

Glen Innes Severn Council Meeting
27 NOVEMBER 2025

ANNEXURES UNDER SEPARATE COVER

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ANNUAL REPORT 2024-2025

Shaping a stronger, more vibrant future together



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.



Annual Report 2024-2025

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OUR VISION

Transforming today for a thriving tomorrow

2024-2025 Annual Report

Glen Innes Severn Council prepares this Annual Report to share our performance, achievements, and compliance with the community and stakeholders.

This report meets the requirements of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*, and forms part of the Integrated Planning and Reporting (IP&R) Framework set by the NSW Government.

The Annual Report focuses on our financial and operational results for the 2024–2025 financial year. It shows how we've delivered services, progressed strategic goals, and responded to community needs.

What's Inside



Progress Report

Highlights our achievements and tracks progress against the 2022–2025 Delivery Program.

As an Ordinary Election was held during the reporting period, Council has also prepared a report against the Community Strategic Plan, which is at Appendix B.



Statutory Information

Covers mandatory reporting under legislation.



Financial Statements

Due to a delay, Council's audited financial statements will be presented separately in December 2025.

The Office of Local Government has granted an extension to lodge by 12 December 2025. We will publish the statements on our website once available.



Mayor's Message

It is my privilege to present the 2024–25 Annual Report and reflect on a year that marks both the start of a new Council term and a decisive reset for our organisation.

Since October 2024, Councillors and staff have worked collectively to set a strategically robust direction for the next four years, supported by practical, modern solutions that deliver real outcomes. This year has been about building the foundations we need: strengthening governance, lifting organisational capability, improving financial discipline, and sharpening the long-term planning that underpins reliable service delivery and infrastructure renewal.

Our Community Strategic Plan (CSP) 2025–2035, shaped through extensive Shaping Tomorrow engagement, now provides the long-term direction for Council and the community. It reflects the priorities residents told us matter most: strong and accessible services, safe and connected communities, housing that meets local needs, meaningful economic opportunity, and local amenity that supports everyday quality of life.

These core elements of regional liveability guide all of Council's planning. Supported by our Resourcing Strategy, Asset Management Plans, Delivery Program 2025–2029 and annual Operational Plan, the CSP ensures we are delivering the right outcomes for our community.

Throughout the year, Council has made strong progress. We have demonstrated this through improvements in healthcare access by enabling

local business, stronger regional advocacy, early steps toward major legacy projects, and steady organisational renewal. Each of these advances contributes to a more liveable and resilient Glen Innes Highlands.

We have also been clear about the challenges. Ageing infrastructure, rising costs, and declining external funding continue to pressure regional councils.

The reduction in the advance payment of the Financial Assistance Grant has impacted our operating position this year, but we remain aligned with our Long-Term Financial Plan and equipped to make responsible decisions. As part of this financial sustainability work, Council has begun preparing for a potential Special Rate Variation (SRV) application to IPART which if approved will commence in July 2026.

Even with these pressures, the outlook is strong. The work completed in 2024–25 – modernising our organisation, planning for long-term sustainability, improving services, and strengthening liveability – positions Glen Innes Highlands to meet future demands with confidence.

Thank you to our residents, community groups, businesses, volunteers, and dedicated Council staff for your partnership and trust. Together, we are building a future-ready, thriving, and truly liveable Glen Innes Highlands.

Mayor Margot Davis



General Manager's Message

The start of this Council term in October marked a renewed commitment to shaping a vibrant and sustainable future for our community. Guided by the principles of transparency and collaboration, Council set a clear course to deliver on community aspirations through robust, community-based planning.

At the heart of this vision is the Community Strategic Plan 2025–2035, developed through extensive consultation to reflect the long-term goals and priorities of our residents. This plan forms the foundation for our Delivery Program 2025–2029, which outlines Council's commitments over the four-year term, and the Operational Plan 2025–2026, which details annual actions and budgets. Community engagement has been integral at every stage, ensuring these plans genuinely reflect local needs and expectations.

Throughout the year, we continued to invest in and maintain critical infrastructure that supports growth, connectivity, and liveability. At the same time, we focused on organisational development, recognising that our staff are central to delivering on Council's vision. Our role as an organisation is to implement the aspirations of the elected body, and we take that responsibility seriously.

To secure long-term financial sustainability, Council presented a Special Rate Variation (SRV) proposal to the community. This measure aims to address structural deficits and enable continued investment in essential services and infrastructure. The Long-Term Financial Plan 2025–2035 supports this by modelling future scenarios to maintain service levels and fund

strategic priorities, reinforcing our commitment to prudent financial management.

During consultation on the SRV, the community clearly expressed the importance of Council operating as effectively and efficiently as possible. We have heard that message and will make it a specific focus moving forward.

One of the early decisions of the new Council was to address the long-standing issue of providing suitable office accommodation and adequate meeting space. This was not an easy decision, but it was an important and responsible one—reflecting Council's commitment to creating a functional and professional environment for staff and the community.

I, along with all staff, remain committed to transforming today for a better tomorrow—ensuring every decision and action contributes to a stronger, more prosperous Glen Innes Severn for generations to come.

Council is a complex and diverse organisation that plays a vital role in the daily lives of our community—whether through service delivery, infrastructure investment, or long-term planning. We take great pride in helping Glen Innes Severn thrive, and we are honoured to serve a community that values progress, integrity, and connection.

I want to sincerely thank all Council staff for their dedication, professionalism, and resilience throughout the year. Your commitment to serving the community and delivering on Council's priorities is deeply appreciated, and I am proud to work alongside you.

Bernard Smith

Integrated Planning and Reporting (IP&R)

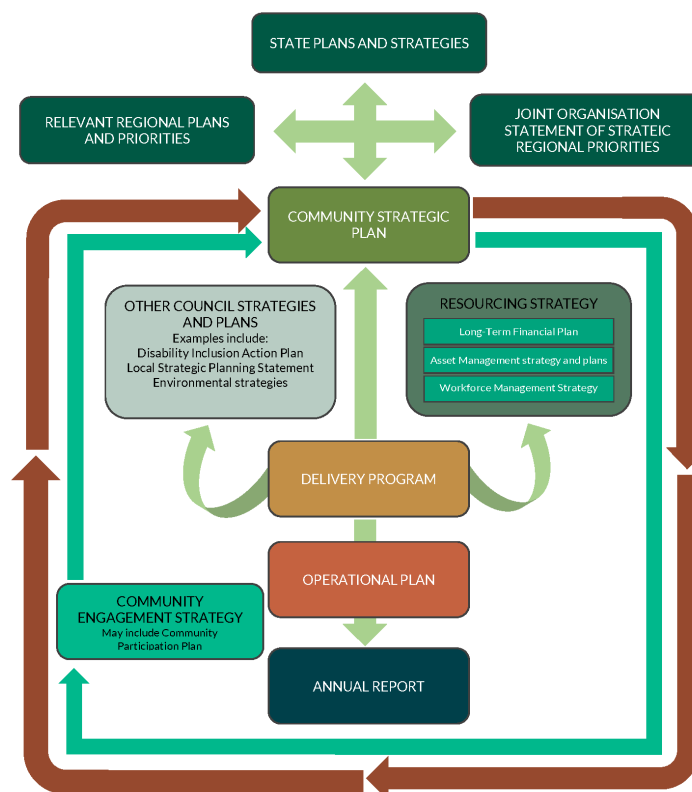
All NSW Councils are required to develop and report on a set of plans and strategies which assist in identifying and responding to the community's vision, priorities and goals for the future.

This framework is known as the Integrated Planning and Reporting (IP&R) Framework and aims to:

- Integrate and streamline statutory planning and reporting
- Strengthen strategic focus
- Align with national sustainability frameworks
- Ensure accountability and responsiveness to local communities

The key plans and reports under the IP&R framework are outlined below.

All documents are guided by, and developed in consultation with, our community.



Duration / Renewal timeframe	Key Plan/Report	Outputs	Description
10 years	Community Strategic Plan	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through community engagement
4 years	Delivery Program	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Strategic Plan
4 years	Resourcing Strategy: • Long-Term Financial Plan • Asset Management Strategy • Workforce Management Plan	Council Resources: - Finances - Assets - People	A set of Plans and Strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly
1 year	Operational Plan	Council Actions	An annual plan of actions that support the Delivery Program initiatives
1 year	Annual Report	Reporting: - Delivery Program - Operational Plan	An annual report to the community on the progress of the Delivery Program and Operational Plan

Community Strategic Plan 2022-2032

The Community Strategic Plan (2022–2032)* set out Council's strategic direction for Glen Innes Severn Council. Its Strategic Objectives were supported by a number of contributing Strategies, which had been developed over the years by Council in partnership with the community and other stakeholders.

