantly (84% down to 62%).
- **Financial support networks:** Increased (63% to 86%).
- **Spending time with family/friends:** Declined (77% to 59%).
- **Community engagement in events:** Declined (62% to 27%).
- **Volunteering:** Declined slightly (from 70% down to 61%).



Indicators of Community Resilience in the Glen Innes Highlands

Infrastructure and Services

- **Mobile coverage:** Dropped (58% to 34%).
- **Internet access:** Dropped (67% to 25%).
- **Road quality:** Dropped (58% to 12%).
- **Local trades & professionals:** Low access (12-20%).
- **Council asset ratios:** Strong (Renewal 112%, Maintenance 124%).

Community Liveability

- **Willingness to recommend area:** Declined (69% down to 58%).
- **Perception of crime:** Slight increase (25% to 29%).

Institutional Resources

- **Confidence in local government:** Declined (50% to 36%).
- **Confidence in community leadership:** Declined (56% to 45%).
- **Effectiveness of local groups:** Declined (72% to 61%).

Ecosystem Services

- **Satisfaction with local environment:** Still high but declining (94% to 87%).
- **Attractive natural places:** High but declining (99% down to 89%).

Source: <https://communityresilienceinsights.org.au/nsw/#gleninnessevern>

Some Key Considerations

The indicators of resilience draw out a number of considerations, including:

- Rental affordability / housing pressures could **constrain population growth and people / worker attraction**.
- **Declining affordability** presents a barrier to prosperity and community wellbeing.
- Declining engagement in **education and training** may compromise long-term **workforce resilience**.
- **Erosion of social capital** is a risk to community resilience, belonging and retention.
- **Infrastructure and service gaps** such as digital connectivity shortfalls constrain business investment, worker attraction, and liveability.
- **Weakening perceptions of liveability** adversely impact community cohesion and the capacity to attract new residents, workers and businesses.
- **Declining confidence in local government** adversely impacts community cohesion and perceptions of the Glen Innes Highlands as a place to live, work and invest.
- A strong propensity for **local business innovation and entrepreneurship** is a key strength and should be encouraged as a means of providing for prosperity.
- Strong perceptions of **environmental attributes** support '**wellbeing economy**' positioning (including geotourism, place-branding and the 'liveability advantage').

These are key considerations informing the need for an Economic Development Strategy that is responsive to the challenges facing the community of the Glen Innes Highlands as well as the opportunities for sustainable growth and development in line with our stated target of a thriving population of 10,000 by 2035.

5. Our Challenges and Opportunities for Economic Development

Priority Challenges and Opportunities for Economic Development

The preparation of this Economic Development Strategy is informed by an assessment of key strategic documents and data, the findings of a business and community survey and targeted consultation with key stakeholders. The findings of the research, consultation and analysis points to some key needs and opportunities which require attention. In summary, these include:

Business & Industry:

- Capitalise on our agricultural expertise and capacity for innovation
- Encourage new industry opportunities (e.g. renewables/clean energy, controlled environment horticulture, regenerative agriculture, food processing, renewables, bio-energy, the care economy, creative industries)
- Grow a vibrant nature-based visitor economy anchored by our geo-tourism assets
- Support our small business to survive and thrive including Indigenous businesses
- Attract and grow the professional services sector (knowledge workers and their families)
- Support local procurement opportunities (REZ, Taronga Tin Project, anchor institutions – Council, hospital, schools)
- Support community-owned / social enterprises

Education & Employment:

- Support greater engagement in school education, training and employment pathways
- Invest in higher education and training locally to build workforce capacity and wellbeing
- Invest in worker attraction and retention to improve workforce capacity

Enabling Infrastructure:

- Prioritise road transport infrastructure upgrades
- Facilitate connections to rail and air transport
- Support continual investment in digital connectivity (phone and Internet)
- Plan for REZ short-term workforce impacts on local infrastructure and services
- Address industrial land shortfalls / opportunities
- Utilise the Highlands Hub co-working space to support business growth and wealth creation

Housing & Cost of Living:

- Affordable housing opportunities to prospective regional movers
- Limited housing availability/diversity
- REZ short-term worker accommodation needs and impacts
- Explore innovative housing solutions to meet current and future needs



Our Challenges and Opportunities for Economic Development

Health & Wellbeing:

- Affordable aged care and the opportunity to age in place
- More affordable childcare
- Support for mental health and wellbeing
- Attract health care workers and their families

Community Infrastructure & Assets:

- Investment in health care infrastructure and services
- More investment in arts and cultural facilities
- Invest in opportunities to utilise our sport and recreation infrastructure (indoor sports centre)

Community, Lifestyle & Liveability:

- Promote our location and lifestyle advantage to prospective investors
- Invest in our town centres and villages (place-making) and retail (and hospitality) revitalisation
- Explore opportunities to activate the night-time economy
- Invest in social connectivity and belonging (sporting and community clubs/associations)
- Invest in and support local festivals and events
- Celebrate our European history and Celtic heritage and the region's mining heritage
- Celebrate our Indigenous cultural heritage and connection to Country
- Support local arts and the creative sector
- Foster equitable access to economic opportunity

Sustainability & the Environment:

- Protect, sustain and leverage our natural features and landscape (geotourism, agri-tourism, regenerative tourism)
- Reduce waste and promote reuse (circular economy)
- Leverage opportunities in renewable energy / REZ for local community wealth-building

Council is already working on a number of these issues through various other plans and strategies and will continue to do so in partnership with key government agencies, representative bodies, businesses and the community. The Economic Development Strategy Action Plan presents a series of initiatives that are designed to address identified priorities across interrelated activity areas that will result in positive economic development and wellbeing outcomes for our community now and in future.



6. A Collaborative Approach: Strategic Alignment and Implementation Partners

A Whole-of-Council Collaborative Approach to Economic Development

Glen Innes Severn Council is committed to providing the foundations for prosperity by working to strike a balance between economic opportunity and community wellbeing. The economic development planning and delivery function of Council sits within its Place and Growth Unit.

Through the delivery of the actions presented in this strategy, it supports and guides economic development using its levers in regulation, planning and place management; local business engagement and support; tourism promotion and visitor servicing; support for workforce planning and development; advocacy and partnership-building; and investment attraction.

Economic development sits at the intersection of economy, community, culture and environment. This means that Council's commitment to promoting a thriving wellbeing economy does not occur in isolation, and key to supporting economic development is strong connections across departments within Council.

Designed to support its commitment to build a prosperous future for all communities of the Glen Innes Highlands, this strategy is aligned with and supports the Community Strategic Plan, other key Council strategies as well as other local and regional strategies external to Council's operations.

Equally important as connections across departments within Council is strong partnerships between Glen Innes Severn Council and other key agencies and organisations throughout the Shire and surrounding areas.

In delivering this strategy, Council promotes a collaborative approach to economic development, its key partners including neighbouring councils; State and Federal Government; Regional Development Australia Northern and Inland NSW; Destination Country and Outback NSW; business chambers and trader associations; community groups; and education and training providers.

Working together across the organisation and in partnership with other key agents of change and the community underpins Glen Innes Severn Council's collaborative approach to achieving the goals and objectives of this Economic Development Strategy.



7. Economic Development Strategy Action Plan

Economic Development Planning Framework

This Economic Development Strategy contains 37 actions across the four pillars and are designed to realise the stated priorities under each. The initiatives are focussed on:

- 1. *Supporting innovative industries and prosperous enterprises;*
- 2. *Encouraging a future-ready and resilient workforce;*
- 3. *Creating vibrant and inclusive precincts and places; and*
- 4. *Collaboration to nurture a wellbeing economy.*

The actions are presented in the following pages, under each of the four pillars.



The Action Plan

Reflecting Glen Innes Severn Council’s key focus areas for economic development, the individual actions represent ‘Council-led’ initiatives that involve specific tasks and an allocation of the organisation’s human, physical and financial resources. They include key advocacy initiatives, where delivery relies on a partnership approach.

Designed to capitalise on the unique character and features of the Glen Innes Highlands, to help fulfil the vision for a thriving wellbeing economy, the actions are outcomes-focussed with an emphasis on what needs to be done to promote positive economic development outcomes throughout the Glen Innes Highlands.

The action plan balances accountability with agility, providing our businesses, the community and our implementation partners with enough detail about our approach to ensure alignment and to address the challenges and opportunities for a wellbeing economy, without providing so much detail that we lock ourselves into activities that become outdated.

All of the actions will be implemented over the course of this five-year plan in line with determined priorities and the availability of resources to progress the initiatives identified. Some are designed to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Each action is assigned a level of priority / timing according to whether it is a high (short-term) measure (to be implemented in Year 1), a medium-term initiative (Years 2 and 3) or a longer-term initiative (Years 4-5). Implementation partners are also identified.

Through its key economic development support functions and guided by this strategy, Council is committed to the implementation of the initiatives presented in the action plan to fulfill its vision for a thriving wellbeing economy.

Pillar 1: Business and Industry - Innovative Industries and Prosperous Enterprises



Pillar 1: Support the Establishment, Growth and Development of Innovative Industries and Prosperous Enterprises

Glen Innes Severn Council is committed to pro-actively facilitating economic development through initiatives that capitalise on the Glen Innes Highlands' comparative and competitive advantages while being cognisant of emerging industry trends and prospects.

Council is equally committed to initiatives to help build the Glen Innes Highlands' business and employment base from within. Supporting micro and small-to-medium sized enterprises including social enterprises, to grow and prosper, is key to ensuring that there are economic opportunities for the Glen Innes Highlands' community.

Engaging with and supporting locally owned and operated businesses is a Council priority as it promotes growth that is grounded in the Glen Innes Highlands' unique community, its cultural heritage, the environment and natural landscape as the drivers of sustainable growth and community wellbeing.

Council recognises the importance of strong and resilient local enterprises for the role they play in providing local jobs. They also build local supply chains through their preference for purchasing locally, they maximise investment (and reinvestment) of wealth in the community where they operate and they contribute to local economic self-sufficiency and resilience.

For the communities of the Glen Innes Highlands, future prosperity and wellbeing lies in continued innovation and investment in existing and emerging 'driver' industries, in agriculture, renewables, transport and logistics, tourism and the services economy. When these driver industries flourish, demand for the goods and services of our service sectors, including health, education, retail and the professional services, will also grow.

Council embraces an 'open-for-business' approach in its efforts to facilitate new businesses investment and support business expansion, consistent with its vision for a thriving wellbeing economy.

Council encourages established and emerging enterprise development, innovation and capacity by connecting local businesses to a range of resources and support services to build capability and resilience and to support local wealth creation.

Council also facilitates private sector investment by promoting what the Glen Innes Highlands has to offer prospective investors. It markets, promotes and facilitates investment opportunities and priority projects and supports the development of both existing and emerging new growth industries.

In pursuing these activities, three priorities have been identified under Pillar 1:

- **Priority 1.1: Support local businesses and social enterprises by making it easy to do business**
- **Priority 1.2: Provide the infrastructure and services needed to foster local innovation and entrepreneurship**
- **Priority 1.3: Attract new investment and encourage existing local industry to value-add and prosper**

Pillar 1 contains 10 individual actions to address each of these priorities.

Pillar 1: Business and Industry

Innovative industries and prosperous enterprises

Priority / Actions	Potential Partners	Timing
1.1 Support local businesses and social enterprises by making it easy to do business		
Establish a dedicated business concierge service to facilitate the planning and regulatory pathway to business establishment or expansion in the Glen Innes Highlands.	Business NSW; Service NSW	Short
Engage with businesses and community groups throughout the Glen Innes Highlands to promote and facilitate access to government-sponsored small business grants, information and advisory / support services.	Glen Innes Business Chamber; community groups; Business NSW	Short
Collaborate with the Ngarabul people and other First Nations groups to connect First Nations businesses with government programs designed to build Indigenous business capacity and capabilities in the Glen Innes Highlands.	Glen Innes Local Aboriginal Land Council	Medium
1.2 Provide the infrastructure and services needed to foster local innovation and entrepreneurship		
Conduct business information sessions on Council's Purchasing Policy to inform local businesses of opportunities to supply goods and services to the organisation. Encourage other anchor institutions to follow suit.	Glen Innes Business Chamber	Short
Encourage sustainable economic development by promoting circular economy principles and practices.	Glen Innes Business Chamber	Medium
Engage with EnergyCo and project proponents in the New England REZ to identify local supply chain opportunities.	EnergyCo; project proponents; Glen Innes Business Chamber	Medium
1.3 Attract new investment and encourage existing local industry to value-add and prosper		
Prepare an investment attraction strategy and prospectus to promote the Glen Innes Highlands' key industries and investment opportunities to prospective investors and key government agencies.	RDA Northern Inland NSW; State Government	Short
Support diversification and value-adding in agriculture, controlled environment horticulture, renewables and bio-energy.	RDA Northern Inland NSW; State Government	Medium
Encourage the adoption of sustainable, regenerative practices in farming, food production, processing and distribution.	State Government	Medium
Quantify and report on current and planned industrial land supply across the Glen Innes Highlands to inform business investment enquiries and the preparation of the investment prospectus.	State Government	Long

Pillar 2: People - A Future-ready and Resilient Workforce



Pillar 2: Encourage a future-ready and resilient workforce

Key to the development of competitive industries and resilient local businesses in the Glen Innes Highlands is a capable workforce that is equipped with the skills required to meet the needs of businesses now and in future so that they can compete effectively in a constantly evolving economic environment.

Being ready for the future means learning new skills and being able to adapt and think ahead. It's about planning for the long-term to ensure that our priorities and actions address the needs of our businesses and our community. This includes planning for improved education and training and the development of our workforce and being open to new ideas and evolving technologies. It's also about taking a broader view to ensure the workforce of the Glen Innes Highlands is integrated with the wider region so that our people and our businesses have the tools they need to prosper.

Access to skilled labour is influenced by the availability of education and training, levels of workforce participation and the mobility and flexibility of labour. The Glen Innes Highlands' existing and emerging workforce requires access to education and training services and facilities with the programs and the infrastructure in place to support their employment aspirations and the requirements of our businesses.

Glen Innes Severn Council pro-actively promotes local jobs for its resident workers. It will continue to take the lead in addressing workforce needs and opportunities by liaising with business and industry, peak industry bodies, the wider region's education and training providers and key government agencies, to help address the Glen Innes Highlands' workforce planning needs.

A collaborative approach will be pursued to determine the Glen Innes Highlands' workforce planning and development priorities. Direct involvement from businesses, educators and the community will be encouraged so that our current and aspiring workforce can be provided with opportunities for learning and for on-the-job training that will translate into sustainable career pathways in a diversity of existing and emerging new industries.

Consistent with its approach to providing support for workforce planning and development, Council will continue to collaborate with its partners in industry, government, the community and in the education and training sectors to establish the case for investment in tertiary education and training locally to build local capacity and enhance the wellbeing economy.

In pursuing activities to encourage a future-ready and resilient workforce, three priorities have been identified under Pillar 2:

- **Priority 2.1: Support workforce capacity-building and alignment with industry needs and opportunities**
- **Priority 2.2: Support community resilience and adaptability to reduce barriers to economic participation**
- **Priority 2.3: Attract and retain knowledge workers and their families**

Pillar 2 contains 10 individual actions to address each of these priorities.

Pillar 2: People

Encourage a Future-ready and Resilient Workforce

Priority / Actions	Potential Partners	Timing
2.1 Support workforce capacity-building and alignment with industry needs and opportunities		
Identify priority workforce needs across the Glen Innes Highlands' strategic industries through the development of a <i>Glen Innes Highlands Jobs Plan</i> highlighting education and training priorities to be advocated for.	Education and training sectors; businesses	Short
Support schools throughout the Glen Innes Highlands to connect with industry opportunities and the jobs of the future.	RDA Northern and Inland NSW; businesses; education and training sectors	Short
Work with New England REZ project proponents to investigate housing needs, constraints, opportunities and options for worker accommodation in the Glen Innes Highlands and develop an action plan	Energy Co.; RDA Northern Inland NSW; project proponents	Medium
Work with government, industry and the education and training sectors to investigate and establish the business case for a Country Universities Centre (CUC) in the Glen Innes Highlands.	State Government; Federal Government; education and training sectors; industry stakeholders	Long
2.2 Support community resilience and adaptability to reduce barriers to economic participation		
Ensure equitable access to employment opportunities by addressing systemic barriers including childcare, transport, digital connectivity and housing.	State Government; service providers	Short
Work with TAFE NSW and registered training organisations (RTOs) to identify and offer school-based apprenticeship placements across Glen Innes Severn Council's departments.	TAFE NSW; schools; RTOs	Short
Engage with key stakeholders to explore the delivery of careers expos, mentoring and leadership development opportunities for young people aged 12-24, to showcase training and employment pathway opportunities in the Glen Innes Highlands.	TAFE NSW; schools; RTOs; Glen Innes Business Chamber	Medium
Develop and deliver programs that foster a community culture of inclusion, diversity, equality and acceptance.	Community groups; businesses; service providers	Medium
2.3 Attract and retain knowledge workers and their families		
Promote the Glen Innes Highlands as a location of choice for professional service providers / 'knowledge workers'.	RDA Northern and Inland NSW	Short
Develop and deliver a <i>Welcome to the Glen Innes Highlands</i> information pack and utilise Council's web site and social media channels to deliver essential information to new residents and businesses.	Glen Innes Business Chamber; key service providers	Long

Pillar 3: Place - Vibrant and Inclusive Precincts and Places



Pillar 3: Create vibrant and inclusive precincts and places

The people of Glen Innes Highlands' towns and villages are its most important resource, and a stable and growing population will underpin the community's economic and social viability. To realise the vision for a thriving wellbeing economy, Council has set an ambitious growth target for a stronger, more vibrant community, with a population of 10,000 by 2035.

An increase in population will support local service delivery, attract government funding, serve to retain existing businesses, recirculate more wealth locally and attract new investment as confidence in the Glen Innes Highlands as a place to live, learn, work and invest grows. New investment will generate more opportunities for employment, creating a positive multiplier effect of more people, more local investment and more jobs in a thriving wellbeing economy.

Glen Innes Severn Council is a place-maker, utilising its land use planning, regulatory and place-making levers to continually enhance the area's lifestyle appeal. It directly invests in a sense of place and the functioning of its towns and villages through streetscape enhancements, place activation and urban improvement programs.

Council also advocates, plans for and invests in essential infrastructure and services including recreation, leisure and entertainment facilities, arts and cultural facilities and community services and facilities. In doing so, Council pro-actively works to enhance the appeal of the Glen Innes Highlands as a desired location in which to live, learn, work and prosper.

Council also recognises a number of challenges that need to be addressed to elevate the area's appeal to both existing and prospective new residents and businesses. These challenges include town centre amenity and vitality, main street retail vacancies, the quality of our roads, digital connectivity, adequate provision of housing to attract and retain residents, health care, aged care and childcare services and access to education and training.

Council is committed to continual investment in initiatives that will activate retail and commercial activity in the towns and villages throughout the Glen Innes Highlands, such as town entry signage, streetscaping, interpretive trails, murals, markets and festivals & events.

Amenity improvements and place activation initiatives can be designed and developed as a partnership between local businesses and community members with Council support. Council will also continue to prioritise place-making investments in the interest of community need while advocating for sustained levels of investment from the other tiers of government.

In pursuing activities to create vibrant precincts and places, three priorities have been identified under Pillar 3:

- **Priority 3.1: Plan for and create thriving local precincts, places and neighbourhoods**
- **Priority 3.2: Provide cultural and recreational infrastructure and services to instill a strong sense of community**
- **Priority 3.3: Provide and advocate for strategic infrastructure to enable investment**

Pillar 3 contains 10 individual actions to address each of these priorities.

Pillar 3: Place

Create vibrant and inclusive precincts and places

Priority / Actions	Potential Partners	Timing
3.1 Plan for and create thriving local precincts, places and neighbourhoods		
Review and update Council's Housing Strategy to facilitate diverse, affordable, and sustainable housing supply, including social and key worker housing. Remove unnecessary regulatory barriers and promote innovative housing models.	Business and community stakeholders	Short
Implement climate-resilient landscaping in public spaces, including drought-tolerant native plantings, passive watering systems, and community planting days. Reference best practice from the New England High Country Drought Resilience Plan.	Business and community stakeholders	Short
Undertake a childcare needs, opportunities and site options analysis and use this information to inform calls for expressions of interest from childcare providers.	State Government	Short
Partner with local health providers to deliver mental health workshops, aged care support, and wellbeing initiatives. Track participation and outcomes via community surveys.	Health care service providers; State Government	Short
Engage with EnergyCo and New England REZ project proponents on opportunities to deliver key legacy project investments for the benefit of the communities of the Glen Innes Highlands.	EnergyCo; project proponents; businesses and community groups	Medium
Work with retailers and other businesses to facilitate sustainable town centre place activation opportunities (e.g. upgrades to streetscapes, parks and walkways, art installations, retail pop ups and promotion).	Glen Innes Business Chamber; local businesses	Medium
3.2 Provide cultural and recreational infrastructure and services to instill a strong sense of community		
Engage First Nations organisations to identify opportunities to reflect culture in infrastructure planning.	Glen Innes Local Aboriginal Land Council; other First Nations representatives	Long
Support local artists and other creatives with place-based ideas to enhance cultural vitality and community wellbeing.	Local artists and other creatives	Long
3.3 Provide and advocate for strategic infrastructure to enable investment		
Work with service providers to prioritise mobile phone blackspots, determine solutions and deliver improvements.	Service providers; businesses and the community	Short
Identify, prioritise, identify funding options and advocate for upgrades to roads, walking and cycling routes for enhanced accessibility and connectivity to and throughout the Glen Innes Highlands.	State and Federal Governments	Medium

Pillar 4: Partnerships – Collaborate to Nurture a Wellbeing Economy



Pillar 4: Collaborate to Nurture a Wellbeing Economy

Glen Innes Severn Council has a shared responsibility for economic development and community wellbeing. Key to the successful planning and implementation of activities, projects and initiatives designed to meet local priorities for a thriving wellbeing economy is collaborative partnerships.

Collaborative approaches to strategic planning and implementation will enhance prospects for economic development over approaches, where disparate organisations and institutions try to go it alone. Recognising that collaboration builds shared prosperity and community wellbeing, Council continually engages with its partners in the community, business and government to determine where resources should be allocated to address the Glen Innes Highlands' challenges and opportunities for economic development.

As a local leader, Council provides a unifying voice for the community and local businesses when lobbying all levels of government and decision-makers on economic and infrastructure issues and in promoting the Glen Innes Highlands as a place in which to live, learn, work and invest.

Through informed planning, stakeholder engagement and communication, Council empowers local organisations as co-leaders in economic development so that identified priorities for nurturing a wellbeing economy are community-driven. It is committed to a collaborative approach which leverages the experience and expertise of local businesses and community members through the 'GROW Glen Innes' economic development advisory committee concept.

In progressing the implementation of this Economic Development Strategy, Council promotes formal and informal local and regional governance frameworks to pursue common goals through cooperation, partnerships, policy-making and program delivery to address economic development priorities and the needs of the community. It seeks to improve wellbeing outcomes by building on local assets and expertise.

Glen Innes Highlands Economic Development Strategy 2025-2030

Council is committed to building and maintaining collaborative partnerships with local businesses, education and training providers, key government agencies, social enterprises and community groups across the Glen Innes Highlands and the broader New England North West Region to foster innovation, enterprise growth, local employment and wealth creation. This includes working together to leverage REZ funding that can be used strategically to re-invest in the Glen Innes Highlands to build and retain community wealth through place-based investments.

In taking a collaborative approach to nurturing a wellbeing economy, three priorities have been identified under Pillar 4:

- **Priority 4.1: Build cross-sector partnerships (business, government, community) to nurture a wellbeing economy**
- **Priority 4.2: Position local anchor organisations as engines of community wealth-building**
- **Priority 4.3: Take a collaborative approach to economic development advocacy through partnership-building**

Pillar 4 contains 7 individual actions to address each of these priorities.

Pillar 4: Partnerships

Collaborate to Nurture a Wellbeing Economy

Priority / Actions	Potential Partners	Timing
4.1 Build cross-sector partnerships (business, government, community) to nurture a wellbeing economy		
Position the Highlands Hub as a research and innovation centre by formalising partnerships with at least two universities or social research institutes by 2027. Host annual innovation forums and publish collaborative research outcomes.	Glen Innes Highlands Hub partners	Short
Establish a drought resilience working group to coordinate Council, GLENRAC, and community efforts on water management, farm support and volunteer mobilisation during drought.	GLENRAC; businesses and community groups	Short
Building on Council's commitment to establish a REZ Local Fund + co-investment, investigate alternative models to establish a Community Foundation in partnership local businesses, co-operatives, social enterprises and the Highlands Hub to invest in initiatives that build and retain wealth in the community.	Local business and community leaders	Medium
Explore alternative sources of capital for investment in and delivery of Council and community assets.	Businesses; community; government	Long
4.2 Position local anchor organisations as engines of community wealth-building		
Work with anchor institutions including schools, the hospital and major employers to develop and promote procurement policies that prioritise local businesses and inform them of opportunities to supply goods and services.	Anchor institutions; Glen Innes Business Chamber	Short
Continue Council's commitment to the Coalition of Renewable Energy Mayors to leverage available funding through the New England Renewable Energy Zone and work with neighbouring councils to address regional priorities.	Coalition of Renewable Energy Mayors	Medium
4.3 Take a collaborative approach to economic development advocacy through partnership-building		
Invest in the establishment of the GROW Glen Innes economic development advisory committee concept, consisting of locals with a diversity of knowledge and expertise to partner with Council in the delivery of ideas, options, programs and projects to support a wellbeing economy.	Business and community leaders	Short

8. Strategy Targets, Monitoring and Evaluation

Measuring and Monitoring Strategy Outcomes

The initiatives presented in this five-year strategy have been developed with reference to the overarching aspiration for the Glen Innes Highlands' thriving wellbeing economy, consideration of its economic status as well as broader economic trends, impacts and influences in a constantly-evolving economic landscape.

As a whole-of-Council strategy that has been prepared in the context of Council's broader program of work and strategic objectives, this strategy will be implemented in line with determined priorities as well as the availability of resources and the capacity of Council to progress the initiatives identified.

Aligned with the Community Strategic Plan and the vision for a thriving wellbeing economy, the strategy's implementation progress and identified priorities will be used to inform ongoing operational planning, budget allocation and project/program delivery.

Some of the strategy actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing (depending on implementation priorities), either from internal or external sources such as government grants.

To ensure it is working effectively in collaboration with its partners towards addressing strategic objectives and the vision for a thriving wellbeing economy, Council will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' metrics.

Glen Innes Highlands Economic Development Strategy 2025-2030

Key Performance Measures

Strategic planning **outcome metrics**, which will be monitored and measured using authoritative data sources to track economic development and community wellbeing, include the following:

- Population growth to reach our target of 10,000 by 2035.
- Employment creation (an increase in local jobs in the Glen Innes Severn LGA).
- Higher levels of workforce participation and employment
- Higher average household income levels.
- New local businesses (as measured by the net change in local business registrations).
- Levels of local procurement / spend in the Glen Innes Highlands.
- Higher levels of retail spend retained in the towns and villages of the Glen Innes Highlands.
- Greater economic diversity (as measured by industry diversity indices).
- Economic activity and productivity (as measured by increases in GRP value per capita).

Others include key community resilience (survey-based) indicators, for example:

- Financial wellbeing (housing affordability, rental affordability, financial stress).
- Levels of personal resilience (school attendance, personal wellbeing, psychological stress).
- Key infrastructure, service and liveability indices.

Output measures that will be used to monitor progress on set tasks include:

- Tracking progress of actions contained in this strategy – implementation rates (ongoing).
- Success in retaining and growing our local business base including business start-ups, captured through targeted business and industry engagement (ongoing).
- Business confidence and community satisfaction surveys on Council's approach to economic development in line with this strategy.
- Community satisfaction with levels of community connection, economic opportunity, liveability, the natural environment and overall wellbeing (annual survey).

The *Glen Innes Highlands Economic Development Strategy 2026-2030* will be reviewed annually to ensure resource allocation reflects the key challenges, opportunities and priorities of the day.

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Contact Us

PO Box 61
GLEN INNES NSW 2370

Ph: (02) 6730 2300
email: council@gisc.nsw.gov.au
web: www.gisc.nsw.gov.au



Glen Innes Highlands Destination Management Plan 2026-2030

Blueprint for a Vibrant and Sustainable Visitor Economy

Draft, October 2025





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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.

Glen Innes Highlands Destination Management Plan 2026-2030

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Executive Summary

The *Glen Innes Highlands Destination Management Plan 2026-2030* is Glen Innes Severn Council's statement of intent to manage the Glen Innes Highlands visitor destination. With a focus on place and informed by wellbeing economy and community wealth-building principles, it is designed to capitalise on the Glen Innes Highlands' natural, cultural, human, social and built capital assets, to leverage the global trend in geotourism, and attract domestic and international visitors to grow a vibrant and sustainable visitor economy.

The Glen Innes Highlands' visitor economy is growing, playing an increasingly important role in the development of the region's social, cultural, and economic success. To guide future prosperity, this Plan presents a well-considered roadmap with initiatives designed to attract more visitors to the Glen Innes Highlands; increase visitor spend in the area; grow visitors' average length of stay; enhance visitor experiences; and increase the profile of the Glen Innes Highlands, by becoming one of just three Australian 'geo-regions' nominated as an Aspiring UNESCO Global Geopark.

These strategic objectives are underpinned by the destination vision, that, ***the Glen Innes Highlands will be known globally as a world-class geo-destination with authentic experiences that are intrinsically connected to its unique landscape, its rich cultural heritage, its people and its places.***

Aligned with the Glen Innes Highlands Economic Development Strategy and informed by the community's aspirations for a stronger and more vibrant future, the initiatives presented in this Plan are designed to realise the destination vision, by guiding decision-making across four strategic pillars, through initiatives that are focussed on:

- 1. Destination branding, marketing and visitor servicing;***
- 2. Visitor economy asset and infrastructure planning;***
- 3. Destination product and experience development;*** and
- 4. Visitor economy business engagement and support.***

Through these four pillars, the Glen Innes Highlands Destination Management Plan delivers a suite of actions designed to capitalise on the destination's comparative and competitive advantages and its place-based capital, to develop experiences and attractions to capture new, high-end, high value visitor markets. It includes initiatives to leverage the region's key assets and adding value to the destination's offer, presenting a viable pathway to building tourism as a pillar of the Glen Innes Highlands' future prosperity and community wellbeing.

Implementation of this Plan will be tracked through measurable outcomes, ensuring accountability and transparency while also providing the opportunity to pivot where circumstances dictate. The Destination Management Plan will evolve with annual reviews and in line with Council resources and the priorities of the day, with a full update planned for 2030, ensuring it remains relevant and effective. While progress will be measured by changes in visitor numbers, length of stay and spend, success will also be defined by improvements in key measures of wellbeing including the extent to which wealth is built, retained and shared locally.

1. Our Vision for a Vibrant and Sustainable Visitor Economy

Destination Management Plan Purpose and Objectives

The *Glen Innes Highlands Destination Management Plan 2026-2030* is Glen Innes Severn Council's statement of intent to manage the Glen Innes Highlands visitor destination. Aligned with the *Glen Innes Highlands Economic Development Strategy 2026-2030*, it draws on contemporary **wellbeing economy** frameworks to inform a vision, pillars and actions to grow a vibrant and sustainable visitor economy, through initiatives to attract more visitors to the Glen Innes Highlands; increase visitor spend; grow visitors' average length of stay; enhance visitor experiences; and increase the destination's profile as an Aspiring UNESCO Global Geopark.

Destination management planning is a form of **place-making**. Council takes the lead in this space as part of its economic development remit, working in collaboration with its government, non-government and industry partners, to address the enablers of a vibrant visitor economy, including the natural, built and social/cultural environment, supporting infrastructure and services and systems of information management and delivery including destination branding.

This Plan provides the framework to prepare for and capitalise on the Glen Innes Highlands' comparative advantages and points of difference expressed through its arts and culture, its history and heritage, its food and beverage offering, and its natural features and landscape, focussed on **geotourism** and its evolving geo-region status.

Recognising that natural assets are often the primary drivers of visitation to a destination and are the catalyst for jobs and economic development, this Plan reflects Council's aspiration to move beyond traditional tourism planning by positioning the Glen Innes Highlands as nationally and internationally recognised, resilient, and community-centred destination, by becoming one of just three Australian 'geo-regions' nominated as an Aspiring UNESCO Global Geopark.

By embedding geotourism, wellbeing, and community wealth-building principles, this Destination Management Plan provides a roadmap to capitalise on the Glen Innes Highlands' abundant natural and cultural assets, to leverage the global trend in geotourism and attract domestic and international visitors to grow a vibrant and sustainable visitor economy.

Glen Innes Highlands Destination Management Plan 2026-2030

The Destination Vision

The Glen Innes Highlands will be known globally as a world-class geo-destination with authentic experiences that are intrinsically connected to its unique landscape, its rich cultural heritage, its people and its places.

Destination Management Planning Framework

Informed by research, stakeholder consultation and analysis, the the Glen Innes Highlands Destination Management Plan articulates how Council, as the custodian of the Plan, will continue to work with Destination Country and Outback NSW, key government agencies and industry partners, to increase the visitor economy's contribution to the sustainable growth and development of the Glen Innes Highlands.

This Plan guides decision-making in four strategic pillars, focussed on:

1. **Destination branding, marketing and visitor servicing;**
2. **Visitor economy asset and infrastructure planning;**
3. **Destination product and experience development;** and
4. **Visitor economy business engagement and support.**

Through these pillars, this Plan delivers a suite of initiatives designed to capitalise on the destination's comparative and competitive advantages as well as developing experiences and attractions to capture new, high-end, high value visitor markets.

It includes initiatives to leverage the region's key assets and adding value to the destination's offer, presenting a viable pathway to building tourism as a pillar of the Glen Innes Highland's economic development. Importantly, it supports our aspiration to achieve a population growth target of 10,000 by 2035, by making the Glen Innes Highlands not only a bucket-list destination to visit, but also a thriving community to live, learn, work and invest in.

2. Destination Profile and Visitation Trends

The Destination

Straddling the Great Dividing Range in the heart of the New England High Country, the Glen Innes Highlands, is home to the Ngarabul people who have lived on the land for thousands of years. Well-connected to Brisbane, Sydney, Outback Australia and the NSW North Coast, the Glen Innes Highlands is surrounded by productive agricultural land and stunning national parks. With a cool temperate climate and four distinct seasons, the area attracts the 'snow chasers' in winter, people escaping the humidity of summer, and visitors seeking the spectacular displays of spring blossoms and autumn colours.

The Glen Innes Highlands has a rich pastoral and mining heritage with a strong Celtic connection. Many pioneering pastoralists were Scottish, while early miners were Irish, Welsh and Cornish. The destination's Celtic connections are recognised by the Australian Standing Stones in Glen Innes and celebrated by the annual Australian Celtic Festival.

The landscape of the Glen Innes Highlands is varied, with dissected gorge country, waterfalls and rainforest gullies along its eastern edge. The remainder of the district is elevated plateau, dominated by 'granite country' with spectacular granite outcrops, peaks and balancing rocks. Around one-quarter of the Glen Innes Highlands is National Park and State Forests, including the World Heritage listed Washpool and Gibraltar Range National Parks.

The Glen Innes Highlands' natural beauty, vibrant and welcoming community, picturesque towns and villages, its emerging foodie scene and its cultural richness offer exciting opportunities for sustainable tourism development. Its status as a pilot geo-region – one of only three in Australia – reflects its point of difference, one that integrates landscape, landform, culture, biodiversity, geology and the region's night skies.

Looking ahead, there is enormous potential to grow a vibrant and sustainable visitor economy as a pillar of the Glen Innes Highlands' economic development and community wellbeing. To do so requires a considered understanding of broader trends which are having an influence over the prospects for visitor economy growth and development and the ways in which the Glen Innes Highlands, as a destination, can respond.

Glen Innes Highlands Destination Management Plan 2026-2030



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Destination Profile and Visitation Trends

The Visitor Economy

The visitor economy is broader than that which people normally regard as 'tourism'. It spans those traveling for holidays, education or business and those visiting friends and relatives – both domestic and international – as well as the businesses, service providers and destinations that serve them.

The Glen Innes Highlands' visitor economy comprises businesses and service providers that provide goods and services to international and domestic visitors on day or overnight trips. These include cafes, restaurants and take-away food and beverage businesses, retailers, transport service and accommodation providers, arts, recreation, leisure and entertainment service providers and tour operators.

The Glen Innes Highlands' visitor economy is underpinned by its strategic location, its unique natural features and landscape, its rich European history and First Peoples cultural heritage, complemented by the quality of its recreation, leisure and entertainment assets as well as its quality accommodation and food and beverage experiences, offering a contemporary visitor experience.

Visitation Profile and Trends

According to Tourism Research Australia (TRA), in 2024, domestic overnight visitors accounted for the largest share of visitation to the Glen Innes Highlands (57%) followed by domestic day-trippers (43%) and internationals (just 0.2% of total visitation). Domestic overnight visitors tend to contribute significantly more to the local economy than day-trippers, owing to higher spending on accommodation, dining, and other services.

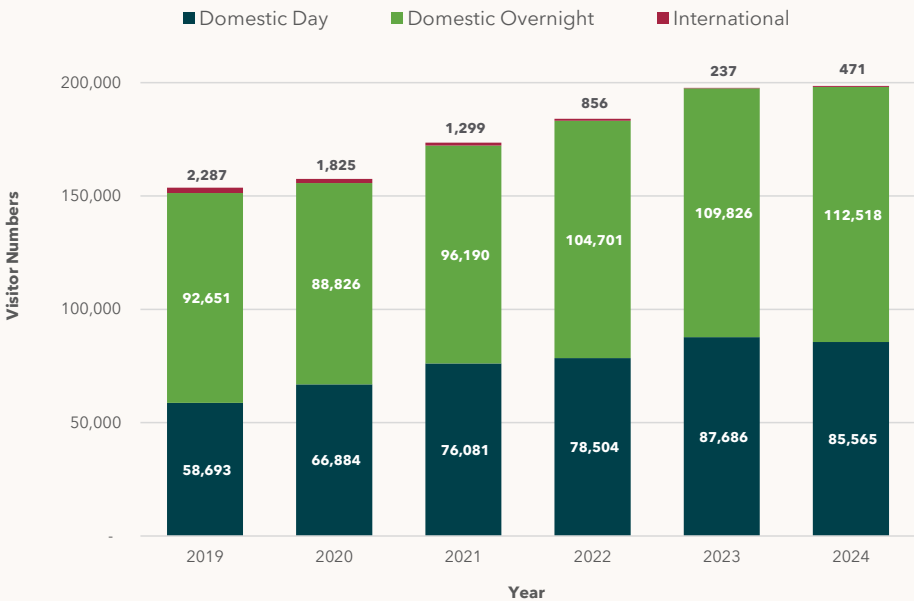
Since 2021, the Glen Innes Highlands has experienced steady growth in total visitation, rising from 173,571 visits in 2021 to 198,553 in 2024. This represents a robust recovery from the COVID-19 downturn, with 2024 visitation reaching 129% of 2019 levels.

The primary driver of this growth in visitation to the Glen Innes Highlands has been the surge in domestic day-trip visitors, whose numbers have increased by 146% since 2019. Domestic overnight visitation too, is above pre-pandemic levels at 121%.

Glen Innes Highlands Destination Management Plan 2026-2030

International tourism continues to play a minimal role in the Glen Innes Highlands, down from 1.5% of total visitation to the area in 2019 and to just 0.2% in 2024.