These contributing Strategies were listed alongside each of the main Strategic Objectives to which they applied. Key regional plans and documents developed by other agencies and organisations were also analysed.

The five Strategic Objectives around which the 2022–2032 Community Strategic Plan and its accompanying 2022–2025 Delivery Program were:

An Attractive Quality of Life:

That is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high country climate.

A Prosperous Local Economy:

That is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

Fit for Purpose Public Infrastructure:

That is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.

An Appealing Sense of Place:

That is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

Recognised for Local Leadership:

That upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

5, Council adopted a new Community Strategic Plan 2025–2035



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Progress Report 2024-2025

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Role of Council

Glen Innes Severn Council operates through a governing body and an administrative body.

Residents of the Glen Innes local government area democratically elected the governing body in September 2024. This body includes a mayor and six councillors.

Councillors select and appoint the General Manager, who serves as Council's most senior employee. The General Manager holds a renewable, fixed-term, performance-based contract for up to five years. Mr Bernard Smith currently serves as General Manager under a four-year contract that began on 16 January 2023.

The General Manager leads the Staff Management Executive Team (MANEX), which includes three directorate heads. These directors may co-opt other staff as needed. The General Manager also delegates functions to other staff members when appropriate.

The administrative body consists of the General Manager, staff, volunteers, and contractors. The General Manager oversees the efficient and effective operation of Council's organisation and ensures prompt implementation of Council's decisions.

Council employs a diverse workforce, including:

- town planners
- engineers
- construction crew
- plant operators
- building surveyors
- librarians
- environmental officers
- rangers
- administration staff
- community services program coordinators
- direct support workers
- childcare workers

These employees manage Council's day-to-day operations and carry out policies and decisions under the General Manager's direction.

Council's corporate management structure ensures coordinated, efficient, and effective implementation of its policies and decisions.

Councillors 2024-2025



Margot Davis
Mayor (2024–current)



Carol Sparks
Councillor (2021–2024), Deputy
Mayor (2024–current)



Tim Alt
Councillor (2021–current)



Max Elphick
Councillor (2024–current)



Andrew Parsons
Councillor (2021–current)



David Scott
Councillor (19 November
2024–current)



Troy Arandale
Deputy Mayor (2021–2024),
Councillor (1 October 2024–
24 July 2025)



Rob Banham
Mayor (2021–2024), Councillor
(1 October–10 October 2024)



Jack Parry
Councillor (2021–2024)

Under the *Local Government Act 1993*, Councillors play two key roles: as members of Council's governing body and as elected representatives of the community.

As Elected Representatives, Councillors:

- Make decisions that guide and control Council's operations
- Allocate resources to best serve the local area
- Help develop and review Council policies and regulatory frameworks
- Monitor Council's performance, service delivery, and financial planning
- Represent the interests of residents and ratepayers
- Provide leadership and direction for the community
- Support communication between Council and the community

Councillors elect the Mayor and Deputy Mayor every two years. NSW Local Government elections were held on Saturday, 14 September 2024, and the NSW Electoral Commission officially declared the results on Tuesday, 1 October 2024

Councillor Attendance

Councillors' meeting attendance from 1 October 2024 to 30 June 2025

Councillor Name	Comment	Ordinary Meetings (n= 8)	Extraordinary Meetings (n= 2)
		Attended / Eligible to attend	Attended / Eligible to attend
Cr Tim Alt	Re-elected	8/8	2/2
Cr Troy Arandale	Re-elected	8/8	2/2
Cr Rob Banham # (Mayor until 10 October 2024)	Re-elected	0/0	1/1
Cr Margot Davis (Mayor from 10 October 2024)	Elected	8/8	2/2
Cr Max Elphick	Elected	8/8	2/2
Cr Andrew Parsons	Re-elected	8/8	2/2
Cr Carol Sparks (Deputy Mayor from 10 October 2024)	Re-elected	8/8	2/2
Cr David Scott *	Elected via countback	7/7	1/1

Councillor Banham resigned 10 October 2024

* Councillor Scott was declared elected on 19 November 2024 through a countback process, following Cr Banham's resignation.

The table below shows Councillors prior to the election on 14 September 2024, and their attendance at meetings during the reporting period.

Councillors' meeting attendance from 1 July 2024 to 1 October 2024

Councillor Name	Ordinary Meetings (n= 2)	Extraordinary Meetings (n= 0)
	Attended / Eligible to attend	Attended / Eligible to attend
Cr Tim Alt	2/2	0/0
Cr Troy Arandale (Deputy Mayor)	2/2	0/0
Cr Rob Banham (Mayor)	2/2	0/0
Cr Jack Parry	2/2	0/0
Cr Andrew Parsons	2/2	0/0
Cr Carol Sparks	2/2	0/0
Vacant ^o		

^o One councillor position was vacant over the period 9 May 2024 to 1 October 2024, following former Councillor Gresham's resignation on 9 May 2024.

The tables below detail Councillor attendance at workshops, briefings, training and conferences during 2024-2025.

Key:
Y = yes, attended
N = no, did not attend
A = apology provided
NR = not recorded

Councillor Workshops and Briefings

Date	Topics covered	Councillor Attendance
11/07/2024	Rail Trail Presentation Integrated Water Cycle Management Drought Regional Drought Resilience Plan	Attendance not recorded
06/08/2024	Audit Opinion 2022/2023 Draft Financial Statements 2023/2024 Office Accommodation	Attendance not recorded
13/11/2024	Land Use Management Plan / Strategy Housing Update CCTV Update Urban Roads Strategy Integrated Planning and Reporting Timetable Councillor Conduct and Meeting Practices Discussion Paper Councillor Attendances at Conferences Deputy Mayor Allowance Pre-Council Meeting Briefing	Attendance not recorded
12/12/2024	Wattle Vale Quarry Site Visit Essential Energy Building Site Visit Life Choices – Support Services Update Community Strategic Plan Development Timetable Remuneration Tribunal Review	Attendance not recorded
30/01/2025	Community Strategic Plan Workshop 1	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - Y Cr T Arandale – NR Cr M Elphick – A Cr A Parsons - NR Cr D Scott - Y
06/02/2025	Community Strategic Plan Workshop 2	Cr M Davis - Y Cr C Sparks - Y

Date	Topics covered	Councillor Attendance
		Cr T Alt - Y Cr T Arandale - Y Cr M Elphick - Y Cr A Parsons - NR Cr D Scott - Y
04/03/2025	Budget Workshop 1	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - Y Cr T Arandale - NR Cr M Elphick - Y Cr A Parsons - NR Cr D Scott - Y
13/03/2025	Draft Community Strategic Plan Draft Delivery Programme Presentation from Arts North West	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - Y Cr T Arandale - NR Cr M Elphick - Y Cr A Parsons - NR Cr D Scott - Y
18/03/2025	Budget Workshop 2	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - Y Cr T Arandale - NR Cr M Elphick - Y Cr A Parsons - NR Cr D Scott - Y
25/03/2025	Budget Workshop 3	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - Y Cr T Arandale - N Cr M Elphick - Y Cr A Parsons - N Cr D Scott - Y
09/04/2025	Budget Q & A (online)	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - A Cr T Arandale - N Cr M Elphick - Y Cr A Parsons - A Cr D Scott - Y
22/04/2025	SEATA Site Visit and Presentation	Cr M Davis - Y Cr C Sparks - Y

Date	Topics covered	Councillor Attendance
		Cr T Alt - A Cr T Arandale - N Cr M Elphick - Y (Site Visit only) Cr A Parsons - Y (Presentation only) Cr D Scott - Y
12/06/2025	Outcomes of the SRV Consultation Process	Cr M Davis - Y Cr C Sparks - Y Cr T Alt - A Cr T Arandale - Y Cr M Elphick - Y Cr A Parsons - Y Cr D Scott - Y

Induction and Professional Development Training

Date	Topics	Name of Attendee/s
14/10/2024	Councillor Information Workshop	Cr M Davis Cr C Sparks Cr T Alt Cr M Elphick Cr A Parsons - NR Cr T Arandale - NR
21/10/2024	Councillor Strategic Planning Day	Cr M Davis Cr C Sparks Cr T Arandale Cr M Elphick Cr A Parsons - NR
31/10/2024	Councillor Development (External Facilitator)	Cr M Davis Cr C Sparks Cr M Elphick Cr T Alt Cr A Parsons - NR
25/11/2024	Mayoral Induction Session 1	Cr M Davis
26/11/2024	Mayoral Induction Session 2	Cr M Davis
26/02/2025 – 28/02/2025	Political Wellbeing Summit Course	Cr M Davis

Date	Topics	Name of Attendee/s
03/02/25025	Local Government NSW 'Elected Life' Councillor Induction	Cr D Scott
18/03/2025	Mayoral Induction Workshop	Cr M Davis
13/05/2025	Code of Meeting Practice Refresher	Cr M Davis Cr C Sparks Cr D Scott

Conferences

Date	Name of Conference	Name of Attendee/s
02/07/2024 - 04/07/2024	ALGA National General Assembly 2024, Canberra	Cr R Banham Cr T Arandale Cr T Alt
05/07/2024	Australian Council Local Government (ACLG), Canberra	Cr R Banham
17/11/2024 - 19/11/2024	Local Government NSW Annual Conference, Tamworth	Cr M Davis Cr C Sparks Cr T Arandale Cr M Elphick
08/05/2025	Rural and Regional Summit, Sydney	Cr M Davis
24/05/2025 - 27/06/2025	ALGA National General Assembly 2025, Canberra	Cr M Davis Cr C Sparks

Annexure A

Item 7.3



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GLEN INNES SEVERN AT A GLANCE

5,487km²
Council area

1,164km
of road

8,836
current
population

9,219
2041 projected
growth

50
median age



270k
yearly visitors

3,266
people work in Glen Innes Severn

1,109
businesses

Largest Industry
Agricultural, Forestry & Fishing



53%
working full time

8%
unemployed

11%
who work at home

25%
who volunteer



\$677.1m
Gross Regional Product
(GRP)

\$360.9m
regional imports

\$500m
regional exports

\$57.8m
tourism output

\$271.5m
local expenditure

IF GLEN INNES SEVERN CONSISTED OF 100 PEOPLE



49
MALE

51
FEMALE

6
Aboriginal and
Torres Strait Islander

4
born overseas

1
speaking languages other
than English at home

21
0-19
years old

18
20-39
years old

24
40-59
years old

30
60-79
years old

7
80+
years old



10
attending tertiary
education



24
attending primary
education

18
attending secondary
education

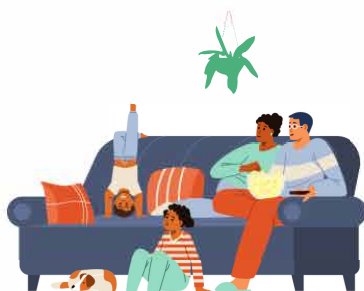
85
occupied private
dwellings

15
unoccupied private
dwellings

26
who rent

69
who own or
mortgage a house

64
living in
families



34
living by
themselves

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Management Executive Team

Council's Management Executive Team (MANEX) is responsible for the overall strategic and operational leadership of the organisation. MANEX is led by the General Manager and supported by three Directors, each overseeing key areas of Council's service delivery and operations.



Bernard Smith
General Manager



Lindsay Woodland
Corporate and
Community Services

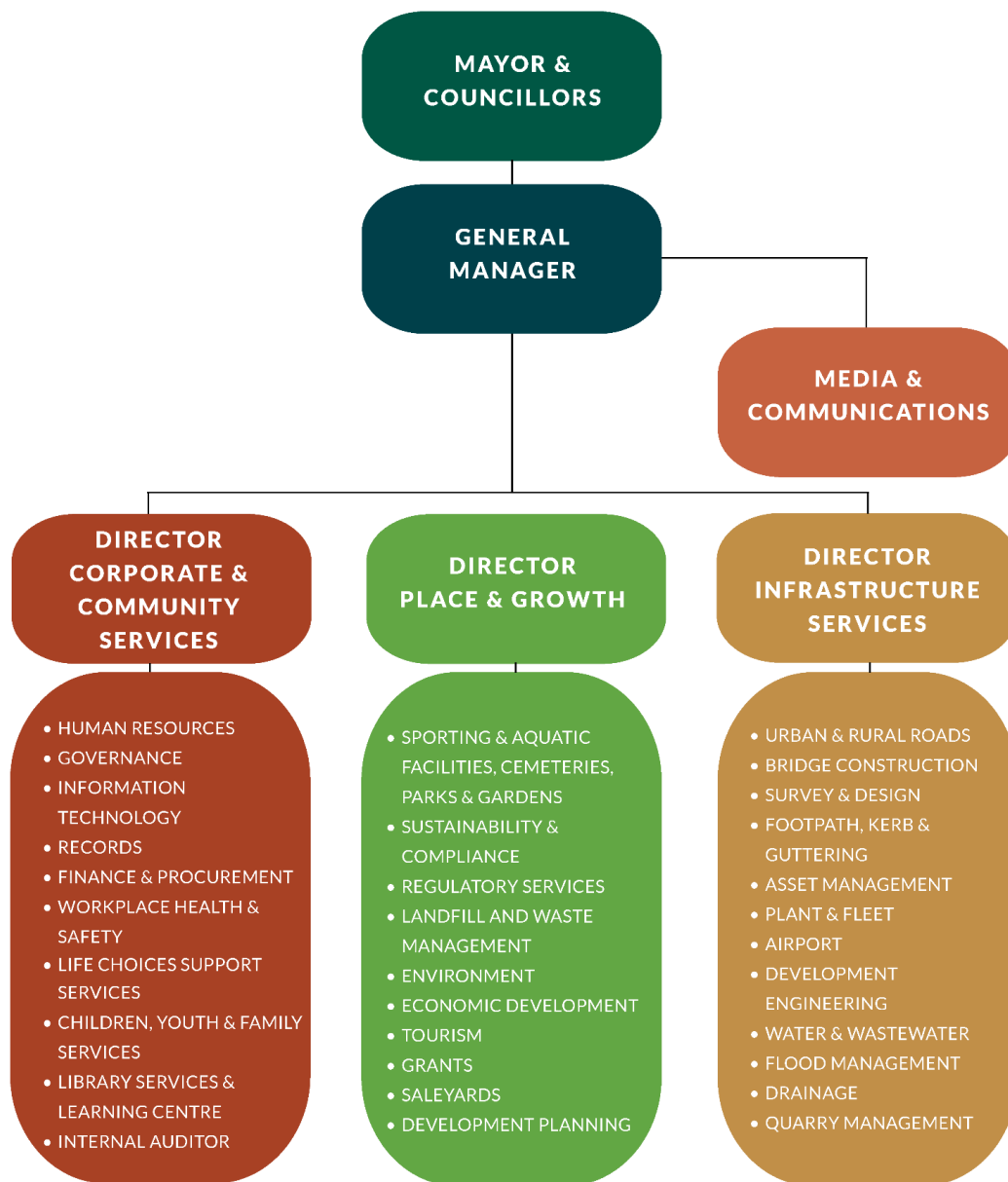


Riarna Sheridan
Place and Growth



Alan Butler
Infrastructure Services

Organisational Structure



Our Workforce

189
total staff

92 female
97 male

113
full time

24
part time

52
casual

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In 2024-2025 Council managed...

Assets and Infrastructure	Number		
Airport	1		
Library Hub with Branches	1 Hub 3	Branches	
Public Pools	2		
Length of Road	1,167km	520km Sealed	644km Unsealed
Length of Footpaths	19km		
Bridges, Culverts and Causeways	256		
Council Buildings	138		
Land Parcels	197		
Fleet and Plant Items	204 including 29 heavy vehicles		
Landfill Sites	4		
Water Treatment Plants	2		



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Annexure A



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Our Highlights

2024-2025

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'Shaping Tomorrow' Campaign

Shaping Tomorrow was a comprehensive community engagement campaign undertaken by Glen Innes Severn Council in 2024–2025, placing residents at the forefront of decisions about the region's future. Council engaged widely across Glen Innes and surrounding villages through community information sessions, stakeholder meetings, online feedback opportunities and other engagement activities, ensuring the views and priorities of residents, business owners and community organisations informed planning and decision-making.

As a result of this campaign, Council adopted several key documents at its Ordinary Meeting in June 2025: the Community Strategic Plan 2025–2035, the Delivery Program 2025–2026, the Operational Plan and Budget 2025–2026, and the Revised Long-Term Financial Plan 2025–2035. Together, these documents establish a clear path for service delivery, infrastructure investment, financial recovery and improved community outcomes over the next decade.

A major outcome of Shaping Tomorrow was Council's resolution to endorse the preparation of an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), planned for submission in February 2026 and, if approved, implemented from the 2026/27 financial year. The revised sustainability SRV scenario, reflecting extensive community feedback and updated financial analysis, proposes a cumulative increase of 48.3 per cent over three years, down from the previously proposed 55.49 per cent over two years. The scenario also includes additional support for pensioners, ongoing commitment to town and village improvements, increased operational savings through efficiencies, more moderate waste charges, and a deferral of the Town Hall master planning project.