Visitation to the Glen Innes Highlands, 2019-2024

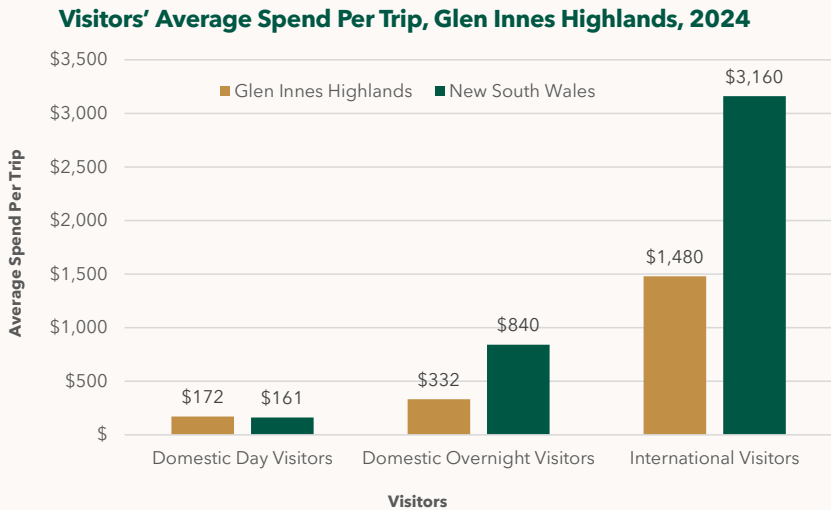


Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Destination Profile and Visitation Trends

According to Tourism Research Australia data compiled by REMPLAN, domestic day-trippers to the Glen Innes Highlands spend, on average, \$172 per visit. This compares to the average spend per domestic day trip in NSW of \$161 per visit.

The TRA data shows that domestic overnight visitors to the Glen Innes Highlands spend, on average, \$332 per visit. This is far less than the average spend per domestic overnight visitor to NSW, of \$840 per visit. International visitors to the Glen Innes Highlands spend, on average, \$1,480 per visit. This is less than half the average spend per domestic day trip visitor to NSW, of \$3,160 per visit, suggesting there is scope to encourage higher levels of visitor spend in the region.

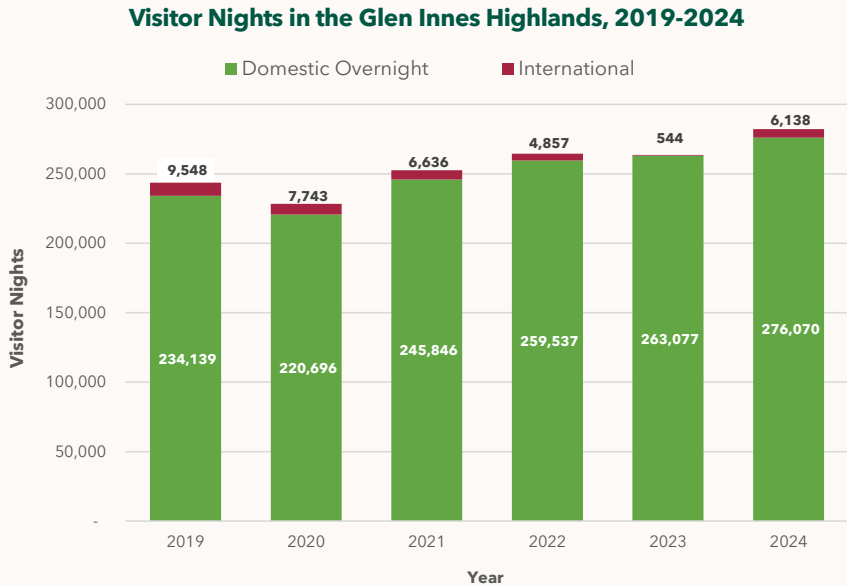


Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

Glen Innes Highlands Destination Management Plan 2026-2030

Visitor nights to the Glen Innes Highlands are driven by domestic overnight visitors who, in 2024, accounted for 98% of all visitor nights.

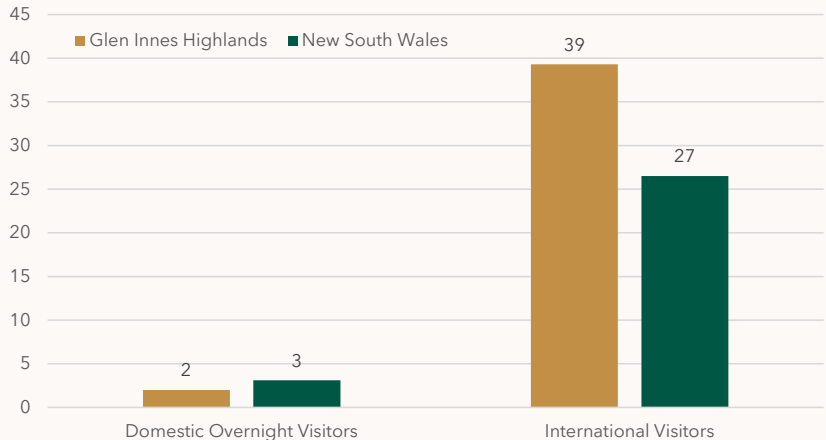
Visitor nights spent in the Glen Innes Highlands have increased over the five years to 2024, at an average annual rate of 3%. This has been driven by an increase in domestic overnight stays, with international visitor nights spent in the region still well below pre-pandemic levels.



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Destination Profile and Visitation Trends

Average Length of Stay, Domestic Overnight and International Visitors to the Glen Innes Highlands, 2019-2023



Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

According to Tourism Research Australia, on average, domestic overnight visitors will spend 2 nights in the Glen Innes Highlands, just below the NSW average of 3 nights.

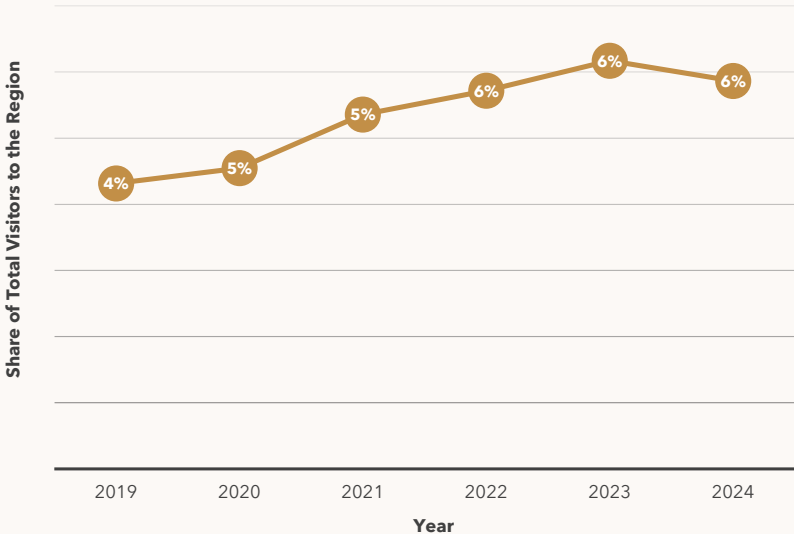
Data sourced from REMPLAN shows that international visitors to the Glen Innes Highlands will stay for an average length of 39 nights, compared to the NSW average of 27 nights.

Between 2019 and 2024, the average length of stay of visitors to the Glen Innes Highlands remained stable.

Glen Innes Highlands Destination Management Plan 2026-2030

Encouragingly, the Glen Innes Highlands has steadily increased its share of total visitation within the New England North West Region, growing its regional market share from 4.3% in 2019 to 5.4% in 2021 and 5.9% in 2024.

Glen Innes Highlands' Share of Visitors to the New England North West Region, 2019-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

3. Tourism Drivers and the Glen Innes Highlands

Destination Management Planning for Geopark Status

Through the actions presented in this Plan, the Glen Innes Highlands, as a destination, will continue to evolve as a nationally and internationally-recognised **geo-region** defined by its diversity of mutually-reinforcing geographic, cultural, environmental and economic attributes and attractors.

By embedding geotourism, wellbeing, and community wealth-building principles at its core, it is designed to help move beyond traditional tourism planning to become a globally distinctive strategy, positioning the Glen Innes Highlands as an internationally recognised, resilient, and community-centred destination, a pilot wellbeing economy leader and an aspiring UNESCO Global Geopark.

UNESCO Global Geoparks are single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development. A Global Geopark uses its geological heritage, in connection with all other aspects of the area's natural and cultural heritage, to enhance awareness and understanding of key issues facing society, such as using our earth's resources sustainably, mitigating the effects of climate change and reducing natural disasters-related risks.

At present, there are 229 UNESCO Global Geoparks in 50 countries promoting geotourism, geotours, geo-hotels, geo-restaurants and geo-cuisine. Designation has helped revitalise languages, arts and crafts, an interest in conservation and community goodwill.

With an aspiration to be 1 of 3 Australian geo-regions nominated as an Aspiring UNESCO Global Geopark, the Glen Innes Highlands has an opportunity to build on its abundant natural and cultural assets to leverage the global trend in geotourism and attract both domestic and international visitors.

Specifically, using this Destination Management Plan as the guiding document, Glen Innes Severn Council, working in collaboration with its partners, will work to:

- Ensure that the geo-region framework is the unifying lens for all new tourism programs and projects, ensuring every new asset, event and experience contributes evidence toward a future UNESCO Global Geopark application;
- Develop integrated interpretation and storytelling around geology, landscapes, biodiversity, First Nations cultural heritage, our Celtic heritage and sustainability; and
- Establish the Glen Innes Highlands as the pilot for national geotourism development, positioning it as a global exemplar of how tourism, environment, culture and community can co-create sustainable prosperity and community wellbeing.



Tourism Drivers and the Glen Innes Highlands

Visitation Trends Driving Our Geotourism Potential

In the post-Covid era, the expectations of travellers and the experiences they seek are changing, with global tourism trends presenting a strong case for investment in place-based approaches to destination management planning anchored around **'experience tourism'**. For the Glen Innes Highlands, key trends influencing the themes and actions in this Destination Management Plan include:

Meaningful & Authentic Travel

Today's traveller seek immersive, educational experiences that are unique to the places they visit. The desire for authentic experiences is driving demand for exploring destinations that offer something unique. Conscious travellers want to participate in conservation and cultural exchange. They will support local businesses where they can and many will volunteer in the communities they visit, providing their holiday with a deeper purpose.

Travellers want experiences that reflect local community, culture and heritage that provide an opportunity for cultural immersion. This includes participating in events that are unique to the places they visit and learning about Country from **First Nations** people. It also includes people learning about the places they visit through culinary experiences and related activities such as food tours, visits hosted by growers and farm-stays (**agri-tourism**).

Sustainable Travel

Sustainable and conscious travel has been prominent for some years and will continue to gain momentum. The concept of excessive visitor arrivals known as 'over tourism' will remain topical, and destinations will need to find ways to prevent this. Consumer interest in sustainable travel will continue to evolve, moving beyond the idea of 'no net damage' to a destination towards one of 'net positive impact'.

This idea of **'regenerative tourism'** is about leaving a destination better than how it was found, restoring, enhancing or renewing ecosystems, culture and community rather than merely minimising harm. One area of sustainable travel that is growing in popularity is **'dark sky tourism'**, a form of nature-based tourism focused on experiencing night skies free from light pollution. It appeals to travellers who seek immersion in natural environments and opportunities to observe the stars, planets, and celestial events in pristine conditions.

Active Travel

Recreational sports are becoming an integral part of travel plans with sport and recreational-oriented trips among the top choices of travellers globally. As one example, **'run travel'**, also referred to as 'runcations' or 'racecations', provides an opportunity for travellers to combine their interest in running with discovering new destinations. Another is **cycle tourism**, including mountain bike riding. The opportunity this presents for destinations with the infrastructure and environment to facilitate this type of activity is huge, as participation continues to grow rapidly in popularity.

Healthy Travel

Travel for the purpose of wellness, both spiritual and physical, to activate the mind and body, will continue to grow in popularity. While recreational tourism such as trail running or mountain biking offers an active form of **'wellness'**, there are many ways that travellers seek out experiences to sooth their body and their mind. The most obvious perhaps is the 'wellness travel' concept such as the yoga retreat or similar escape focussed on activities such as meditation or healing practices tied to the destination's culture and its natural surroundings.

There are other tourism trends growing in prominence which in large part, have a 'wellness' element to them. Research has shown that one of the top major Australian domestic travel trends has been people planning a working holiday or **'workcation'**, trips that combine work with a vacation and represent a hybrid form of tourism. Natural environments are especially popular for workcations.

Together, these trends offer enormous opportunity for the Glen Innes Highlands as it seeks to embed geotourism, wellbeing, and community wealth-building principles at the core of its approach to destination management planning, through initiatives which leverage the mutually-reinforcing relationships between tourism, the environment, culture and the community to co-create sustainable prosperity.

4. Destination Attributes, Challenges and Opportunities

Priorities for Growing a Vibrant and Sustainable Visitor Economy

The preparation of this Destination Management Plan is informed by an assessment of key strategic documents and data, the findings of a business and community survey and targeted consultation with key stakeholders. The findings of the research, consultation and analysis points to some key needs and opportunities which require attention. In summary, these include:

Build Our Brand:

- Promote our location and lifestyle advantage to visitors and prospective investors
- Support and promote a vibrant nature-based visitor economy anchored by our geo-tourism assets
- Position the
- Position the Glen Innes Highlands' geology, Celtic and First Nations cultural heritage and creative culture as the foundation of a distinctive destination brand
- Continue to celebrate our Celtic heritage and the region's mining heritage, including through:
 - Investment in and promotion of Centennial Parklands and the Australian Standing Stones
 - Australian Celtic Festival
 - Land of the Beardies Museum
- Develop integrated interpretation and storytelling around the region's geology, landscapes, biodiversity, First Nations and Celtic heritage, and renewable energy

Game-Changer Tourism Investments:

- Support and promote 'game-changer' opportunities that complement and enhance our destination offer and which support prosperity and community wealth-building, including:
 - New England Rail Trail
 - Centennial Parklands Skywalk
 - Stonehenge Reserve and Adventure Precinct
 - Powerhouse Museum
 - Ottery Mine / Mining Heritage
 - Beardsy Waters / Eerindi Ponds
 - Dark Sky Tourism
 - Food-based Agri-tourism
 - Indigenous cultural tourism and storytelling
 - Festivals and events as geotourism platforms - expanding Celtic Festival, Minerama, GlenRock and new cultural/geotourism inspired events



Our Challenges and Opportunities for Economic Development

Place Activation:

- Invest in our town centres and villages (place-making) and retail (and hospitality) revitalisation to encourage visitors to stay longer
- Support local artists and creatives to contribute to the stories of the Glen Innes Highlands (e.g. public art installations, sculpture trails, galleries, artisan workshops, storytelling)
- Explore opportunities to activate the night-time economy
- Plan for and invest in local festivals and events as part of a coordinated calendar

Sustainability and the Environment:

- Protect, sustain and leverage our natural features and landscape to grow a vibrant visitor economy (geotourism, agri-tourism, regenerative tourism)
- Adopt zero-waste and renewable energy targets for festivals and events

Business & Industry Engagement and Support:

- Support our small business operating in the visitor economy, including our Indigenous businesses, to thrive
- Support community-owned / social enterprises
- Support community-led approaches to the delivery of festivals and events
- Prioritise opportunities to grow the visitor economy that maximise local ownership, procurement, and participation, reducing economic leakage
- Support digital awareness and capabilities amongst visitor economy operators
- Position the Highlands Hub as an innovation incubator for geotourism ideas and a collaborative space linking business, community and creative industries
- Establish a structured agritourism framework to assist farmers diversify their income through the creation of visitor experiences

Education & Employment:

- Support training and employment pathways including in areas of need and opportunity (e.g. hospitality, event management, visitor servicing, interpretation)
- Invest in local training locally to build workforce capacity and wellbeing

Enabling Infrastructure and Service Delivery:

- Address visitor accommodation shortfalls
- Prioritise road transport infrastructure upgrades
- Address public transport shortfalls
- Invest in directional and interpretive signage
- Support continual investment in digital connectivity (phone and Internet)
- Invest in digital forms of information delivery and visitor servicing including online (including for bookings) and in-place (at the VIC and in the region)

Community Engagement and Support:

- Support greater investment in arts and cultural facilities
- Engage with First Nations stakeholders to support and celebrate our Indigenous cultural heritage and connection to Country as a core component of the destination experience
- Invest in social connectivity and belonging (sporting and community clubs/associations)
- Invest in opportunities to utilise our sport and recreation infrastructure (indoor sports centre)
- Use nature-based and cultural tourism as a tool for resilience building, reducing isolation, enhancing belonging, and supporting community identity

Advocacy and Partnership-building:

- Build geo-tourism links across the Glen Innes CBD, villages and regional attractions
- Work with Destination Country and Outback NSW in advancing the Glen Innes Highlands' destination narrative, focussed on our geo-tourism assets and opportunities
- Integrate tourism advocacy with housing, workforce, and liveability agendas, showing how visitor economy growth supports our target population of 10,000 by 2035
- Leverage government funding support for investment in infrastructure, attractions and events
- Use the UNESCO Geopark pathway to unlock government (and other sources of) funding

Council is already working on a number of these issues through various other plans and strategies and will continue to do so in partnership with Destination Country and Outback NSW, key government agencies, representative bodies, businesses and the community. The DMP Action Plan presents a series of initiatives that are designed to address identified priorities across interrelated activity areas to support a vibrant and sustainable visitor economy.

5. Destination Management Planning Partnerships and Strategic Alignment

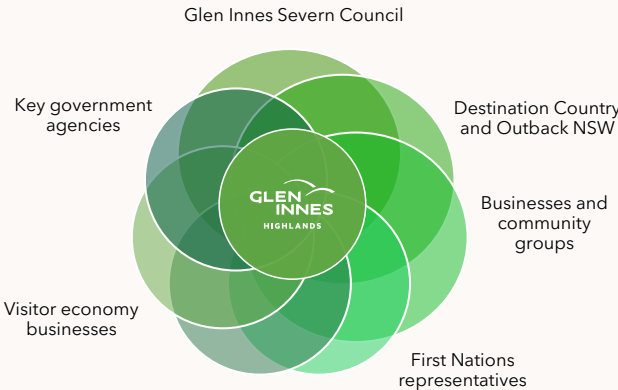
A Partnership Approach to Destination Management Planning

Council’s commitment to destination management planning does not occur in isolation. Key to the growth of a vibrant and sustainable visitor economy is the maintenance of close connections between departments within Council as well as strong relationships with the destination’s other stakeholders.

Through the implementation of this Destination Management Plan, effective tourism promotion and development will be served by collaborative partnerships between Glen Innes Severn Council, Destination Country and Outback NSW, industry partners and the communities of the Glen Innes Highlands, to increase the visitor economy’s contribution to sustainable economic development and community wellbeing.

The Destination Management Plan aligns with the pillars of the NSW Government’s Visitor Economy Strategy 2035, with a focus on building the destination brand through a geotourism lens, showcasing the destination’s strengths and facilitating the sustainable growth of the Glen Innes Highlands visitor economy.

Destination Management Planning Partners



Glen Innes Highlands Destination Management Plan 2026-2030

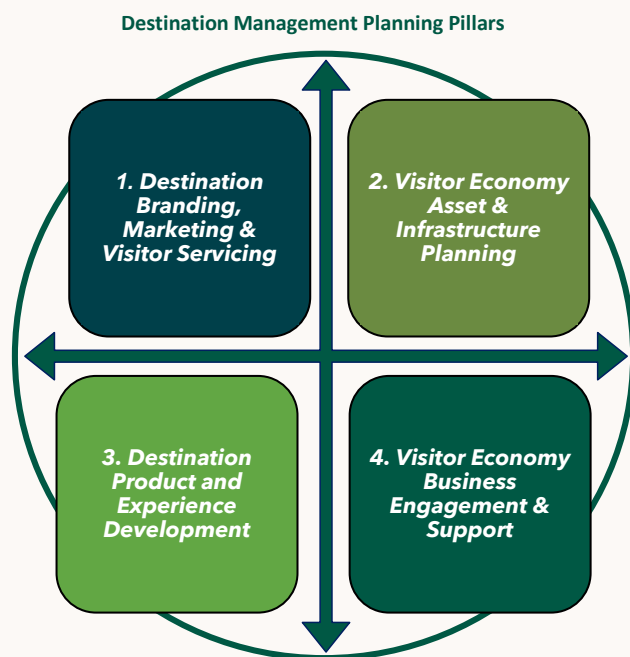
Strategic Alignment



6. Destination Management Planning Pillars and Actions

Destination Management Planning Framework

This Plan contains 40 actions across four pillars that are focussed on destination branding, marketing and visitor servicing; visitor economy asset and infrastructure planning; destination product and experience development; and visitor economy business engagement and support.



Glen Innes Highlands Destination Management Plan 2026-2030

Each pillar contains actions designed to help realise the destination vision and objectives, as follows:

- 1. Destination Branding, Marketing and Visitor Servicing** - Destination branding, marketing and promotion, supported by effective visitor information management and delivery, is essential for articulating the Glen Innes Highlands' unique selling proposition underpinned by its strong geological and nature-based credentials and its cultural heritage, to attract a greater diversity of high-yield visitors and establish its status one of just three Australian 'geo-regions' nominated as an Aspiring UNESCO Global Geopark.
- 2. Visitor Economy Asset and Infrastructure Planning** - Visitor economy asset and infrastructure planning (and delivery) is essential for accommodating, entertaining, informing and transporting visitors to and throughout the Glen Innes Highlands.
- 3. Destination Product and Experience Development** - Developing and articulating the Glen Innes Highlands' bookable attractions and experiences will serve to bring both locals and visitors together to enjoy the region's natural assets, arts and culture, food and drink and its festivals and events, which celebrate and promote the destination.
- 4. Visitor Economy Business Engagement and Support** - Providing information and support for businesses operating in the local visitor economy, including those in accommodation and food services, arts and culture, recreational services and retail trade, will ensure they are well-equipped to engage with and service an evolving visitor market which values the Glen Inne Highlands' unique natural and cultural assets and its compelling products and experiences.

Each action is assigned a level of priority / timing according to whether it is a short-term measure (to be implemented in Year 1), a medium-term initiative (Years 2 and 3) or a longer-term initiative (Years 4-5). Potential implementation partners are also identified.

Designed to capitalise on the unique character and features of the Glen Innes Highlands, the actions are outcomes-focussed with an emphasis on what needs to be done to enhance the contribution of the Glen Innes visitor economy to prosperity and community wellbeing. The actions are presented in the following pages, under each of the four pillars.

Pillar 1: Destination Branding, Marketing & Visitor Servicing

Action	Potential Partners	Timing
1.1 Collaborate across Council to promote a place-based, whole-of-organisation approach to destination management planning and promotion which embeds geotourism and community wealth-building principles in all operations.	Internal	Short
1.2 Work with industry and community stakeholders to develop integrated interpretation and storytelling around the Glen Innes Highland's geotourism assets and attractions including its landscapes, biodiversity, First Nations cultural heritage, Celtic heritage and sustainability as the basis for evolving the destination brand.	Glen Innes Business Chamber; Destination Country and Outback NSW (DCONSW); visitor economy operators	Short
1.3 Invest in a campaign to better engage local tourism operators with the Glen Innes Highlands destination brand and guidelines, to build the brand's visual identity, shared ownership and use.	DCONSW; Glen Innes Business Chamber; visitor economy operators	Short
1.4 Review and refresh the destination website to showcase our unique people, places, culture and experiences, optimising the user experience to grow engagement and inspire visitation to the Glen Innes Highlands.	DCONSW; Glen Innes Business Chamber; visitor economy operators	Short
1.5 Design and implement a destination marketing campaign targeting high-value, conscious and responsible travellers who are seeking unique and meaningful geotourism experiences.	DCONSW; visitor economy operators	Medium
1.6 Showcase, in Council's investment prospectus materials and content produced by other agencies, the Glen Innes Highlands' geotourism assets as compelling lifestyle attributes defining the Glen Innes geo-region as a place in which to live, learn, work, visit and invest.	DCONSW; State Government	Medium
1.7 Research visitors' preferred methods of sourcing information and emerging trends and technologies to determine an optimal type and mix of in-person (VIC) and digital visitor information delivery methods moving forward.	DCONSW; visitor economy operators	Medium
1.8 Curate an App-based Glen Innes Highlands digital geotourism trail (using QR codes and other technologies like soundtrails) to interpret local history and heritage, flora and fauna, geological features and First Nations culture.	Visitor economy operators; State Government	Medium
1.9 Curate digital itineraries to provide visitors with up-to-date information on the Glen Innes Highlands' destination offer and to encourage visitor connectivity and dispersal as part of a holistic geotourism trails experience.	Visitor economy operators	Medium
1.10 Undertake research into the experience of the Glen Innes Highlands as a visitor destination using biennial visitor satisfaction surveys to identify visitor experience gaps and needs in line with our geotourism aspirations.	DCONSW	Long

Pillar 2: Visitor Economy Asset & Infrastructure Planning

Action		Potential Partners	Timing
2.1	Develop a wayfinding and interpretive plan which connects the environment, culture and community through a geotourism lens, to showcase assets, attractions, precincts and experiences across the Glen Innes Highlands.	State Government	Short
2.2	Investigate visitor rest stop site options and advocate for investment in suitable locations for facilities (including dump points and EV charging stations) to service drive tourists.	State Government	Short
2.3	Work with service providers to prioritise mobile phone blackspots, determine solutions and deliver improvements.	Service providers; businesses and the community	Short
2.4	Audit the Glen Innes Highlands' tourism assets for Disability Discrimination Act (DDA) compliance, including accommodation, facilities and attractions, to determine gaps and opportunities for accessible tourism.	Visitor economy operators	Short
2.5	Support the development of new attractions, activities and events that leverage under-utilised assets including Council-owned buildings and facilities.	Internal	Short
2.6	Explore the feasibility of utilising the Glen Innes Indoor Sports Centre for alternative uses that will serve the dual purpose of enhancing recreational facilities for the community and broadening the visitor experience.	Internal	Short
2.7	Develop village tourism activation plans - for Deepwater, Emmaville, Glencoe and Red Range - utilising local artists and creative talent to address place activation priorities as catalysts for grant funding applications.	Community groups; local artists and other creatives	Short
2.8	Encourage both day and night-time activation in the Glen Innes CBD through investment in installations / attractions and physically connected recreation, leisure and entertainment experiences.	Glen Innes Business Chamber; visitor economy operators	Medium
2.9	Investigate needs, gaps and opportunities and advocate for public and private investment in visitor accommodation including high quality eco-tourism product.	DCONSW	Medium
2.10	Investigate the economic return on investment in environmentally friendly 'smart' public transport options for visitors, including, for example, electric low-carbon minibuses.	State Government	Long

Pillar 3: Destination Product & Experience Development

Action		Potential Partners	Timing
3.1	To inform a strategic approach to advocacy, business case preparation and funding support, prepare prospectus materials to re-cast catalyst projects (e.g. New England Rail Trail, Skywalk, Ottery Mine, Beardy Waters) into game-changers that deliver on the vision to become a globally-recognised geo-destination.	State and Federal Governments	Short
3.2	Continue to explore partnership and funding opportunities to progress the construction of the Glen Innes to Ben Lomond section of the New England Rail Trail.	Neighbouring Councils	Short
3.3	Invest in marketing, supporting infrastructure, partnerships and advocacy to strengthen the Glen Innes Highlands' position as the gateway to the World Heritage-listed Washpool and Gibraltar Range National Parks.	State Government	Short
3.4	Continue to promote First Nations cultural tourism as an integral component of the Glen Innes Highlands' geotourism experience, including opportunities that complement and add value to existing attractions and events.	First Nations representatives	Short
3.5	Create a nationally recognised annual nature-based adventure-sport event that explores the Glen Innes Highlands' various trails and points of interest (e.g. trail running, orienteering, gravel riding, mountain biking).	Visitor economy operators; State Government	Short
3.6	Promote and facilitate through Council's planning levers and partnerships with neighbouring councils, new tourism product development across the Glen Innes Highlands that supports a future UNESCO Global Geopark nomination.	Neighbouring councils; Visitor economy operators	Short
3.7	Continue to support and enhance the Australian Celtic Festival and Minerama Fossicking, Gem and Jewellery Show, as iconic national events that celebrate the Glen Innes Highland's rich heritage, showcasing connections between culture, geology, the environment and community.	DCONSW; event organisers	Medium
3.8	Develop a collaborative approach to the planning, promotion and delivery of the New England High Country's iconic festivals and events, including coordination of a regional events calendar.	DCONSW; neighbouring councils; event organisers	Medium
3.9	To extend the visitor season and support the night-time economy, investigate the feasibility of incubating an event (e.g. a winter festival) using a collaborative approach to CBD place activation and promotion.	Glen Innes Business Chamber; visitor economy operators	Medium
3.10	Utilise the Highlands Hub and showcase the Glen Innes Highlands' geodiversity, biodiversity and cultural heritage to package geotourism products and services that will attract business conferences and events.	Glen Innes Business Chamber; visitor economy operators	Long

Glen Innes Highlands Destination Management Plan 2026-2030

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Pillar 4: Visitor Economy Business Engagement & Support

Action		Potential Partners	Timing
4.1	Facilitate access to business support and training resources for tourism operators, including on best practice for community wealth-building through local procurement, job creation and community engagement.	Business NSW; Glen Innes Business Chamber	Short
4.2	Facilitate and support operator registration with the Australian Tourism Data Warehouse (ATDW) to increase the destination's digital visibility and ensure consistent, high-quality information across online platforms.	ATDW; Glen Innes Business Chamber	Short
4.3	To address gaps in online booking, marketing and storytelling, connect the Glen Innes Highlands' tourism operators with digital capability-building programs offered by State and Federal Government agencies.	Business NSW; Glen Innes Business Chamber	Short
4.4	Explore means for compiling, synthesising and disseminating up-to-date data on visitor markets, trends and preferences, to assist local operators and prospective investors in their planning and promotion.	Glen Innes Business Chamber	Short
4.5	Provide farmers and aspiring agritourism operators with information and advice on key matters and solutions concerning land zoning, development approvals and infrastructure requirements.	State Government; agritourism operators	Short
4.6	Work with employers in the visitor economy to understand their workforce and skills needs and identify ways to tailor training and skills development for the Glen Innes Highlands' visitor economy workforce.	Visitor economy operators; Business NSW; Glen Innes Business Chamber; education and training providers	Short
4.7	Explore the feasibility of a co-sponsored approach to the delivery of customer service training for Glen Innes Highlands businesses operating in the visitor economy.	Business NSW; Glen Innes Business Chamber	Short
4.8	Provide information and advice for operators seeking grant funding for tourism and event projects, prioritising those that maximise local ownership, procurement and participation.	Business NSW; Glen Innes Business Chamber	Short
4.9	Work with businesses and not-for-profits organising festivals and events (e.g. new music events) to make it easier to do business by assisting them through the regulatory and approval process.	Service NSW; Glen Innes Business Chamber	Medium
4.10	Investigate and consider the establishment of a Georegion Working Group for an industry-led (project based) network to drive Destination Management Plan actions.	Visitor economy operators; geotourism stakeholders	Long

7. Implementation, Monitoring and Evaluation

Measuring and Monitoring DMP Objectives

This Destination Management Plan contains a range of themed initiatives, which are designed to support the Glen Innes Highlands' transition to an internationally-recognised geotourism region. The actions represent a combination of:

- **Catalyst project planning and development initiatives** which require collaborative action combined with a well-planned course of project implementation for the desired outcomes to be realised over time; and
- Initiatives focussed on **strategic program implementation** that can be addressed as part of Council's day-to-day destination management planning functions in a strategic, place-based and whole-of-Council manner.

Some of the recommended actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing (depending on implementation priorities).

To ensure Glen Innes Severn Council, in collaboration with other destination stakeholders, is working towards addressing the DMP vision and objectives, it will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' metrics. These include measures of community wellbeing that are directly linked to our aspirations to grow the Glen Innes Highlands as a nationally and internationally recognised geotourism destination and Aspiring UNESCO Global Geopark.

Glen Innes Highlands Destination Management Plan 2026-2030

Destination Management Planning Performance Measures

Key **outcome metrics**, which could be employed to track the development of the Glen Innes Highlands visitor economy, include, for example:

- The Glen Innes Highlands will achieve an increase in average length of stay by domestic overnight visitors from 2 nights to 4 nights.
- International visitation will grow from less than 1% of total visitors to 5% of total visitors.
- The Glen Innes Highlands will increase its share of the New England North West Region's total domestic and international visitors from 6% to 10%.
- There will be at least a 10% increase in the tourism sector's direct and indirect contribution to the Glen Innes Highland's GRP (industry value-added), from \$27 million to \$30 million.
- Tourism sector employment will increase, from 8% of local jobs to at least 10%.

Others include, for example:

- Levels of local procurement / spend in the Glen Innes Highlands visitor economy.
- Levels of volunteering.
- Levels of community participation in local festivals and events.

Output measures that will be used to monitor progress on set tasks include:

- Tracking progress of actions contained in this Plan – implementation rates (ongoing).
- Regular (biennial) tourism operator confidence surveys on Council's approach to promoting and supporting a vibrant and sustainable visitor economy in line with the vision.
- Regular community satisfaction surveys on key metrics related to our geotourism aspirations (e.g. satisfaction with the local environment; attractiveness of natural places; liveability).
- Regular visitor satisfaction surveys on the destination's products and experiences.

This Plan will be reviewed annually to ensure that implementation progress informs ongoing operational planning and delivery. Continual monitoring and reporting on progress will ensure that destination management planning priorities reflect the key challenges and opportunities of the day.

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Contact Us

PO Box 61
GLEN INNES NSW 2370

Ph: (02) 6730 2300
email: council@gisc.nsw.gov.au
web: www.gisc.nsw.gov.au



Glen Innes Highlands Economic Development Strategy and Destination Management Plan Review and Update

Profile & Prospects Paper **Situation Analysis, September 2025**



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Glen Innes Highlands Economic Development Strategy and Destination Management Plan Review and Update



Profile & Prospects



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Disclaimer

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Contents of this Profile & Prospects Paper

This Profile & Prospects Paper represents a situation analysis that encapsulates the findings of early research, consultation and analysis, to inform the review and update of the **Glen Innes Highlands Economic Development Strategy** (EDS) and the **Glen Innes Highlands Destination Management Plan** (DMP). When complete, these separate but related strategies will guide Glen Innes Severn Council's economic development and destination management planning priorities and actions over the next five years. The Profile & Prospects Paper has been prepared to facilitate ongoing discussion and ideas that will assist in the formulation of a Draft EDS and Draft DMP. It contains three main parts:



Purpose

An introduction to the project purpose, objectives and intended outcomes.
(Pages 1 to 9)



Profile

A summary overview of the Glen Innes Highlands' economic structure and dynamics in a wider regional and national / global context.
(Pages 10 to 24)



Prospects

A summary of key attributes, challenges and opportunities for economic development and tourism, identified through the research and analysis.
(Pages 22 to 53)

Part 1: Purpose



Page 1

1. Project Purpose and Intended Outcomes

Project Purpose

Glen Innes Severn Council commissioned [SC Lennon & Associates](#) to review and update the Economic Development Strategy (EDS) and Destination Management Plan (DMP) for the Glen Innes Highlands. When complete, the separate but related strategies will guide Council's economic development and destination management planning priorities and actions over the next five years.

Building on Council's continuing commitment to promoting prosperity, the project objective of the **Economic Development Strategy** is to provide a visionary, evidence-based and measurable plan to guide the development of the Glen Innes Highlands economy, through:

- Attracting investment;
- Supporting local business growth and development;
- Town centre activation; and
- Enabling job creation and workforce growth.

The objective of the **Destination Management Plan** is to provide a clear, measurable and achievable strategy to guide the development of the Glen Innes Highlands visitor economy, including:

- Enhancing and promoting visitor attractions;
- Growing visitor numbers;
- Extending visitors' length of stay; and
- Maximising visitor spend in the destination.

Intended Project Outcomes

It is intended that, when complete, the new Economic Development Strategy and the Destination Management Plan will guide Glen Innes Severn Council in the delivery of its economic development and tourism support roles and functions. Specifically, the two strategic documents will:

- Articulate a **bold vision** to guide Council's economic development and tourism support and promotion activities through future-ready, place-led renewal;
- Articulate the Glen Innes Highlands' **economic attributes, comparative advantages and opportunities** for sustainable growth;
- Identify the **key enablers of economic development and tourism growth** (e.g. infrastructure, facilities, key attractions, industrial land, workforce skills, etc.) and how they can be nurtured to support prosperity; and
- Provide a **framework for action**, with prioritised strategies, desired outcomes and measures of success.

At an operational level, the new Economic Development Strategy and the Destination Management Plan will inform Council's Business Plans, operational plans and budgetary plans.

2. 'Economic Development' Defined

The new Economic Development Strategy will draw on contemporary **wellbeing economy** frameworks. Taking this holistic view, **'economic development'** refers to the continuous improvement in a region's level of income and capital (wealth) and the distribution of that wealth (through local expenditure and jobs) to the community.

Typically measured in terms of investment, income flows, population growth and employment, economic development is also measured by improvements in education, skills, health, culture, community wellbeing, 'place' and the environment. Ultimately, economic development is about improving quality of life or to capture the concept more succinctly, it is about **prosperity**.

This holistic approach to economic development has at its core **community wealth-building** and **wellbeing**. It looks beyond improvements in industry output, GRP and employment as the only measures of positive change. As fundamental as these are, sustainable economic development requires long-term growth while also nurturing and enhancing a region's community, cultural and environmental attributes which are inextricably linked with economic success.

In planning for a prosperous future, it is important to articulate and focus on objectives that will have meaningful and measurable outcomes for the communities of the Glen Innes Highlands. Providing opportunities for the population to access employment, housing, key services and facilities is a desired outcome because it will serve to make the communities of the Glen Innes Highlands **more resilient, sustainable** and **prosperous**.

As the population grows and residents spend their time working, living and recreating in the Glen Innes Highlands, this will attract and retain business investment and investment in key services and facilities. This investment will in turn generate more **opportunities for employment, learning and living**, creating a multiplier effect of more people, more investment and more jobs.

'Economic Development' Broadly Defined



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3. A Focus on the Enablers of Economic Development

Throughout Australia, efforts to promote or attract investment feature prominently in the economic development planning and delivery functions of Councils. These efforts are typically directed towards ensuring that the **enablers of investment** and **economic development** are in place, including the region's supporting infrastructure and services, its land use planning and regulatory frameworks and its business and employment support networks. At the local level, the enablers include:

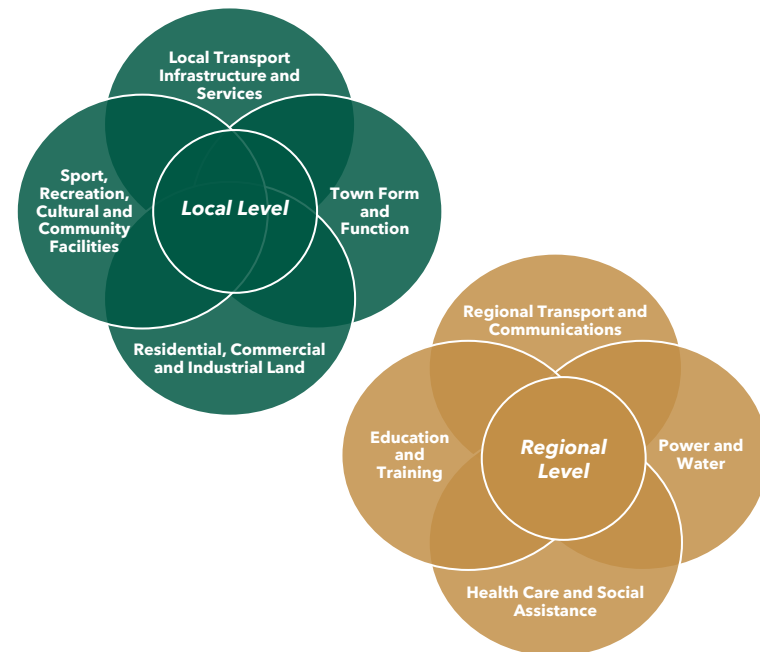
- Local roads.
- Developable residential, commercial and industrial land.
- The form and function of town centres other settlements.
- Community infrastructure including sporting, cultural and recreational facilities.

At the regional level, the enablers of economic development include those attributes which Glen Innes Severn Council is not directly responsible for, but which it can help influence through its economic development partnerships and its advocacy and lobbying efforts including, for example:

- Regional transport and communications infrastructure.
- Power and water.
- Health care and social assistance services.
- Education infrastructure and workforce skills / human capital.