Since adopting these documents, Council has commenced early preparatory work for the SRV application while continuing to focus on cost and service efficiencies and maintaining open communication with the community. The Shaping Tomorrow campaign reflects Council's commitment to building a financially, economically and socially sustainable future for Glen Innes and its surrounding villages.

Glen Innes Airport Reopens After Major Upgrades

During the reporting period, Council successfully delivered Stage 1 of the Glen Innes Airport Master Plan—an ambitious infrastructure upgrade that supports regional connectivity, emergency services, and economic development.

These upgrades directly support Strategic Objective 1.1 of the 2024–25 Delivery Program: “Maintain and renew infrastructure to meet community needs.” They also align with Operational Plan Action 1.1.2: “Deliver capital works projects that improve core infrastructure including roads, drainage, and public facilities.”

To fund the project, Council secured \$3.42 million in external grants through:

- AGRN 1012 – Local Recovery Grant (NSW Severe Weather and Floods)
- Infrastructure Betterment Fund – NSW Betterment Programs
- Regional Airports Program Round 3.

This funding success reflects Strategic Objective 4.1: “Ensure responsible financial management and pursue external funding opportunities.”

Council chose to manage the project internally to reduce costs, with the Manager of Infrastructure Delivery leading the works. Council’s own Construction and Drainage

teams completed the pavement and drainage upgrades, while local Glen Innes contractors supported lighting system installation. Specialist contractors handled spray sealing, line marking, electrical commissioning, and flight checks to ensure compliance.

This approach demonstrates Council’s commitment to Strategic Objective 2.1: “Support local business and employment opportunities,” and Operational Plan Action 2.1.3: “Engage local contractors and suppliers where possible in Council projects.”

The airport now offers improved infrastructure for chartered, recreational, and private aviation, and continues to play a vital role in emergency services—including aeromedical operations and bushfire response. During the 2019–20 bushfire season, the airport recorded over 4,000 aircraft movements.



Tree Assessment & Urban Tree Works Program

In October 2024, Council engaged an independent qualified arborist to conduct a comprehensive assessment of the urban tree canopy across key public reserves and streetscapes including Church Street (Glen Innes town centre), Centennial Parklands, Glen Innes Cemetery, King George Park, King Edward Park, Veness Park, ANZAC Park and the Skate Park site. In total 1,266 trees were inspected. Of these, 89 trees were flagged for removal and replacement due to structural or safety concerns. Replacement plantings will be finalised in the 2025–2026 financial year.



Council Addresses Long-Term Office Accommodation Issues

At its November 2024 meeting, Council resolved to purchase a new site, locally known as the “Dimmys Building,” at a cost of \$6 million to address long-standing office accommodation challenges.

Negotiations for the site began during the last term of Council, following over 15 years of investigations and planning to identify a suitable and affordable solution. The existing offices are unsafe, non-compliant, and limit service delivery, including restricting recruitment of staff with a disability.

This relocation represents the most cost-effective and sustainable solution, and the new facility will provide a centralised, fit-for-purpose workspace, supporting efficient service delivery, organisational collaboration, and the needs of Council staff well into the future.



Council proudly celebrated the 70th anniversary of the Glen Innes Severn Public & TAFE Library, recognising its enduring role in fostering community learning, literacy, and connection. Since opening its doors in 1954, the library has evolved into a dynamic hub for education, creativity, and digital access.

Council hosted events that brought together past and present staff, volunteers, and patrons to reflect on the Library’s legacy and future.

The celebration highlighted its transformation over seven decades—from a modest book-lending service to a modern facility offering free Wi-Fi, digital resources, youth programs, and inclusive learning spaces.

Throughout the year, the Library continued to deliver high-impact programs including early literacy sessions, Tech Savvy Seniors workshops, and school holiday activities.



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LC-SS Access Bus Service

Council responded to feedback from the 2024 Aged Care and Disability Community Consultation Report and Transport for NSW forums, which highlighted transport limitations as a barrier for rural seniors.

To address this, Council proposed expanding the Access Bus service to the villages of Deepwater, Emmaville, Glencoe, and Red Range.

Community information sessions were held in the affected locations, and Council has submitted an enquiry to Point to Point Transport regarding the Transport Access Regional Partnerships (TARP) Grants Program to support the potential service expansion.

The Youth Booth Awards

Youth Booth was a finalist in the 2025 Local Government Week Awards, recognised for delivering one of New South Wales' most outstanding Youth Week programs.

During Youth Week 2025, Council collaborated with local youth to host events including a gaming night, movie night, inflatable fun day, and a guided cultural walk at The Willows, fostering connection, leadership, and cultural awareness across the region. Youth Booth served as a planning hub and safe space for young people to gather, share ideas, and develop skills, supported by Council staff.

Beyond Youth Week, Youth Booth continues year-round programming for young people aged 12–24, including drop-in sessions, mentoring, and recreational activities focused on wellbeing, inclusion, and personal development.



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'Gentle Stretches from a Chair' Program

Council strengthened its Life Choices Support Services (LC-SS), delivering targeted programs that promote physical wellbeing, social connection, and inclusive community participation.

One of the standout achievements was the expansion of the popular "Gentle Stretches from a Chair" program, a chair-based yoga initiative tailored for aged care participants.

Due to increasing attendance and consistent positive feedback, Council relocated the sessions to the Glen Innes Services Club, a larger and more accessible venue that now accommodates up to 30 participants per session.

The program connects participants in a welcoming group environment where gentle movement helps reduce isolation, foster friendships, and build confidence while improving mobility.



Glen Innes Saleyards Upgrade

In April 2025, Council completed an important upgrade at the Glen Innes Saleyards to meet new livestock traceability standards. Funded by a \$193,101 grant from the NSW Department of Primary Industries, the project installed electronic identification (eID) scanning equipment now required for all sheep and goats entering saleyards.

The new system scans and records tags on arrival, ensuring full traceability from farm to processor and bringing the facility into full compliance with updated legislation. This upgrade strengthens the saleyards' capacity to support the region's strong sheep and wool industry and ensures trading can continue with confidence and accuracy.

Glen Innes remains one of the busiest sheep saleyards in the state, and this investment helps secure its long-term viability. Council staff worked closely on design and installation to ensure the new technology integrates smoothly into day-to-day operations, keeping the facility modern, functional and industry ready.

Council Assumes Biosecurity Responsibilities Following NEWA Dissolution

In June 2025, Council formally took over responsibility for invasive and noxious weed management in Glen Innes Highlands following the dissolution of the New England Weeds Authority (NEWA), which had operated for more than 75 years.

The NSW Minister for Local Government approved the dissolution in February 2025, returning biosecurity functions to member councils. As the Local Control Authority under

the Biosecurity Act 2015, Council now leads proactive weed management and education to protect the region's environment, primary production areas, and community assets.

An experienced Biosecurity Officer, formerly employed by NEWA, joined Council to ensure continuity of service and maintain local expertise. Council is updating its communications to inform the community about responsibilities, programs, and initiatives, and will continue to work closely with landholders, community groups, and stakeholders to manage and reduce the spread of invasive weeds across the region.



LC-SS Sensory Garden Opening

The Sensory Garden at Life Choices Support Services officially opened on Thursday 17 April by Member for Northern Tablelands Brendan Moylan MP.

The event marked the completion of one of the key upgrades delivered through the Community Services Social Infrastructure Upgrades project, made possible by a \$100,000 funding boost from NSW Government's Round 5 of the Stronger Country Communities grant.

The project was the vision of the late Anthony Williams, Former Manager of Community Services, whose commitment to creating inclusive community spaces continues to make a lasting impact. Designed to provide a calming, inclusive space for individuals with sensory processing needs, the Sensory Garden will be used by all members of the community, including people of all abilities. The purpose-built space will provide a calming, welcoming environment that supports sensory learning and wellbeing.



Get In Here!' Campaign – Glen Innes Highlands

In October 2024, Council launched the Get In Here campaign — a dynamic community-led initiative to showcase the authentic story of the Glen Innes Highlands region.

The campaign invited residents, local businesses and community groups to take part in professional photography and video shoots, capturing the people, places and spirit that make the district unique.

The assets produced — including social-media reels, a YouTube community video and high-quality imagery — are now being used in destination marketing to strengthen the region's appeal to both visitors and investors.