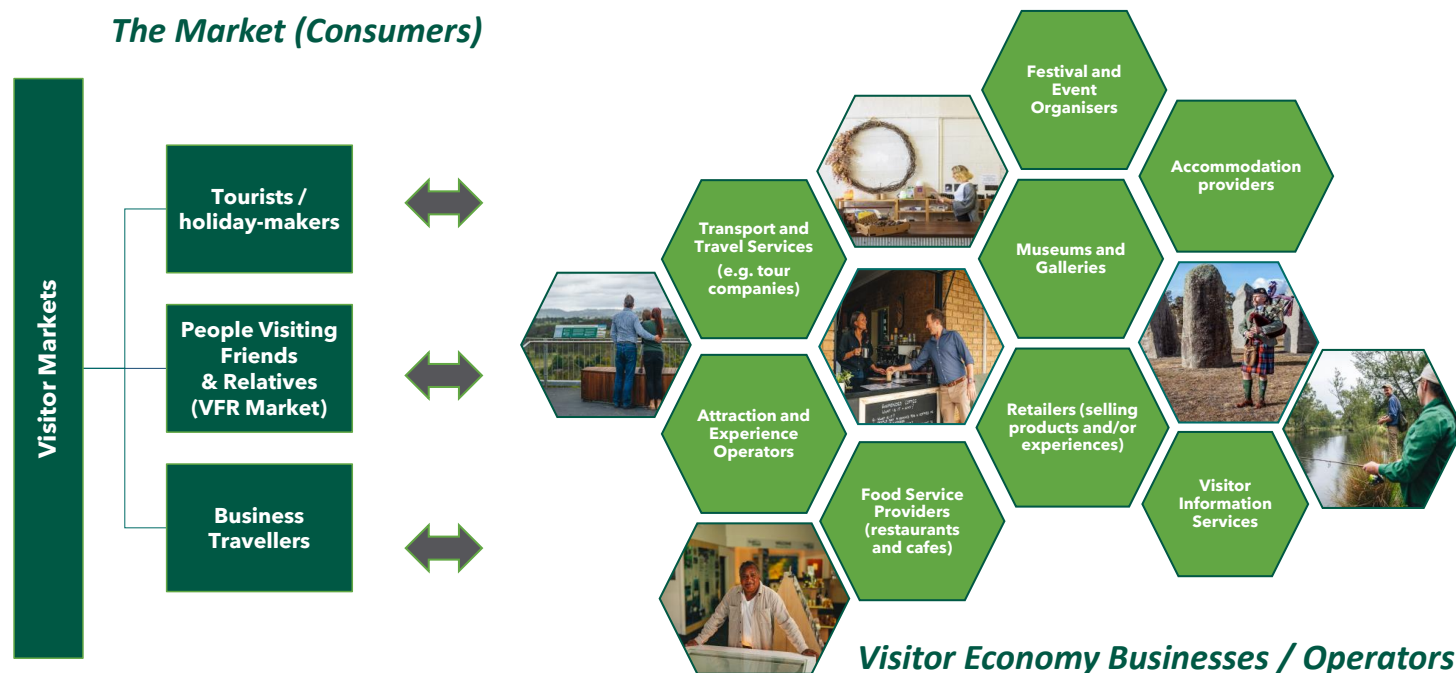
Collectively, these enablers help define the Glen Innes Highlands' economic development potential and its appeal as a place to visit, work, live and invest in.

Economic Development Enablers Broadly Defined



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4. The Glen Innes Highlands Visitor Economy



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Destination management planning is focussed on the **visitor economy**. The visitor economy is broader than that which people normally regard as 'tourism'. It covers people who are traveling for holidays, for education or business and those visiting friends and relatives, as well as the businesses and destinations that serve them.

The visitor economy is one of the few sectors that Councils get directly involved in through their role in providing visitor information services, in marketing and promotion, infrastructure provision, regulation and destination management.

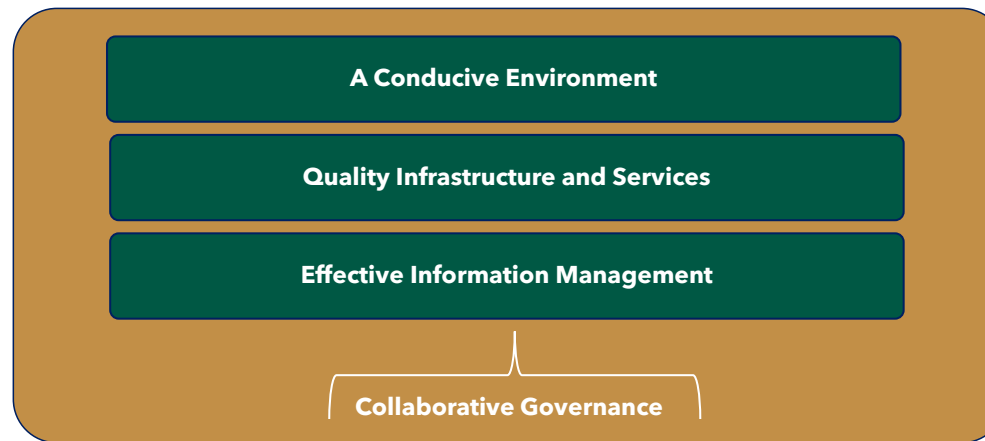
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5. Addressing the Enablers of a Vibrant Visitor Economy

A destination management plan (DMP) is best described as a statement of intent to manage a visitor destination. Glen Innes Severn Council is committed to developing a DMP that will guide the strategic direction of the Glen Innes Highlands visitor economy, and it is committed to taking a leadership role while working in partnership with other key stakeholders.

Essentially, **destination management planning is a form of place-making**. To grow the Glen Innes Highlands visitor economy and its contribution to economic development, Council, working in collaboration with its government and industry partners, has a role to play in addressing the **'enablers' of a vibrant visitor economy**. Each of these enablers are briefly described overleaf.

The Enablers of a Vibrant Visitor Economy



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Addressing the Enablers of a Vibrant Visitor Economy

The four key enablers of a vibrant visitor economy are:

- A Conducive Natural, Built and Social/Cultural Environment** - To attract visitors to a destination, the natural environment must be as close to pristine as possible with appropriate management of all aspects of land, air and water and habitats for flora and fauna; the built environment must be attractive and safe (i.e. liveable) and based on the principles of ecologically sustainable development; and the social / cultural environment must provide for educational, recreation, leisure, wellbeing and artistic pursuits, and efforts to promote the area's social and cultural heritage must be authentic.
- Quality Infrastructure and Services** - There are five aspects that must be attended to: entertainment and cultural attractions (both natural and built) catering for a wide variety of needs; hospitality services, which must be of the highest order to be competitive; the quality and diversity of accommodation and 'value for money'; events, which are the key to promoting a region and its cultural diversity, attracting visitors who may not otherwise come; transport by road, rail and trail (including cycling), water (where applicable) and air; and reliable communications, particularly given the generally-held expectation of travellers that they be readily connected to the world 24/7.
- Effective Information Management** (research, branding and marketing, information and wayfinding) - Research is an essential aspect of destination management planning that is best carried out centrally. Up-to-date data on visitor preferences, wants and needs is essential in delivering appropriate services; marketing must be directed at relevant market segments in an effective way using the range of media available, including social media; visitor information must be readily available to prospective and 'captured' visitors to ensure they are able to access all of the attractions and experiences on offer that suit their needs; and wayfinding is an important aspect that facilitates access to attractions and experiences throughout the destination.
- Collaborative Governance**, which underpins everything else - Stakeholder co-ordination is normally a key public sector function that can assist stakeholders (in the public and private sectors) to work together for mutual benefit; business support is required, particularly for micro and small businesses that make up the bulk of visitor service providers; training and workforce planning is an important aspect of business support and it also enables greater workforce participation; and investment attraction is a key aspect of enhancing the quality and range of attractions and services that can be targeted. This is most effective when undertaken in a strategic, informed and collaborative fashion.

(Source: SC Lennon & Associates Pty Ltd)

6. Council’s Economic Development and Tourism Support Roles

Having regard for the enablers of economic development and of a vibrant visitor economy, the **economic development and tourism support activities of Glen Innes Severn Council**, which can typically be employed to encourage sustainable growth, will cut across the following six broad themes:



Source: SC Lennon & Associates Pty Ltd

7. Council’s Economic Development and Tourism Partnerships

Effective economic development and destination management planning outcomes will be best served by **collaborative partnerships** between Glen Innes Severn Council and its key partner stakeholders.

Glen Innes Severn Council’s Economic Development and Destination Management Planning Partners



Source: SC Lennon & Associates Pty Ltd

Part 2: Profile



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8. The Glen Innes Highlands Economy in Brief

Key features of the Glen Innes Highlands' socio-economic profile are highlighted in the following population, industry and employment metrics:



In 2021, the Glen Innes Severn LGA had 8,931 residents (ABS Census), currently (in 2024) estimated to be 8,978 (REMPAN) and projected to be 8,938 in 2041 (Planning NSW).



There are 3,266 jobs located in the Glen Innes Severn LGA and 3,178 employed residents, meaning there are more local jobs than resident workers.



Key industries (in value and employment terms) include agriculture, health care and social assistance, public administration, education and training, retail, tourism and construction.



Tourism accounts for 7.9% of the Glen Innes Severn LGA's total employment (local jobs) compared to 6.1% for the wider Northern Inland region and 5.9% for New South Wales.



The Glen Innes Severn LGA has an unemployment rate of 2.9% (March 2025) compared to 3.6% for Regional NSW and 4.0% for NSW.



There are 1,109 businesses in the Glen Innes Severn LGA (June 2024), two-thirds of which are non-employing.



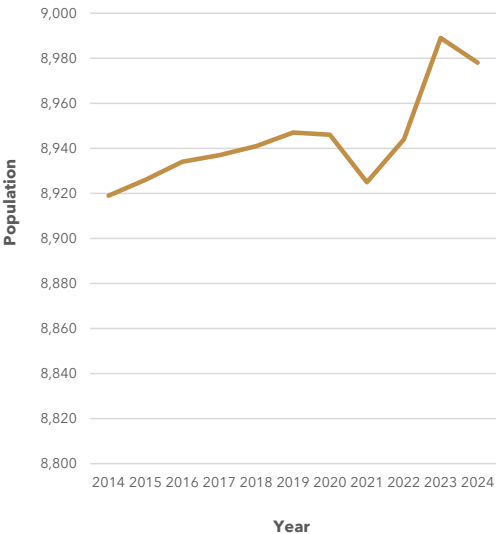
In 2024, the Glen Innes Severn LGA's Gross Regional Product (GRP) was \$652 million (3.4% of the wider Northern Inland region's GRP) and increased at an average annual rate of 3.0% in real terms over the last five years.



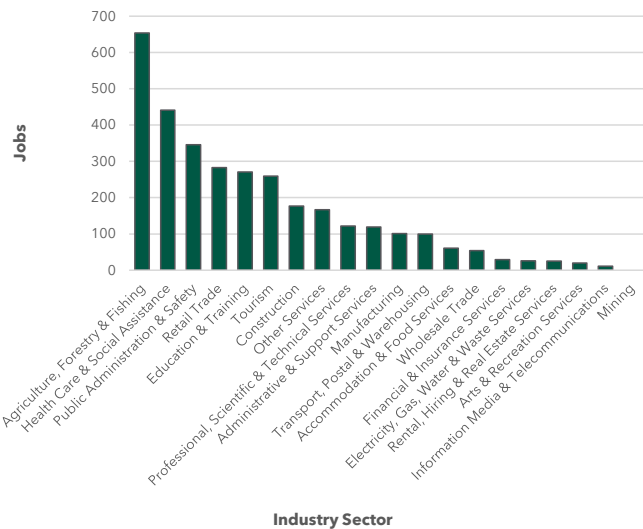
Sources: Australian Bureau of Statistics, Planning NSW, Department of Employment and Workplace Relations (Small Area Labour Markets Data) and REMPLAN

9. Glen Innes Highlands Socio-Economic Snapshot

Population, Glen Innes Severn LGA, 2014-2024



Local Jobs by Industry, Glen Innes Severn LGA, 2024



Value-Added by Industry, Glen Innes Severn LGA, 2024



Sources: ABS Census (2021), ABS Counts of Australian Businesses (June 2024), Dept. Employment and Workplace Relations (March 2025), Tourism Research Australia (2025), Planning NSW (2024) and REMPLAN (2025)

10. Indicators of Community Resilience in the Glen Innes Highlands

Taking a holistic approach to economic development, one that focuses on the wellbeing economy, requires consideration of a broader set of economic and social indicators. The University of Canberra's **'Early Insights for More Resilient Communities'** survey visualises indicators of resilience change in NSW communities. **'Resilience'** is defined as "the capacity of individuals and communities to prepare for, respond to, recover from and adapt to challenges in ways that support healthy levels of wellbeing over the long-term". The latest survey was administered in 2023. Key findings for the Glen Innes Severn LGA include:

Financial Resources

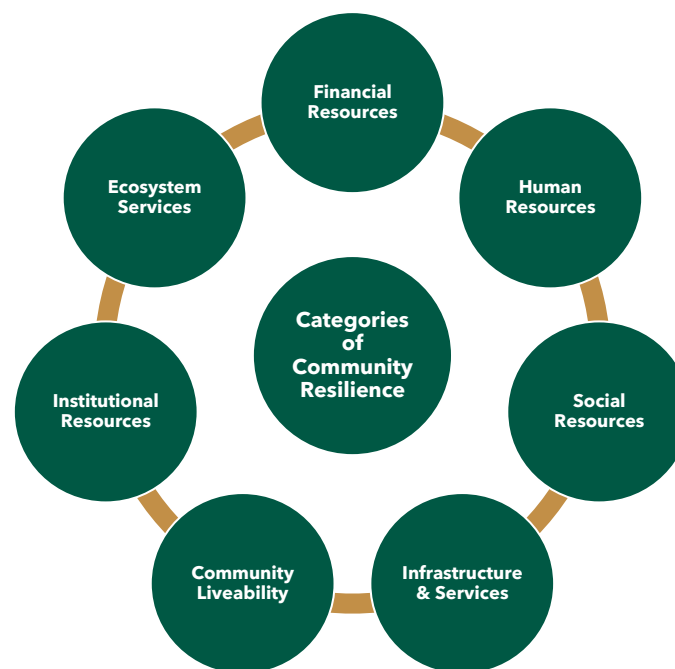
- **Household financial stress:** Dropped from 17% (in 2016) to 9% (2022).
- **Housing affordability:** Declined (65% down to 43% find housing affordable).
- **Rental affordability:** Declined from an index of 257 (in 2014) to 226 (2022).
- **Living costs affordability:** Declined (59% to 48%).
- **Business base:** 12.3 active businesses per 100 people (stable).

Human Resources (Personal Resilience)

- **Psychological distress:** Increased (16% to 20%).
- **Personal wellbeing:** Slight decline (from 74% to 72%).
- **School attendance:** Decline (91% down to 81%).

Social Resources (Community Connections)

- **Practical support networks:** 72% report access.
- **Emotional support:** Dropped significantly (84% down to 62%).
- **Financial support networks:** Increased (63% to 86%).
- **Spending time with family/friends:** Declined (77% to 59%).
- **Community engagement in events:** Declined (62% to 27%).
- **Volunteering:** Declined slightly (from 70% down to 61%).



Indicators of Community Resilience in the Glen Innes Highlands

Infrastructure and Services

- **Mobile coverage:** Dropped (58% to 34%).
- **Internet access:** Dropped (67% to 25%).
- **Road quality:** Dropped (58% to 12%).
- **Local trades & professionals:** Low access (12-20%).
- **Council asset ratios:** Strong (Renewal 112%, Maintenance 124%).

Community Liveability

- **Willingness to recommend area:** Declined (69% down to 58%).
- **Perception of crime:** Slight increase (25% to 29%).

Institutional Resources

- **Confidence in local government:** Declined (50% to 36%).
- **Confidence in community leadership:** Declined (56% to 45%).
- **Effectiveness of local groups:** Declined (72% to 61%).

Ecosystem Services

- **Satisfaction with local environment:** Still high but declining (94% to 87%).
- **Attractive natural places:** High but declining (99% down to 89%).

Source: <https://communityresilienceinsights.org.au/nsw/#gleninnessevern>

Some Key Considerations

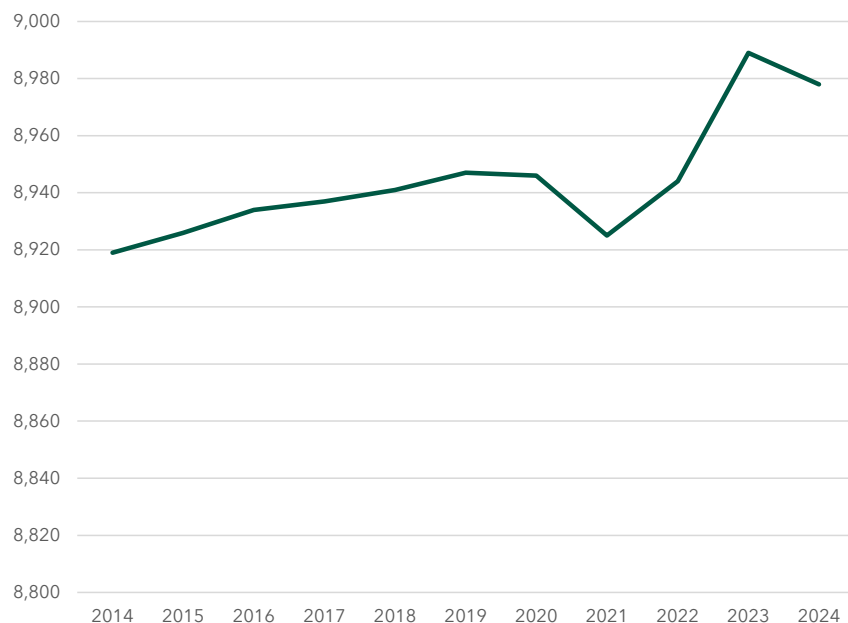
The indicators of resilience draw out a number of considerations, including:

- Rental affordability / housing pressures could **constrain population growth and people / worker attraction**.
- **Declining affordability** presents a barrier to prosperity and community wellbeing.
- Declining engagement in **education and training** may compromise long-term **workforce resilience**.
- **Erosion of social capital** is a risk to community resilience, belonging and retention.
- **Infrastructure and service gaps** such as digital connectivity shortfalls constrain business investment, worker attraction, and liveability.
- **Weakening perceptions of liveability** adversely impact community cohesion and the capacity to attract new residents, workers and businesses.
- **Declining confidence in local government** adversely impacts community cohesion and perceptions of the Glen Innes Highlands as a place to live, work and invest.
- A strong propensity for **local business innovation and entrepreneurship** is a key strength and should be encouraged as a means of providing for prosperity.
- Strong perceptions of **environmental attributes** support **'wellbeing economy'** positioning (including geotourism, place-branding and the 'liveability advantage').

These are key considerations informing strategic themes and directions for the Economic Development Strategy and Destination Management Plan.

11. Selected Socio-Economic Metrics

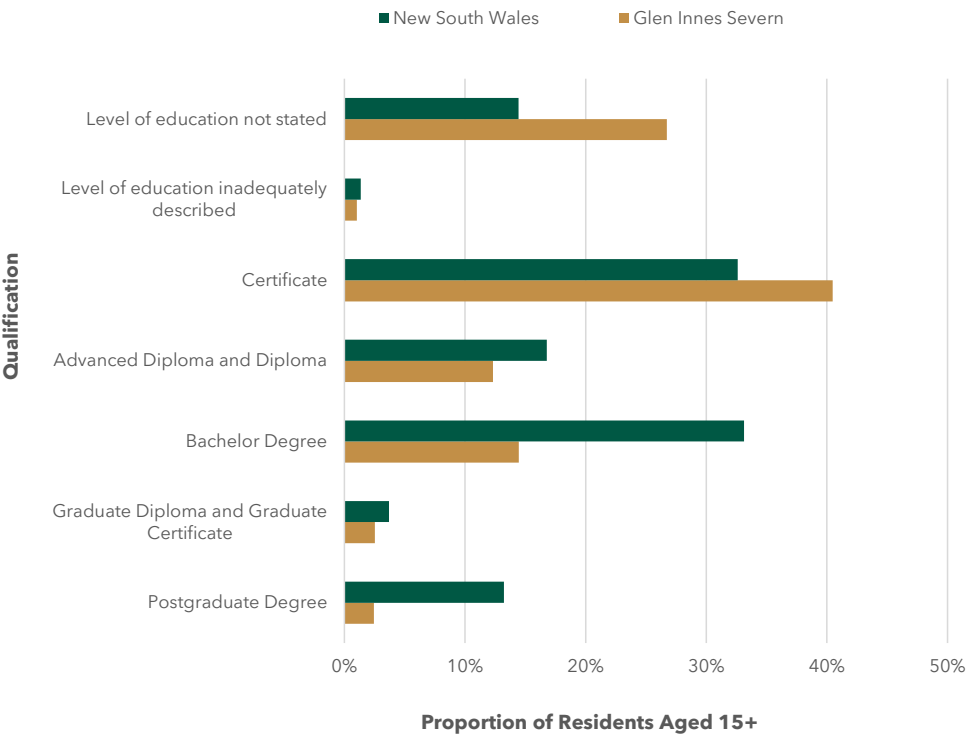
Population, Glen Innes Severn LGA, 2015-2024



Source: REMPLAN using ABS Census with interpretations by SC Lennon & Associates

- The Glen Innes Severn local government area (LGA) has an estimated resident population of 8,978 (in 2024).
- The Shire's population increased marginally over the six years to 2020 before declining slightly and then stabilising. Over the ten years to 2024, the population of the Glen Innes Severn LGA increased at an average annual rate of 0.07%, compared to State-wide average annual growth in population of 1.2% over the same period (source: Planning NSW).
- The median age of the Glen Innes Severn LGA's population (according to the 2021 ABS Census) is 50, compared to 39 for NSW and 38 for Australia.
- The Glen Innes Severn LGA has an average household size of 2.1 persons (reflecting a relatively older demographic) compared to 2.6 persons per household in NSW and 2.5 Australia-wide.
- The large majority of the Shire's population (73%) were born in Australia compared to 65% of the population of NSW and 67% Australia-wide.
- In the Glen Innes Severn LGA, 8% of the population identify as Aboriginal and/or Torres Strait Islanders compared to 3% of the State's population and 3% Australia-wide.
- In the Glen Innes Severn LGA, the median weekly household income is relatively low at \$934 compared to \$1,829 for NSW and \$1,746 for Australia.
- The unemployment rate in the Glen Innes Severn LGA (March 2025) is 2.9% compared to 3.6% for regional NSW, 4.0% for NSW and 4.1% for Australia.

Education Qualifications, Glen Innes Severn LGA and NSW, 2021



Source: Australian Bureau of Statistics with interpretations by SC Lennon & Associates

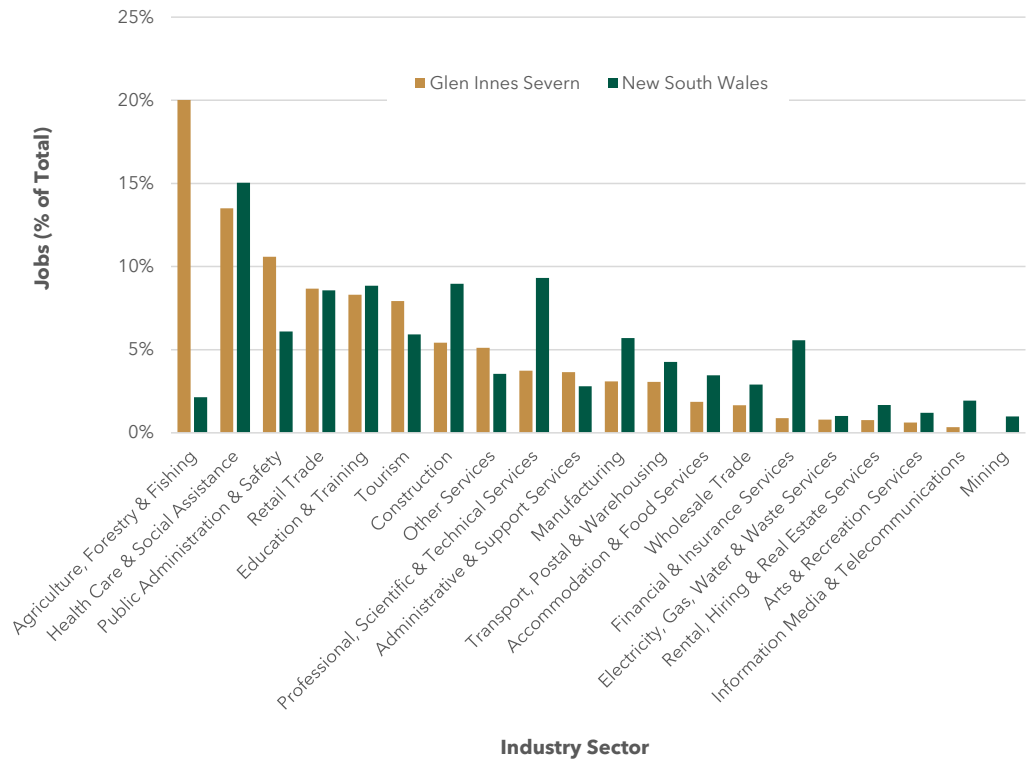
Occupational Profile, Glen Innes Severn LGA and NSW, 2021



- The Glen Innes Severn LGA has a relatively large ‘blue collar’ working population compared to the State average, with a higher proportional representation of resident workers who are ‘labourers’ and ‘machinery operators and drivers’ (25%) compared to the NSW average (14%).
- The Glen Innes Severn LGA has a higher proportional representation of skilled ‘technicians and trade workers’ (15%) than the State average (12%).
- A much lower share of the Glen Innes Severn LGA’s working population is classed as ‘professionals’ (16%) compared to the NSW average (26%). This suggests a shortage of professionals and an opportunity to attract more workers in this field to the area.
- The Glen Innes Severn LGA has a notably higher proportion of resident workers who are classed as ‘managers’ (25%) compared to the NSW average of 15%. This reflects the Shire’s strong agricultural industry profile with farmers included in this occupational category.

Source: Australian Bureau of Statistics with interpretations by SC Lennon & Associates

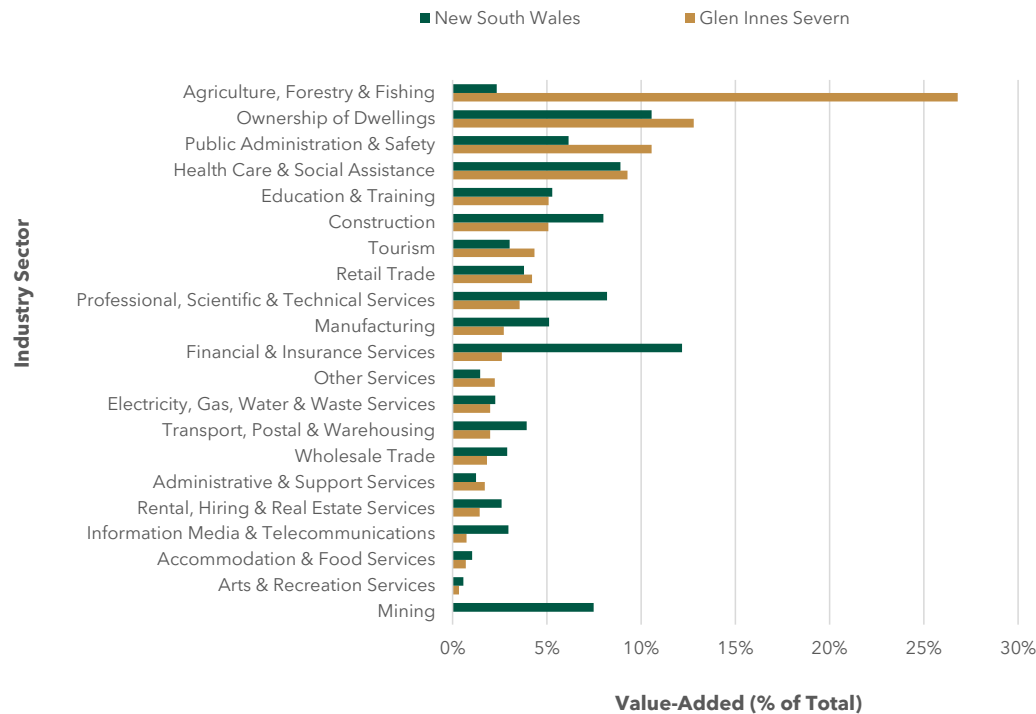
Employment by Industry (%), Glen Innes Severn LGA and NSW, 2024



- The Agriculture, Forestry & Fishing sector accounts for the largest share of employment in the Glen Innes Severn LGA (that is, jobs located in the Shire), with over 650 local jobs or 20% of the total (compared to the NSW State average of just 2%).
- The Health Care & Social Assistance sector, one of the larger industries of employment in the Shire, accounting for 14% of jobs, is on a par with the NSW State average of 15%.
- Other notable industries of employment in the Glen Innes Severn LGA include Public Administration and Safety, Retail Trade, Education and Training and Tourism.
- The latest ABS Census data shows that the top five industries of employment for Glen Innes Severn’s working residents are Beef Cattle Farming (Specialised), Aged Care Residential Services, Supermarket and Grocery Stores, Local Government Administration and Hospitals.
- Industries which have a notably lower proportional representation of local jobs in the Glen Innes Severn LGA compared to the State-wide average include Professional, Scientific & Technical Services, Financial and Insurance Services, Accommodation and Food Services, Construction and Manufacturing.

Source: REMPLAN and Australian Bureau of Statistics with interpretations by SC Lennon & Associates

Value-Added by Industry (%), Glen Innes Severn LGA and NSW, 2024

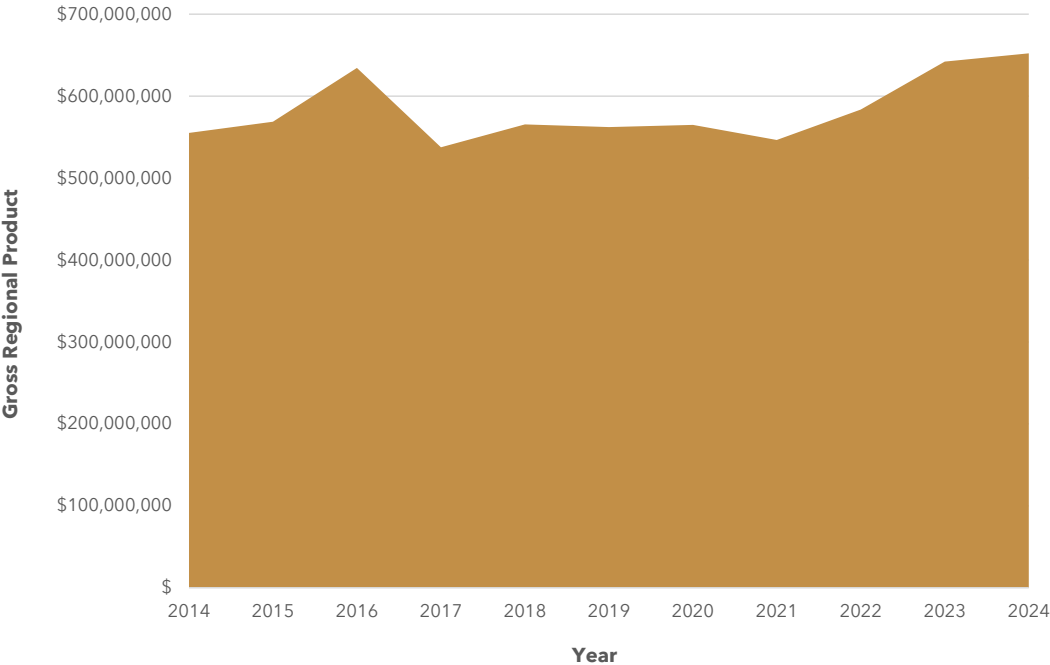


Source: REMPLAN and Australian Bureau of Statistics with interpretations by SC Lennon & Associates

- Value-added (or industry’s contribution to Gross Regional Product) is an indicator of business productivity. It is the value of goods and services produced by an industry less the cost of production inputs.
- In the Glen Innes Severn LGA, Agriculture, Forestry and Fishing accounts for by far the largest share of local industry value-added, with \$167 million or 27% of the total compared to 2% for the State as a whole.
- Ownership of Dwellings* is the second-largest contributor to the Shire’s industry value-added, contributing 11% of the total (\$80 million) followed by Public Administration and Safety (11% or approximately \$66 million).
- Other notable contributors to the Glen Innes Severn LGA’s industry value-added include Health Care and Social Assistance (9% of industry value-added) and Education and Training (5%).
- Tourism accounts for approximately 4% of the Glen Innes Severn LGA’s industry value-added compared to the NSW average of 3%.

* Ownership of dwellings consists of landlords and owner-occupiers of dwellings. It includes actual rents received by landlords, and imputed rents (i.e. the rental price an individual would pay for an asset they own) representing the ongoing value of owner-occupied housing.

Gross Regional Product*, Glen Innes Severn LGA, 2014-2024



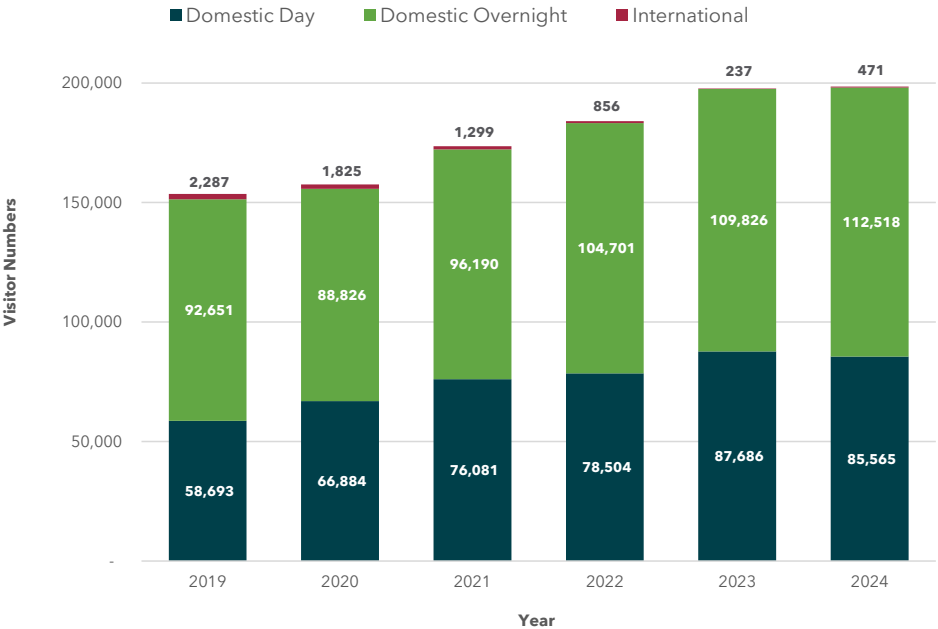
* Refers to real GRP (June 2023 prices)

Source: REMPLAN and Australian Bureau of Statistics with interpretations by SC Lennon & Associates

- Gross Regional Product (GRP) is a measure of the size or net wealth generated by the local / regional economy. It refers to the total dollar value of all goods and services produced in the economy over a one-year period.
- The Glen Innes Severn LGA's Gross Regional Product was \$652 million in the year ending June 2024, up 2% on the previous year.
- This was preceded by a fall in between 2020-2021 - in part explained by the impacts of the COVID-19 pandemic on the global economy - then a notable recovery the following year (2022).
- Over the ten years to 2024 the Glen Innes Severn LGA's Gross Regional Product displayed an upward trend, increasing on average over the period by 1.6% per annum.
- GRP per capita in the Glen Innes Severn LGA is approximately \$72,650 compared to the NSW average of \$93,300.

12. Selected Visitation Metrics

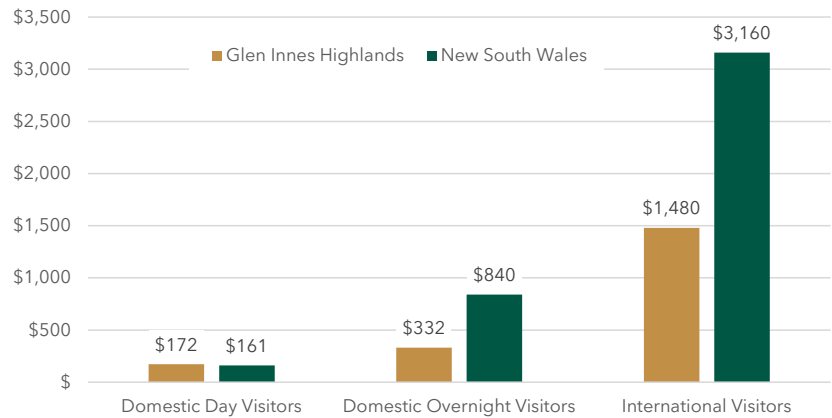
Visitation to the Glen Innes Highlands, 2019-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

- Visitation to the Glen Innes Highlands is made up of domestic day-trippers, domestic overnight visitors and international visitors. In 2024, domestic overnight visitors accounted for the largest share of visitation to the area (57%) followed by domestic day-trippers (43%) and internationals (just 0.2% of total visitation).
- Domestic overnight visitors tend to contribute significantly more to the local economy than day-trippers, owing to higher spending on accommodation, dining, and other services.
- According to Tourism Research Australia (TRA), since 2021, the Glen Innes Highlands has experienced steady growth in total visitation, rising from 173,571 visits in 2021 to 198,553 in 2024. This represents a robust recovery from the COVID-19 downturn, with 2024 visitation reaching 129% of 2019 levels.
- The primary driver of this growth in visitation to the Glen Innes Highlands has been the surge in domestic day-trip visitors, whose numbers have increased by 146% since 2019. Domestic overnight visitation too, is above pre-pandemic levels at 121%.
- International tourism continues to play a minimal role in the Glen Innes Highlands, down from 1.5% of total visitation to the area in 2019 and to just 0.2% in 2024.

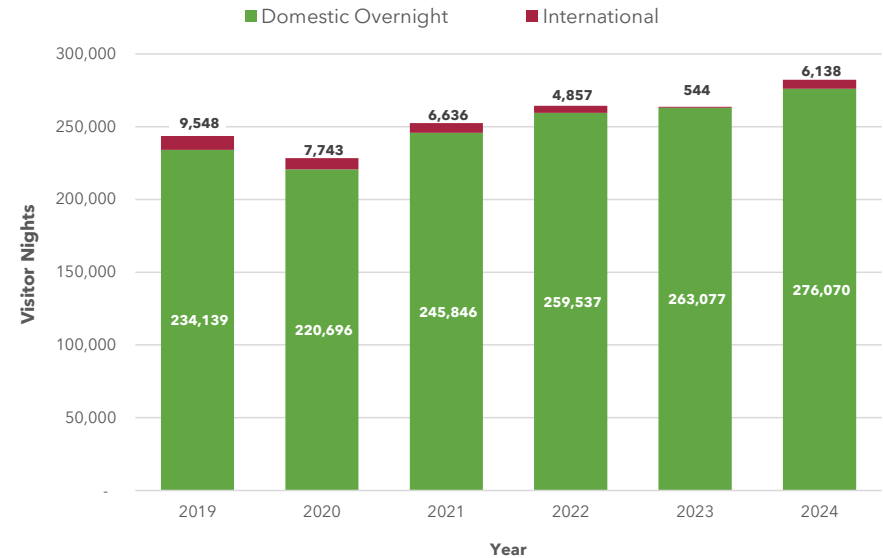
Visitors’ Average Spend Per Trip, Glen Innes Highlands, 2024



Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

- According to Tourism Research Australia (TRA) data compiled by REMPLAN, domestic day-trippers to the Glen Innes Highlands spend, on average, \$172 per visit. This compares to the average spend per domestic day trip in NSW of \$161 per visit.
- The TRA data shows that domestic overnight visitors to the Glen Innes Highlands spend, on average, \$332 per visit. This is far less than the average spend per domestic day trip visitor to NSW, of \$840 per visit.
- International visitors to the Glen Innes Highlands spend, on average, \$1,480 per visit. This is less than half the average spend per domestic day trip visitor to NSW, of \$3,160 per visit.

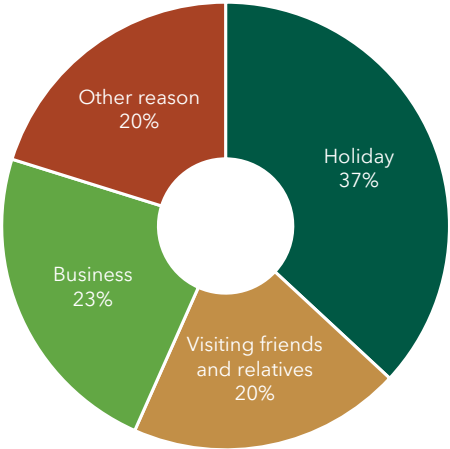
Visitor Nights in Glen Innes Highlands, 2019-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

- Visitor nights to the Glen Innes Highlands are driven by domestic overnight visitors who, in 2024, accounted for 98% of all visitor nights.
- Visitor nights spent in the Glen Innes Highlands have increased over the five years to 2024, at an average annual rate of 3%. This has been driven by an increase in domestic overnight stays, with international visitor nights spent in the region still well below pre-pandemic levels.

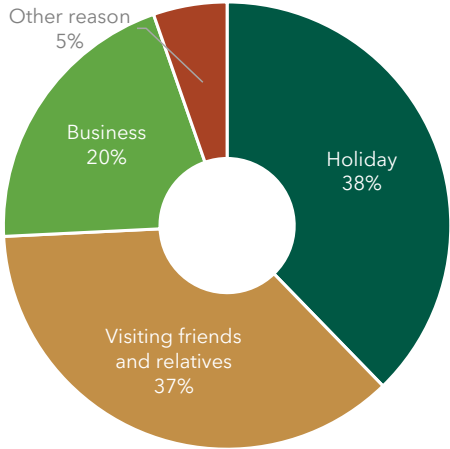
Domestic Day Trip Visitors’ Reason for Visiting the Glen Innes Highlands, Average, 2020-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

- Visitation to the Glen Innes Highlands is made up of domestic day-trippers, domestic overnight visitors (those who stay for more than one day) and international visitors. Reasons for visitation to any destination, broadly defined, include for holidays, for business purposes and to visit friends and relatives.
- According to Tourism Research Australia, for domestic day trippers to the Glen Innes Highlands, going on holiday accounted for the largest share of their reason to visit, accounting for more than one-third (37%) of all domestic day trip visits. This was followed by business travellers who accounted for 23% of domestic day trippers.

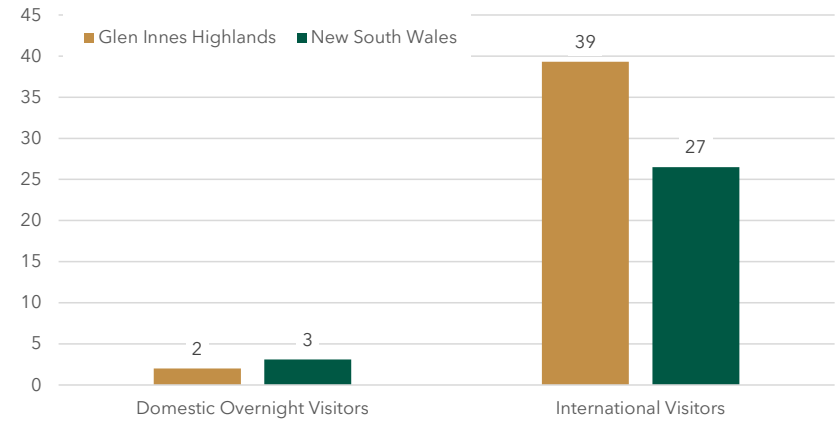
Domestic Overnight Visitors’ Reason for Visiting the Glen Innes Highlands, Average, 2020-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

- For domestic overnight visitors to the Glen Innes Highlands, going on holiday accounted for the largest share of their reason to visit (38%) followed closely by those visiting friends and relatives who accounted for 37% of domestic overnight visitors.

Average Length of Stay, Domestic Overnight and International Visitors to the Glen Innes Highlands, 2019-2023

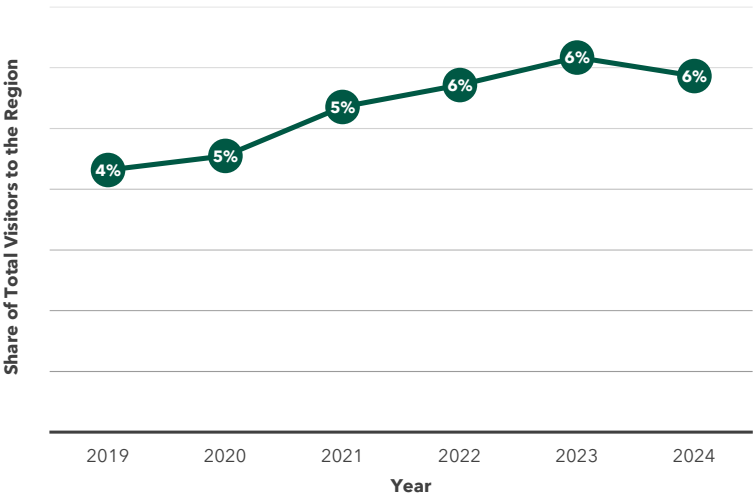


Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

- According to Tourism Research Australia, on average, domestic overnight visitors will spend 2 nights in the Glen Innes Highlands, just below the NSW average of 3 nights.
- Data sourced from REMPLAN shows that international visitors to the Glen Innes Highlands will stay for an average length of 39 nights, compared to the NSW average of 27 nights.
- Between 2019 and 2024, the average length of stay of visitors to the Glen Innes Highlands remained stable.

- Encouragingly, the Glen Innes Highlands has steadily increased its share of total visitation within the New England North West Region, growing its regional market share from 4.3% in 2019 to 5.4% in 2021 and 5.9% in 2024.

Glen Innes Highlands' Share of Visitors to the New England North West Region, 2019-2024



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Part 3: Prospects



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13. Broader Economic Trends and Considerations

Recognising that there are many technological, socio-demographic and environmental changes taking place which impact how people live and how businesses operate, economic development and destination management planning in the Glen Innes Highlands will need to consider a range of initiatives that are designed to:

- **Maximise agricultural innovation and the value of agricultural output** - By encouraging and supporting the region's agricultural sector to adopt new technologies and agribusiness practices to drive productivity, the sector will be better positioned to tap into opportunities in a world where the demand for food and fibre is ever-increasing.
- **Embrace the new energy economy** - As part of the New England Renewable Energy Zone (REZ), Glen Innes is primed for renewable energy investment and the development of opportunities in associated industries such as advanced manufacturing of componentry for the renewables sector.
- **Embrace and invest in the circular economy** - Further to the previous point, moving towards a more circular economy (such as energy-efficient materials design and production and waste management) could deliver benefits to the communities of the Glen Innes Severn LGA by reducing pressure on the natural environment, stimulating innovation, boosting economic activity and creating local jobs.
- **Support the role of education as a driver of economic development and community wellbeing** - As the economy evolves and the skill requirements of industries change, more workers will have to switch from routine, unskilled jobs to non-routine, skilled jobs to stay ahead of automation and AI. Adaptive and flexible education and training is more important than ever before. This requires investment in education and training infrastructure and services at a local level.
- **Capitalise on evolving tourism trends and prospects** - Nature-based and cultural tourism are growth industries, with more travellers searching for immersive, authentic, educational experiences that are unique to the places they visit. The Glen Innes Highlands' recognition as a pilot Georegion, with aspirations to become one of Australia's first UNESCO Global Geoparks has the potential to unlock geo-tourism, education and international branding potential. The area can leverage its natural assets and Georegion potential through targeted promotion and destination management to encourage more visitors, increase average length of stay and spend per visitor and foster a sustainable visitor economy.
- As one key objective of Glen Innes Severn Council is to support, nurture and promote a vibrant and sustainable visitor economy through informed and considered destination management planning, some **key visitor economy trends and considerations** are documented as follows.

14. Strategic Consideration: New England Renewable Energy Zone

Capitalising on the Renewable Energy Zone Opportunities

The Glen Innes Severn Local Government Area sits within the NSW Government's New England Renewable Energy Zone (REZ).

The Renewable Energy Zones present enormous potential for the development of solar and wind projects that can contribute energy to the National Electricity Market (NEM), support jobs and drive investment across the regional economies.

How the businesses and communities of the Glen Innes Highlands can potentially benefit from planned investments in the wider region's new energy economy, through supply chain links and opportunities for investment, is a key consideration to be explored further.

Glen Innes Severn Council can be pro-active, engaging with local business and industry, Energy Co. and REZ project proponents to identify how new investments can translate into direct and positive economic development outcomes for the communities of the Glen Innes Highlands.



15. Broader Tourism Trends and Considerations

There are a number of broader trends influencing prospects for tourism and the ways in which the Glen Innes Highlands, as a destination, can respond. They include:

- **Experiential travel** - travellers are seeking immersive, educational experiences that are unique to the places they visit. Their desire for authentic experiences is driving demand for exploring destinations that offer something different.
- **Sustainable and conscious travel** - sustainable and conscious travel will continue to gain momentum, and the concept of excessive visitor arrivals known as 'over tourism' will remain topical, and destinations will need to find ways to prevent this.
- **Holidays with a purpose** - volunteering, understanding and caring for the environment and authentic engagement with communities, including First Nations people, are playing a bigger part in travel and destination choice.
- **Wellness travel** - travel for the purpose of wellness, both spiritual and physical, to activate the mind and body, will continue to grow in popularity.
- **Accessible tourism** - this fast-growing sector accounts for a growing proportion of total tourism revenue in Australia. An increasing number of people aged 65 and over who are also keen travellers may have accessibility needs.
- **Multi-generational travel** - the trend in multi-generational travel will continue, as families use their holiday time to bond and create memories together, and this will influence the type of customer experience they are looking for.
- **Food and beverage tourism** - local produce and food and drink experiences will continue to play a role in destination choice, as a central part of the travel experience, and this space will become increasingly competitive.
- **Business events tourism** - conventions, corporate meetings, AGMs, corporate retreats, workshops, seminars and sales incentive rewards trips all hold promise for growth in Australia's visitor destinations.

Source: Destination NSW, travel.earth and SC Lennon & Associates



16. Strategic Consideration: Geopark Status

Destination Management Planning for Geopark Status and Regional Prosperity

UNESCO Global Geoparks are single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development. A UNESCO Global Geopark uses its geological heritage, in connection with all other aspects of the area's natural and cultural heritage, to enhance awareness and understanding of key issues facing society, such as using our earth's resources sustainably, mitigating the effects of climate change and reducing natural disasters-related risks. At present, there are 229 UNESCO Global Geoparks in 50 countries promoting geotourism, geotours, geo-hotels, geo-restaurants and geo-cuisine. Designation has helped revitalise languages, arts and crafts, an interest in conservation and community goodwill.

Natural assets are often the primary drivers of visitation to a destination and are the catalyst for jobs and economic development. The Glen Innes Highlands aims to be 1 of 3 Australian geo-regions nominated as an **Aspiring UNESCO Global Geopark**. The Glen Innes Highlands is presented with an opportunity to build on its abundant natural and cultural assets to leverage the global trend in geotourism and attract international visitors.

By embedding geotourism, wellbeing, and community wealth principles at its core, the new Glen Innes Highlands Destination Management Plan can help Glen Innes Severn Council move beyond traditional tourism planning to become a globally distinctive strategy, positioning the Glen Innes Highlands as an internationally recognised, resilient, and community-centred destination, a pilot wellbeing economy leader and an aspiring UNESCO Global Geopark. Specifically, Council can:

- Ensure that the GeoRegion framework is the unifying lens for all new tourism programs and projects, ensuring every new asset, event and experience contributes evidence toward a future UNESCO Global Geopark application.
- Develop integrated interpretation and storytelling around geology, landscapes, biodiversity, First Nations and Celtic heritage, and renewable energy.
- Establish Glen Innes Highlands as the pilot for national Geotourism development, positioning it as a global exemplar of how tourism, environment, culture, and community can co-create sustainable prosperity.



17. Informing Strategic Direction – Key Strategies Review

To help inform the stakeholder consultation, the findings of which will be used as key input to the development of the updated Economic Development Strategy and the Destination Management Plan, key documents are being considered and reviewed, including:

- Delivery Program 2025-2029 and Operational Plan 2025-2026
- Glen Innes Highlands Economic Development Strategy 2020-2040 & Action Plan 2020-2025
- Community Strategic Plan 2025-2035
- Glen Innes Highlands Destination Management Plan Summary 2021-2026

... as well as key regional strategies. Some messages from the review of selected strategic documents are captured in the following pages.

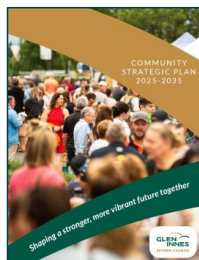


Glen Innes Highlands Economic Development Strategy and Destination Management Plan Review and Update  Profile & Prospects

Informing Directions – Key Strategies Review

Glen Innes Severn Council Community Strategic Plan 2025-2035

The Community Strategic Plan sets out the long-term vision for Glen Innes Severn, providing a clear framework for the next 10 years. It identifies the community's main priorities along with the goals and strategies needed to achieve them. It presents strategies for achieving the vision of **Transforming Today for a Thriving Tomorrow**. The vision is backed by five strategic priorities with goals and objectives are categorised under each theme:



Thriving and Connected Community

- Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.
- Facilitate and strengthen social community networks by fostering a sense of belonging including, engagement through events, cultural activities volunteer programs and support services.
- Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

Prosperous and Diverse Community

- Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.
- Support and facilitate workforce development and employment pathways aligned with industry best practice.
- Increase the diversity and availability of housing whilst maintaining affordable access to accommodation.

Fit for the Future Infrastructure

- Provide sustainable and resilient infrastructure.
- Lead precinct and activation master planning to develop vibrant, well-designed public spaces.
- Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future.

Protected and Enhanced Environment

- Minimise environmental impacts and safeguard ecosystems through conservation, innovation and environmental risk management.
- Encourage sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.
- Leverage our pilot status as a GeoRegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

Open and Collaborative Leadership

- Encourage active participation by the community, business and industry in decision making processes that shape our region.
- Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.
- Ensure strong governance, strategic resource management, and impactful advocacy.

Informing Directions – Key Strategies Review

Delivery Program 2025-2029

Council's 2025–2029 Delivery Program sets out 43 strategies aligned with the priorities of the Community Strategic Plan.

Thriving and Connected Community

- Strengthen access to healthcare and emergency services.
- Facilitate investment in education infrastructure and resources.
- Improve access to public transport to improve local connectivity.
- Advocate for the expansion of digital connectivity and technology access.
- Support, organise, facilitate and incubate community events and cultural activities.
- Strengthen volunteerism and community-led initiatives.
- Maintain support services for social inclusion ensuring accessibility for all residents.
- Support community-driven and civic initiatives.
- Maintain access to sport and recreation through investment.
- Expand outdoor and nature-based activities (geotrails, accessible green spaces).
- Strengthen wellbeing support (increased programs, spaces and activities).

Prosperous and Diverse Community

- Strengthen traditional industries through value-added production.
- Invest in circular economy models, renewable energy projects, local supply chains, and ethical business practices.
- Facilitate strategic investment attraction.
- Advocate for improved access to quality tertiary education.
- Support workforce inclusion and diversity.
- Encourage housing diversity.
- Improve housing affordability through policy and incentives.
- Invest in Infrastructure to support housing development.



Fit for the Future Infrastructure

- Ensure safe, secure and reliable water.
- Enhance the region's connectivity, resilience and presentation of street network.
- Develop a precincts and activation vision.
- Create vibrant and well-designed public spaces.
- Ensure disaster resilience and emergency preparedness for natural disasters and access to recovery support.
- Build climate-resilient and sustainable infrastructure.
- Secure sustainable funding and long-term planning.

Protected and Enhanced Environment

- Deliver responsible and innovative waste management solutions.
- Create opportunity through the Renewable Energy Zone (REZ).
- promote and implement sustainable agricultural practices.
- Support heritage conservation efforts.
- Advocate for geotourism to create a regional point of difference.
- Showcase our natural, historic and cultural assets.
- Implement sustainable biosecurity measures and proactive environmental risk management strategies.

Open and Collaborative Leadership

- Inform, involve and engage the community.
- Apply to IPART for a Special Rate Variation in 2026.
- Leverage alternative sources of capital for investment and delivery of Council and community assets.

Informing Directions – Key Strategies Review

Glen Innes Highlands Economic Development Strategy 2020-2040 and Action Plan 2020-2025

The Glen Innes Highlands Economic Development Strategy 2020-2040 and the 2020-2025 Action Plan provides a pathway for Council and the community to foster local socio-economic prosperity and growth through the four key pillars of **Partnerships**, **People**, **Place**, and **Prosperity**.

The strategy's vision is *"Our place grows from the people that live within it. We celebrate and honour our shared Indigenous and European history and traditions. We connect, engage, nurture and motivate each other for mutual prosperity to create a vibrant and close-knit community that welcomes new people"*.

Recommendations are presented under each Pillar.

Partnerships - Facilitate connection and collaboration between Council, community and relevant partners/ associations

- Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.
- Local business, growth, and support.
- Consultation, design thinking, and problem solving.
- Master planning and integrated planning.
- Highland's business and community hub.
- GROW GI think tank.
- 100-year master concept plan.



People - Socio-economic wellbeing and prosperity

- Local jobs program and workforce attraction strategy.
- Highlands Hub.
- Digital connectivity and remote readiness.

Place - Develop local assets and improve liveability

- Marketing and promotion.
- Improved healthcare and growth via social assistance services.
- Attracting and retaining population.
- Glen Innes Highlands & NEHC.
- 'Mover attraction policy'.

Prosperity - Improve resilience and facilitate growth

- Diversification of agriculture.
- Leveraging growth opportunities.
- Community leadership and advocacy.
- Agri-innovation action plan.
- Investment attraction plan.
- Destination management plan.
- Tourism itinerary and package platform.
- Local asset audit.

Informing Directions – Key Strategies Review

Glen Innes Highlands Destination Management Plan Summary 2021-2026

The Glen Innes Highlands Glen Innes Highlands DMP provides the direction and framework for taking the Glen Innes Highlands visitor economy forward over the next five years.

The primary goals of the DMP are to:

- Increase visitation to and visitor expenditure within the Glen Innes Highlands, with resultant economic and social benefits for our community;
- Diversify our local economy and create a stronger, more resilient community;
- Improve the viability and sustainability of local businesses; and
- Attract public and private sector investment; and create local employment.

Recommendations include the following.

- **Improve Customer Service** - Improve the customer experience of Glen Innes Highlands towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.



- **Evolve Brand Positioning** - Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage. Continue to strengthen marketing and promotional activity based on the evolved brand positioning.
- **Develop and Improve Experiences** - Continue to develop and improve the existing experience base of the Glen Innes Highlands across attractions, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.
- **Create and Deliver New Experiences** - Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture and history; expand adventure-based activity, experiences, and events in the context of our natural and built environments.

Informing Directions – Key Strategies Review

Australian Celtic Festival Strategic Plan 2021-2026

The purpose of the Australian Celtic Festival Strategic Plan is to provide guidance on the direction of the Australian Celtic festival over the next 5 years. The plan outlines the values, vision and customer value proposition that will set the foundation for the festival continuing to be an iconic Celtic event in Australia.

The vision is *“To provide the most authentic Celtic cultural experience in Australia”*.

Recommendations include the following:

Visitor Experience

- Provide access and education about our local Celtic Heritage to expand visitor experiences.
- Ensure that the authenticity of the event is maintained.
- Seek new ways to represent Celtic traditions, diversity and practices.
- Optimise the event program to provide a unique and authentic experience and attract new audiences.
- Conduct visitor and participants surveys annually.
- Ensure a seamless ticketing customer journey.



Marketing and Promotion

- Leverage new trends and channels to achieve efficiencies in budget and resources against activity.
- Continually engage previous and potential event attendees.
- Ensure communications are linked to the Glen Innes Highlands and Glen Innes Severn Council brand.
- Seek opportunities to increase marketing budget.
- Build the Australian Celtic Festival brand through consistent execution of the brand guidelines.

Operation, Infrastructure and Governance

- Leverage the Centennial Parklands Master Plan concepts to improve on-site infrastructure.
- Review and optimise the site plan and site management.
- Create an Australian Celtic Festival Working Group with roles and responsibilities set against the operational plan.
- Centennial Parklands Master Plan.

Informing Directions – Key Strategies Review

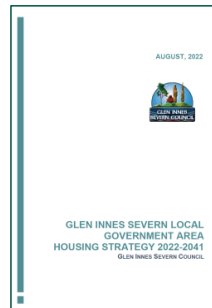
Glen Innes Severn Local Government Area Housing Strategy 2022-2041

The Housing Strategy provides a pathway for Glen Innes Severn Council to use its capacity to proactively facilitate growth and improvements in housing through to 2041. It is based on an assessment of current land supply, development, and construction activity as well as engagement with housing providers and community groups.

The vision is for *“The Glen Innes LGA community has access to good quality housing that meets local needs, is affordable and supports a great local lifestyle. Housing facilitates a growing population and successful local services and industries”*.

The Strategy identifies key housing challenges as follows:

- Much of the local housing stock is poorly suited to the needs of older and low-income residents.
- A small local construction industry is constraining housing supply.
- Limited land supply.
- Local benefits from industry growth may be constrained by local accommodation shortages.
- Older housing stock is often poorly insulated, leading to high energy costs and increased environmental impacts.



Recommendations include:

Expand Housing Supply to Critical Groups

- Increase accommodation for key workers in health and education services.
- Improve the quality, diversity and supply of social housing to support quality of life for low-income households.
- Increase the supply of housing for older residents living independently.

Increase to Contribution of the Housing Industry to the Economy

- Increase apprenticeship and work opportunities in the building sector.
- Enable dedicated housing supply to support growth in the local renewable energy and tourism sectors.

Improve the Sustainability and Liveability of Local Housing Stock

- Support sustainable construction methods in new housing stock.
- Encourage retrofitting of older housing stock with insulation and renewable energy to increase liveability and wellbeing.

Ensure Future Land Supply and Development Opportunities

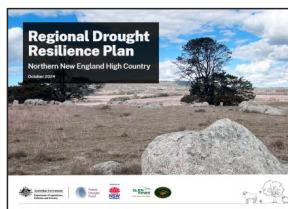
- Ensure at least 15 years of residential land supply is always available in the Glen Innes LGA and major villages.
- Enable the development of medium density housing near the Glen Innes town centre.
- Ensure adequate lot creation occurs on land zoned for future greenfield development.

Informing Directions – Key Strategies Review

Regional Drought Resilience Plan – Northern New England High Country

The Regional Drought Resilience Plan identifies actions that will help the region build economic, environmental and social resilience, supporting communities in future droughts.

The Plan is designed to deliver against three inter-connected strategic priorities: **economic resilience** for an innovative and profitable agricultural sector; **environmental resilience** for sustainable and improved functioning of farming landscapes; and **social resilience** for resourceful and adaptable communities.



The Plan identifies a number of opportunities, including:

- Boosting the local economy through the attraction of more travellers and encouraging overnight stays, by promoting and providing amenities and attractions.
- Establishing a Council rebate scheme for water efficient infrastructure in homes and businesses.
- Further funding for emergency battery back-ups for connectivity during emergency situations.
- Emphasising tourism as an economic diversification strategy during drought.
- Exploration of more strategic water storage networks.
- Increasing use of residential water tanks.
- Identifying initiatives to support local businesses during drought.

The Regional Drought Resilience Plan identifies provides a number of recommendations particularly relevant to economic development:

Supporting Local Business

- Promote the importance of supporting local business and regional tourism attractions.
- Continued commitment to the Coalition of Renewable Energy Mayors (CoREM) to leverage the future 1.5% of REZ.
- Promote existing government initiatives that offer financial support and incentives specifically for new entrants to agriculture to become drought ready.
- Engage with local businesses to provide support and guidance prior to drought.
- Explore the potential to value-add to existing local industry and business, possibly with investors/ venture capital in association with the New England REZ.
- Explore the feasibility of a town card program to support farmers and small business owners during drought.

Economic Diversification

- Invest in cross-border activation hubs.
- Emphasising tourism as an economic diversification strategy during and outside of drought.
- Invest in infrastructure to position Glen Innes Severn as a key destination.
- Promote relocating, living and working in the region.

Informing Directions – Key Strategies Review

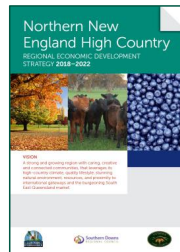
Northern New England High Country Regional Economic Development Strategy 2018-2022 (and 2023 Update)

In 2018, the NSW Government and local councils developed a series of REDS for 38 Functional Economic Regions (FERs) across regional NSW. Along with the Southern Downs and Tenterfield Shire LGAs, the Glen Innes Severn LGA is part of the Northern New England High Country region.

The Northern New England High Country Regional Economic Development Strategy 2018-2022 (REDS) was developed by the NSW Government to identify economic development opportunities that capitalise on the endowments and specialisations of the region and provide the framework for prioritising key economic opportunities.

The REDS contains a number of initiatives categorised under three key themes:

1. Improve connectivity as a foundation for growth;
2. Support and grow key sectors; and
3. Attract businesses and residents to the region.



The 2023 REDS Update provides a revised evidence base and recommendations to enhance resilience and drive sustainable growth under four themes:

Agriculture and Horticulture

- Leverage the uptake of technology such as agtech to improve efficiency and output.
- Addressing blackspots to supporting increased uptake of technology.

Tourism

- Leverage strengths in agriculture and horticulture to grow the agritourism sector.
- Geotourism, including cultural tourism, represents another growth opportunity.
- Cultural tourism in close collaboration with local Aboriginal communities.
- Improved promotion of the region's natural assets.

Healthcare and Social Services

- Collaboration between local Registered Training Organisations and health service providers as a means of growing the sector's local skilled worker base.
- Support workforce capability development such as Glen Innes Severn Council's development of a Regional Learning System.
- Support the ongoing availability of telehealth services.

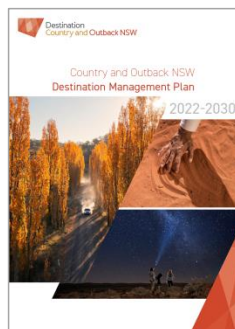
Transport, Postal and Warehousing

- Investment in the efficiency, maintenance and resilience of the region's road network.
- Access to improved rail infrastructure to the west of the region.

Informing Directions – Key Strategies Review

Country and Outback NSW Destination Management Plan 2022-2030

The Country and Outback NSW Destination Management Plan 2022 to 2030 has been developed to align with the directions of the NSW Visitor Economy Strategy 2030 (VES). Consistent with the NSW VES (which has recently been updated), the Country and Outback NSW DMP contains five strategic pillars to guide visitor economy growth. Key initiatives under each Pillar are described below.



Pillar 1: Road to Recovery

- Advocate and maximise the opportunities and resources available from external grant funding opportunities to support regional visitor economy resilience and growth.
- Advocate for workforce solutions around visitor economy staff and skills and housing shortages.
- Host an annual visitor economy seminar or forum that is inspirational.
- Strengthen industry engagement and networking, including through hosting forums.

Pillar 2: Build the Brand

- Create a marketing toolkit that maps the destination's products and experiences.
- Encourage the creation of experience-led remarkable content for multichannel distribution and support a shared program to capture and curate content.
- Strengthen content relating to cross-regional trails and multiday itineraries.
- Facilitate awareness of content that travellers should know and plan for before they arrive in-region.

Pillar 3: Showcase Our Strengths

- Advocate and support the development of Aboriginal and Heritage products and experiences.
- Prioritise high-value touring routes to strengthen and promote a visitor-centric, experience-led approach to drive tourism.
- Identify opportunities for nature-based products and experiences.
- Support operators to further develop agritourism and produce product development opportunities.

Pillar 4: Focus on World Class Events

- Support LGAs and LTOs to proactively pursue, attract and support new event initiatives, including business events and conferences as well as leisure and cultural events.
- Identify and support applications for grants to enable event development for First Nations' cultural events.

Pillar 5: Facilitate Growth

- Leverage opportunities for international and domestic airway route development.
- Advocate for improved digital and transport connectivity.
- Provide advice to local businesses, organisations and community groups to apply for visitor economy grants that can assist them grow.
- Attract investment for major infrastructure projects and improvements that enhance connectivity and accessibility.
- Increase awareness of sustainability and green destinations as well as to assist strengthen the ecotourism offering of the region.

Informing Directions – Key Strategies Review

NSW Visitor Economy Strategy 2030 Review

In 2024 a review of the NSW Visitor Economy Strategy 2030 (VES) was undertaken to determine how NSW could strengthen what is already great about its visitor economy.

The Review aims to align the VES with evolving priorities, especially experience tourism and cultural policies, while setting a stronger foundation for 2035. It proposes raising the long-term tourism target for NSW from \$65 billion by 2030 (recognising the \$51.4 billion achieved in 2023) to a bold \$91 billion annual visitor economy by 2035.

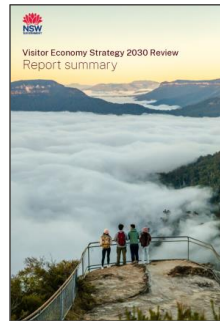
Key themes of the Review include:

Enhancing Visitor Experiences and Infrastructure

- To meet the ambitious goals, NSW must improve accommodation quality, expand capacity, and enhance visitor experiences. This includes adding 40,000 new rooms and increasing airline capacity by 8.5 million seats.
- The Review places greater emphasis on immersive, authentic, locality-driven travel rather than iconic landmarks.

Leveraging Events for Economic Growth

- NSW's leisure events sector, valued at \$2.8 billion, plays a crucial role in driving seasonal visitation and enhancing the State's visitor appeal. A unified event strategy is needed to maximise the impact of events on the visitor economy.



Marketing and Storytelling to Drive Demand

- A refreshed marketing strategy is essential to showcase NSW's unique visitor experiences and attract more visitors. This includes leveraging technology and storytelling to engage target audiences effectively.

Workforce Development and Skills Enhancement

- The visitor economy faces workforce challenges, including staff shortages and skills gaps. A focused approach is needed to promote career opportunities and engage a diverse workforce.

Commitment to Sustainable Tourism Practices

- NSW aims to be a leader in sustainable tourism by adopting eco-friendly practices and reducing the carbon footprint of events. This includes promoting locally sourced products and implementing sustainability initiatives.

The 2024 Review of the NSW Visitor Economy Strategy 2030 refocuses the VES toward rich, localised experiences, emphasising arts and culture, the night-time economy, food and nature, while raising the State's visitor economy ambition with a \$91 billion target for 2035.

The Review promotes a more integrated, data-driven and regionally balanced approach to State-wide destination management planning under strong inter-governmental coordination and oversight.

Informing Directions – Key Strategies Review

NSW Visitor Economy Strategy 2035

The NSW Visitor Economy Strategy 2035 (VES) is the NSW Government's bold new roadmap to turbocharge the state's visitor economy.

Following a comprehensive review and consultation with more than 500 NSW stakeholders, the new VES is designed to guide collaboration between government and industry over the next decade. The Strategy has a target to generate \$91 billion in annual visitor expenditure, 40,000 hotel rooms, 8.5 million new airline seats and an additional 150,000 jobs by 2035.

The VES recognises that the NSW visitor economy extends far beyond traditional tourism and comprises a vibrant ecosystem that includes accommodation, dining, retail and major sport, arts, culture, leisure and business events and transport. The visitor economy thrives on the direct and indirect contributions of people travelling for leisure, visiting family and friends, business, study and more.

The VES is guided by principles focussed on advancing the visitor experience and encouraging innovation, sustainability and collaboration, including:

- Prioritising the visitor experience to enhance satisfaction and repeat visitation.
- Encouraging innovation and agility to keep the NSW visitor economy competitive.
- Embedding sustainability practices to protect natural and cultural heritage.
- Fostering collaboration among government, industry and communities for shared success.



The NSW VES 2035 is underpinned by five strategic pillars:

- **Make it easy for more people to visit** – growing aviation capacity by 8.5 million seats, unlocking 40,000+ new accommodation rooms and expanding the tourism workforce. The VES recognises the importance of developing a skilled workforce for tourism and includes a number of recommendations to address skills shortages and improve workforce retention in the sector.
- **Focus on attracting visitors** – elevating the NSW and Sydney brands through bold storytelling and data-led marketing, showcasing Sydney as a destination beyond well-known postcards.
- **Drive growth through events** – locking in a nation-leading calendar of major sport, culture and business events to draw visitors year-round, including events that stimulate regional growth.
- **Focus on experiences** – delivering immersive, high-quality and culturally rich visitor offerings across metro and regional NSW that highlight our stunning landscapes and world-leading produce.
- **Leverage data and insights** – improving access to real-time data and consumer insights to enable agile decision-making across the sector.

While Sydney is regarded as a priority destination, the NSW Visitor Economy Strategy 2035 recognises the State's **regional areas** as being essential for economic growth through the development of a diversity of visitor experiences.

Informing Directions – Key Strategies Review

NSW 24-Hour Economy Strategy

NSW 24-Hour Economy Strategy demonstrates a commitment from the NSW Government to deliver vibrant, welcoming and accessible 24-hour precincts across NSW.

The vision for the NSW 24-hour economy, as stated in the Strategy, is, *“To forge globally acclaimed 24-hour precincts, fostering an environment where businesses and workforces can thrive, communities flourish and individuals connect in a vibrant, inclusive after-dark experience”*.

Unlike the previous 24-Hour Economy Strategy, this Strategy presents an increased focus on the 24-hour economy, rather than the night-time economy, as an economic framework that extends productivity and activity beyond traditional business hours.

The Strategy plays a key role in changing the focus of the night-time economy from a leisure-based economy to one that supports a myriad of night workers, some in the entertainment industries, and others in critical sectors such as healthcare and transport. It aims to further address changes and priorities that have emerged as a result of the Covid-19 pandemic.

Key findings, themes and recommendations of the NSW 24-Hour Economy Strategy are summarised as follows:

An Enabling Framework

- Offering straightforward, balanced entertainment sound management.
- Creating and supporting vibrant, coordinated precincts.
- Making the most of outdoor spaces.



Vibrant, Coordinated Precincts and Places

- Developing diverse and vibrant precincts that reflect communities across the state.
- Continuing to deliver precinct development and accreditation programs.
- Embedding 24-hour economy design principles in relevant major NSW renewal and development precincts.

Night-time Workers, Culture and Industry Collaboration

- Developing a new strategy for NSW's 24-hour workforce.
- Establishing an independent 24-Hour Economy Advisory Council.
- Supporting the delivery of the Creative Communities Policy, NSW Visitor Economy and Contemporary Music Strategies.

Safety, Mobility, Access and Inclusion

- Refreshing the Safety, Mobility and Wellbeing Advisory Group.
- Fostering a safe and inclusive night-time economy.
- Developing transport and mobility initiatives that increase transport options at night.

Authentic Storytelling

- Marketing and promotion of night-time precincts across NSW.
- Elevating the role of First Nations storytellers in the night-time economy.
- Promoting unique night-time culture.

18. Business and Community Survey Findings

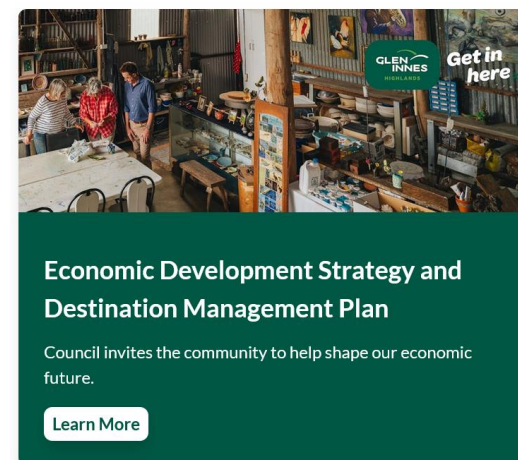
Survey Themes

During the course of preparing the Economic Development Strategy and the Destination Management Plan, Glen Innes Severn Council administered an online survey via its “Have Your Say” engagement platform, inviting local businesses and members of the community to provide their input. The survey was open to the public throughout the first two weeks of September 2025 and received **52 completed responses** across three key themes:

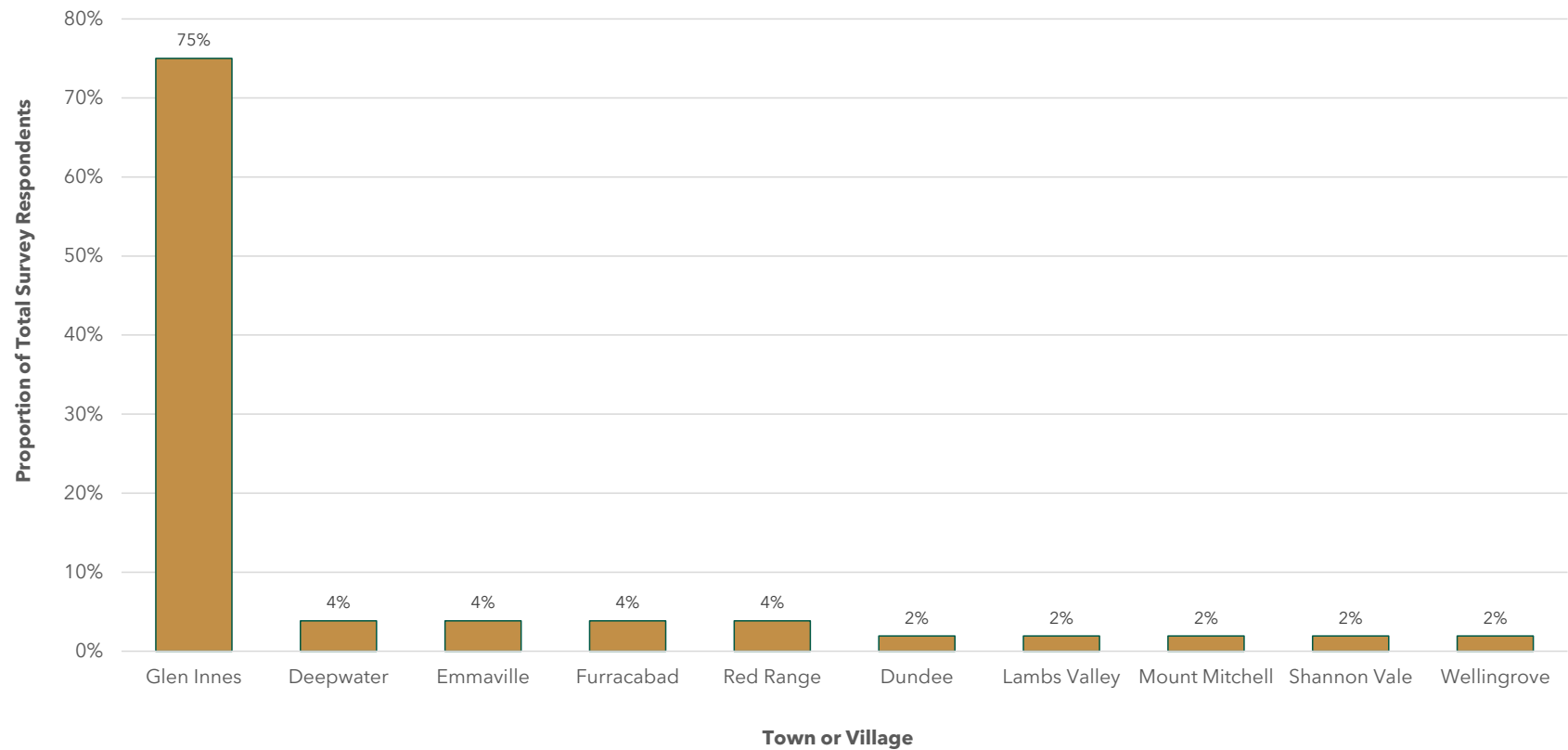


The Glen Innes Highlands Economic Development and Tourism Survey findings are summarised in the following pages.