By placing local stories at the heart of the narrative, the campaign supports our broader objective of promoting community pride, boosting economic activation and reinforcing Glen Innes Highlights as a vibrant, welcoming place to live, work and visit.





Bald Nob Road Rehabilitation

Council successfully delivered the full rehabilitation of Bald Nob Road, a \$5.6 million project that significantly improved road safety, freight access, and regional connectivity. The works included pavement reconstruction, drainage upgrades, and sealing across 10.5 km of road, addressing long-standing deterioration and enhancing resilience in the local transport network.

The project was jointly funded by the Australian Government through the Local Roads and Community Infrastructure Program, and the NSW Government under the Fixing Local Roads Program, with Council managing delivery. These investments reflect a strong intergovernmental commitment to rural infrastructure and economic development.

Council's completion of this project marks a key achievement in its 2024–25 capital works program and demonstrates its capacity to deliver complex infrastructure upgrades in partnership with higher levels of government. The improved Bald Nob Road now supports safer travel for residents, emergency services, and freight operators, while reducing long-term maintenance costs.



Harmony Day 2025

The Community Harmony Day Event, held on 21 March 2025 at Glen Innes & District Services Club, successfully celebrated Australia's cultural diversity as part of the national Harmony Week celebrations. With the theme "Celebrate how all our differences make Australia a great place to live!", the event brought together diverse community members to promote inclusivity and social cohesion within Glen Innes Highlands.

This initiative directly fulfilled Council's Operational Plan Target CS 1.3.3.1, which requires at least one Council-facilitated event celebrating cultural diversity and inclusion, demonstrating the organisation's commitment to fostering community harmony through structured engagement.



Glen Innes Beautification Project

The Glen Innes Town Centre Beautification Project was completed in 2024–25, transforming the town centre into a more vibrant, welcoming and functional space for residents and visitors.

Funded through an \$872,429 grant from the Australian Government’s Local Roads and Community Infrastructure Program (LRCI), the project delivered a wide range of improvements including new street furniture, garden beds, planter boxes, heritage light pole restoration, upgraded paving, and irrigation systems. These works enhance amenity, accessibility and visual

appeal while respecting Glen Innes’ unique heritage character.

The project was informed by strong community engagement, with drop-in sessions held in 2023 to gather local ideas that shaped the final design. Construction commenced in August 2024 and was carefully managed to minimise disruption to businesses and pedestrians.

The upgraded streetscape supports local economic activity by creating a more attractive and comfortable environment for shoppers and visitors, while also strengthening Glen Innes’ identity as a regional destination.





Centennial Parklands Upgrades

In August 2024, Council unveiled new amenities, outdoor seating, and a children's playground in Centennial Parklands, Glen Innes. The official opening was attended by the Honourable Barnaby Joyce MP, Member for New England.

Funded by the Australian Government through the Black Summer Bushfire Recovery Grants Program (BSBR) and supported by Council, the \$1.44 million project included an all-abilities access amenities block, playground, outdoor seating, landscaping, upgraded pathways, and signage, adding another dimension to the



popular tourist spot and supporting events such as the Australian Celtic Festival.

Council is also replacing the ageing picnic shelter with a modern, accessible structure funded through a \$44,000 NSW Government Local Small Commitment Allocation (LSCA) grant.

The shelter will be conveniently located near the upgraded amenities, playground, Crofters Cottage Café, and the Australian Standing Stones, providing year-round benefits for community gatherings, tourists, and festival attendees. Works are expected to be completed by 18 February 2026.

Public Art Framework Renewal & Project Pipeline

Council refreshed its public art framework in the 2024–25 year, reviewing and updating the Public Art Advisory Group (PAAG), and adopting the revised Public Art Policy and Guidelines. The updated framework supports the selection, funding and maintenance of public art that contributes to place-making, cultural identity and the built environment.

Key outcomes to date include the formation of the Public Art Advisory Group including local artists and community members to ensure relevance and vitality in public spaces, identification of suitable high-visibility locations, commissioning processes aligned with the Policy and Guidelines.



Library Services 2024-2025

In 2024-2025, Council's public libraries in Glen Innes, Deepwater, and Emmaville continued to deliver high-quality customer service, and hosted a wide range of community events for seniors, adults, youth, and children. The Glencoe Library Service continued as an outreach program delivered by a contractor. Across all locations, the library network fostered connection, learning, and digital inclusion through cultural, educational, and technology-based programs.

Strategic Focus

Libraries used the Strategic Plan – Deepwater, Emmaville and Glencoe Libraries and the Strategic Marketing Plan – Glen Innes Severn Learning Centre to guide service delivery. Staff informed planning through community surveys, feedback, usage data, and participation in the Public Library Managers Network.

Partnerships and Programs

Strong partnerships with community, business, and education providers enabled a diverse program of events, including:

- Two Youth Safe Driver courses
- Weekly 'Mini Muso' music sessions with Glen Innes Toy Library
- Three GLENRAC First Aid for Kids workshops
- Live-streamed author events for the BAD Sydney Crime Writers Festival
- Anglicare My Aged Care workshops

Through the Northern Tablelands Cooperative Library Services (NTCLS), Glen Innes collaborated with Armidale, Inverell, and Tenterfield libraries to share resources and training. This year, NTCLS expanded its e-resource offerings and provided staff development opportunities.

Annual Highlights

A January 2025 planning workshop helped shape a vibrant annual program, which included:

- Two performances during the Australian Celtic Festival
- Four author and travel blogger events
- Four school holiday and four youth programs
- Celebrations for International Women's Day, Library Lovers Month, NAIDOC, Seniors Week, and Book Week

Staff also launched the Podcast Brunch Club, connecting members to monthly educational podcasts, and hosted popular social events such as Golden Oldies movie mornings, a Pride Month screening, and the annual Jane Austen Anniversary movie and luncheon.

Planning and Development

During 2024–2025, the Department of Place and Growth delivered a broad range of planning and development services that supported growth, ensured compliance, and responded to community needs.

Council issued 656 Section 10.7 Certificates under the *Environmental Planning and Assessment Act 1979* – a legal requirement for all property sales. This marked a 52% increase compared to the previous year, reflecting continued activity in the local property market.

Council also processed a wide range of development applications and complying development certificates, contributing to residential, commercial, and industrial growth across the region, as shown below.

Development Application (DA) Data	2024-2025
Total Number of DA's Determined	85
Average Determination Time (days) – All Applications	78
Value of DAs	\$21,042,199.19
Number of Single Dwellings	14
Number of Subdivisions	15
Number of Multi Unit Dwellings	2
Number of Commercial Developments	5
Number of Industrial Developments	5
Withdrawn	4

Complying Development Checklist (CDC) Data	2024-2025
Total Number of CDC's Determined	2
Value of CDC's	\$123,000
Number of Single Dwellings	1 - RU1 Zone
Withdrawn	1



Before



After

Rebuilding Stronger: Regional Roads and Transport Recovery Package

In response to the devastating 2022 floods, Council secured a landmark \$13.1 million in funding under the Regional Roads and Transport Recovery Package (RRTRP)—part of a \$312.5 million commitment from the Albanese and Perrottet-Toole Governments to rebuild and future-proof transport infrastructure across 26 disaster-declared councils in northern NSW.

This co-funded initiative, delivered under the Disaster Recovery Funding Arrangements, is not just about restoration—it's about resilience. Council's successful grant application focused on stabilising unbound pavements and improving drainage to better withstand future extreme weather events. Damage validation was supported by Council's annual network survey data and video evidence.

The 2024–2025 financial year marked the start of construction, with major progress across both regional and local road networks:

- Regional Roads: 3 km of Emmaville Road and 4 km of Wellington Vale Road completed
- Local Roads: Over 21 km of Pinkett Road, Furracabad Road, and Haymarket Road upgraded.

These works are part of Council's Delivery Program commitment to RRTRP Program Delivery, and are currently on time and on budget, with full completion expected by 2026.

The scale of this recovery effort is made possible by Council's quarrying operations:

- Wattle Vale Quarry: 75,000 tonnes of road base produced in March 2025
- Glen Innes Aggregates: 65,000 tonnes of sealing aggregate delivered

These outputs support not only RRTRP works, but also the Glen Innes Airport Rehabilitation and Bald Nob Road Upgrade—a testament to Council's integrated infrastructure strategy.

Aged Care and Disability Inclusion Strategy 2025 –2035

Council developed the Aged Care and Disability Inclusion Strategy 2025–2035, a 10-year plan informed by research and consultation with stakeholders, older residents, people with disability, carers, service providers, and health professionals to identify service gaps, needs, and priorities. A 28-day public exhibition engaged the community and provided evidence-based feedback, including detailed accessibility assessments to guide implementation and infrastructure improvements.