Have Your Say

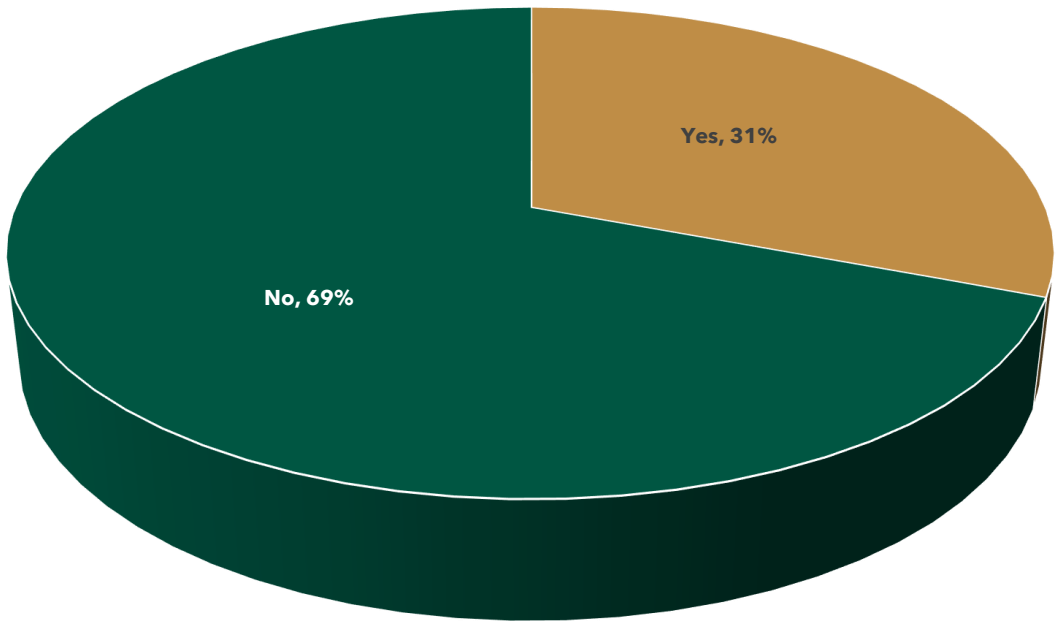


Locality Where Survey Respondents Live



Business Owner / Operator or Resident

Own or operate a business in the Glen Innes Highlands?



Economic Strengths and Weaknesses

Survey participants were asked, from a list of items provided – categorised as ‘attractors’, ‘facilities’ and ‘infrastructure & services’ - to rate on a scale from 1 (significant weakness) to 5 (significant strength), the Glen Innes Highlands’ strengths and weaknesses.

Noted **weaknesses**, according to the survey responses, include:

Attractors:

- Employment opportunities
- Business investment opportunities
- Housing availability and affordability
- Shopping / retail
- Business premises
- Industrial land

Facilities:

- Arts and cultural facilities
- Visitor accommodation
- Cafes and restaurants
- Quality of town centres and streetscapes

Infrastructure & Services:

- Rail and air transport infrastructure
- Road transport infrastructure
- Water supply infrastructure
- Health care, childcare and aged care
- Higher education, TAFE and training services

Reported **strengths** include:

Attractors:

- Location and lifestyle
- Natural features and landscape
- History and heritage
- Festivals and events
- Tourist attractions

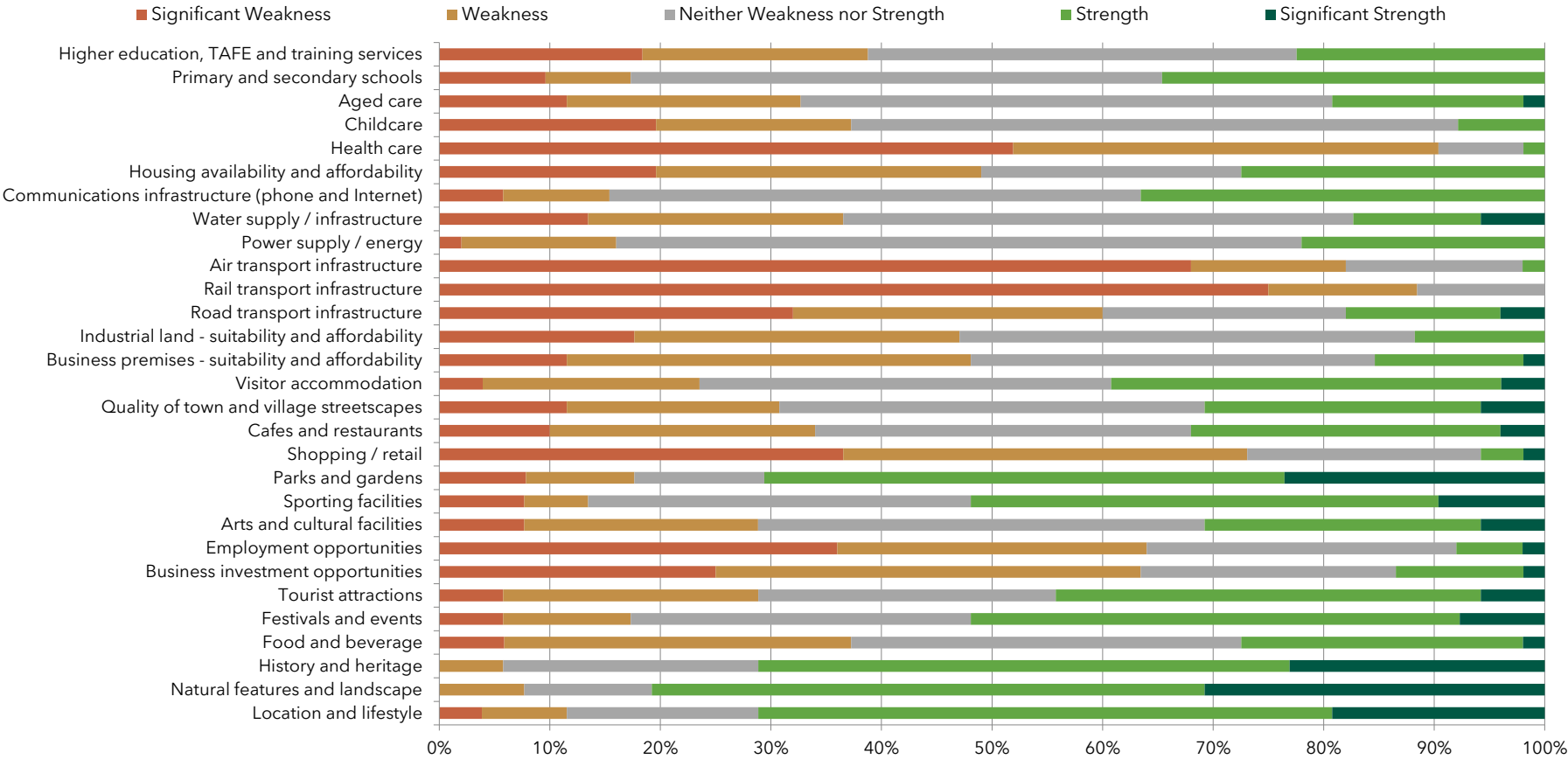
Facilities:

- Sporting facilities
- Primary and secondary schools
- Parks and gardens

Infrastructure & Services:

- Communications infrastructure (phone and Internet)

Economic Strengths and Weaknesses



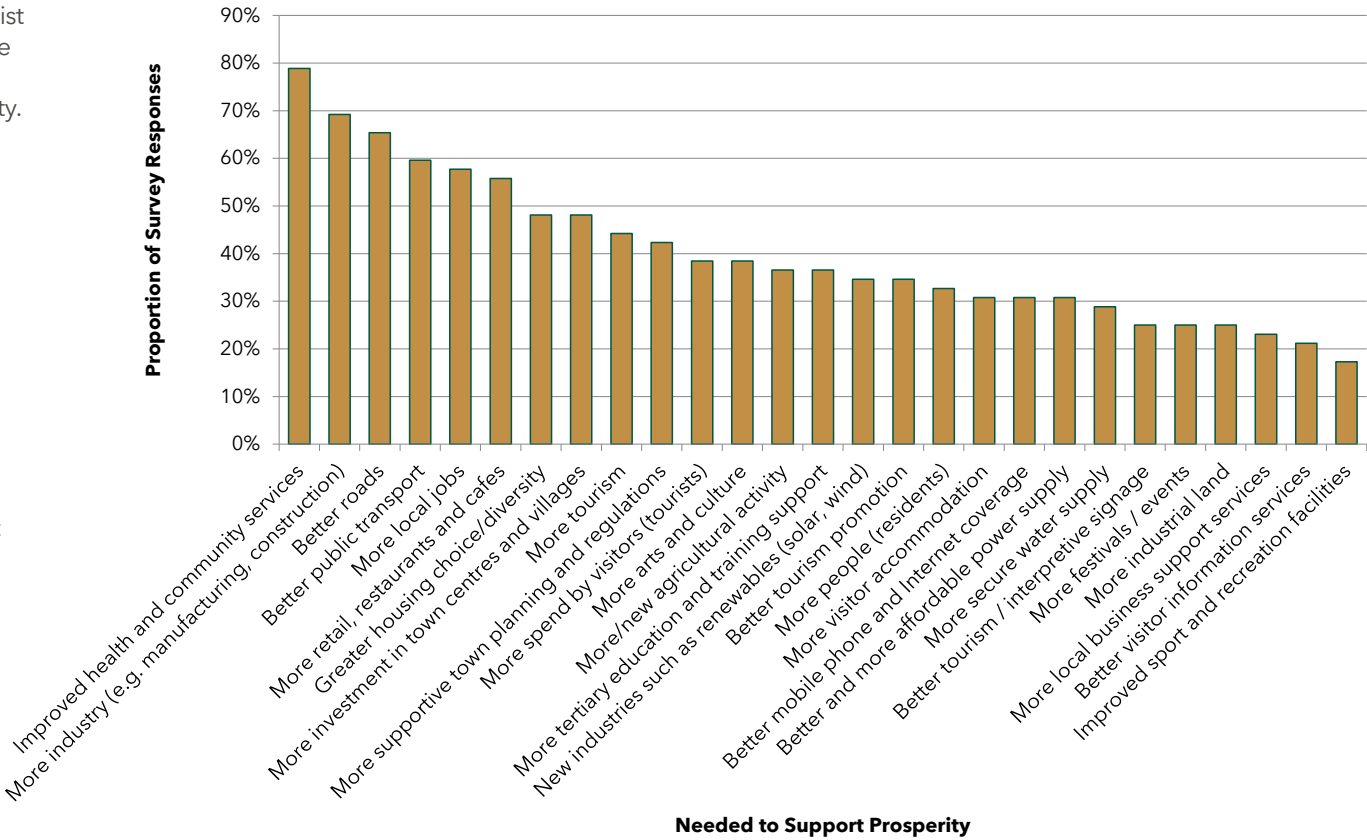
What is Needed to Support Prosperity

Survey participants were asked, from a list provided, to nominate what they believe is needed to support the Glen Innes Highlands’ / their community’s prosperity.

As shown in the chart, the highest number of responses suggested the need for:

- Improved health and community services
- More industry
- Better roads
- Better public transport
- More local jobs
- More retail, restaurants and cafes

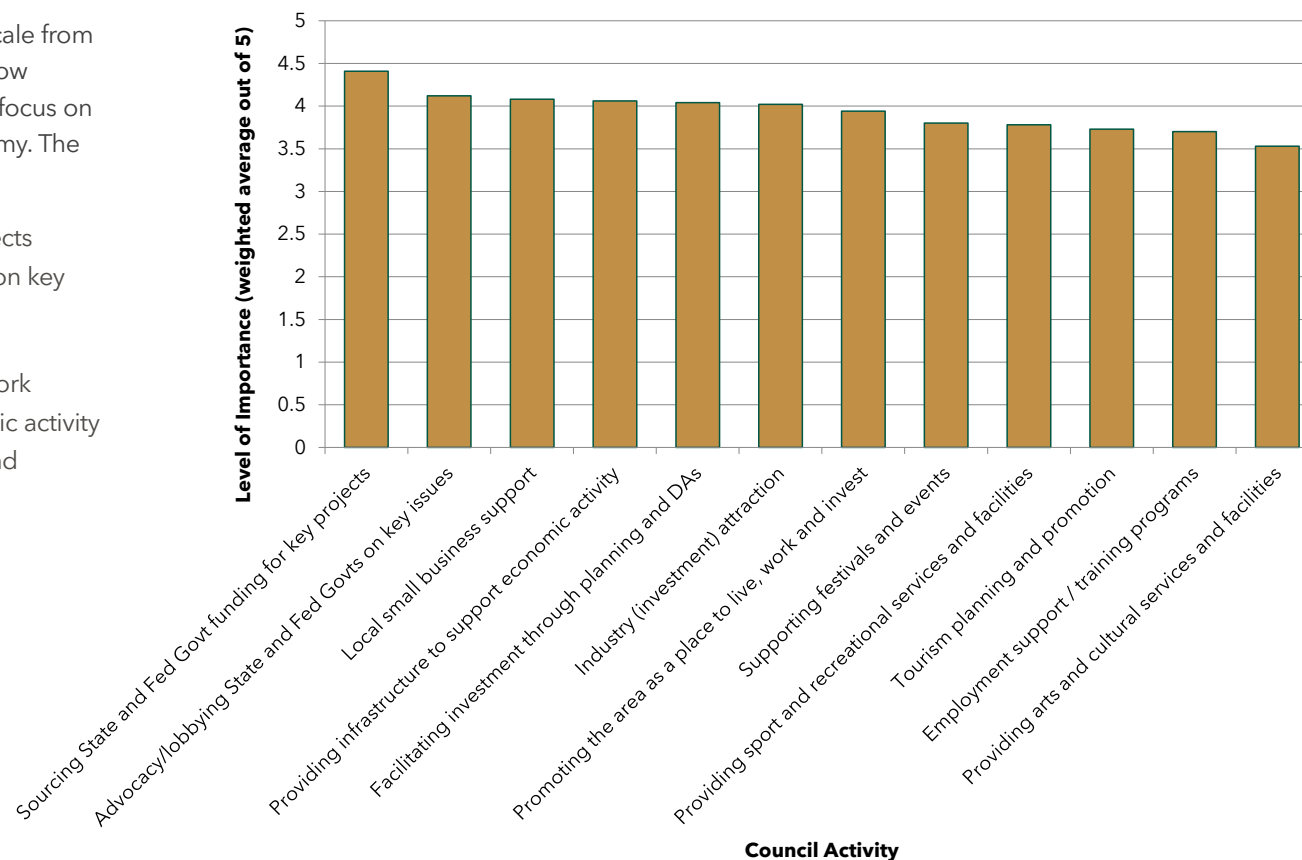
These items were nominated by at least half of all survey participants.



What Council Can Do To Support Economic Development and Tourism

Survey participants were asked to rate, on a scale from 1 (not at all important) to 5 (very important), how important it is that Glen Innes Severn Council focus on the activities listed to support the local economy. The chart shows that the top responses were:

- Sourcing government funding for key projects
- Lobbying State and Federal Governments on key issues affecting the community
- Local business support
- Promoting the area as a place to live and work
- Providing infrastructure to support economic activity
- Facilitating investment through planning and development approvals
- Investment attraction



19. Key Messages in Summary

Key Attributes

An assessment of key strategic documents and data, coupled with the findings of the business and community survey and targeted consultation with Council representatives and external stakeholders, point to some key themes for consideration in updating the Economic Development Strategy and Destination Management Plan.

The Glen Innes Highlands' economic attributes, expressed at a high level, are illustrated in the form of key words in the graphic opposite.



Key Messages in Summary

Key Challenges

The Glen Innes Highlands' economic constraints and challenges, expressed at a high level, are illustrated in the form of key words in the graphic opposite.



Key Messages in Summary

Opportunities for Prosperity

The Glen Innes Highlands’ opportunities for economic development and community wellbeing, expressed at a high level, are illustrated in the form of key words in the graphic opposite.



20. Further Considerations Moving Forward

This situation analysis is designed to inform the consultant team's ongoing consultation and engagement with Glen Innes Severn Council (Councillors and key staff), key industry bodies, tourism organisations, government agencies, industry operators and other stakeholders including local businesses and community representatives from across the Shire.

Moving forward, successful economic development and destination management planning (and implementation) will require Glen Innes Severn Council to:

- Continue to promote a **positive narrative** about the Glen Innes Highlands (and its constituent communities), its strengths, challenges and opportunities for economic development and tourism.
- Articulate and communicate a **vision** for the future economy, one that is shared by all communities.
- Confirm and communicate Glen Innes Severn Council's **economic development and tourism roles and functions**.
- Have **strategic, informed and targeted plans of action** to address priorities for implementation.
- Ensure the two strategies stand on their own merits while being **strategically aligned** and mutually-reinforcing.
- **Prioritise** actions for implementation, having regard for Council's economic development and tourism remit and its capacity to implement.
- Be pro-active in building **collaborative partnerships** with other stakeholders in the Glen Innes Highlands and New England North West Region.
- **Integrate** Council's economic development and tourism support and promotional activities across the organisation.
- Appropriately **resource** Council's economic development and tourism program with appropriately skilled staff and financial resources.
- **Monitor** strategy implementation (annually) using selected measures.
- **Celebrate** achievements.

With this in mind, information collated to date will be used to help inform the identification of themes and directions and ultimately, recommendations, including strategy pillars, actions and priority initiatives to be included in the revised and updated Economic Development Strategy and the Destination Management Plan for the Glen Innes Highlands.



Public Hearing Report - Reclassification of Land – Glen Innes Severn Council



Newcastle: 7 Canberra Street
Charlestown NSW 2290 | 02 4942 5441

Central Coast: Shop 1 & 2, 134 Erina Street East
Gosford NSW 2250 | 02 4314 6249

Mid-Western: 87 Herbert Street
Gulgong NSW 2852 | 02 6374 2911



admin@dewittconsulting.com.au
www.dewittconsulting.com.au



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1. Introduction

Glen Innes Severn Council has prepared and exhibited a planning proposal (PP- 2025-0373 in accordance with the requirements of the *Environmental Planning and Assessment Act 1979*) to reclassify council owned land (by way of amending the *Glen Innes Severn Local Environmental Plan 2012*) from “community land” to “operational land” as established under Sections 25 and 26 of the *Local Government Act 1993*.

As part of the planning proposal process, a public hearing was conducted in accordance with Section 29 of the *Local Government Act 1993*. The purpose of the hearing was to provide community members the opportunity to comment on the proposed reclassification of council owned land and discuss issues with an independent person in a public forum (Department of Planning and Environment, 5th October 2016, *LEP Practice Note PN16-001 Classification and reclassification of public land through a local environmental plan*).

This report, prepared by the independent facilitator, provides the results of the hearing and is to inform Glen Innes Severn Council consideration of the planning proposal.

- **Date of Hearing:** 10th September 2025 – 6pm to 8pm
- **Location:** Glen Innes Highlands Hub – Glen Innes
- **Council Officers Present:** None
- **Independent Facilitator:** Trevor Allen – Deputy Principal Planner – de Witt Consulting.

No later than 4 days after it has received this report, under Section 47G of the *Local Government Act 1993*, Council must make this report available for inspection by the public at a location within Glen Innes.

2. Description of the Land

Table 1 lists the parcels of council owned land proposed to be reclassified from community to operational. The land is predominantly located in the town of Glen Innes.

Table 1 Parcels of council owned land proposed to be reclassified

No.	Property	Address	Lot/DP
1	Old Shire Council Building (East)	181 Bourke St, Glen Innes	6/A/DP193319
2	Old Shire Council Building (West)		5/A/DP193319
3	Council Church St Offices	136 Church St, Glen Innes	13/A/DP193319
4	Council Church St Offices		14/A/DP193319
5	Council Church St Offices		11/A/DP193319
6	Council Church St Offices		12/A/DP193319
7	VRA Shed	5 Sachs Lane, Glen Innes	15/A/DP193319
8	VRA Shed		16/A/DP193319
9	Jamesies Garage	138 Church St, Glen Innes	9/DP137340
10	Jamesies Garage		10/DP137340
11	Aerodrome Site	773 Emmaville Rd, Glen Innes	2/DP1187809
12	Aerodrome Hangers		3/DP1187809
13	Aerodrome incl. Terminal		1/DP1187809
14	Works Depot	105 Lang St, Glen Innes	687/DP753282
15	Saleyards	36 Lang St, Glen Innes	716/DP753282
16	Visitor Information Centre	152 Church St, Glen Innes	8/DP773258
17	Visitor Information Centre		3/DP211176
18	Visitor Information Centre		9/DP773258

Note: Item 11 is actually Lot 3 and contains aerodrome hangers whilst Item 12 is actually vacant land.



The item number of each property in the first column is coloured to reflect the spatial grouping of this land i.e. each individual lot and adjacent or near other lots. There are five groups of lots including; the Church St precinct, the aerodrome land, works depot, saleyards and the visitor information centre.

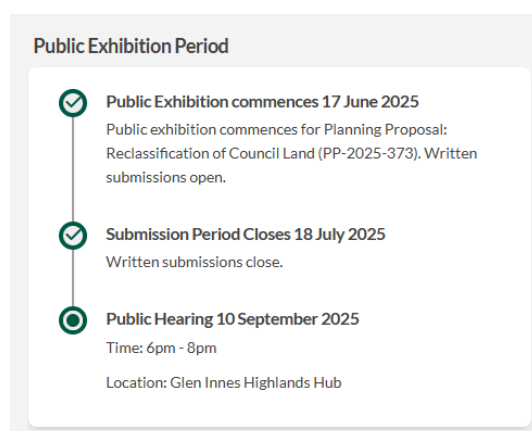
None of these lands are identified or used as parks, reserves or public open space.

3. Public Notification of the planning proposal and public hearing

Council placed the planning proposal on public exhibition for four weeks commencing on 17th June 2025 and closing on 18th July 2025. The method of notification was by Council's website:

haveyoursay.gisc.nsw.gov.au/planning-proposal-reclassification-of-land-pp-2025-373

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* (prepared by Council);
- *Practice Note PN-16-001 Classification-reclassification of public land through local environmental plan* (prepared by Department of Planning, Housing and Infrastructure).

4. Attendance

Five members of the community attended the public hearing.

5. Public hearing process

At the commencement of the public hearing, a power point presentation was provided by the independent facilitator (**Attachment 1**) that provided the following information:

- Purpose of public hearing and the process of preparing this report to council for its consideration;
- Explanation of the differences between community land and operational land and that council had identified 18 parcels of community land that are not required or cannot be used for community purposes;
- Land proposed to be reclassified in Table 1 and illustrated in 5 aerial photos (grouped as per Table 1); and

Public hearing report – reclassification of council owned land in Glen Innes
Our Ref. 16114 Sept 2025



- Each lot or group of lots (Church St precinct, the aerodrome land, works depot, saleyards and visitor information centre) would then be discussed and commented by the attendees.

Feedback from the attendees at the public hearing was recorded in writing by the independent facilitator and then at the end of the public hearing, it was read out to the attendees for their confirmation. Attendee feedback is provided as follows:

5.1. Church St Precinct (Items 1 to 10)

- *Council chambers (Items 1 and 2) – Rural Fire Services moved out. Reluctantly ok?*
- *Council offices (Items 3 to 6) – highway frontage. Hold as community land because of the potential for Council offices*
- *Voluntary Rescue Association (Items 7 and 8) – what will happen with this user – relocate?*
- *Jamesies garage (Items 9 and 10) ok to go to operational*
- *Existing hub is losing money*
- *Don't trust Council with property*
- *Is there another motive? What is the big picture?*
- *Need a strategic approach of council accommodation within which the reclassification can be understood.*

5.2. Aerodrome land (Items 11 to 13)

- *Is the rest of the airport to remain as community land*?*
- *All three lots should be the same*
- *Should be retained as community because it is community infrastructure*
- *Lot 1 – used as a mine camp for mine at Emmaville then ok to be considered to be operational*
- *Northern lot – (Item 11) to be retained as community*
- *Water and sewer is provided to this site that runs back to Glen Innes*
- *Can Council guarantee that it won't sell off this land then ok to be operational.*

* Note: mapping in the powerpoint presentation did not clearly indicate the bulk of the aerodrome (Lot 3) was included for reclassification. This is despite Table 1 above and the planning proposal indicating the three parcels of land making up the aerodrome site are proposed to be reclassified from community to operational.

5.3. Works depot (Item 14)

- *Is this crown land? No*
- *Ok to be operational.*

5.4. Saleyards (Item 15)

- *Forms a community service*
- *Not operating near capacity*
- *Sheep selling centre (it was the biggest in the state)*
- *Cattle component is less*
- *Council is getting a consultant report on what to do with the saleyard – overdue.*
- *This is a small saleyard*
- *Saleyards at Guyra, Inverell, Armidale, Tenterfield and Grafton are larger and some are private*
- *Saleyard is a transshipping facility*
- *Lack of selling agents in Glen Innes*
- *Keep as community.*



5.5. Visitor information centre (Items 16- 18)

- *Bus terminal*
- *Tenterfield shut down its visitor information centre*
- *Tourism is a key economic driver. Glen Innes visitor information centre compares well to other centres in larger towns*
- *Visitor information centre is a business unit within council and contains a gem/sapphire business*
- *Keep as community land but operational if required to be leased to the sapphire business and council can guarantee not to sell. If not retain as community.*

5.6. Concluding comments

- *Why so many properties being considered for reclassification? Reckless?*
- *What does council intend to do with the buildings?*
- *What does Council intend to do with the proceeds?*

6. Submissions

No submissions were received prior or during the public hearing.

Two submissions were received during the public exhibition period: one by email on 3 July 2025 raising matters addressed in Table 2 below and one via the NSW Planning Portal which did not express an opinion on the proposal.

6.1. Issues raised in submission

Consideration of the issues raised in the email submission are provided in Table 2.

Table 2 Consideration of issues raised in submission

Issue	Consideration
• <i>If the land becomes operational, what is the plan for these lots within a ten-year framework?</i>	Generic or specific plans of management for each operational lot will guide the current and future uses of these lots.
• <i>Which of these properties would be retained and for what purpose?</i>	As stated in the planning proposal, only the former Severn Shire Council building is to be sold under an existing council resolution. All other lots will be retained as is and/or adjust in response to commercial and market needs.
• <i>Which properties are intended for sale, where would the proceeds from any sales go.</i>	Only the former Severn Shire Council is to be sold under an existing council resolution. Proceeds will be reinvested in priority projects that benefit the community, such as upgrades to public facilities or improvements to council buildings.
• <i>Is there a list of council properties and the income derived from the ownership and the cost of ownership including the maintenance and depreciation on each asset?</i>	The capacity for council properties to generate income to offset the costs of ownership is significantly influenced by the classification of the property, commercial arrangements for use/users and market factors. If there is a concern about the financial performance of council properties, then the reclassification of certain council owned land provides commercial flexibility and allows Council to generate more income for the community.
• <i>Also is there a list of the costings and income of every program that the council runs?</i>	This is not a matter that has a bearing on whether select council owned land should be reclassified.



An accurate summary of all the council's costings and income derived from council's operations would allow the community to understand where their rates are going.	This is not a matter for the reclassification of select council land. This is a rates matter that is best directed to the Council.
is the costs of maintaining and the depreciation on these assets in anyway responsible for the declining financial well-being of council?	The status of council's assets are detailed in Council's asset management strategies and plans. If there is a perception that Council's financial well-being is declining, then the reclassification of select council owned land to provide flexibility in how Council can generate income from these land would be seen as a desirable outcome.

7. Summary of public hearing feedback

The attendees at the public hearing generally had a consistent view on the planning proposal overall and hence each parcel overall. It may be reasonable to summarise the attendees viewed the proposed reclassification of select council owned land from community to operational as lacking context and having a distrust of council when it comes to the management and the buying and selling of land.

The facilitator indicated to the attendees these are matters separate to the planning proposal process and subject to Council decision making requirements and processes under the *Local Government Act 1993*.

The feedback of the public hearing on each lot of land is summarised in Table 3.

Table 3 Summary of public hearing feedback

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		

Prepared by

Trevor Allen
Deputy Principal Planner – de Witt Consulting
2nd October 2025



Attachment 1

Powerpoint presentation to public hearing *Reclassification of land – PP-2025-373*

Public Hearing for
reclassification 18
parcels of council land
in Glen Innes

10/09/2025

PP-2025

Chaired by: Trevor Allen – Deputy Principal Planner
- de Witt Consulting
trevor.allen@dewittconsulting.com.au

Purpose of Public Hearing

- ❖ Councils must hold a public hearing when reclassifying public land from community to operational (EP&A Act s.57 & LG Act s.29). This gives the community an opportunity to expand on written submissions and discuss issues with an independent person in a public forum (this forum).
- ❖ Trevor Allen will review all submissions from the public exhibition of the planning proposal including feedback/ comments at today's public hearing and prepare a public hearing report.
- ❖ Council will make the public hearing report publicly available and must consider it before making a decision to proceed with the reclassification of the subject land.

Land classification

- ❖ Public land is managed under the *Local Government Act 1993* (LG Act) based on its classification. All public land must be classified as either community land or operational land (LG Act ss.25, 26).
- ❖ *Community* land – is land council makes available for use by the general public, for example, parks, reserves or sports grounds.
- ❖ *Operational* land – is land which facilitates the functions of council, and may not be open to the general public, for example, a works depot or council garage.

Community land/operational land?

- ❖ Community land must not be sold, exchanged or otherwise disposed of by a council.
- ❖ There are no special restrictions on council powers to manage, develop, dispose, or change the nature and use of operational land.
- ❖ If council identifies community land that is not required for community use then it can reclassify it to operational to allow it to be developed or disposed.
- ❖ Council has identified a number of lots of community land that are not required or cannot be used for community purposes. This public hearing is to listen to the community comment on each lot of land proposed to be reclassified with a person independent of council.

Land proposed to be reclassified

1.	Old Shire Council building (east)	181 Bourke St Glen Innes	6/A/DP193319
2.	Old Shire Council building (west)	181 Bourke St Glen Innes	5/A/DP193319
3.	Council Church St Offices	136 Church St Glen Innes	13/A/DP193319
4.	Council Church St Offices	136 Church St Glen Innes	14/A/DP193319
5.	Council Church St Offices	136 Church St Glen Innes	11/A/DP193319
6.	Council Church St Offices	136 Church St Glen Innes	12/A/DP193319
7.	VRA Shed	5 Sachs Lane Glen Innes	15/A/DP193319
8.	VRA Shed	5 Sachs Lane Glen Innes	16/A/DP193319
9.	Jamesies Garage	138 Church St Glen Innes	9//DP137340
10.	<u>Jamesies Garage</u>	138 Church St Glen Innes	<u>10//DP137340</u>
11.	Aerodrome Site	773 Emmaville Rd Glen Innes	2//DP1187809
12.	Aerodrome Hangers	773 Emmaville Rd Glen Innes	3//DP1187809
13.	<u>Aerodrome including terminal</u>	773 Emmaville Rd Glen Innes	<u>1//DP1187809</u>
14.	<u>Works Depot</u>	105 Lang St Glen Innes	<u>687//DP753282</u>
15.	<u>Saleyards</u>	36 Lang St Glen Innes	<u>716//DP753282</u>
16.	Visitor Information Centre	152 Church St Glen Innes	8//DP773258
17.	Visitor Information Centre	152 Church St Glen Innes	3//DP211176
18.	<u>Visitor Information Centre</u>	152 Church St Glen Innes	<u>9//DP773258</u>

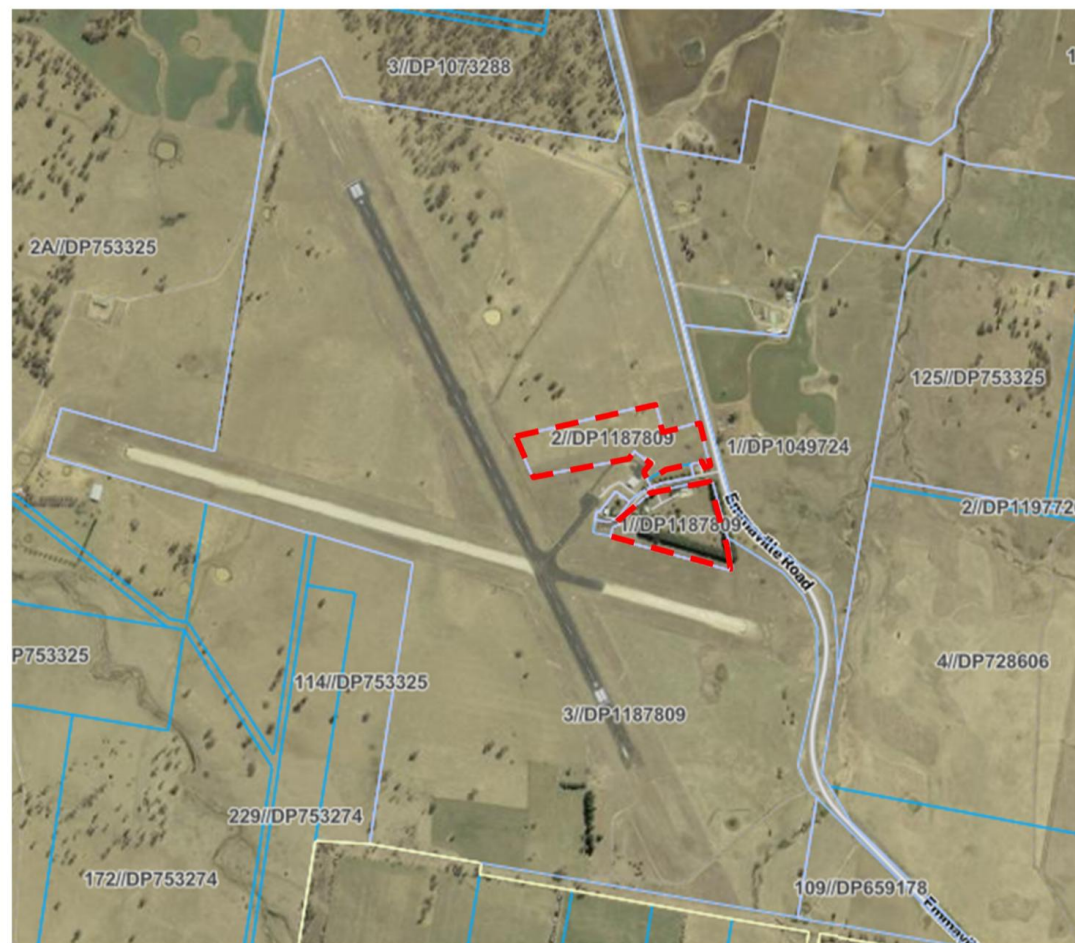
Church Street precinct – parcels 1 to 10



Item 7.9

Annexure A

Aerodrome site – parcels 11 to 13



Council works depot – parcel 14

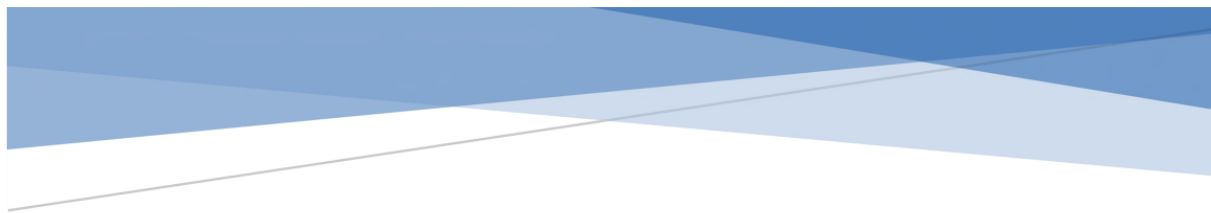


Saleyards - parcel 15



Visitor information centre - parcel 16 to 18





Planning Proposal – Reclassification of Council Land - PP-2025-373

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

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PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

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PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

Part 1 Objectives and intended outcomes.**Introduction**

This Planning Proposal has been undertaken in order for Glen Innes Severn Council (Council) to reclassify a number of Council owned parcels from Community to Operational Classification. This is to ensure that Council is able to effectively manage these parcels. These parcels are:

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

These lots and DPs represent 6 distinct areas, the Church St Council offices and surrounds (currently utilised as Council offices, a VRA shed, the former Severn Shire Council Building which is currently vacant and an investment property occupied by a mechanic workshop), the Glen Innes Aerodrome (currently utilised as an operational aerodrome), a Works Depot (currently utilised as Councils' Works Depot), the saleyard site (currently operating as a saleyards) and the Visitor Information site (currently utilised as the Glen Innes Visitor Information Centre).

At the introduction of the Local Government Act in 1993, all NSW Councils were required to classify, by resolution, all public land owned or under the control of Council as either "Community" or "Operational" land (except Roads and Crown land). Council owned or Council controlled land that was not classified as Operational on 28 June 1994 (or within 3 months of a property's subsequent acquisition) reverted automatically to Community land.

It should be noted that the classification / reclassification of land does not affect a property's ownership, tenure, development, or zoning, nor does it mean that Council is required to sell the property.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

What is Community Land?

Community land comprises land open to the public such as a park, bush land reserve or sportsground. The purpose of the Community land classification is to identify Council owned land which should be set aside for general public use.

Accordingly, there are a number of restrictions on how Community land is managed by Council, including:

- Community land cannot be sold,
- Community land must be managed in accordance with a Plan of Management,
- Council can grant a lease or licence over community land, but only for certain purposes, some of which must be expressly authorised by a Plan of Management for the land, and not for more than 21 years (Note: A lease or licence over Community Land for greater than 5 years is required to comply with more stringent controls and more restrictions).

What is Operational Land?

Operational land generally comprises:

- Land held as a temporary asset or as an investment,
- Land which facilitates the carrying out by Council its functions,
- Land which may not be opened to the general public, such as a works depot or a Council garage,
- The restrictions / controls applying to 'Community Land' do not apply to 'Operational Land' and can therefore be sold or developed in accordance with its zoning and subject to the normal Council processes.

The land parcels identified are generally land which is required by Council to carry out their functions or is land that has been identified as being surplus to Council operational needs.

Objectives and Intended Outcomes

The objectives and intended outcomes of this planning proposal is to reclassify the identified land from Community to Operational. Any additional works to the identified lands will be undertaken under separate approval processes or actions.

Part 2 Explanation of provisions

Clause 5.2 of the *Glen Innes Severn Local Environmental Plan 2012* enables Council to classify or reclassify public land as Operational land or Community land in accordance with the *Local Government Act 1993*. This planning proposal seeks to amend the *Glen Innes Local Environmental Plan 2012* by listing the lots described in Part 1 within Schedule 4 of the LEP. The only interests to be discharged are those listed in the blow table. All other interests are not be discharged. Interests that are not to be discharged are listed in Appendix 2.

These lots are:

Address	Lot and DP	Any interests to be discharged
181 Bourke St Glen Innes	6/A/DP193319	Nil
181 Bourke St Glen Innes	5/A/DP193319	Nil

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

773 Emmaville Rd Glen Innes	2//DP1187809	Nil
773 Emmaville Rd Glen Innes	3//DP1187809	Nil
773 Emmaville Rd Glen Innes	1//DP1187809	Nil
136 Church St Glen Innes	13/A/DP193319	Nil
136 Church St Glen Innes	14/A/DP193319	Nil
136 Church St Glen Innes	11/A/DP193319	Nil
136 Church St Glen Innes	12/A/DP193319	Nil
5 Sachs Lane Glen Innes	15/A/DP193319	Nil
5 Sachs Lane Glen Innes	16/A/DP193319	Nil
138 Church St Glen Innes	9//DP137340	3 AI194104 LEASE TO WAYNE JOHN JAMES & FIONA HELEN JAMES EXPIRES: 1/10/2013.
138 Church St Glen Innes	10//DP137340	3 AI194104 LEASE TO WAYNE JOHN JAMES & FIONA HELEN JAMES EXPIRES: 1/10/2013.
105 Lang St Glen Innes	687//DP753282	2 W260406 LEASE TO BOOMERANG FROZEN FOODS PTY LIMITED OF PREMISES SHOWN HATCHED IN PLAN WITH W260406 TOGETHER WITH RIGHTS. EXPIRES 31-12-1989. OPTION OF RENEWAL 5 YEARS W260407 TRANSFER OF LEASE TO BARRY JOHN SULLY AND JOHN MICHAEL WEBBER AS TENANTS IN COMMON
36 Lang St Glen Innes	716//DP753282	Nil
152 Church St Glen Innes	3//DP211176	2 AJ913103 LEASE TO ARTS NORTH WEST INCORPORATED OF 1ST FLOOR, 152 CHURCH STREET, GLEN INNES. EXPIRES: 30/6/2018.
152 Church St Glen Innes	8//DP773258	5 AK998814 LEASE TO REDDESTONE SAPPHIRES PTY LTD OF SHOP 2, 152 CHURCH STREET, GLEN INNES. EXPIRES: 30/9/2019. OPTION OF RENEWAL: 3 YEARS. 6 AN486041 LEASE TO

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

		BRETT BROWN & JENNY BROWN OF OLD BUS LOUNGE, 152 CHURCH STREET, GLEN INNES. EXPIRES: 14/12/2020. OPTION OF RENEWAL: 2 YEARS.
152 Church St Glen Innes	9//DP773258	5 AJ913103 LEASE TO ARTS NORTH WEST INCORPORATED OF 1ST FLOOR, 152 CHURCH STREET, GLEN INNES. EXPIRES: 30/6/2018.

Title Searches for these lots are included as Appendix B.

Aerial imagery showing the identified lots and the zoning of these lots are shown below.



PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

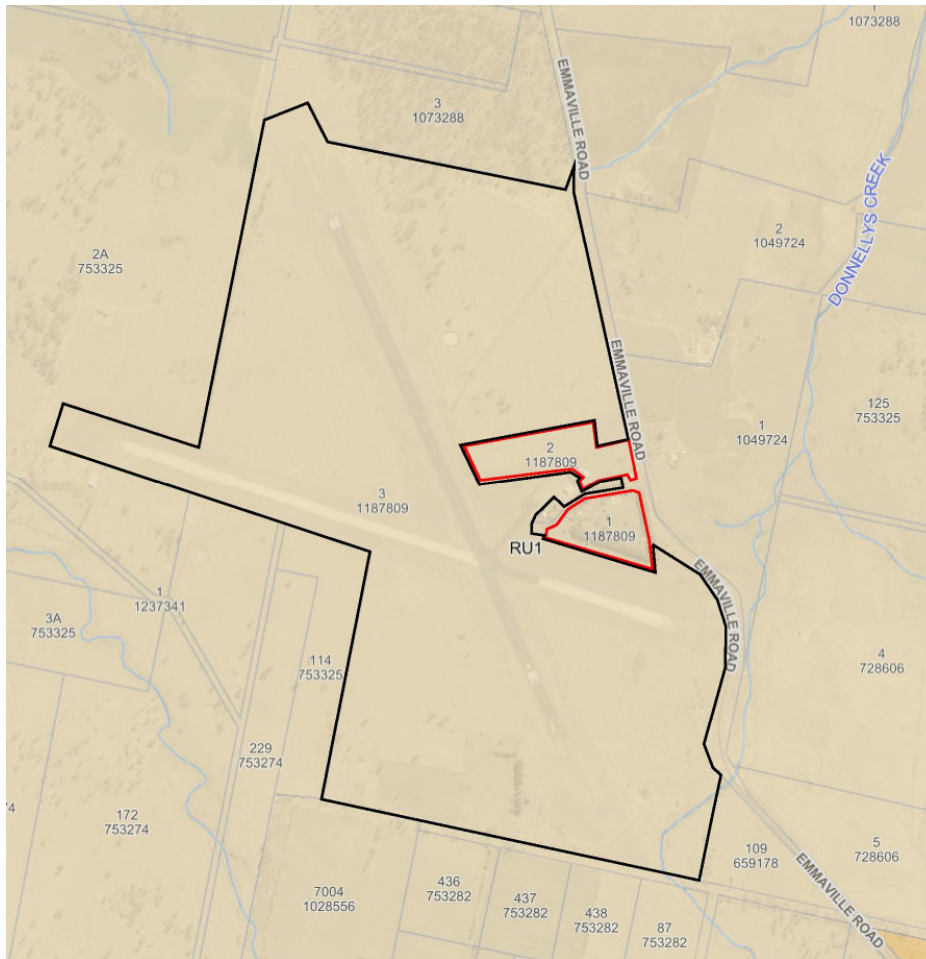


Figure 2: Aerodrome Site (all lots including those in red)

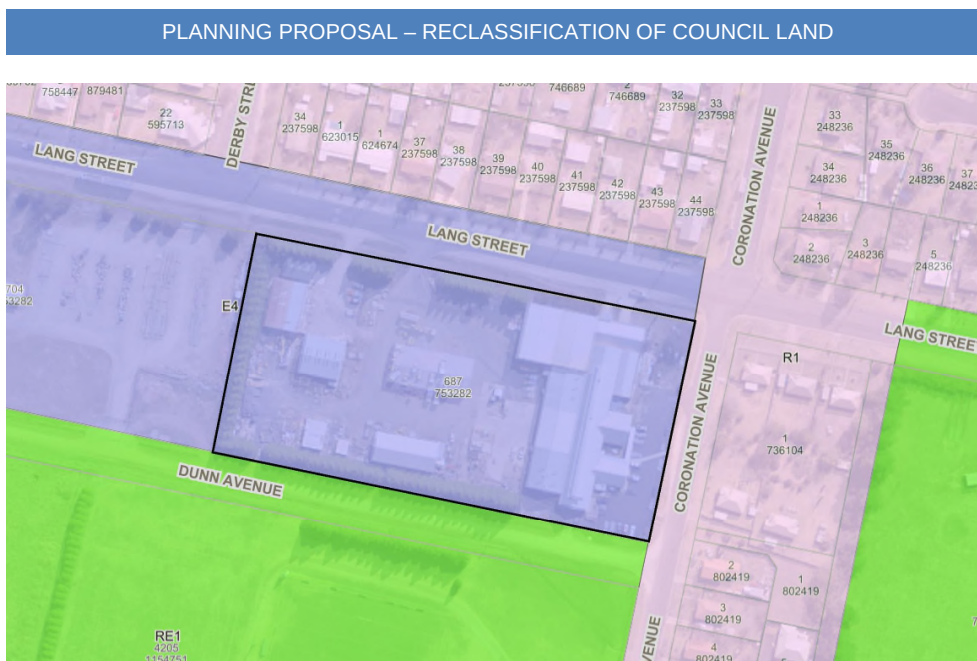


Figure 3: Council Works Depot

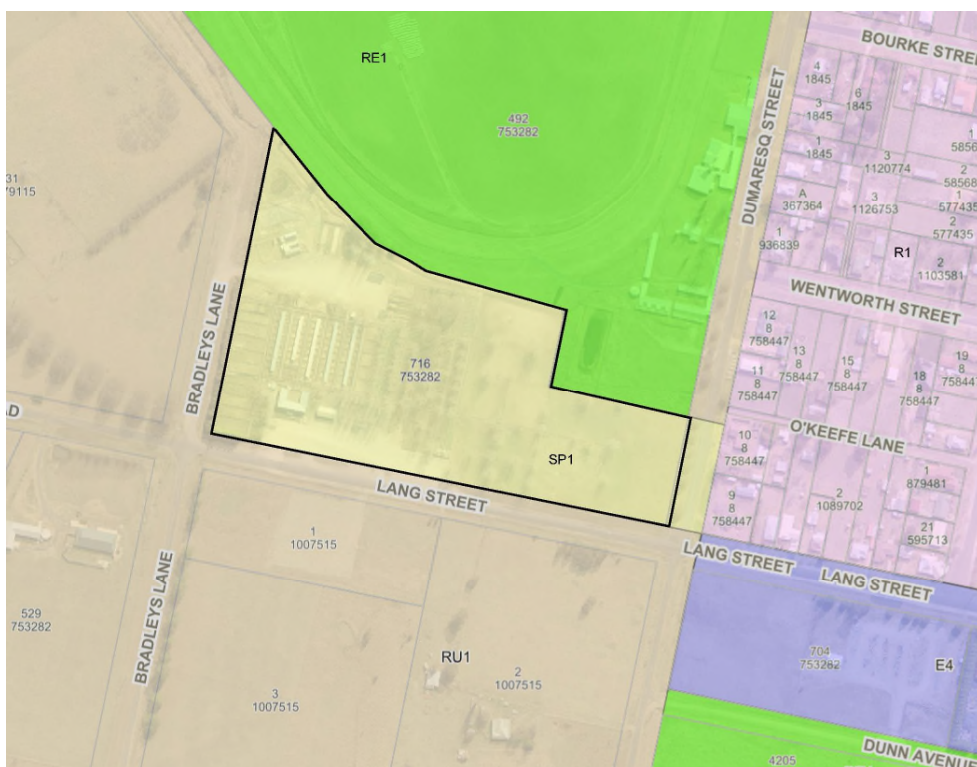


Figure 4: Saleyards

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

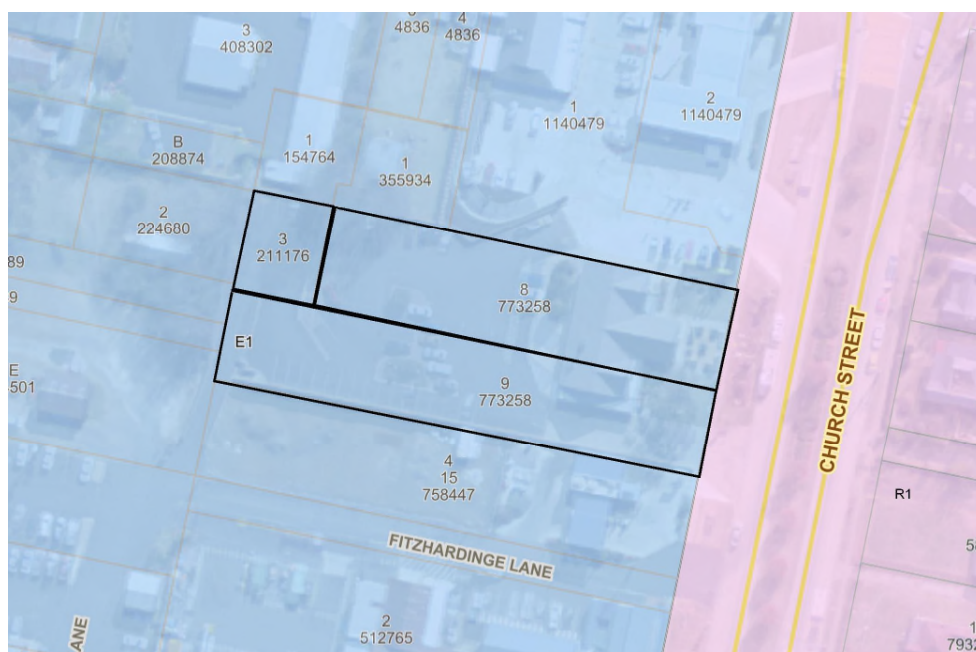


Figure 5: Visitor Information Centre

Part 3 Justification**Section A Need for the planning proposal.*****Q1. Is the planning proposal a result of an endorsed local strategic planning statement, strategic study or report?***

No. The planning proposal has been prepared in order to achieve operational objectives relating to the orderly use of Council land.

Q2 Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

Section 31 of the *Local Government Act 1993* provides that a council may resolve that the land be classified as community or operational before or within three months after it acquires the land. Council did not adopt any such resolution within these designated timeframes therefore a planning proposal is currently the only way to reclassify land from Community to Operational.

Section B Relationship to strategic planning framework***Q3. Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?***

The planning proposal is for the reclassification of Council land. Although it does not give effect to any objectives or actions in applicable plans or strategies, it does not undermine any applicable plans or strategies.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

Q4. Will the planning proposal give effect to a council's endorsed local strategic planning statement, or another endorsed local strategy or strategic plan?

The planning proposal is for the reclassification of land rather than to achieve a strategic outcome. Although the planning proposal does not give effect to the endorsed LSPS, it does not undermine the strategy.

Q5. Is the planning proposal consistent with the applicable State Environmental Planning Policies (SEPPs)?

SEPP	Relevance	Comment
State Environmental Planning Policy (Biodiversity and Conservation) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Planning Systems) 2021	N/A	Not applicable as the Planning Proposal is for the reclassification of Council land.
State Environmental Planning Policy (Precincts – Central River City) 2021	N/A	Not applicable as the SEPP does not apply to the Council area.
State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021	N/A	Not applicable as the SEPP does not apply to the Council area.
State Environmental Planning Policy (Precincts – Regional) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Precincts – Western Parkland City) 2021	N/A	Not applicable as the SEPP does not apply to the Council area.
State Environmental Planning Policy (Primary Production) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Resilience and Hazards) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Resources and Energy) 2021	N/A	Not applicable to the reclassification of Council land.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

State Environmental Planning Policy (Sustainable Buildings) 2021	N/A	Not applicable to the reclassification of Council land.
State Environmental Planning Policy (Transport and Infrastructure) 2021	N/A	Not applicable to the reclassification of Council land.

No State Environmental Planning Policies apply to the planning proposal as it is for the reclassification of community land to operational land.

Q6. Is the planning proposal consistent with applicable Ministerial Directions (s9.1 Directions)?

S9.1 Direction	Application	Relevance	Comment
Focus Area 1: Planning Systems			
1.1 Implementation of Regional Plans	This direction applies to a relevant planning authority when preparing a planning proposal for land to which a Regional Plan has been released by the Minister for Planning	Yes	New England North West Regional Plan applies to land within the LGA. The planning proposal is consistent with the following Objectives of the Plan: Objective 5: Enhance the diversity and strength of Central Business Districts and town centres. The planning proposal seeks to reclassify a number of parcels of Community land to Operational land in order to encourage a broader range of uses within the Glen Innes CBD. These include Council investment holdings currently leased of successful commercial operations.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

			Objective 18: Public spaces and green infrastructure support connected, inclusive and healthy communities. The planning proposal seeks to reclassify Community Land to Operational Land in order to allow a broader range of uses on the land. The planning proposal does not counter the local government narrative identified for the LGA.
1.2 Development of Aboriginal Land Council Land	This direction applies to all relevant planning proposal authorities when preparing a planning proposal for land shown on the Land Application Map of chapter 3 of the State Environmental Planning Policy (Planning Systems) 2021.	No	N/A
1.3 Approval and Referral Requirements	This direction applies to all relevant planning authorities when preparing a planning proposal.	Yes	The planning proposal will not seek any provisions requiring the concurrence of the Minister.
1.4 Site Specific Provisions	This direction applies to all relevant planning authorities when preparing a planning proposal that will allow a particular development to be carried out.	No	N/A
1.4A Exclusion of Development	This direction applies when a planning proposal authority prepares a	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
Standards from Variation	planning proposal that proposes to introduce or alter an existing exclusion to clause 4.6 of a Standard Instrument LEP or an equivalent provision of any other environmental planning instrument.		
Focus Area 1: Planning Systems – Place Based			
1.5 Parramatta Road Corridor Urban Transformation Strategy	This direction applies when a relevant planning authority prepares a planning proposal for land in the City of Parramatta, Cumberland, Strathfield, Burwood, Canada Bay and Inner West local government areas, that applies to land within the Parramatta Road Corridor	No	N/A
1.6 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	This direction applies when a relevant planning authority prepares a planning proposal for land in the Blacktown, The Hills or Hawkesbury local government areas that applies to land within the North West Priority Growth Area.	No	N/A
1.7 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	This direction applies when a relevant planning authority prepares a planning proposal for land contained within the Greater Parramatta Priority Growth Area	No	N/A
1.8 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	This direction applies when a relevant planning authority prepares a planning proposal for land in the Wollondilly local government area that applies to land within the Wilton Priority Growth Area (being the Wilton Priority Growth Area within the meaning of chapter 3 of the State Environmental Planning Policy (Precincts -	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

	Western Parkland City) 2021.		
1.9 Implementation of Glenfield to Macarthur Urban Renewal Corridor	This direction applies when a relevant planning authority prepares a planning proposal for land in the Campbelltown local government area that applies to land within the precincts between Glenfield and Macarthur	No	N/A
1.10 Implementation of the Western Sydney Aerotropolis Plan	This direction applies when a relevant planning authority prepares a planning proposal for land in the Blacktown, Blue Mountains, Camden, Campbelltown, Fairfield, Liverpool, Penrith and Wollondilly local government areas that applies to land that is the subject of the chapter 4 of the State Environmental Planning Policy (Precincts- Western Parkland City) 2021.	No	N/A
1.11 Implementation of Bayside West Precincts 2036 Plan	This direction applies when a planning proposal authority prepares a planning proposal for land in the Bayside local government area that applies to land within the Bayside West Precincts in the Arncliffe, Banksia and Cooks Cove Bayside.	No	N/A
1.12 Implementation of Planning Principles for the Cooks Cove Precinct	This direction applies when a planning proposal authority prepares a planning proposal for land within the Cooks Cove Precinct in the Bayside local government area,	No	N/A
1.13 Implementation of St Leonards and Crows Nest 2036 Plan	This direction applies when a planning proposal authority prepares a planning proposal for land within the St Leonards and Crows Nest Precinct in the North Sydney, Lane Cove, and Willoughby local government areas	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

1.14 Implementation of Greater Macarthur 2040	This direction applies to when a planning proposal authority prepares a planning proposal for land in the Camden, Campbelltown and Wollondilly local government areas that applies to land identified within Greater Macarthur 2040 dated November 2018 and the Greater Macarthur Growth Area Structure Plan 2022.	No	N/A
1.15 Implementation of the Pymont Peninsula Place Strategy	This direction applies when a planning proposal authority prepares a planning proposal within land subject to the Pymont Peninsula Place Strategy in the City of Sydney local government area as shown on Map LAP_001 Pymont Peninsula Place Strategy Ministerial Direction	No	N/A
1.16 North West Rail Link Corridor Strategy	This direction applies when a relevant planning authority prepares a planning proposal for land in the Hornsby, The Hills and Blacktown local government areas that applies to land within the North West Rail Link Corridor, as identified in the NWRL Corridor Strategy and Structure Plans.	No	N/A
1.17 Implementation of the Bays West Place Strategy	This direction applies when a planning proposal authority prepares a planning proposal for land in the Inner West Council local government area as shown on Map LAP_001 Bays West Place Strategy Ministerial Direction Map	No	N/A
1.18 Implementation of the Macquarie Park Innovation Precinct	This direction applies when a planning proposal authority prepares a planning proposal for land in the City of Ryde local government area that applies to land identified as	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
	Macquarie Park Corridor and the Macquarie Park Investigation Area		
1.19 Implementation of the Westmead Place Strategy	This direction applies when a planning proposal authority prepares a planning proposal for land subject to the Westmead Place Strategy in the City of Parramatta Council and Cumberland Council local government areas	No	N/A
1.20 Implementation of the Camellia-Rosehill Place Strategy	This direction applies when a planning proposal authority prepares a planning proposal for land subject to the Camellia-Rosehill Place Strategy in the City of Parramatta local government area	No	N/A
1.21 Implementation of South West Growth Area Structure Plan	This direction applies to when a planning proposal authority prepares a planning proposal for land in the Camden, Campbelltown and Liverpool local government areas that applies to land within the South West Growth Area.	No	N/A
1.22 Implementation of the Cherrybrook Station Place Strategy	This direction applies when a planning proposal authority prepares a planning proposal for land subject to the Cherrybrook Station Precinct Place Strategy in the Hornsby Shire Council and The Hills Shire Council local government areas	No	N/A
Focus Area 2: Design and Place (Focus area currently blank)			
Focus Area 3: Biodiversity and Conservation			
3.1 Conservation Zones	This direction applies to all relevant planning authorities when preparing a planning proposal.	No	N/A
3.2 Heritage Conservation	This direction applies to all relevant planning authorities when preparing a planning proposal.	Yes	A number of items are listed heritage items under the Glen Innes Severn LEP. The reclassification of

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

			land does not alter the heritage significance of these items.
3.3 Sydney Drinking Water Catchments	This direction applies when a planning proposal authority prepares a planning proposal for land located in the Sydney drinking water catchment	No	N/A
3.4 Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	This direction applies when a relevant planning authority prepares a planning proposal within the Ballina, Byron, Kyogle, Lismore and Tweed local government areas that introduces or alters an C2 Environmental Conservation or C3 Environmental Management zone or introduces or alters an overlay and associated clause.	No	N/A
3.5 Recreation Vehicle Areas	This direction applies to all relevant planning authorities when preparing a planning proposal.	No	N/A
3.6 Strategic Conservation Planning	This direction applies to all relevant planning authorities when preparing a planning proposal that relates to land that, under the State Environmental Planning Policy (Biodiversity and Conservation) 2021, is identified as avoided land or a strategic conservation area.	No	N/A
3.7 Public Bushland	This direction applies when a planning proposal authority prepares a planning proposal for land in the following local government areas (list of Metropolitan LGAs).	No	N/A
3.8 Willandra Lakes Region	This direction applies when a planning proposal authority prepares a planning proposal for land identified as the Willandra	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
	Lakes World Heritage Property, on the World Heritage Property Map, under the Balranald Local Environmental Plan 2010 and Wentworth Local Environmental Plan 2011.		
3.9 Sydney Harbour Foreshores and Waterways Area	This direction applies when a planning proposal authority prepares a planning proposal for land within the Foreshores and Waterways Area as defined in the State Environmental Planning Policy (Biodiversity and Conservation) 2021.	No	N/A
3.10 Water Catchment Protection	This direction applies when a planning proposal authority prepares a planning proposal which will affect land within a regulated catchment, excluding the Sydney Drinking Water Catchment, within the meaning of the State Environmental Planning Policy (Biodiversity and Conservation) 2021.	No	N/A
Focus area 4: Resilience and Hazards			
4.1 Flooding	This direction applies to all relevant planning authorities that are responsible for flood prone land when preparing a planning proposal that creates, removes or alters a zone or a provision that affects flood prone land.	No	N/A
4.2 Coastal Management	This direction applies when a planning proposal authority prepares a planning proposal that applies to land that is within the coastal zone, as defined under the Coastal Management Act 2016 - comprising the coastal wetlands and littoral rainforests area, coastal vulnerability area, coastal environment area and	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

	coastal use area - and as identified by chapter 2 of the State Environmental Planning Policy (Resilience and Hazards) 2021		
4.3 Planning for Bushfire Protection	This direction applies to all local government areas when a relevant planning authority prepares a planning proposal that will affect, or is in proximity to, land mapped as bushfire prone land.	Yes	A small portion of the Aerodrome site is mapped as bushfire prone. The reclassification does not impact on potential risk from bushfire.
4.4 Remediation of Contaminated Land	This direction applies when a planning proposal authority prepares a planning proposal that applies to: (a) land that is within an investigation area within the meaning of the Contaminated Land Management Act 1997, (b) land on which development for a purpose referred to in Table 1 to the contaminated land planning guidelines is being, or is known to have been, carried out, (c) the extent to which it is proposed to carry out development on it for residential, educational, recreational or childcare purposes, or for the purposes of a hospital – land: i. in relation to which there is no knowledge (or incomplete knowledge) as to whether development for a purpose referred to in Table 1 to the contaminated land planning guidelines has been carried out, and ii. on which it would have been lawful to carry out such development during any period in respect of which there is no knowledge (or incomplete knowledge).	No	

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
4.5 Acid Sulfate Soils	This direction applies to all relevant planning authorities that are responsible for land having a probability of containing acid sulfate soils when preparing a planning proposal that will apply to land having a probability of containing acid sulfate soils as shown on the Acid Sulfate Soils Planning Maps held by the Department of Planning and Environment.	No	N/A
4.6 Mine Subsidence and Unstable Land	This direction applies when a relevant planning authority prepares a planning proposal that permits development on land that is within a declared mine subsidence district in the Coal Mine Subsidence Compensation Regulation 2017 pursuant to section 20 of the Coal Mine Subsidence Compensation Act 2017, or has been identified as unstable in a study, strategy or other assessment undertaken by or on behalf of the relevant planning authority or by or on behalf of a public authority and provided to the relevant planning authority.	No	No land impacted by mine subsidence is included in this planning proposal.
Focus area 5: Transport and Infrastructure			
5.1 Integrating Land Use and Transport	This direction applies to all relevant planning authorities when preparing a planning proposal that will create, alter or remove a zone or a provision relating to urban land, including land zoned for residential, employment, village or tourist purposes	Yes	Land identified is generally in an area that is zoned for urban purposes. However, as the planning proposal is for the reclassification of land and does not alter the permissible uses.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
5.2 Reserving Land for Public Purposes	This direction applies to all relevant planning authorities when preparing a planning proposal.	No	No land identified as being reserved for a public purpose is included within this planning proposal. There is a distinction between land reserved for a public purpose (i.e. land reserved for a future school) and land owned by Council.
5.3 Development Near Regulated Airports and Defence Airfields	This direction applies to all relevant planning authorities when preparing a planning proposal that will create, alter or remove a zone or a provision relating to land near a regulated airport which includes a defence airfield.	No	N/A
5.4 Shooting Ranges	This direction applies to all relevant planning authorities when preparing a planning proposal that will affect, create, alter or remove a zone or a provision relating to land adjacent to and/ or adjoining an existing shooting range	No	N/A
Focus area 6: Housing			
6.1 Residential Zones	This direction applies to all relevant planning authorities when preparing a planning proposal that will affect land within an existing or proposed residential zone (including the alteration of any existing residential zone boundary), or any other zone in which significant residential development is permitted or proposed to be permitted.	Yes	Although land where residential development is permitted is included in this planning proposal, the reclassification of land does not alter any permissibility.
6.2 Caravan Parks and Manufactured Home Estates	This direction applies to all relevant planning authorities when preparing a planning proposal. This	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
	direction does not apply to Crown land reserved or dedicated for any purposes under the Crown Land Management Act 2016, except Crown land reserved for accommodation purposes, or land dedicated or reserved under the National Parks and Wildlife Act 1974.		
Focus area 7: Industry and Employment			
7.1 Employment Zones	This direction applies to all relevant planning authorities when preparing a planning proposal that will affect land within an existing or proposed Employment zone (including the alteration of any existing Employment zone boundary)	Yes	The planning proposal relates to a number of sites within central Glen Innes which are zoned E1 Local Centre. The reclassification does not alter any permissibility.
7.2 Reduction in non-hosted short-term rental accommodation period	This direction applies to Byron Shire Council when the council prepares a planning proposal to identify or reduce the number of days that non-hosted short-term rental accommodation may be carried out in parts of its local government area.	No	N/A
7.3 Commercial and Retail Development along the Pacific Highway, North Coast	This direction applies when a relevant planning authority prepares a planning proposal for land within those council areas on the North Coast that the Pacific Highway traverses, being those council areas between Port Stephens Shire Council and Tweed Shire Council, inclusive, and that applies to land in the vicinity of the existing and/or proposed alignment of the Pacific Highway.	No	N/A
Focus area 8: Resources and Energy			
8.1 Mining, Petroleum Production and	The objective of this direction is to ensure that the future extraction of State or regionally	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND			
Extractive Industries	significant reserves of coal, other minerals, petroleum and extractive materials are not compromised by inappropriate development		
Focus area 9: Primary Production			
9.1 Rural Zones	This direction applies when a relevant planning authority prepares a planning proposal that will affect land within an existing or proposed rural zone (including the alteration of any existing rural zone boundary).	No	N/A
9.2 Rural Lands	This direction applies when a relevant planning authority prepares a planning proposal for land outside the local government areas of lake Macquarie, Newcastle, Wollongong and LGAs in the Greater Sydney Region (as defined in the Greater Sydney Commission Act 2015) other than Wollondilly and Hawkesbury, that: (a) will affect land within an existing or proposed rural or conservation zone (including the alteration of any existing rural or conservation zone boundary) or (b) changes the existing minimum lot size on land within a rural or conservation zone.	No	N/A
9.3 Oyster Aquaculture	This direction applies to any relevant planning authority when preparing a planning proposal in 'Priority Oyster Aquaculture Areas' and oyster aquaculture outside such an area as identified in the NSW Oyster Industry Sustainable Aquaculture Strategy (2006) ("the Strategy")	No	N/A
9.4 Farmland of State and Regional Significance on	This direction applies when a relevant planning authority prepares a planning proposal for land	No	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

the NSW Far North Coast	within Ballina Shire, Byron Shire, Kyogle Shire, Lismore City, Richmond Valley and Tweed Shire local government areas, except land identified as “urban growth areas” mapped in the North Coast Regional Plan 2041 when preparing a planning proposal		
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Section C Environmental, Social and Economic Impact

Q7. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats will be adversely affected as a result of the proposal?

No. All land subject to this planning proposal is located in an urban area or is land that is substantially cleared and used for operational purposes such as an operational aerodrome.

Q8. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

There are no likely negative environmental effects as a result of this reclassification.

Q9. How has the planning proposal adequately addressed any social and economic effects?

The planning proposal seeks the reclassification of a number of Council sites from Community Land to Operational Land. This better reflects how these sites are utilised by both Council and the community. The reclassification will create generally positive social and economic effects through enabling the more orderly use of Council land and utilising that land for a wider range of community services.

Section D State and Commonwealth interests

Q10. Is there adequate public infrastructure for the planning proposal?

All sites are located in an existing urban area and are serviced by public infrastructure.

Q11. What are the views of State and Commonwealth public authorities consulted in accordance with the gateway determination?

Council is awaiting feedback from the NSW Rural Fire Services concerning bushfire affected land at 773 Emmaville Rd, Glen Innes. No other public authorities have been consulted on this planning proposal.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

Part 4 Mapping

This planning proposal does not affect LEP mapping.

Part 5 Community consultation**Public Exhibition**

The planning proposal will be placed on public exhibition post gateway determination for a period of 20 working days as specified in the gateway determination in accordance with Schedule 1 Part 1 Division 1 Section 4 of the Act.

Public hearings

A public hearing will be held post exhibition. The public hearing will be chaired by an independent party, not affiliated with Council. The community will be notified of the date and location of this public hearing and a report on the outcomes of the public hearing will be reported back to Council as part of the finalisation of the planning proposal. This section of the planning proposal will be updated at this time.

Part 6 Timeframe

The following is the proposed timeframes for the planning proposal.

Step	Timeframe
Submit Planning Proposal for gateway determination	February-March 2025
Review gateway determination and amend planning proposal	April 2025
Public and agency consultation (28 days)	June 2025
Public Hearing following public consultation	July/August 2025
Consideration of submissions and outcomes of public hearing and updating planning proposal	August 2025
Report to Council advising of outcomes of public consultation and hearing and finalisation of planning proposal	August 2025
Finalisation of Planning Proposal	September 2025

Summary and Conclusions

This planning proposal is for the reclassification of land within the boundaries of the town of Glen Innes. All land to be reclassified is from Community to Operational. This reflects the usage of these sites, which form Council offices, Council investment properties, a Council owned aerodrome, Councils work depot, Councils saleyards and the Glen Innes Visitor Information Centre. These are all operational land uses, and as a result, require the reclassification to be carried out. No impacts on land utilised by the community for recreational purposes are included in this planning proposal.

The planning proposal is minor and procedural in nature, and will not change any of the day to day activities on any of these sites.

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

Appendix A: Information to be provided by Practice Note PN 16-001 – Classification and reclassification of public land through a local environmental plan

Information Required	Council Comment
1. Current & proposed classification of the land.	All lots are currently classified as Community land. All lots are to be reclassified to Operational land.
2. Is the land a 'public reserve' as defined in the LG Act?	No land is identified as such.
3. The strategic and site specific merits of the reclassification.	The reclassification applies to lots that are currently used for operational purposes and is required for Council to continue to operate these sites for operational reasons.
4. Is the planning proposal the result of a strategic study or report?	The planning proposal is not the result of a strategic study or report. However, the lots selected have been the result of a review of Council land.
5. Is the planning proposal consistent with council's community plan or other local strategic plan?	The planning proposal is supportive of the overall strategic aims of the Community Strategic Plan and Local Strategic Planning Statement.
6. Summary of council's interests in the land.	Council's interest is as the landowner.
7. Are any interests in the land proposed to be discharged?	Leases identified on the title search that have long expired are proposed to be discharged. No other interests are proposed to be discharged.
8. The effect of the reclassification.	There are no physical or operational changes or effects anticipated as a result of the reclassification.
9. Evidence of public reserve status or relevant interests, or lack thereof.	Not relevant to this proposal, the proposed reclassification process is correcting the error of the previous classification process.
10. Current use(s) of the land, and whether uses are authorised or unauthorised.	Land is used for the following purposes: • Vacant former Severn Shire Council building • Current Council offices • VRA Shed • Motor vehicle repair station • Aerodrome • Saleyard • Works Depot • Visitor Information Centre All uses are authorized.
11. Any agreement for the sale or lease of the	There is a Council resolution resolving to sell the former Severn Shire Council building. This is dependent on the reclassification. The Severn Shire Council building is:

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

land – inc. basic details, timing.	Lots 5-6, Section A, DP 193319, 181 Bourke Street GLEN INNES NSW 2370
12. Is rezoning of the land proposed in association with the reclassification?	No rezonings are proposed.
13. How council may or will benefit financially, and how these funds will be used;	Reclassification will enable the sale of the vacant former Severn Shire Council offices. Proceeds will be reinvested in priority projects that benefit the community, such as upgrades to public facilities or improvements to Council buildings.
14. How council will ensure funds remain available to fund proposed open space sites or improvements referred to in justifying the reclassification, if relevant to the proposal.	Not relevant to this proposal, the proposed reclassification process does not impact on any sites used for an open space purpose.
15. Inclusion of a Land Reclassification (part lots) Map, if land to be reclassified does not apply to the whole lot.	No part lots are proposed to be reclassified.
16. Preliminary comments by a relevant government agency, including an agency that dedicated the land to council, if applicable.	N/A

PLANNING PROPOSAL – RECLASSIFICATION OF COUNCIL LAND

Appendix B: Title Searches

Item 7.9

Annexure B

6975(2)

EP 193319

PLAN

Pl. Glen Innes
Co. Gough.

6975(L)

Stores Store (on Buirke St)

St. Si

$$St$$
$$St$$

Grey

East Church
(NEW ENGLAND

HIGHWAY)

Hawes Wentworth

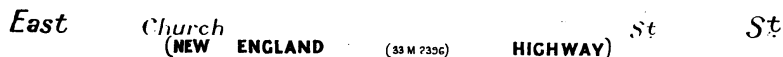
Si
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FP 193319

PLAN AMENDED IN LT.O. 29-8-1994
SECTIONS ADDED

DP 193319
Ph. Glen Innes
Co. Gough.

Si Si





**LAND
REGISTRY
SERVICES**

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

FOLIO: 5/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:06 PM	1	5/3/2012

LAND

LOT 5 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 885 NO 322
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

16114...

PRINTED ON 5/6/2025

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**LAND
REGISTRY
SERVICES**
NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

FOLIO: 6/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:05 PM	1	5/3/2012

LAND

LOT 6 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

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*** END OF SEARCH ***

16114...

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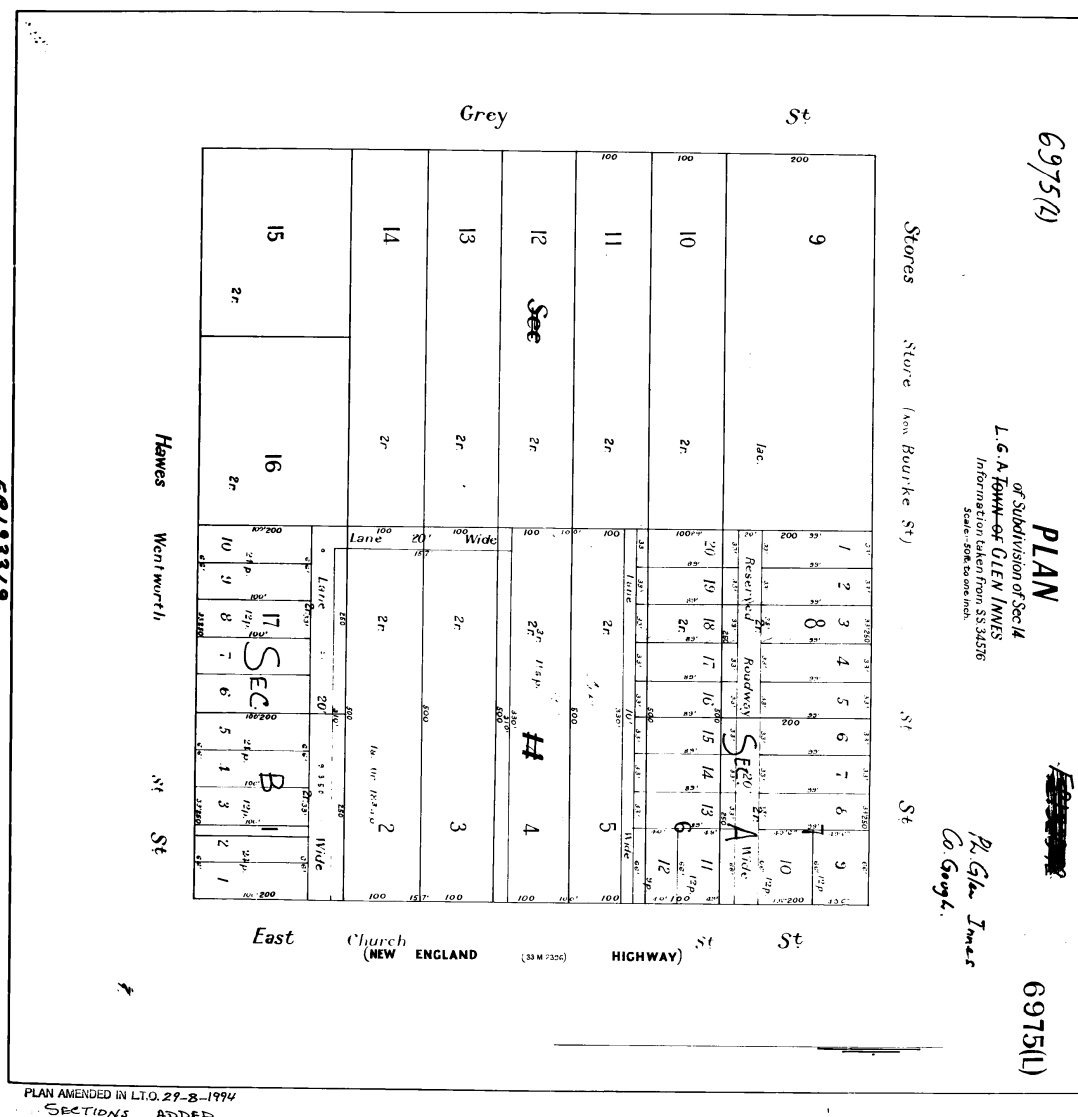
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Item 7.9

Annexure B

FP/93319

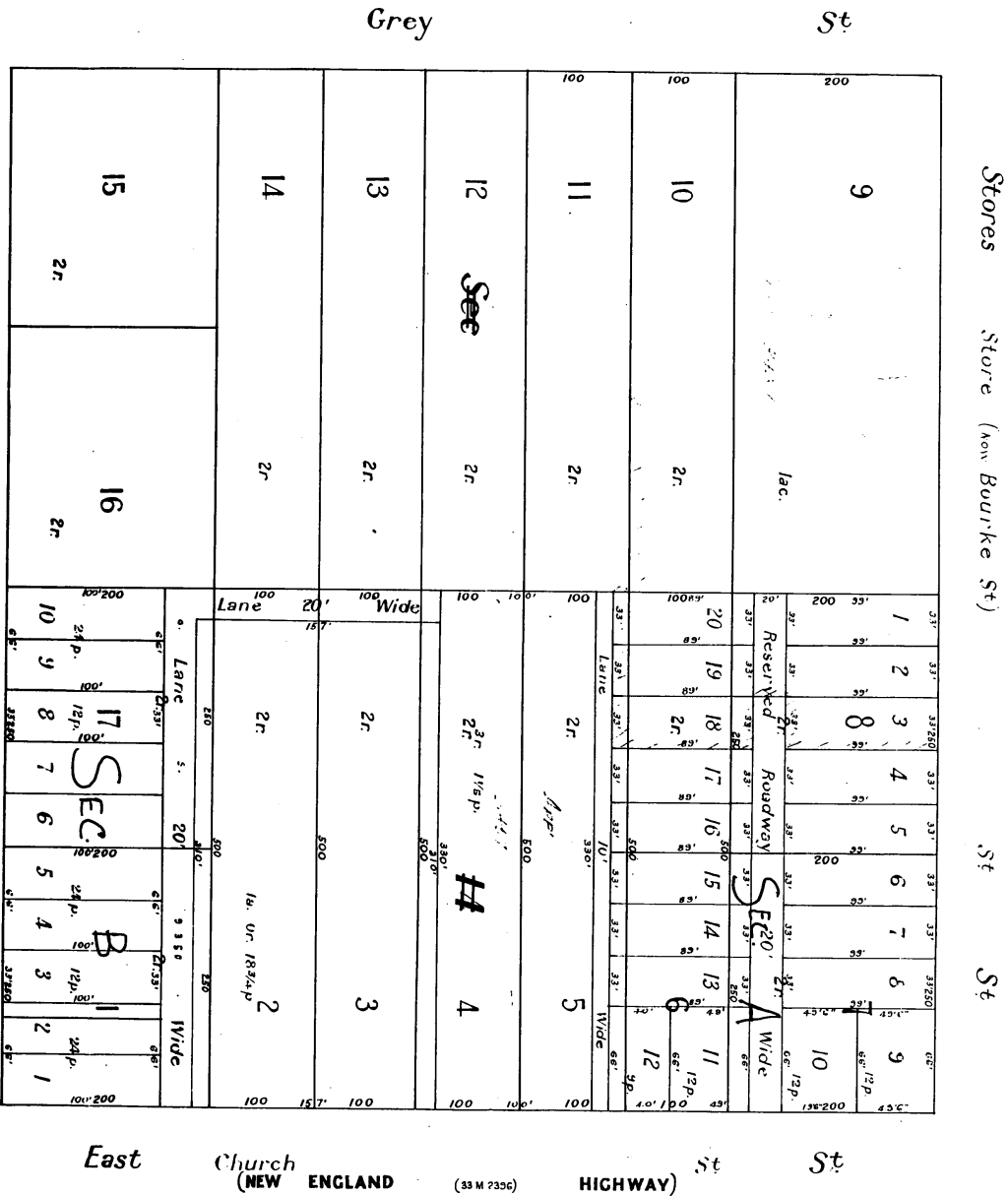


Item 7.9

Annexure B

OF SUBDIVISION OF SEC 14
L.G. A TOWN OF GLEN INNES
Information taken from SS 34576
Scale--50R to one inch.