Adoption of the Strategy addresses the needs of an ageing population, meets disability inclusion legislation, and aligns with the NSW Ageing Strategy and Council's Community Strategic Plan, with implementation guided by action plans and measurable outcomes.



LC-SS Sustainability Strategy

Life Choices Support Services has secured three Commonwealth grants totalling approximately \$1.95 million, ensuring operational stability and supporting the transition to new aged care arrangements while maintaining essential regional services.

The funding includes an \$11,000 Aged Care Act Transition Support grant for IT upgrades and staff training, a Support at Home Thin Markets grant addressing rural service gaps (final amount to be confirmed), and a two-year Commonwealth Home Support Programme agreement worth \$1,938,533, covering services from July 2025 to July 2027.

These grants provide a foundation for implementing the 2025/26 Sustainability Strategy. Combined with strong client satisfaction ratings—84% overall satisfaction and 96% staff professionalism—Life Choices Support Services is well-positioned to continue delivering high-quality care during the transition to new Commonwealth arrangements from November 2025.

Youth Strategy Development

Council's Youth Strategy 2025–2028 is progressing well, following successful internal and external consultation with young people aged 12–24, service providers, parents, and the broader community through forums, focus groups, surveys, school workshops, and targeted consultations.

The Strategy is being finalised to align with relevant State Government strategies, supporting future youth service funding and ensuring it addresses identified community needs. Once finalised, the draft Youth Strategy will be publicly exhibited for community feedback before being presented to Council for formal adoption.



Children and Family Services Strategy

Children and Family Services Strategy 2025–2028 was developed and progressed through the executive endorsement process, providing a comprehensive framework for delivering targeted support to children and families across Glen Innes Highlands.

The Strategy covers key services including Outside of School Hours Care, Vacation Care Programmes, and supported playgroups, all designed to nurture wellbeing, development, and learning. Developed through extensive stakeholder consultation, including parent surveys, it builds on strengths in health and safety, staff accessibility, and physical

environment, while enhancing family participation, educational programming, and service operations.

Addressing all seven Quality Areas of the National Quality Framework, the Strategy sets a clear pathway from "Working Towards" to "Exceeding" the National Quality Standard. Evidence-based resource allocation, operational efficiencies, and strategic business development position Children and Family Services for long-term financial sustainability, while maintaining high-quality education and care that respects children's curiosity and acknowledges families as key educators.



Australian Standing Stones Officially Gazetted

A site long celebrated by locals and visitors alike has achieved formal recognition by the NSW Government, with the Australian Standing Stones officially approved and gazetted by the Geographical Names Board of NSW. This milestone marks an important step in acknowledging the cultural, historical, and spiritual significance of the monument, which stands proudly in Glen Innes' Centennial Parklands.

The gazettal gives the Australian Standing Stones formal geographic status, ensuring the site is recognised in official records and mapping systems across the state. The achievement follows years of dedicated advocacy and collaboration between Glen Innes Severn Council and the Australian Standing Stones Management Board (ASSMB), working together to preserve, protect, and celebrate this unique site.

The monument attracts thousands of visitors each year and serves as the focal point of the annual Australian Celtic Festival – one of the region's most celebrated events. The Australian Standing Stones are a nationally significant cultural landmark and a central expression of Celtic heritage in the Glen Innes Highlands. This recognition not only honours the monument's historical importance but also strengthens its role as a key attraction for tourism, education, and community events, reflecting the ongoing commitment of the Council to celebrate the region's distinctive heritage.

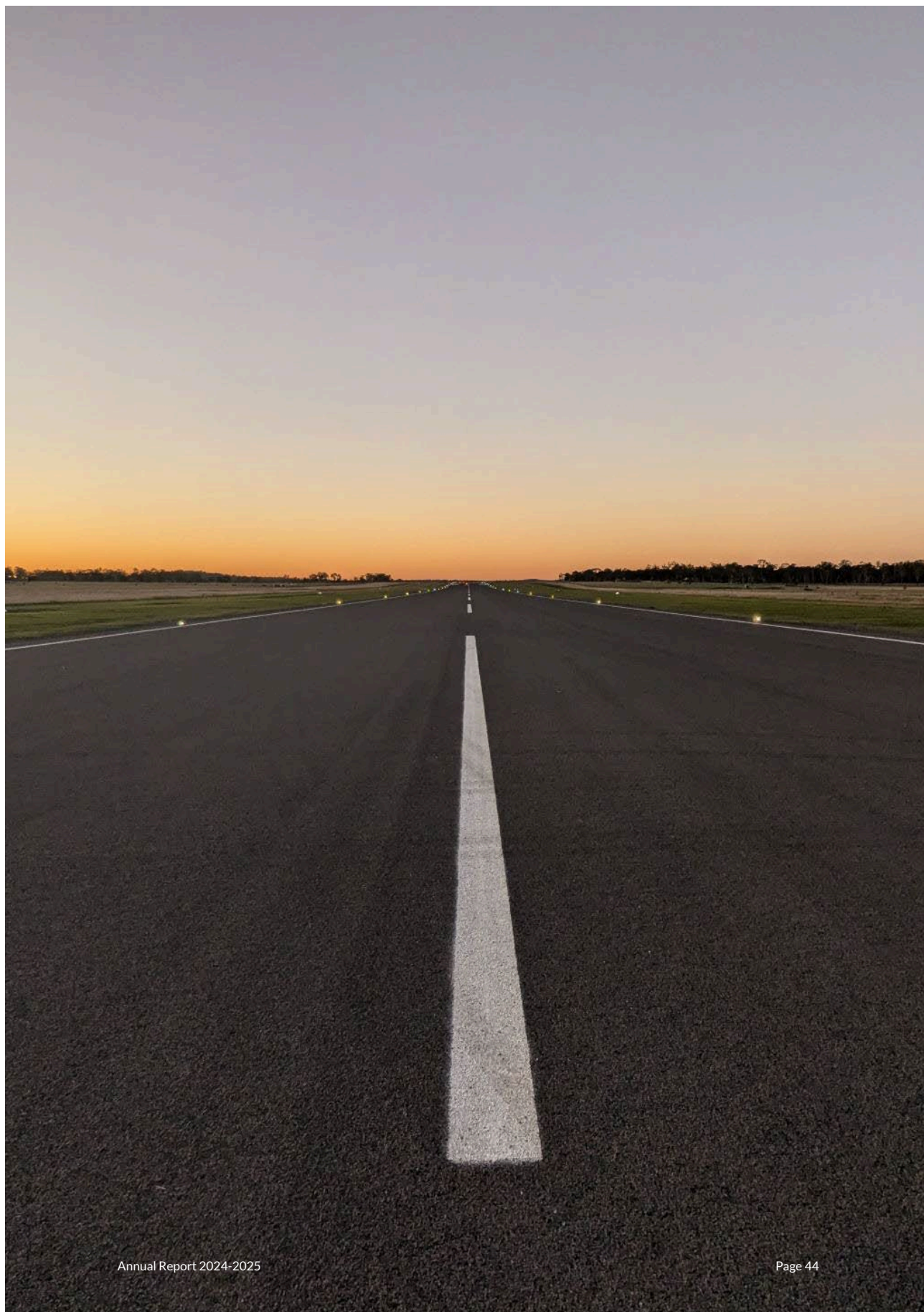


Northern New England High Country Regional Drought Resilience Plan

The *Northern New England High Country Regional Drought Resilience Plan* was finalised and released in October 2024, making it a key achievement for Glen Innes Severn Council and Tenterfield Shire Council during the 2024–25 financial year. The Plan was jointly developed by both councils with funding support from the Australian and NSW Governments through the Future Drought Fund.

Developed with strong input from farmers, businesses, community organisations and local residents, the Plan looks well beyond managing water shortages. It focuses on the big picture—how drought affects people, livelihoods and communities. This includes supporting mental health and social wellbeing, strengthening community networks, building economic stability, and helping local businesses and landholders prepare for and adapt to changing conditions.

The Plan underwent independent review by CSIRO and now provides a clear, practical roadmap for both councils to work together on improving long-term drought resilience across the region. Implementation of actions identified in the Plan will begin in the 2025–26 year with additional funding committed by the Australian and NSW Governments.



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Statutory Reporting

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Council is governed by the *Local Government Act 1993* (LG Act) and *Local Government (General) Regulation 2021* (LG Regulation) and other legislation. The following information meets Council's statutory reporting obligations.