DP 193319
Pl. Glen Innes
Co. Gough.





**LAND
REGISTRY
SERVICES**

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
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Ph. 02 9129 6777

FOLIO: 11/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:08 PM	1	5/3/2012

LAND

LOT 11 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1879 NO 468
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

16114...

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**LAND
REGISTRY
SERVICES**

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

FOLIO: 12/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:08 PM	1	5/3/2012

LAND

LOT 12 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1879 NO 468
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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Annexure B



**LAND
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NEW SOUTH WALES

Title Search

Information Provided Through
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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 13/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:06 PM	1	5/3/2012

LAND

LOT 13 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1879 NO 468
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

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FOLIO: 14/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:07 PM	1	5/3/2012

LAND

LOT 14 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1879 NO 468
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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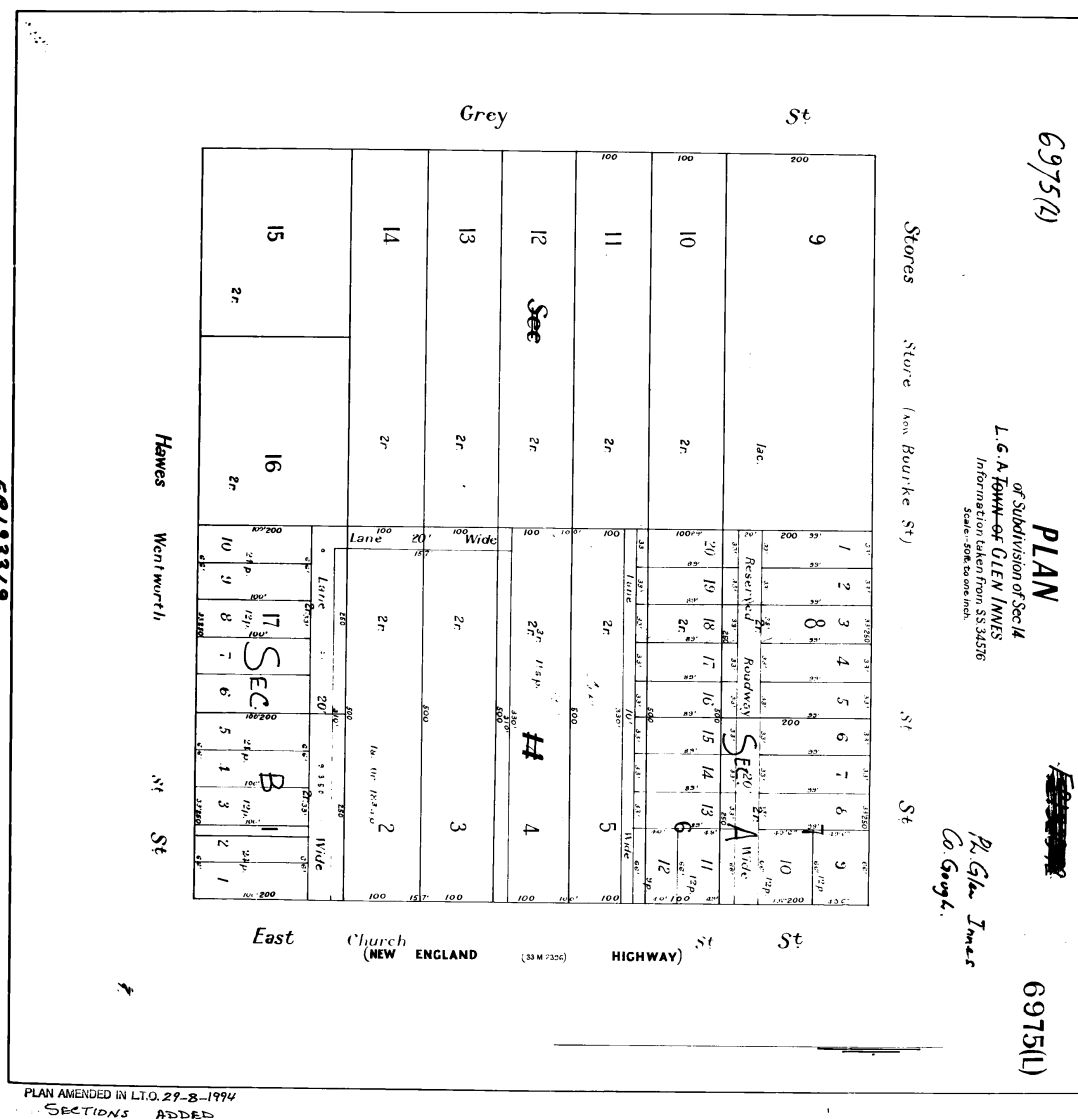
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Annexure B

EP 193319

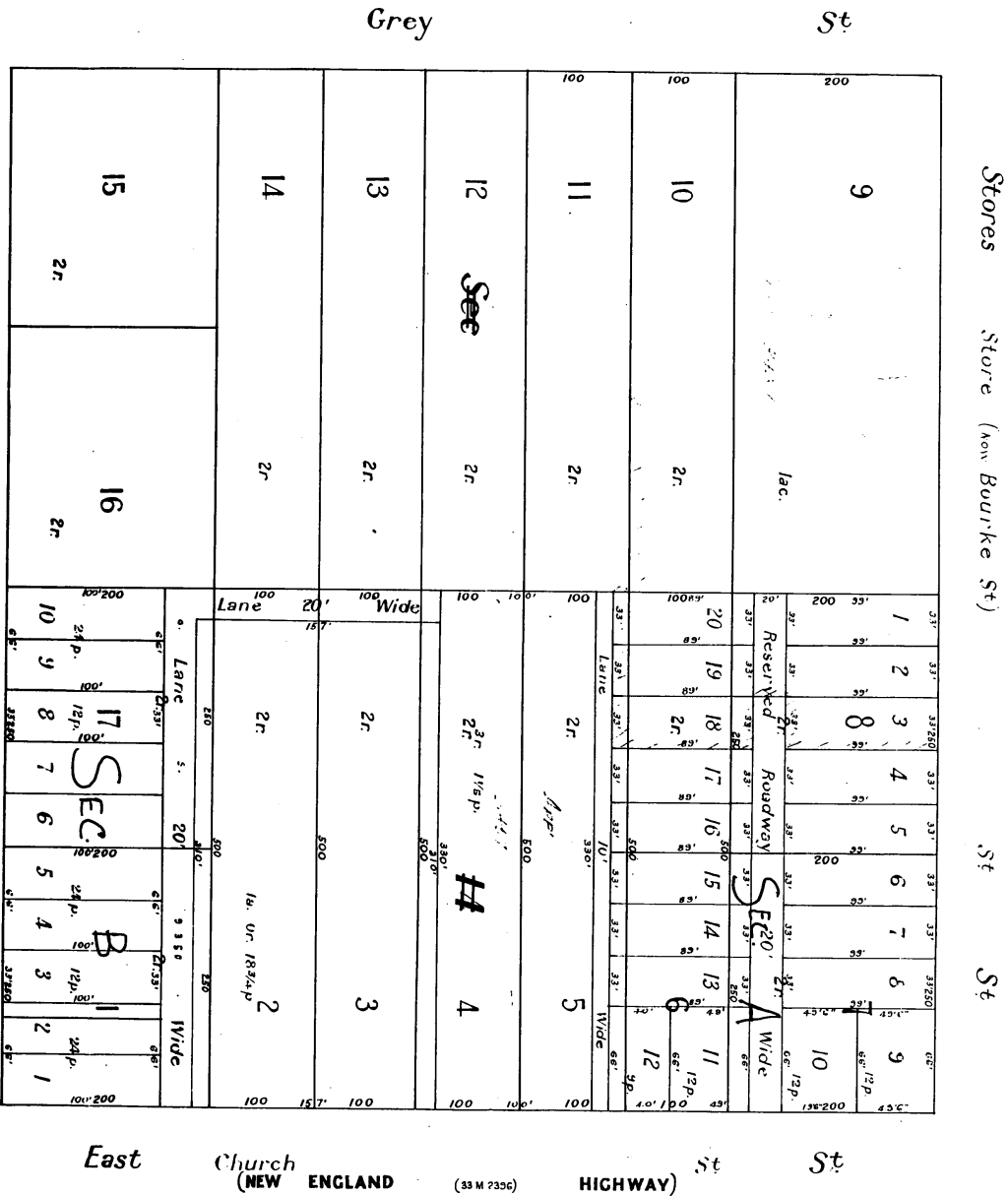


Item 7.9

Annexure B

DP 193319
L.G. A Town of GLEN INNES
Information taken from SS 34576
Scale--50R to one inch.

DP 193319
Pl. Glen Innes
Co. Gough.





**LAND
REGISTRY
SERVICES**

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

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FOLIO: 15/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:09 PM	1	5/3/2012

LAND

LOT 15 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1513 NO 660
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

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FOLIO: 16/A/193319

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:10 PM	1	5/3/2012

LAND

LOT 16 OF SECTION A IN DEPOSITED PLAN 193319
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP193319

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (CA121690)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 QUALIFIED TITLE. CAUTION PURSUANT TO SECTION 28J OF THE REAL PROPERTY ACT, 1900. ENTERED 31.1.2012 BK 1513 NO 660
- 3 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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Annexure B

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Annexure B

Req:R381869 /Doc:DP 0137340 P /Rev:03-Mar-1999 /NSW LRS /Pgs:ALL /Prt:05-Jun-2025 11:52 /Seq:1 of 1
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BOURKE ST

SEC. A

8

15.09

WLY

20.715

312.5 m²

SLY

15.09

9

15.09

NLY

15.09

10

312.5 m²

WLY

20.715

SLY

15.09

D P 193319

LANE

CHURCH ST (NEW ENGLAND HIGHWAY)

D P 1 3 7 3 4 0

Registered:  11.2.1999

Title System: OLD SYSTEM

Purpose: LIMITED FOLIO CREATION

Ref. Map: GLEN INNES SHT 1#

Last Plan: DP193319

C A. 7 5 8 7 6
PLAN OF LAND COMPRISED IN
DEED BK. 3436 NO. 25

Lengths are in metres.
Reduction Ratio 1: NTS

L.G.A.: GLEN INNES
LOCALITY: GLEN INNES
PARISH: GLEN INNES
COUNTY: GOUGH

THIS PLAN WAS PREPARED SOLELY TO
IDENTIFY THE LAND IN THE ABOVE DEED
AND THE BOUNDARIES HAVE NOT BEEN
INVESTIGATED BY THE REGISTRAR GENERAL
THIS PLAN IS NOT A CURRENT
PLAN IN TERMS OF SEC. 7A
CONVEYANCING ACT, 1919.



**LAND
REGISTRY
SERVICES**
NEW SOUTH WALES

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 9/137340

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:10 PM	3	11/12/2013

LAND

LOT 9 IN DEPOSITED PLAN 137340
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP137340

FIRST SCHEDULE

THE COUNCIL OF THE SHIRE OF SEVERN (CA75876)

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- 3 AI194104 LEASE TO WAYNE JOHN JAMES & FIONA HELEN JAMES
EXPIRES: 1/10/2013.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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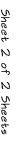
Received: 05/06/2025 12:10:38

Item 7.9

Annexure B

Annexure B



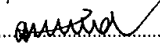
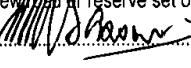


Req:R381885 /Doc:DP 1187809 P /Rev:12-Sep-2013 /NSW LRS /Pgs:ALL /Prt:05-Jun-2025 11:54 /Seq:3 of 4

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PLAN FORM 6 (2012)

WARNING: Creasing or folding will lead to rejection

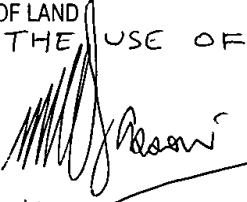
DEPOSITED PLAN ADMINISTRATION SHEET		Sheet 1 of 2 sheet(s)
Registered:  22.8.2013 Title System: TORRENS Purpose: SUBDIVISION	Office Use Only	 DP1187809 S
PLAN OF SUBDIVISION OF LOT 3 D.P.1102229	LGA: GLEN INNES SEVERN Locality: GLEN INNES Parish: YARROWFORD County: GOUGH	
Crown Lands NSW/Western Lands Office Approval I, (Authorised Officer) in approving this plan certify that all necessary approvals in regard to the allocation of the land shown herein have been given. Signature: Date: File Number: Office:	Survey Certificate I, JAMES INNES NOAD, M.I.S. of P.O. BOX 349, INVERELL NSW 2360 a surveyor registered under the <i>Surveying and Spatial Information Act 2002</i> , certify that: *(a) The land shown in the plan was surveyed in accordance with the <i>Surveying and Spatial Information Regulation 2012</i> , is accurate and the survey was completed on 7/2/2013 *(b) The part of the land shown in the plan being LOTS 1 & 2, GORDON SMITH DRIVE, PM CONNECTIONS AND AFFECTING INTERESTS (A) – (D) was surveyed in accordance with the <i>Surveying and Spatial Information Regulation 2012</i> , is accurate and the survey was completed on 16/5/2013 and the part not surveyed was compiled in accordance with that Regulation. *(c) The land shown in this plan was compiled in accordance with the <i>Surveying and Spatial Information Regulation 2012</i> . Signature:  Dated: 20/5/2013 Surveyor ID: 1741 Datum Line: PM 71817 – PM 71856 (D.P.826155) Type: *Urban/*Rural The terrain is *Level-Undulating / *Steep-Mountainous. *Strike through if inapplicable. ^Specify the land actually surveyed or specify any land shown in the plan that is not the subject of the survey.	
Subdivision Certificate I, <u>HENDRIK FREDERIK BAYON</u> *Authorised Person/*General Manager/*Accredited Certifier, certify that the provisions of s.109 of the <i>Environmental Planning and Assessment Act 1979</i> have been satisfied in relation to the proposed subdivision, new road or reserve set out herein. Signature:  Accreditation number: Consent Authority: <u>GLEN INNES SEVERN COUNCIL</u> Date of endorsement: <u>18-6-2013</u> Subdivision Certificate number: <u>1164/13</u> File number: <u>DA 9/12-13</u> *Strike through if inapplicable.		
Statements of intention to dedicate public roads, public reserves and drainage reserves. IT IS INTENDED TO DEDICATE GORDON SMITH DRIVE AS PUBLIC ROAD	Plans used in the preparation of survey/ compilation D.P.109768 D.P.728606 D.P.826155 D.P.1101072 D.P.1102229 D.P.1166576 If space is insufficient continue on PLAN FORM 6A	
Signatures, Seals and Section 88B Statements should appear on PLAN FORM 6A	Surveyor's Reference: 14,920E REPORT	

Req:R381885 /Doc:DP 1187809 P /Rev:12-Sep-2013 /NSW LRS /Pgs:ALL /Prt:05-Jun-2025 11:54 /Seq:4 of 4

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PLAN FORM 6A (2012)

WARNING: Creasing or folding will lead to rejection

DEPOSITED PLAN ADMINISTRATION SHEET		Sheet 2 of 2 sheet(s)
Registered:  22.8.2013 PLAN OF SUBDIVISION OF LOT 3 D.P.1102229 Subdivision Certificate number: Date of Endorsement:	DP1187809 This sheet is for the provision of the following information as required: - A schedule of lots and addresses - See 60(c) <i>SSI Regulation 2012</i> - Statements of intention to create and release affecting interests in accordance with section 88B <i>Conveyancing Act 1919</i> - Signatures and seals- see 195D <i>Conveyancing Act 1919</i> - Any information which cannot fit in the appropriate panel of sheet 1 of the administration sheets.	
Street addresses for all lots are not available. PURSUANT TO SECTION 88B CONVEYANCING ACT 1919 AS AMENDED IT IS INTENDED TO CREATE: - EASEMENT FOR UNDERGROUND ELECTRICITY SUPPLY 3 WIDE - RIGHT OF CARRIAGEWAY 8 WIDE - RIGHT OF CARRIAGEWAY VARIABLE WIDTH - EASEMENT FOR CARPARKING VARIABLE WIDTH BP - RESTRICTION ON THE USE OF LAND - RESTRICTION ON THE USE OF LAND BP. EXECUTED by GLEN INNES SEVERN COUNCIL by its duly authorised officer pursuant to delegation from Council  <i>Hendrick Frederic Sarson</i> General Manager.		
If space is insufficient use additional annexure sheet		
Surveyor's Reference: 14,920E REPORT		

Item 7.9

Annexure B



**LAND
REGISTRY
SERVICES**
NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

FOLIO: 1/1187809

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:12 PM	3	6/2/2019

LAND

LOT 1 IN DEPOSITED PLAN 1187809
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF YARROWFORD COUNTY OF GOUGH
TITLE DIAGRAM DP1187809

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (T AN993721)

SECOND SCHEDULE (5 NOTIFICATIONS)

- 1 D608508 EASEMENT FOR DRAINAGE APPURTENANT TO THE LAND ABOVE DESCRIBED AFFECTING THE PARTS SHOWN IN PLAN WITH D608508
- 2 DP1187809 RIGHT OF CARRIAGEWAY 8 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- 3 DP1187809 EASEMENT FOR CARPARK VARIABLE WIDTH APPURTENANT TO THE LAND ABOVE DESCRIBED
- 4 DP1187809 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (5) IN THE S.88B INSTRUMENT
- 5 DP1187809 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (6) IN THE S.88B INSTRUMENT

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
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Ph. 02 9129 6777

FOLIO: 2/1187809

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:11 PM	3	6/2/2019

LAND

LOT 2 IN DEPOSITED PLAN 1187809
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF YARROWFORD COUNTY OF GOUGH
TITLE DIAGRAM DP1187809

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (T AN993721)

SECOND SCHEDULE (6 NOTIFICATIONS)

- D608508 EASEMENT FOR DRAINAGE APPURTENANT TO THE LAND ABOVE DESCRIBED AFFECTING THE PARTS SHOWN IN PLAN WITH D608508
- DP1187809 EASEMENT FOR UNDERGROUND ELECTRICITY SUPPLY 3 METRE(S) WIDE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- DP1187809 RIGHT OF CARRIAGEWAY VARIABLE WIDTH AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- DP1187809 EASEMENT FOR CARPARK VARIABLE WIDTH AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- DP1187809 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (5) IN THE S.88B INSTRUMENT
- DP1187809 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (6) IN THE S.88B INSTRUMENT

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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**LAND
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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

Title Search

Information Provided Through
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Ph. 02 9129 6777

FOLIO: 3/1187809

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:12 PM	3	19/9/2018

LAND

LOT 3 IN DEPOSITED PLAN 1187809
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF YARROWFORD COUNTY OF GOUGH
TITLE DIAGRAM DP1187809

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL

SECOND SCHEDULE (6 NOTIFICATIONS)

- 1 D608508 EASEMENT FOR DRAINAGE APPURTENANT TO THE LAND ABOVE DESCRIBED AFFECTING THE PARTS SHOWN IN PLAN WITH D608508
- 2 I593810 LEASE TO AVIATION AUTHORITY OF PART BEING LOT 2 IN DP826155. EXPIRES: 30/6/2008. OPTION OF RENEWAL: 10 YEARS.
 - 0949128 CHANGE OF NAME AFFECTING LEASE I593810 LESSEE NOW AIRSERVICES AUSTRALIA
 - AE141545 VARIATION OF LEASE I593810 EXPIRY DATE NOW 30/6/2018.
 - DP1187809 BENEFITED BY EASEMENT FOR UNDERGROUND ELECTRICITY SUPPLY 3 WIDE
- 3 DP1187809 RIGHT OF CARRIAGEWAY 8 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
- 4 DP1187809 RIGHT OF CARRIAGEWAY VARIABLE WIDTH APPURTENANT TO THE LAND ABOVE DESCRIBED
- 5 DP1187809 EASEMENT FOR CARPARK VARIABLE WIDTH APPURTENANT TO THE LAND ABOVE DESCRIBED
- 6 DP1187809 RESTRICTION(S) ON THE USE OF LAND REFERRED TO AND NUMBERED (6) IN THE S.88B INSTRUMENT

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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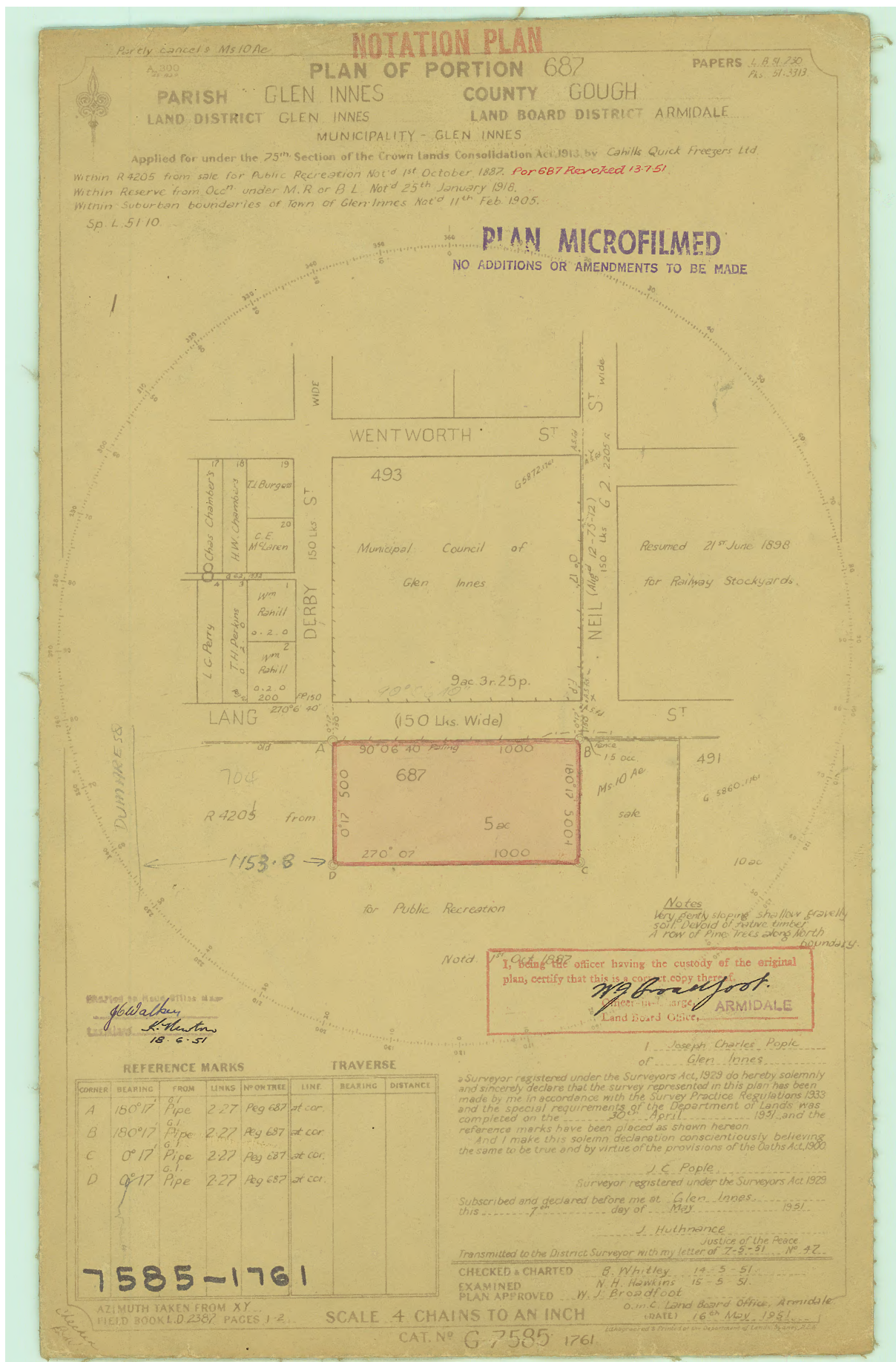
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Req:R387302 /Doc:CP 07585-1761 P /Rev:26-Nov-2012 /NSW LRS /Prt:06-Jun-2025 09:35 /Seq:1 of 1
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Annexure B





**LAND
REGISTRY
SERVICES**
NEW SOUTH WALES

Title Search

Information Provided Through
Aussearch
Ph. 02 9129 6777

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 687/753282

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:13 PM	-	-

VOL 14856 FOL 83 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 687 IN DEPOSITED PLAN 753282
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
(FORMERLY KNOWN AS PORTION 687)
TITLE DIAGRAM CROWN PLAN 7585.1761

FIRST SCHEDULE

THE COUNCIL OF THE SHIRE OF SEVERN

SECOND SCHEDULE (2 NOTIFICATIONS)

- 1 LAND EXCLUDES MINERALS AND IS SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE MEMORANDUM S700000A
 - 2 W260406 LEASE TO BOOMERANG FROZEN FOODS PTY LIMITED OF PREMISES SHOWN HATCHED IN PLAN WITH W260406 TOGETHER WITH RIGHTS. EXPIRES 31-12-1989. OPTION OF RENEWAL 5 YEARS
- W260407 TRANSFER OF LEASE TO BARRY JOHN SULLY AND JOHN MICHAEL WEBBER AS TENANTS IN COMMON

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

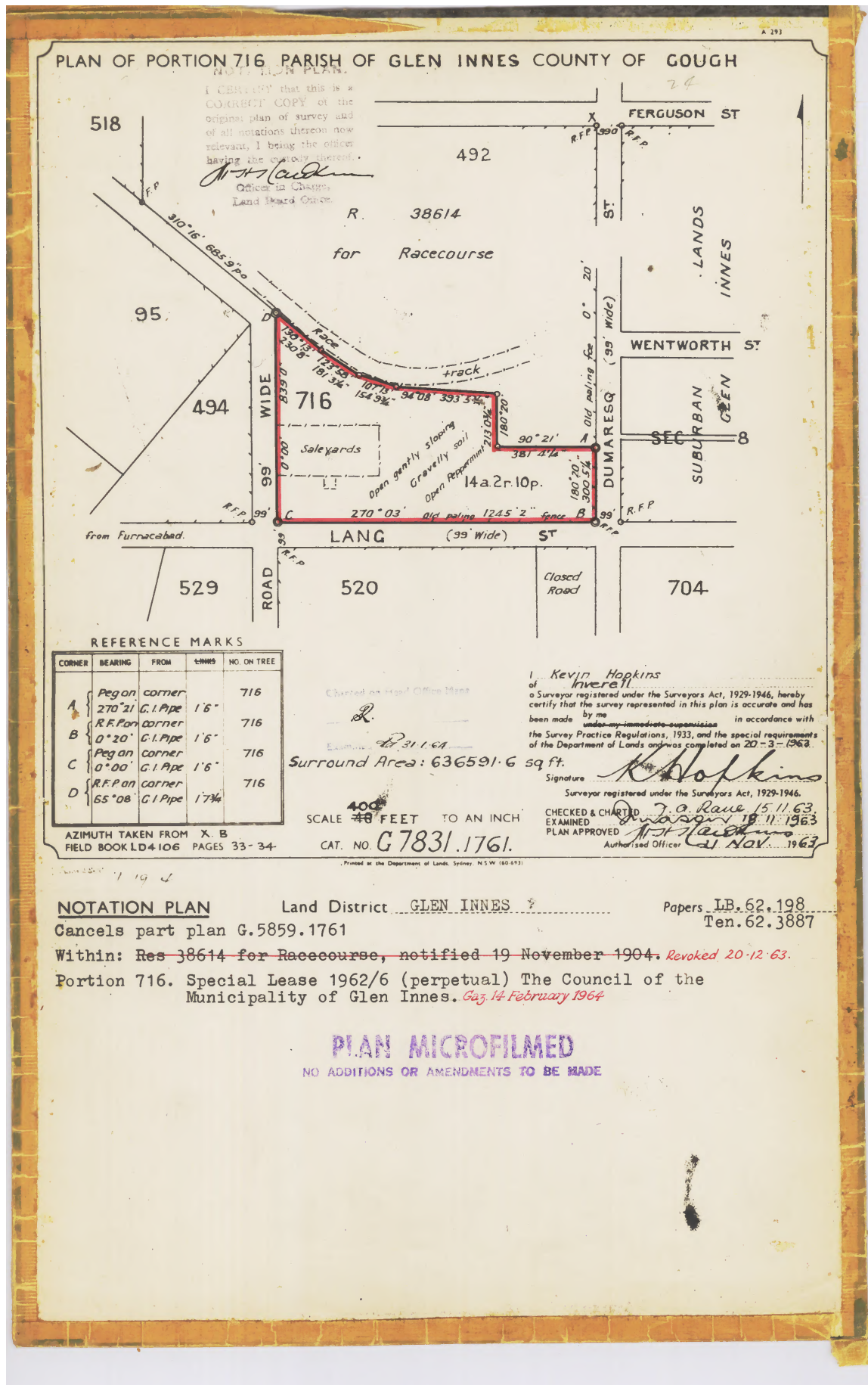
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**LAND
REGISTRY
SERVICES**
NEW SOUTH WALES

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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 716/753282

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:14 PM	3	1/9/2016

LAND

LOT 716 IN DEPOSITED PLAN 753282
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
(FORMERLY KNOWN AS PORTION 716)
TITLE DIAGRAM CROWN PLAN 7831.1761

FIRST SCHEDULE

THE COUNCIL OF THE MUNICIPALITY OF GLEN INNES

SECOND SCHEDULE (2 NOTIFICATIONS)

- 1 LAND EXCLUDES MINERALS (S.171 CROWN LANDS ACT 1989)
- 2 EXCEPTING ANY ROADS AND RESUMED LAND

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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**LAND
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FOLIO: 8/773258

SEARCH DATE -----	TIME ----	EDITION NO -----	DATE ----
5/6/2025	12:15 PM	18	11/7/2018

LAND

LOT 8 IN DEPOSITED PLAN 773258
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP773258

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (T Z432976)

SECOND SCHEDULE (6 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 DP1140479 EASEMENT TO DRAIN WATER 3.0 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
- 3 DP1140479 RIGHT OF CARRIAGEWAY 6.5 METRE(S) WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- 4 DP1140479 RIGHT OF CARRIAGEWAY 6.5 METRE(S) WIDE AND VARIABLE APPURTENANT TO THE LAND ABOVE DESCRIBED
- 5 AK998814 LEASE TO REDDESTONE SAPPHIRES PTY LTD OF SHOP 2, 152 CHURCH STREET, GLEN INNES. EXPIRES: 30/9/2019. OPTION OF RENEWAL: 3 YEARS.
- 6 AN486041 LEASE TO BRETT BROWN & JENNY BROWN OF OLD BUS LOUNGE, 152 CHURCH STREET, GLEN INNES. EXPIRES: 14/12/2020. OPTION OF RENEWAL: 2 YEARS.

NOTATIONS

UNREGISTERED DEALINGS: NIL

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FOLIO: 9/773258

SEARCH DATE	TIME	EDITION NO	DATE
5/6/2025	12:16 PM	12	19/1/2016

LAND

LOT 9 IN DEPOSITED PLAN 773258
AT GLEN INNES
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP773258

FIRST SCHEDULE

GLEN INNES SEVERN COUNCIL (T Z432976)

SECOND SCHEDULE (5 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 DP1140479 EASEMENT TO DRAIN WATER 3.0 METRE(S) WIDE APPURTENANT TO THE LAND ABOVE DESCRIBED
- 3 DP1140479 RIGHT OF CARRIAGEWAY 6.5 METRE(S) WIDE AND VARIABLE AFFECTING THE PART(S) SHOWN SO BURDENED IN THE TITLE DIAGRAM
- 4 DP1140479 RIGHT OF CARRIAGEWAY 6.5 METRE(S) WIDE AND VARIABLE APPURTENANT TO THE LAND ABOVE DESCRIBED
- 5 AJ913103 LEASE TO ARTS NORTH WEST INCORPORATED OF 1ST FLOOR, 152 CHURCH STREET, GLEN INNES. EXPIRES: 30/6/2018.

NOTATIONS

UNREGISTERED DEALINGS: NIL

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Annexure B

CONVERSION TABLE ADDED IN REGULAR GENERAL DISAMBIING	
DP 211176	
FUEL INCHES	METRES
- 1	0.025
- 2	0.051
- 2 1/2	0.064
- 3	0.076
- 3 1/2	0.089
- 4	0.102
- 4 1/2	0.115
- 5	0.127
- 5 1/2	0.140
- 6	0.152
- 6 1/2	0.165
- 7	0.178
- 7 1/2	0.191
- 8	0.203
- 8 1/2	0.216
- 9	0.229
- 9 1/2	0.242
- 10	0.255
- 10 1/2	0.268
- 11	0.280
- 11 1/2	0.293
- 12	0.306
- 12 1/2	0.319
- 13	0.332
- 13 1/2	0.345
- 14	0.358
- 14 1/2	0.371
- 15	0.384
- 15 1/2	0.397
- 16	0.410
- 16 1/2	0.423
- 17	0.436
- 17 1/2	0.449
- 18	0.462
- 18 1/2	0.475
- 19	0.488
- 19 1/2	0.501
- 20	0.514
- 20 1/2	0.527
- 21	0.540
- 21 1/2	0.553
- 22	0.566
- 22 1/2	0.579
- 23	0.592
- 23 1/2	0.605
- 24	0.618
- 24 1/2	0.631
- 25	0.644
- 25 1/2	0.657
- 26	0.670
- 26 1/2	0.683
- 27	0.696
- 27 1/2	0.709
- 28	0.722
- 28 1/2	0.735
- 29	0.748
- 29 1/2	0.761
- 30	0.774
- 30 1/2	0.787
- 31	0.800
- 31 1/2	0.813
- 32	0.826
- 32 1/2	0.839
- 33	0.852
- 33 1/2	0.865
- 34	0.878
- 34 1/2	0.891
- 35	0.904
- 35 1/2	0.917
- 36	0.930
- 36 1/2	0.943
- 37	0.956
- 37 1/2	0.969
- 38	0.982
- 38 1/2	0.995
- 39	1.008
- 39 1/2	1.021
- 40	1.034
- 40 1/2	1.047
- 41	1.060
- 41 1/2	1.073
- 42	1.086
- 42 1/2	1.099
- 43	1.112
- 43 1/2	1.125
- 44	1.138
- 44 1/2	1.151
- 45	1.164
- 45 1/2	1.177
- 46	1.190
- 46 1/2	1.203
- 47	1.216
- 47 1/2	1.229
- 48	1.242
- 48 1/2	1.255
- 49	1.268
- 49 1/2	1.281
- 50	1.294
- 50 1/2	1.307
- 51	1.320
- 51 1/2	1.333
- 52	1.346
- 52 1/2	1.359
- 53	1.372
- 53 1/2	1.385
- 54	1.398
- 54 1/2	1.411
- 55	1.424
- 55 1/2	1.437
- 56	1.450
- 56 1/2	1.463
- 57	1.476
- 57 1/2	1.489
- 58	1.502
- 58 1/2	1.515
- 59	1.528
- 59 1/2	1.541
- 60	1.554
- 60 1/2	1.567
- 61	1.580
- 61 1/2	1.593
- 62	1.606
- 62 1/2	1.619
- 63	1.632
- 63 1/2	1.645
- 64	1.658
- 64 1/2	1.671
- 65	1.684
- 65 1/2	1.697
- 66	1.710
- 66 1/2	1.723
- 67	1.736
- 67 1/2	1.749
- 68	1.762
- 68 1/2	1.775
- 69	1.788
- 69 1/2	1.801
- 70	1.814
- 70 1/2	



**LAND
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NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

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FOLIO: 3/211176

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5/6/2025	12:15 PM	7	19/1/2016

LAND

LOT 3 IN DEPOSITED PLAN 211176
LOCAL GOVERNMENT AREA GLEN INNES SEVERN
PARISH OF GLEN INNES COUNTY OF GOUGH
TITLE DIAGRAM DP211176

FIRST SCHEDULE

COUNCIL OF THE MUNICIPALITY OF GLEN INNES (T Z432976)

SECOND SCHEDULE (2 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- 2 AJ913103 LEASE TO ARTS NORTH WEST INCORPORATED OF 1ST FLOOR,
152 CHURCH STREET, GLEN INNES. EXPIRES: 30/6/2018.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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Annexure B

Glen Innes Severn Council

Development Assessment Report DA 67/24-25



DEVELOPMENT ASSESSMENT REPORT

Application Details

DA 67/24-25	PAN-525387	Lot 2 DP512765 Lot 3 DP 512765	Local Development
Address	146 and 148 Church Street, Glen Innes NSW 2370		
Description of Development	Subdivision		
Estimated Development Cost	\$0.00	Applicant	Tenterfield Surveys
Date Lodged	26/05/2025	Owner	Glen Innes Severn Council
Report Date	01/10/2025	Assessing Officer	Stimson Advisory (Planning Consultant)

Summary

Key Issues: Nil

Variations to LEP or DCP: Nil

Number of Submissions: Nil

Recommendation: Approval subject to Conditions

RECOMMENDATION

That Development Application be approved subject to the conditions of consent detailed in Schedule 1 of this report.

Note to reader: A Boundary Realignment is a form of Subdivision but does not create any additional lot(s).

Report By	Stimson Advisory	Reviewed By	N/A (Conflict of Interest – Council Owned)
Date	01/10/2025	Date	

1. Introduction

1.1. Relevant History

Planning:

- DA 102/09/10 – Approval granted 3 June 2010, for: Upgrade of Perimeter Fencing
- DA 36/13-14- Approval granted 28 November 2013, for: Extensions to Existing Depot – Machinery Shed & Carport. (it is noted the related Construction Certificate was withdrawn, and this approval was not enacted)
- DA 68/24-25 – Change of Use to Medical Centre and associated alterations, signage and external works - approved by Council 24 July 2025 (Construction Certificate has been issued)

General:

No other history relevant to the assessment of the application, in the context of a boundary realignment.

1.2. Site Description

The subject site is located in the E1 (Local Centre) Zone under the Glen Innes Severn LEP 2012, and has the following characteristics:

148 Church Street

- Contains a Heritage Item (Old Power Station, ref: I053), but is not located within a Heritage Conservation Area
- Has an area of 2889sqm with frontage to Church Street and Fitzhardinge Lane. Vehicular access to the site is via Fitzhardinge Lane only.
- Contains several buildings with the Old Power Station and Outbuilding located on the western part of the site and a (relatively) modern office building located in the eastern portion of the site.
- Contains a heritage item being the Old Power Station, item No. I053, but is not within a Heritage Conservation Area.

146 Church Street

- Contains a single dwelling and carport and has an area of 479m².
- A sewer ventilation structure is located at the west of the land.

In the context of the proposal being for a boundary realignment, no other characteristics are worth noting.

An aerial photo of the site is shown below.



Figure 1: Locality map



Figure 2: Aerial showing zoning (E1 Local Centre)

1.3. Proposal

The proposed development is for a boundary realignment, and would create the following layout:

Lot	Area (Approx)	Characteristics
Lot 21	2331m2	Contains Old Power Station (heritage item) and associated outbuildings
Lot 22	1235m2	Contains dwelling (currently 146 Church Street) and CT Scanning premises

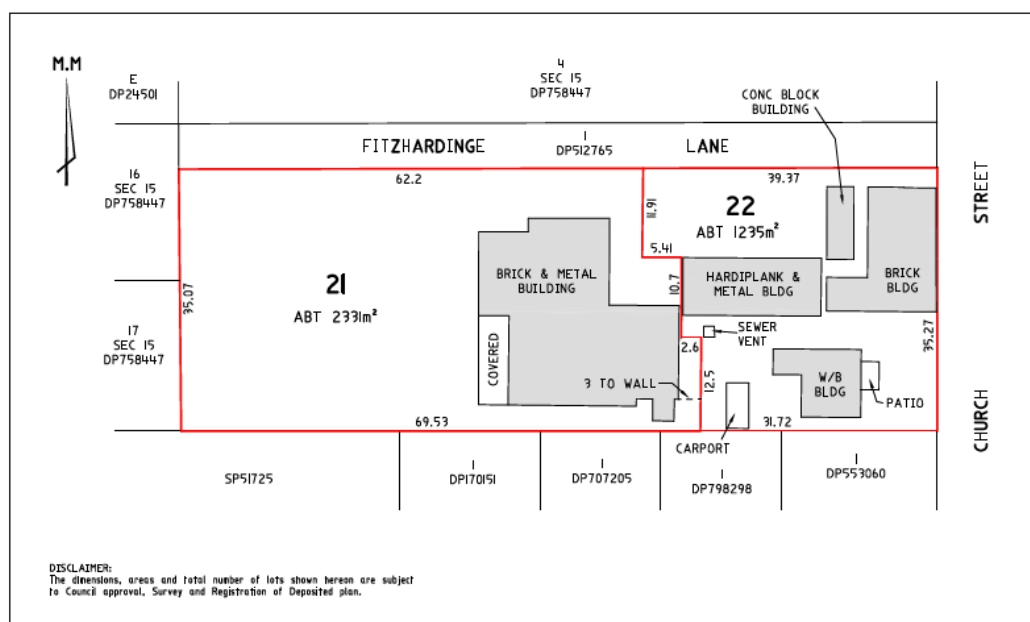


Figure 3: Extract from Plan of Development (source: Tenterfield Surveys)

1.4. Internal Referrals

Building Surveyor – No objection. Informal comments received with regards to location of easements and restrictions, to facilitate fire safety compliance.

Infrastructure Services – No objection, subject to recommended conditions.

No other internal referrals required.

1.5. External Referrals

No external referrals were required. It is noted that the proposal does not create a new point of access to Church Street or require an upgrade of the existing crossover, negating requirement for the concurrence (or advice) of Transport for NSW.

1.6. General Procedural Comments

Revisions:

Revisions were made to the application following negotiations to incorporate 146 Church Street within proposed Lot 22. This change is of nil impact to the existing consent (ref: DA 68/24-25) detailed earlier within the assessment. While not a material planning consideration, the change is considered to improve the viability of the CT Scanning business, and may facilitate accommodation options and the like. The change is not considered contrary to any relevant Council motions.

Public Exhibition:

The application was initially placed on exhibition from 19 June 2025 to 8 July 2025, in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development). In addition to

Glen Innes Severn Council

Development Assessment Report DA 67/24-25

exhibition on Council's website, the proposal notified/included in the "Our Council" newsletter 19 June.

The amended application was exhibited 23 July 2025 to 20 August 2025, together with updated plans and management statement. Council included the following note on the website to support the exhibition and explain the changes:

"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 (of which comprises 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 responses were received in response to either exhibition.

2. Matters for Consideration

Section 4.15(1) of the *Environmental Planning and Assessment Act 1979* sets out the following matters for a consent authority to consider during the assessment of a development application:

(a) the provisions of—

(i) any environmental planning instrument, and

(ii) any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Planning Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

(iii) any development control plan, and

(iiia) any planning agreement that has been entered into under section 7.4, or any draft planning agreement that a developer has offered to enter into under section 7.4, and

(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph),

(v) (Repealed)

that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

The following sections of this report consider each of the above matters for consideration.

2.1. Section 4.15(1)(a)(i) – Environmental Planning Instruments

The following table details the applicability of current State Environmental Planning Policies (SEPPs) to the development application. Detailed discussion of the applicable SEPPs follows.

State Environmental Planning Policy	Applicable? Y/N
(Biodiversity and Conservation) 2021	N
(Exempt and Complying Development Codes) 2008	Y
(Housing) 2021	N
(Industry and Employment) 2021	Y
(Planning Systems) 2021	N
(Precincts – Central River City) 2021	N
(Precincts – Eastern Harbour City) 2021	N
(Precincts – Regional) 2021	N
(Precincts – Western Parkland City) 2021	N
(Primary Production) 2021	N
(Resilience and Hazards) 2021	Y
(Resources and Energy) 2021	N
(Sustainable Buildings) 2022	N
(Transport and Infrastructure) 2021	Y

2.1.1. State Environmental Planning Policy (Resilience and Hazards) 2021

State Environmental Planning Policy (Resilience and Hazards) (RH SEPP) aims to provide a state-wide planning approach to the remediation of contaminated land. In particular, the policy aims to promote the remediation of contaminated land in order to reduce the risk of harm to human health or any other aspect of the environment.

The RH SEPP requires the consent authority to consider whether the subject land of any development application is contaminated. The subject site has been used for commercial purposes for a number of years with no evidence of contaminating uses occurring in recent times. Additionally, it is noted:

- the proposed development does not involve any material ground disturbance (therefore further reducing interaction with soil, in the event there was evidence of contamination);
- a Detailed Site Investigation has previously been prepared for 148 Church Street (GHD, dated May 2015) which did not raise any material concerns.

Based on the above assessment, the provisions of Clause 4.6 of SEPP RH have been considered and the site is considered acceptable for the proposal.

2.1.2. State Environmental Planning Policy (Transport and Infrastructure) 2021

The aim of this Policy is to facilitate the effective delivery of infrastructure across the State.

Clause 2.48 sets out provisions relating to development in proximity to electricity infrastructure, and in certain circumstances requires notice to be given to the relevant electricity supply authority. The proposal does not include underground electricity infrastructure or relocation of existing electricity infrastructure (a pole is present on the site). The development application was therefore not required to be referred to Essential Energy.

Glen Innes Severn Council

Development Assessment Report DA 67/24-25

Clause 2.119 sets out provisions relating to direct access to a classified road. As no new access is being created, the proposal does not require referral to TfNSW

2.1.3. State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

A Development Application is triggered given:

- The proposal involves land containing a heritage item; and
- Lot sizes exceed a 10% change to the size of an existing lot.

No other SEPP's are considered relevant.

2.1.4. Glen Innes Severn Local Environmental Plan 2012

An assessment of the development against the relevant sections of GISLEP is provided below.

Clause	Applicable? Y/N	Comment
1.2 Aims of Plan	Y	The development is generally consistent with the aims and objectives of GISLEP.
2.2 Zoning of land to which Plan applies	Y	The land is zoned E1 Local Centre.
2.3 Zone objectives and Land Use Table	Y	The proposal is consistent with the objectives for the E1 Zone.
2.6 Subdivision – consent requirements	Y	Consent has been applied for.
4.1 Minimum subdivision lot size	N/A	No minimum lot size is provided for the E1 Local Centre zone.
4.6 Exceptions to development standards	N	No exceptions to development standards are sought.
5.10 Heritage conservation	Y	Heritage item I053, Old Power Station, listed under Schedule 5 of Glen Innes Severn Local Environmental Plan 2012, is located on the site. The applicant has submitted a Heritage Assessment under the associated application (ref: DA 68/24-25), which suitably addresses Clause 5.10 of the LEP. Ultimately, the proposal at hand is for a boundary realignment only and is not harmful to the heritage item.
7.3 Essential services	Y	The existing site enjoys connections to all relevant essential service and is acceptable as conditioned.

2.2. Section 4.15(1)(a)(ii) – Draft Environmental Planning Instruments

There are currently no draft SEPPs or LEP amendments that are applicable to the development.

2.3. Section 4.15(1)(a)(iii) – Glen Innes Severn Council Development Control Plan 2014

The Glen Innes Severn Development Control Plan 2012 (the DCP) applies to all land in Glen Innes Severn Shire. An assessment of the development against the relevant sections of the DCP is provided below.

Relevant Chapter:

- 5 – Subdivision

Chapters 1, 2, 7, 8 and 12 have elements of applicability but do not warrant discussion (again, it is reiterated the proposal is for a Boundary Realignment only).

It is also noted that parts of the chapter have been excluded where expressly relating to a particular zone (e.g. subdivision of rural and residential land). Therefore, only general controls are discussed.

2.3.1. Chapter 5 Subdivision

Chapter 5 Subdivision Section	Complies? Y/N	Comment
5.4 General Subdivision Controls		
The "Lot Size Map" and Clause 4.1 of the GISC LEP 2012 prescribes the minimum lot sizes for all new lots.	Y	No minimum lot size relevant.
Public road upgrading and new roads created by subdivision shall be constructed in accordance with Council's Development Design and Construction Manual (Aus-Spec 1). All costs associated with the development are to be met by the developer.	N/A	
Subdivision involving access off a classified road (New England Highway and Gwydir Highway) will be referred to the Roads and Maritime Services (RMS) for comment.	Y	No referral triggered (no new access required, no increase in number of lots).
<i>Traffic Generating Development</i> (Schedule 3 of SEPP Infrastructure) will be referred to the RMS as Integrated Development and will require their General Terms of Approval.	N/A	
Development within bushfire prone land must meet the relevant requirements of the Rural Fire Service and Planning for Bushfire Protection 2006.	N/A	
Development shall not be carried out on slopes greater than 20%. A geotechnical report may be required when subdividing steep land.	N/A	
Where subdivision is proposed to be carried out in stages, information is to be supplied detailing the staged release of lots and all infrastructure works (roads, water, sewer and stormwater drainage).	N/A	
Demonstrated consideration of whether the land to be subdivided is suitable for the intended purposes in accordance with SEPP 55 Remediation of Land.	N/A	Superseded. Refer to earlier discussion.
All lots in new subdivisions in the RU1, E3, and R5 Zones will be allocated a new rural address number as part of	N/A	

the development consent. The applicant will be required to ensure the rural address number plate is installed for each lot prior to release of the Subdivision Certificate.		
Landscaping - New subdivisions in Zones R1, R5, RU5, B2, B4, B6 and IN1 must provide re-establish grass cover on verges and plant street trees and landscaping at the following rates: R1 and RU5 – 1 per new lot, 2 for corner lots R5 – 1 per 30m of road frontage B2, B4, B6 – 1 per 10m of road frontage IN1 – 1 per 25m of road frontage	N/A	
A basic landscaping plan showing intended location, type and mature height of trees is required to be submitted with a development application for subdivision in accordance with the above table.	N/A	Not required for Boundary Realignment.
Street trees must be located so as not to interfere with sight lines from driveways or the location of existing and future utility services.	N/A	

2.4. Section 4.15(1)(a)(iia) – Any Planning Agreement

There are no planning agreements in place that apply to this development.

2.5. Section 4.15(1)(a)(iv) – The Regulations

Clauses 61 to 64 of the Environmental Planning and Assessment Regulations 2021 contain prescribed matters that the authority must consider.

Matters Prescribed by the Regulations	Applicable? Y/N	Comment
Clause 61(1) Demolition	N	
Clause 62 Fire Safety	Y	Acceptable as conditioned.
Clause 63 Temporary Structures	N	
Clause 64 Buildings to be Upgraded	N	

2.6. Section 4.15(1)(b) – Likely Impacts

2.6.1. Impacts on the Natural & Built Environment

No material impact, given the proposal itself does not involve or facilitate intensification of the land.

2.6.2. Social & Economic Impacts

No material impact. While the proposal will work in concert with the CT Scanning premises approved under DA 68/24-25, the proposal in itself is neutral in social and economic benefits.

2.6.3. Other impacts

No other impacts are anticipated.

2.7. Section 4.15(1)(c) – The Suitability of the Site for the Development

The proposed development is suitable for the site. The site does not have any significant environmental constraints and does not adversely impact on the heritage item.

2.8. Section 4.15(1)(d) – Submissions

The Development Application was exhibited in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development). No responses were received.

2.9. Section 4.15(1)(e) – The Public Interest

The application satisfactorily addresses Council's planning controls and is not contrary to the public interest.

3. Other Statutory Considerations

Part 7 Section 1.7 of the Biodiversity Conservation Act 2016 and Part 7A of the Fisheries Management Act 1994 provide that these Acts must be considered in the assessment of a development. Given the location, the proposal is inherently acceptable regarding these acts.

4. Council Strategies and Policies

The following table details the applicability of current GISC strategies and policies to the development application. Detailed discussion of the applicable strategies/policies follows.

GISC Strategy/Policy	Applicable? Y/N
Asbestos Policy	N
Availability Charges for Water Services and Sewerage Policy	
Building Over Sewers Policy	
Development Service Plan – Glen Innes and Deepwater Water and Sewerage	
Local Approvals Policy	
Local Strategic Planning Statement	Y
Conflicts of Interest Policy (Council Related Development)	Y
Mains Extension Policy	N
On-Site Sewerage Management Strategy	
Planning Services – Lane Widening Policy	
Property Access – Vehicle Crossings Policy	
Policy on Easements	
S94 Development Contributions Plan	

4.1. Conflicts of Interest Policy (Council Related Development)

The assessment of the application has been carried out by an external consultant. Refer to the Council report for further details.

4.2. Local Strategic Planning Statement

The proposed is consistent with Local Strategic Planning Statement.

4.3. S94 Development Contributions Plan

The development will not be liable for contributions under the plan.

Glen Innes Severn Council

Development Assessment Report DA 67/24-25

4.4. Development Service Plan

Boundary Realignment only, no contributions applicable.

5. Administrative Matters

Item	Checked? Y/N	Comment
File History	Y	
Deposited Plan & 88B	Y	
Ownership	Y	
Intramaps	Y	
Notification Requirements	Y	No responses
Site Inspection Completed	Y	
Section 68 Application Required	N	
Construction Certificate Required	N	

Schedule 1 – Conditions of Consent

General Conditions

1. **Approved plans and supporting documentation**

Development must be carried out in accordance with the following approved plan, except where the conditions of this consent expressly require otherwise.

Plans Prepared by: Tenterfield Surveys

Drawing No.	Dated
TE251230-3	22/07/2025

In the event of any inconsistency with the approved plans and a condition of this consent, the condition prevails.

Reason: To ensure all parties are aware of the approved plan(s) that applies to the development.

2. **Stormwater**

Stormwater from each lot, including:

- All roof areas;
- Any overflow from tanks (if applicable); and
- Stormwater from paved and impervious areas

is to be controlled and conveyed in a manner consistent with Australian Standard 3500 and to lawful points only.

Reason: To ensure that storm water runoff generated from the development can be discharged by gravity to an approved location, without causing ponding or nuisance to adjoining lands.

3. **Subdivision Certificate**

An application for a Subdivision Certificate is to be submitted via the NSW Planning Portal, with all relevant documentation and plans, including a statement of how each of the conditions has been satisfied and addressing details for each lot.

Details of any staging, compliance with relevant consent conditions, and all required easements, positive covenants and restrictions as to user are to be included on the documentation submitted for a Subdivision Certificate for the subject lots, to ensure that the relevant consent requirements are addressed.

Reason: For avoidance of doubt over further stage(s) of development

4. Responsibility for costs

All utility adjustments and new connections for water, sewer, electricity and telecommunications required by this subdivision and the CT facility must be provided to the satisfaction of the relevant authorities, with costs as follows:

- a) Works required only because of the CT facility lot (including any site-wide upgrades triggered by that those works) are at the full cost of New England CT Pty Ltd.
- b) Works that solely service Council's retained lot are at Council's cost.

Reason: To apply user pays so upgrade costs are appropriately apportioned to the relevant party, while ensuring compliant servicing of the development.

Before subdivision work commences

5. Section 68 Approval (Water and Sewer Works)

Before the commencement of work, approval shall be granted by Council for the following work pursuant to Section 68 of the Local Government Act 1993:

Part of Act	Item	Details of Work
B – Water supply, sewerage and stormwater drainage work	1. Install, alter, disconnect or remove a meter connected to a service pipe	Install separate water meters
	2. Carry out sewerage work	Provide individual sewer connections
	3. Carry out stormwater drainage work	Work to ensure stormwater from each lot drains to a lawful point (if required).

Council does not permit other bodies to cut into 'live' sewer or water mains and will provide a quotation for the construction of any necessary mains upon request. The connection to sewer main shall be so there is one separate and distinct connection to mains within the boundary of each proposed lot.

Application(s) shall be made via the NSW Planning Portal. Note that additional fees will apply for the carrying out of the work (in addition to application fees).

Reason: To comply with the Local Government Act 1993 and to ensure appropriate essential services are provided and work is carried out to suitable standards.

During subdivision work

6. Discovery of relics and Aboriginal objects

While any site work is being carried out, if a person reasonably suspects a relic or Aboriginal object is discovered:

1. the work in the area of the discovery must cease immediately;
2. the following must be notified
 - for a relic – the Heritage Council; or

- for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85.

Site work may recommence at a time confirmed in writing by:

1. for a relic – the Heritage Council; or
2. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85.

Reason: To ensure the protection of objects of potential significance during works.

7. Hours of work

Site work must only be carried out between the following times –

- 7.00am and 6.00pm on Monday to Friday
- 8.00am to 1.00pm on Saturdays

Site work is not to be carried out outside of these times except where there is an emergency, or for urgent work directed by a police officer or a public authority

Reason: To protect the amenity of the surrounding area.

8. Section 138 Approval (Work within Road Reserve)

Before commencement of any work within the road reserves (if necessary), approval is required pursuant to Section 138 of the Roads Act 1993.

ADVISING: This condition has been imposed should any stormwater-to-kerb work (or similar) be required. This consent does not require the upgrade of driveway crossover to existing dwelling within Lot 22 (given the proposal does not intensify the land), however Section 138 Approval would be required should this work be carried out.

Reason: To ensure work meets relevant standards and to ensure the safety and function of the road reserve for all users.

Before issue of a Subdivision Certificate

9. Subdivision Certificate to be applied for via the NSW Planning Portal

Under the Environmental Planning & Assessment Act, 1979, a Subdivision Certificate is required before the plan of survey can be registered with the Land Titles Office. Application via the NSW Planning Portal to Council is required.

Note: Council's fee to issue a Subdivision Certificate is set out in Council's fees and charges.

Reason: Because it is in the public interest that the plan is certified in accordance with the provisions of the Environmental Planning and Assessment Act 1979, as amended.

10. Repair of infrastructure

Before the issue of a Subdivision Certificate, any public infrastructure damaged as a result of the carrying out of work approved under this consent must be fully repaired to the written satisfaction of Council, and at no cost to Council (if the damage was not caused by Council).

ADVICE: This condition has been included as a precaution only, in the event it is found that public infrastructure is required to be altered.

Reason: To ensure any damage to public infrastructure is rectified.

11. Drainage and service lines

Before the issue of a Subdivision Certificate, a surveyor shall confirm that any existing drainage or service lines associated with the existing buildings are fully contained within their respective lot.

Reason: To ensure that services are protected.

12. Restrictions

Before the issue of a Subdivision Certificate, restrictions (including associated Section 88 instruments or equivalent), are to be created:

- Burdening Lot 22
Benefitting Council, protecting sewer ventilation point (SVP) and its curtilage within Lot 22. At minimum, the restriction shall:
 - cover a 0.5m curtilage around the SVP (where possible); and
 - include land east and west of the SVP within Lot 22, to the satisfaction of Council.
- Burdening Lot 21
Benefitting Lot 22, creating no build zone (minimum width of 3m) adjacent to western elevation of nearest building within Lot 22, to the satisfaction of Council.
- over any electricity infrastructure located on private land, in a manner consistent with the relevant energy utility (currently Essential Energy) requirements.

ADVISING: The condition has been imposed to reflect discussion and agreement between Council and the developer of Lot 22.

Reason: To protect Council infrastructure, to protect access and facilitate fire safely between the land.

13. Contributions and Security Provisions

Prior to the issue of a Subdivision Certificate:

- a) all contributions must be paid to Council and all works required by the consent be completed in accordance with the consent, or
- b) an agreement be made between the developer and Council;
 - (i) as to the security to be given to Council that the works will be completed or the contribution paid, and
 - (ii) as to when the work will be completed or the contribution paid.

Reason: Because it is in the public interest that works are completed and fees are paid in accordance with Council's Management Plan in a timely manner.

14. Contributions Payable (if applicable)

If the Subdivision Certificate is not issued, for any reason whatsoever, within twelve (12)

months of the date of determination, then the charges and contributions contained in this consent, may be increased to the current rate at the time of payment.

Reason: Because it is in the public interest that the timing of charges coincides with the delivery of services.

Public Notification

Reasons for Conditions

Unrestricted consent may affect the environmental amenity of the area and would not be in the public interest.

Reasons for Approval

The development satisfies the relevant aims, objectives and provisions of both the *Glen Innes Severn LEP 2012* and *Glen Innes Severn DCP 2014*.

Community Consultation**Public Exhibition:**

The application was initially placed on exhibition from 19 June 2025 to 8 July 2025, in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development).

The amended application (change to lot configuration) was then exhibited from 23 July 2025 to 20 August 2025, together with updated plans and management statement. Council included the following note on the website to support the exhibition and explain the changes:

"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 (of which comprises 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 responses were received in response to either exhibition.

Advisory Notes

- a) A further application is to be made for any change, enlargement or intensification of the premises or land use, including the display/erection of any new structure such as signage, partition walls or building fit-out (unless the proposed work is exempt from the need for consent under *State Environmental Planning Policy (Codes SEPP) 2008* for exempt development.

b) ***Dial Before You Dig***

Underground assets may exist in the area that is subject to your application. In the interests of health and safety, and in order to protect damage to third party assets please contact Dial before you dig at www.1100.com.au or telephone on 1100 before excavating or erecting structures. (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contacting the Dial before you dig service, an amendment to the development consent (or a new development application) may be necessary. Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction or planning activities.

c) ***Telecommunications Act 1997 (Commonwealth)***

Telstra (and its authorised contractors) are the only companies that are permitted to conduct works on Telstra's network and assets. Any person interfering with a facility or installation owned by Telstra is committing an offence under the *Criminal Code Act 1995* (Cth) and is liable for prosecution. Furthermore, damage to Telstra's infrastructure may result in interruption to the provision of essential services and significant costs. If you are aware of any works or proposed works which may affect or impact on Telstra's assets in any way, you are required to contact: Telstra's Network Integrity Team on Phone Number 1800 810 443.

Other Approvals

Local Government Act 1993 Approvals granted under Section 78A(5)

Nil

Integrated General Terms of Approvals as part of the consent.

Nil

Right of Review

In accordance with the provisions of Section 8.2 of the *Environmental Planning and Assessment Act 1979*, an Applicant may request Council to review the determination that has been made in respect of a development application other than:

- a) a determination to issue or refuse to issue a complying development certificate, or
- b) a determination in respect of designated development, or
- c) a determination in respect of integrated development, or
- d) a determination made by the council under Division 4 in respect of an application by the Crown.

In requesting a review, the Applicant may make amendments to the development described in the original application, provided that the development, as amended, is substantially the same development as the development described in the original application.

Glen Innes Severn Council

Development Assessment Report DA 67/24-25

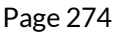
Any request for review of the determination under the provisions of Section 8.2 of the *Environmental Planning and Assessment Act 1979* would need to be made within 6 months after the date on which the Applicant received the Council's Notice of determination of the development application because the Council has no power to conduct a review after that time. The prescribed fee must be paid in connection with an application for a review.

Right of Appeal

If you are dissatisfied with this decision (including a determination on a review under Section 8.2), Section 8.7 of the *Environmental Planning and Assessment Act 1979* gives you the right to appeal to the Land and Environment Court within 6 months:

- a) after the date on which you receive this notice, or
- b) the date on which that application is taken to have been determined

The *Environmental Planning & Assessment Act 1979*, does not give a right of appeal to an objector who is dissatisfied with the determination of the Council to grant consent to a development application, unless the application is for designated development (including designated development that is integrated development) either unconditionally or subject to conditions, the objector may, within twenty eight (28) days after the date on which the notice of the determination was given in accordance with the regulations, and in accordance with rules of court, appeal to the Court.





AUSTRALIA DAY COMMITTEE
MINUTES OF *Ordinary* MEETING
HELD ON: 3/9/2025

MEETING OPENED: 1900

PRESENT: Jan Lemon (Chairperson), Robert Arthur, Kerrie Sturtridge, Richard Edkins, Jenny Thomas, Mahri Koch, Cr Andrew Parsons.

APOLOGIES: Bev Edkins, Peter Haselwood, Karen Carr

Moved Jenny Thomas, seconded Kerrie Sturtridge that the apologies be accepted.

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST:

Nil

MINUTES OF THE PREVIOUS MEETING:

Moved Kerrie Sturtridge, seconded Robert Arthur that the minutes of the previous meeting, dated **August 2025** be accepted.

CARRIED

Item No.	Item	Action
	BUSINESS ARISING:	
1	NIL	
2	TREASURER REPORT	
	To date, the committee is yet to receive from Council the annual grant information. Jan has completed and submitted to the Australian funding body an application for funding of \$10,000 for 2026 Australia Day . Well done Jan and thank you for your work.	
3	CORRESPONDENCE:	
	OUT: Jan's application to the Australian funding body for 2026 grant. IN: Photography quote Paul Neal Photography	

Item No.	Item	Action
4	STANDING ITEMS:	Nil
5	GENERAL BUSINESS:	
5.1	Breakfast 2026	
	Jan and Mahri will approach Red Range Hall committee to develop the 2026 breakfast event there.	Jan and Mahri to continue liaison with Red Range Committee via Lynda Newberry 0429 342 207 /0458 342 207 / 02 6734 2207
5.2	Dates on nomination form	
	Committee is seeking a Council officer who will update the date for submission of Nomination forms for 2026 to 9th December 2025 asap. The committee does not have access to the templates.	Jan and Mahri to seek Council officer who can update the date on forms and advertising templates.
5.3	Photographer for AD	
	Photography quote Paul Neal Photography has been received - \$1608. Committee will continue to liaise with Paul and seek inclusion of live streaming of the 2026 Awards ceremony.	Committee to continue to liaise with the photographer – live streaming inclusion.
5.4	Photo book	
	Photobook is completed – thank you Jan	
5.5	Who is our contact at Council	
	To date, the Committee is yet to be advised by Council of the staff person to whom the Committee may report. Jan and Mahri will continue to liaise with Council to discover the new Council staff committee liaison officer.	Jan and Mahri to continue to liaise with Council re new liaison officer.

MEETING CLOSED: 2015

NEXT MEETING: 1/10/2025

Jan Lemon.....
Chairperson...3/9/2025.
Date



GLEN INNES SEVERN COUNCIL
Glen Elgin Federation Sports Committee

GENERAL MEETING

Date: 24th August 2025
Time: 2:37pm
Venue: Glen Elgin Sports Ground

Meeting opened: 2:37pm

Present: Wayne Dunn (Chairperson), Julie Donnelly (Minute Taker) Erica Dunn, Peter Donnelly, David White, Daniel Cheers, Robyn MacDougall, Graham MacDougall, Craig Klingner and Kym Cheers

Apologies: Rachael Cheers, Fiona & Royce Meyer

Previous Minutes read by Julie Donnelly moved by Erica Dunn sec Greg Bennett

Correspondence:

Discussion was had on all correspondence.
Correspondence as of 24th March.

- GREAT WESTERN ROAD TRIP FUNDRAISER – CANCELLED (TALK TO US NEXT YEAR)
- FINANCIALS TO COUNCIL FOR END OF JUNE
- PROGRESS REPORT FROM COUNCIL RE PLAN OF MANAGEMENT
- ANOTHER PROGRESS UPDATE FROM COUNCIL
- ACA STARLINK HAS BEEN BOOKED
- WESTPAC HELICOPTER – JULIE SPOKE WITH NIKKI AND SHE HAS BOOKED HERSELF IN OR ONE OF THE COMMITTEE MEMBERS TO COME TO THE SPORTS SO WE CAN HAVE A PHOTO AT THE SPORTS
- QEM Medical Solutions – Andrew Bacon

Moved: Julie Donnelly

Seconded: Graham MacDougall

Treasurers Report:

Please see Treasurers report attached from AGM.

Moved: Julie Donnelly

Seconded: Erica Dunn

Business arising from last meetings minutes:

- Colin Say & Co P/L mega meat raffle, which was held Friday, 4th April at the New England Club. Erica said we raised \$1300 and \$200 went into the platters. \$1100 was banked from the raffle. Everyone was keen to do it again next year.
- Wayne suggested we continue to donate Westpac Helicopter for another year. Everyone was in favour. Moved by Wayne sec Daniel Cheers
- Wayne thanked Daniel for spraying the ground. Daniel has the ground under control.

Moved: Julie Donnelly

Seconded: Erica Dunn

General business:

- Gate needs to be fixed at yards. Craig was happy to fix
- High panels at the front of the cut-out yard or use steel available. Daniel looking into what would work best.
- QEM Medical Julie to ring ACA to see if they are registered medical provider with them and if yes get a quote from them.
- Erica suggested we need something to be done in front of the toilets to stop birds. Wayne going to investigate what would work.
- Bain Marie needs a new element or get a quote for a new one. Peter moved that Erica investigate the pricing of a new one verse a new element.
- Peter suggested we should make the front gate wider as the trucks are getting larger. Wayne suggested to look into what sized gates and get it done before the sports.
- Discussion was had on how to do an area for the kids and make it safe. Greg & Kathy to look into costs.

Meeting closed: 3:05 pm
Next Meeting – TBA 2025



PRESENT: Helen Gunther, Nancy Parry, Evelyn Scott, Rachel Welstead, Max Elphick (council delegate), Glenda Laughton, Caren Lesley Donald, Andrew Irwin, Rob Irwin, Jason Irwin, Chris Irwin, Julie Wright, Anne Wilson, Isabel Wilks, Eric Wilks

Moved Helen Gunther, seconded Rob Irwin that the apologies be accepted.

CARRIED

Nil

Moved Helen Gunther, seconded Chris Irwin that the minutes of the previous meeting, dated 8th May 2025 be accepted.

CARRIED

Item No.	Item	Action
5	BUSINESS ARISING:	
5.1	Painting and Grants Rachel has written and submitted the White Rock grant. Thank you, Rachel, for taking on this task. Max will check when results will be finalised. Motion. "If the White Rock grant application is not successful, then use hall funds to pay Men to Paint on completion of the painting, for the amount of \$1850" Moved Helen Seconded Julie Wright. Carried Helen will be in contact with Men to Paint who have indicated that they will complete the painting September/October	Max Helen
5.2	No voting at the hall The Australian Election Commission (AEC) did not include the hall as a voting venue this year. The AEC usually contacts the hall at the start of each year but there was no correspondence. Ben Lomond missed out last year and Glencoe missed out this year. Possible reasons may include low voting numbers or the possibility that the email was missed by council. Since February the position at council which looks after all committees of council has been vacant (AEC emails come through council). Recent council contact is Murray Davies. Max informed the meeting that he has left. Elections are our fundraising time so 3 opportunities have been lost (local, state and federal elections). Thus, the need for a fundraising event.	

Item No.	Item	Action
5.3	Garden shed ramp The concrete ramp will not be completed till the weather is warmer. Rob and Andrew are organising and helping with this task.	Rob, Andrew
5.3	Gubi Gabun- Dates Using the Hal Helen visited the playgroup in May. Dates they are using the hall have been passed onto Andrew so the lawn can be mowed when needed. Helen sent a new contract and invoice in June. No response so a follow-up email was sent in July. They have now paid the hire fee; however, Helen has not received the agreement or liability information. Anne has kindly offered to see the playgroup coordinator on Monday and ask if the liability insurance can be sent as a matter of urgency.	Anne
5.4	Cleanliness of facilities at the park Gubi Gabun Playgroup organiser, Sue, complained about the state of the park toilet and surrounds. Graffiti, cleanliness of toilet, no running water, litter on the ground, long grass. Community members have also complained. Max has assisted with bringing the seriousness of the issue to councils' attention. Helen has asked Sue to write a letter to council. Max has been following up on this matter. Max approached The Director of Place and Growth about the issues. They have fixed equipment, mowed grass and cleaned graffiti. They have decided on some tree removal and looking into a more permanent water supply- to be confirmed. Evelyn has been cleaning the seats and table at park for 20 yrs. This shows off our community as a clean safe place to stop and visit. A huge thank you to Evelyn. Magnificent job!!	
6	TREASURER REPORT:	
	Balance \$6258.76 Treasurer Report attached. Moved Julie Wright Seconded Helen Gunther Carried	
7	CORRESPONDENCE:	
Item number	IN: Emails- from GISC • Monthly Grants and Funding newsletters • Numerous- Murray Davies, re accepting our 17 committee members • Urgent: Request Financial Reports for Year Ending 30 June 2025. Emails- Other • Treasurer Report from Julie, Max • Apologies • Resignation from committee member	

Item No.	Item	Action
	- Numerous- Sue- Gubi Gabun Playgroup re cleanliness of toilet and surrounds Phone - Several discussions with committee member re state of the park, and mowing. - Apology- Rob, Andrew, Chris, Jason Irwin OUT: Emails- to GISC 8th May General Meeting minutes - Query re membership restricted to 12 members - Agenda 16th August meeting Emails- Other - Rachel re White Rock application - Committee and council delegate- 8th May General Meeting minutes - Committee- General Meeting minutes 8th May 2025 - Committee- Agenda 7th August General meeting now 16th August Saturday, 2pm. - Committee- various communications - Treasurer- Urgent: Request Financial Reports for Year Ending 30 June 2025 Text message - Members with no email- meeting agenda - Members re apologies - Members- reminder meeting date 16th August, 2pm.	
9	GENERAL BUSINESS:	
9.1	Fundraiser Some great ideas and offers were put forward. The fundraiser will be a raffle with tickets to be sold at Woolworths, and everyone selling tickets around their networks. Followed by an Autumn Fest at the hall- BBQ, cakes, books, plants, etc and drawing of the raffle. Autumn Fest Date- Saturday 21 March 11am-3pm Raffle prizes- Wood, Easter Hamper, Local goods and produce hampers- beanie, jams. Raffle- Woolworths- maybe February. Glenda will approach Woolworths. Rob has offered half a load of wood; Andrew has offered kindling. Anne kindly offered some beanies. November meeting- everyone is asked to come back with prizes and ideas. February meeting- organise selling tickets and hall stalls.	Glenda Rob All members

Item No.	Item	Action
	Event Signage Rachel raised a concern with signage for events. How does anyone know what's on and where the hall is located. Max will try to find the Glencoe Hall sign which was removed when a tree branch fell on the sign, gate and fence a few years ago. The committee has previously investigated addition signage, and the result was council offering a glass display cabinet which is attached to the western side of the hall. This is probably not adequate. Suggestion to have a sign out the front: Historic Glencoe Hall Parking at Rear	Max
	Committee Member Numbers Council has accepted all 17 members on our committee. There is usually a 12-member limit. To hold a meeting there must be a quorum- half the membership thus, 9 members. Is this achievable? Lesley and Dianne have written resignations. Lesley will continue to support the hall committee. Thank you. Motion "Accept Diane Clifton and Caren Lesley Donald's resignation as general committee members." Moved Helen Gunther. Seconded Evelyn Scott. Carried Quorum will be 8 members for future meetings.	
	Change Meeting Date Decision to change the next meeting to Tuesday 11 th November, and then the February meeting will be held on a Saturday. This will cater to members who are unable to come during the week and vice versa.	

MEETING CLOSED: 3:28 pm**NEXT MEETING:** Tuesday, 11th November 4:00pm, November 2025, at the Glencoe Hall.*Andrew Irwin*.....
Chairman*22/8/25*.....
Date



SALEYARDS ADVISORY COMMITTEE
MINUTES OF Extraordinary MEETING
 HELD ON: 5/3/2025

MEETING OPENED: 2:10

PRESENT: Shad Bailey (Chairperson), Riarna Sheridan (Director of Place and Growth), Lyle Perkins, Michael Lamph, Kurt Parker, Cr Tim Alt, Aaron Campbell (Saleyards Manager) and Kelly Willcocks (Minute Taker)

APOLOGIES: Angus Vivers, Ben Wirth, Cr Margot Davis, Jim Ritchie, Nash Tome

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST:
 NIL

MINUTES OF THE PREVIOUS MEETING:

Moved **Cr Tim Alt**, seconded **Michael Lamph** that the minutes of the previous meeting, dated 11/12/2024 be accepted.

CARRIED

Item No.	Item	Action
4	GENERAL BUSINESS:	
4.1	<u>Distribution of Hardcopy Induction Sheets</u> Regular users to the saleyards are to complete an induction prior to entry. This includes all buyers, vendors, local carriers, agents, and any staff working under agents. Inductions will be renewed every 2 years. Signed copy must be provided to Saleyards Manager. Chair Shad Bailey suggested an Induction Day Friday 21st March 2025 4:00-5:00 pm for all livestock users, agents, and transport carriers.	EA to email electronic copy to all committee members and local carriers discussed EA to email Induction Day details and Committee Members to advise stakeholders
4.2	<u>WHS Safety Report Update</u> Minimum Requirements- Upcoming Bull Sales • Saleyards Safety Induction. • North-eastern loading ramp to be isolated / not used prior to the bull sale. To be announced at the beginning of the sale. Discussions to pull down condemned Northeast Loading Ramp. Unanimous Consensus. • Northwest loading ramp currently being repaired by Manager of Saleyards to an acceptable standard for use. • Review of operating hours – bull sales confirmed work will be carried out in daylight hours. No need for additional lighting. • Gates located between buyers' lanes and livestock areas securely latched. • Q fever Signage to be placed around yards to advise workers / public of the risk.	

Item No.	Item	Action
	<u>Minimum Requirements- Upcoming Weaner Sales</u> • Saleyards Safety Induction. • North-eastern loading ramps to be isolated prior to the bull sale. To be announced at the beginning of the sale. • Northwest loading ramp currently being repaired by Manager of Saleyards to an acceptable standard for use. • Gates located between buyers' lanes and livestock areas securely latched. • Q fever Signage to be placed around yards to advise workers / public of the risk. • The use of portable panels is prohibited. • Checker plate has been installed as reinforcement along portions of the buyers' laneways as a temporary solution for upcoming sales. • Roofing iron from the buyer's laneway has been removed to provide required separation between the stairway leading down to the buyer's laneway / laneway roof. • Pen density discussed. Agents confirmed numbers in the March and April sales did not warrant extension of sale days. • Lighting- 5 x portable lights have been hired as a temporary solution for the upcoming sales. The lights will be delivered the day prior to each of the sales in March and April.	
4.3	<u>Other discussions held</u> Minimum age of workers at the Saleyards The induction document speaks about children under the age of 16 being discouraged from attendance at the saleyards except if under the supervision of an adult. Agents confirmed some of their employees are under 18 / 16. Council confirmed the induction document could possibly be revised to accommodate this, however research into requirements such as a Working with Children's Check needs to be conducted. Unanimous agreement to proceed with using the induction document as presented with any changes regarding children working at the saleyards to be included in a later version.	Council to follow up if Working with Children's Check required

MEETING CLOSED: TIME 3:25

NEXT MEETING: 3:00 PM, 14TH May 2025 at the William Gardner Conference Room.....
Chairperson.....
Date