Delivery Program and Principal Activities

- LG Act s428 (1)

Appendix A – *Delivery Program and Operational Plan Report* provides an assessment of Council's progress on the objectives and targets in its delivery program and operational plan and the effectiveness of the principal activities for 2024-2025.

On 19 June 2025, Council adopted a revised Delivery Program, which will be reported against in the 2025-2026 annual report.

Community Strategic Plan – Implementation Report

- LG Act s428(2)

An ordinary election was held on 14 September 2024. A report on Council's achievements in implementing the Community Strategic Plan over the previous four years is at Appendix B.

Report Preparation

- LG Act 1993 s428 (3), (4)(b) and (5)

This annual report has been prepared in accordance with the LG Act, the LG Regulation, and the Office of Local Government's Integrated Planning and Reporting Guidelines.

The report was published on Council's website and was provided to the Minister for Local Government.

Financial Statements

- LG Act s 428 (4)(a)

The Office of Local Government granted Council an extension until 12 December 2025 to lodge its Audited Financial Statements for 2024-2025. Council will receive the statements, and then publish them on its website.

Other Information

- LG Act s428 (4)(b)

This report includes other information required under the LG Act, the LG Regulation, the Office of Local Government's Integrated Planning and Reporting Guidelines, and other requirements.

Modern Slavery

- LG Act s428 (4)(c) and (d)

The Anti-slavery Commissioner raised no issues about Council's operations in 2024-2025. Council continued to strengthen its commitment to ethical sourcing and modern slavery prevention throughout 2024–25. It maintained the use of the Modern Slavery Supplier Questionnaire and the Modern Slavery Mitigation and Due Diligence Action Plan as part of its Procurement and Contract Management Framework. Council also embedded modern slavery safeguards into its Sustainable Procurement and Contracts Policy.

Environmental Upgrade Agreements

- LG Act s54P

Council did not enter into any environmental upgrade agreements in 2024-2025.

Activities Funded Via a Special Variation

- LG Act ss508 and 508A, and Office of Local Government Special Rate Variation Guidelines* 7.1

Council had no activities funded via a special rate variation in 2024-2025.

Rates and Charges Written Off

- LG Regulation 132

Council wrote off the following rates and charges in 2024-2025:

Section in the Act	Description	Amount
564	Accrued interest written off under a payment agreement	\$4,690
572	Amounts written off due to changes in rateability	\$0
575	Mandatory pensioner rates and charge reduction	\$404,000
583	Voluntary pensioner rates and charges reduction	\$0
595	Postponed rates written off	\$7,123
607	Rates and charges written off	\$277
607	Small balances written off	\$36
TOTAL		\$416,126

Councillor Induction and Professional Development

- **LG Regulation 186**

The table below lists the names of councillors who completed any induction training, and/or who participated in ongoing professional development in 2024-2025.

Councillor Name	Induction Training	Professional Development
Cr T Alt	+	+
Cr T Arandale	+	-
Cr R Banham #	-	-
Cr M Davis	+	+
Cr M Elphick	+	+
Cr A Parsons	NR	NR
Cr D Scott	+	+
Cr C Sparks	+	+

Councillor Banham resigned 10 October 2024
NR = Not Recorded

The section titled “Councillor Attendance At Workshops, Briefings, Training And Conferences” provides further detail about Councillors’ attendance at training and workshops.

Overseas Visits

- **LG Regulation 217(1)(a)**

The General Manager attended a meeting of the Local Government Chief Officers Group in New Zealand from 25 to 28 February 2025. This Group serves as a professional development network for local government chief executives across Australia and New Zealand. The General Manager personally paid for his flights, and the organisers provided accommodation valued at NZ\$804.

No councillors or other council staff undertook any official overseas visits during 2024-2025.

Audit Risk and Improvement Committee (ARIC) – General Manager’s Attestation

- **LG Reg 216Y**

Refer Appendix D – General Manager’s Attestation – ARIC

Payment of Expenses and Provision of Facilities to Councillors

- **LG Regulation 217(1)(a), (i), (ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)**

Council pays expenses and provides facilities to councillors in accordance with the Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy.

The table below shows the cost of expenses and facilities provided in 2024-2025.

Expenditure Details	\$ Cost
Provision of dedicated office equipment allocated to councillors	\$0
Telephone calls made by councillors	\$357
Attendance of Councillors at conferences and seminars including travel and subsistence	\$10,843
The provision of induction training and professional development for mayor and councillors	\$7,900
Other training of councillors and provision of skill development	\$0
Interstate visits by councillors, including transport, accommodation and other out of pocket expenses	\$0
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$0
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the mayor and councillors	\$0
Expenses involved in the provision of care for a child or an immediate family member of a councillor	\$0
General travel arrangements and expenses for councillors	\$4,409
Mayoral motor vehicle expense	\$3,248
TOTAL	\$26,757

Major Contracts Awarded

- **LG Regulation 217(1)(a2)(i), (ii)**

The table below details contracts awarded by Council during the reporting period (other than employment contracts and contracts for less than \$150,000).

Name of contractor	Nature of goods or services supplied	Total amount payable
Interflow Pty Limited	Sewer Relining Program 2024/26	\$1,230,000
Civica Pty Ltd	IT Systems Improvement and Stabilisation Program – Authority Altitude SaaS	\$1,291,106
Gato Sales Pty Ltd	Drainage Team - 8 Tonne Excavator - Kobelco	\$180,978
Mower World Commercial	Wide Area Mower x 2 unit	\$258,991

RPQ Spray Seal Pty Ltd	Bitumen Surfacing	Schedule of Rates
BT Equipment Pty Ltd	Landfill Compactor Bomag BC573	\$1,018,972
Stabilcorp	Glen Innes Roads Rehabilitation Package	\$2,660,399

Legal Proceedings

- **LG Regulation 217(1)(a3)**

In 2024-2025, Council did not incur any expenses in relation to proceedings taken by or against Council, including out of court settlements.

Work Carried Out on Private Land

- **LG Regulation 217(1)(a4) and LG Act s67, 67(2)(b), 67(3)**

All works carried out on private land in 2024-2025 were in accordance with approved fees.

Financial Assistance to Others

- **LG Regulation 217(1)(a5) and LG Act s356**

Community Donations are provided annually through an application process that is open to all community groups in the Local Government Area. The table below shows the total amount contributed or otherwise granted to financially assist others:

Organisation	Amount Awarded
Glen Innes Severn Christmas Luncheon	\$1,500
TOTAL	\$1,500

Mayoral Donations totalling \$1,750 were allocated to support local organisation as follows:

Beneficiary	Amount Awarded
Glen Innes Golf Club Pro Am	\$1,000
Bronze Sponsorship Package - ACF	\$250
Cool Choir Deepwater -Membership, Insurance and rental costs	\$500
TOTAL	\$1,750

External Bodies That Exercised Functions Delegated by Council

- **LG Regulation 217(1)(a6)**

Under Section 355 of the *Local Government Act 1993*, Council delegates specific functions to committees. Council actively uses this provision to appoint community members who manage facilities and deliver services through committees of management. These committees typically include a Councillor and local representatives.

Section 355 states that a Council function may be exercised by a committee of the Council, while Section 377 authorises Council to delegate responsibilities to these committees. Once appointed, Section 355 Committees operate as volunteer extensions of Council.

Council maintains several Section 355 Committees to support key functions such as maintaining recreation grounds, community halls, and facilities, or coordinating Council-run events. Community volunteers serve on these committees and carry out tasks that Council staff would otherwise need to perform if not for this delegation.

Detailed information about these committees is on Council's website.

In 2024-2025, the following Committees were delegated functions under section 355 of the Local Government Act.

Committee Name
Australia Day Committee
Australian Standing Stones Management Board
Emmaville Mining Museum Committee
Emmaville War Memorial Hall Committee
Glencoe Hall Committee
Glen Elgin Federation Sports Committee
North West Weight of Loads Committee
Pinkett Recreation Reserve Management Committee
Stonehenge Reserve Trust

Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies (whether or not incorporated) in which Council held a controlling interest

- **LG Regulation 217(1)(a7)**

Nil.

Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies (whether or not incorporated) in which Council participated

- **LG Regulation 217(1)(a8)**

In 2024-2025, Council participated in the following:

Body Name
Aboriginal Consultative Committee
Arts North-West Strategic Advisory Committee
Community Safety Precinct Committee
Community Services Interagency Committee
Deepwater Progress Association
Glen Innes Community Access Committee
Glen Innes and District Community Centre Inc.
Glen Innes Business Chamber
Glen Innes Correctional Centre Community Committee
Glen Innes Natural Resources Advisory Committee
Glen Innes Saleyards Advisory Committee
Glen Innes Severn Library Committee
Local Emergency Management Committee
Local Traffic Committee
New England High Country
Recreation and Open Spaces Advisory Committee
Public Arts Advisory Group
Roads Consultative Committee
Rural Fire District Liaison Committee
Sapphire Wind Farm Community Consultative Committee
Northern Inland Regional Waste Group
Northern Inland Risk Management Group
Northern Regional Planning Panel
Northern Tablelands Bush Fire Management Committee
White Rock Wind Farm Community Consultative Committee
White Rock Wind Farm Community Fund Committee

Equal Employment Opportunity (EEO) Management Plan

- **LG Regulation 217(1)(a9)**

Council undertook the following activities in 2024-2025 to implement its EEO Management Plan:

- Complying with the *NSW Anti-Discrimination Act 1977* and other relevant legislation

- Providing all employees with equal opportunity for employment, training and promotion
- Reviewing and updating selection criteria for all jobs prior to advertising to ensure that applicants are selected solely based on their merit and abilities
- Incorporating EEO statements and information in job advertisements and information packs for all advertised positions
- Ensuring that gender-based language is not included in job advertisements or related material
- Providing for gender balance and target group representation on selection panels
- Ensuring that all appointment decisions are justified and documented on merit-based grounds
- Encouraging target groups to access training and promotion through incentives such as Council's Study Incentives Policy
- Maintaining a Workplace Discrimination and Bullying / Harassment Policy and Grievance Resolution Policy and providing awareness training for all employees
- Providing induction and refresher training for staff in Council's Code of Conduct
- Ensuring that training, skills assessment and job evaluation programs are non-discriminatory in content
- Providing EEO awareness training for all new staff and ensuring that they are aware of conditions of employment through the provision of induction material
- Establishing and publicising a Corporate Training Plan for all employees
- Conducting regular meetings between management, staff and the EEO Committee (Council's Staff Consultative Committee) regarding the implementation of Council's EEO Management Plan
- Including knowledge of EEO responsibilities in all position descriptions
- Extending paid maternity leave to all female employees and providing flexible work arrangements for employees with childcare responsibilities
- Including access for people with physical disabilities in all new design plans for staff accommodation.

Specific EEO actions completed in 2024-2025 included:

- Reviewing and updating Council's EEO Management Plan and developing a new action plan
- Updating Council's recruitment and onboarding systems to support the merit-based selection of new staff
- Providing merit-based employment training for all employees who participate in selection panels
- Providing Code of Conduct, EEO awareness and bullying / harassment training for all staff.

General Manager's Total Remuneration

- LG Regulation 217(1)(b)(i), (ii), (iii), (iv), (v)

The total remuneration package for the General Manager in 2024-2025 is listed below:

Remuneration Component	\$ Value
Salary	324,470
Bonus, performance or other payments that do not form part of the salary component	0
Superannuation (Employer's Contribution)	38,936
Superannuation (Salary Sacrifice)	0
Non-Cash Benefits	10,000
Reportable Fringe Benefits Tax	0
TOTAL PACKAGE	373,406

Senior Staff Remuneration

- LG Regulation 217(1)(c) (i), (ii), (iii), (iv), (v)

For the purposes of the *Local Government Act 1993*, the General Manager is the only employee designated as "Senior Staff". All other staff are employed and remunerated in accordance with the Local Government (State) Award 2023.

Total Number of Persons Who Performed Paid Work on 4 December 2025

- LG Regulation 217 (1)(d) (i), (ii), (iii), (iv)

The table below shows the total number of persons who performed paid work on Wednesday 4 December 2024, in the following categories:

Category	Total
Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	153
Persons employed by the council as senior staff members	0
Persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	3
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	0
TOTAL	156

Stormwater Management Services

- LG Regulation 217(1)(e)

Council did not levy an annual stormwater management services charge under section 496A of the Local Government Act in 2024–2025.

Coastal Protection Services

- LG Regulation 217(1)(e1)

Council did not levy an annual charge for coastal protection services.

Companion Animal Management Activities

- LG Regulation 217(1)(f)

Animal Services

- **Community and Education:** Collaboration between AWL and Council to educate about desexing, microchipping and registration of Companion Animals throughout the year.
- **Alternatives to Euthanasia:** Council continues to work with the Animal Welfare League and rehoming organisations such as Lucky Paws, Cartmills and Soquilichi Rescue Ranch all in QLD to rehome our surrendered and unclaimed pets which has been successful in being able to continue the low euthanasia statistics for Glen Innes Severn Council.
- **Animal Complaints:** Council Rangers have investigated three reported dog attacks that were lodged with the Office of Local Government via CAR (Companion Animal Register). There have been 13 reports of roaming dogs with 3 of these reports indicating the dogs were showing unreasonable aggression. There have been 10 incidents of nuisance dogs (barking) reported and investigated by Council Rangers whilst there was 1 report of a nuisance rooster during the 2024-2025 period.

Impounding and Reporting

The following animal activities relating to the Glen Innes Severn Council Pound were lodged with the Office of Local Government for the 2024-2025 reporting period:

Animal Activity	Total
Impounded Dogs	90
Impounded Cats	47
Released Dogs	32
Released Cats	32

Sold Dogs and/or Cats	2
Rehoused through Organisation: Dogs	45
Rehoused through Organisation: Cats	33
Euthanized Dogs and/or Cats	6
Restricted Dogs	0
Menacing Dogs	0
Dangerous Dogs	0

Dog Attacks

Council Rangers investigated three reported dog attacks, which were logged with the Office of Local Government via CAR (Companion Animal Register). There have been 13 reports of roaming dogs with three of these reports indicating the dogs were showing unreasonable aggression. There have been ten incidents of nuisance dogs (barking) reported and investigated by Council Rangers and one report of a nuisance rooster during the 2024-2025 period.

Amount of Funding Spent on Animal Management and Activities

Animal Control Expenses*	Total
Expenditure	\$147,815
TOTAL	\$147,815

* 16.1.4 Section 85(1A) of the Companion Animals Act requires councils to use all money paid from the fund for managing and controlling companion animals in their area. Detailed information about how this money has been used should be included in the annual report. Detailed information has not been provided, only the total expenditure figure.

Animal Control Income*	Total
Income	\$10,880
Grant Funding	Nil
TOTAL	\$10,880

Off-Leash Areas in the Local Government Area

Council provides six off-leash areas for companion animals within the LGA:

- Lynch Oval on Lang Street, Glen Innes
- Lions Park on Ferguson Street, Glen Innes
- Centennial Parklands on north-eastern side of the road - Standing Stones, Glen Innes
- Recreation Reserve on Park Street, Emmaville
- Bicentennial Park on Picnic Ground - Glencoe Street, Glencoe
- Recreation Reserve Corner on Corner Short and Fraser Street, Deepwater

A new and revamped 1,700-square-metre location in Lions Park has been approved for construction. This location benefits from existing public amenities such as restrooms, picnic areas, and drinking fountains.

Its central location makes it easily accessible from the highway and the town centre. Additionally, the site includes existing infrastructure such as formalised parking and a caravan turn bay. Commencement of this project is still to be determined.

Capital Works Projects

- **OLG Capital Expenditure Guidelines**

Council did not undertake any capital works projects that were subject to the Capital Works Expenditure Guidelines.

Carers (Recognition) Act 2010 s7 and 8(2)

Glen Innes Severn Council recognises and values the vital role that carers play in our community. In accordance with *the Carers Recognition Act 2010*, Council is committed to respecting and supporting carers through its services, programs, and workplace practices.

During the 2024–2025 reporting period, Council:

- Promoted awareness of the NSW Carers Charter among stakeholders.
- Considered the needs and circumstances of carers when planning and delivering community services, particularly in aged care, disability support, and recreation programs.
- Provided flexible work arrangements and support for employees who identify as carers.
- Ensured that relevant staff received training on the principles of the Carers Charter and its application in service delivery.

As a 'human service agency' under the Carers Recognition Act, Council provides crucial assistance to carers through funding under the Commonwealth Home Support Program (CHSP) to deliver respite services specifically for carers of older people. Additionally, Council's Life Choices – Support Services offers respite for carers of NDIS participants, funded through individual NDIS Plans. Council will continue to uphold the principles of the Carers Recognition Act and work collaboratively with carers to ensure their contributions are acknowledged and supported.

Disability Inclusion Action Plan

- **Disability Inclusion Act 2014, s13(1)**

In accordance with Section 13(1) of *the Disability Inclusion Act 2014*, Glen Innes Severn Council continues to promote inclusion and access for people with disability through the implementation of its Disability Inclusion Action Plan (DIAP).

On 19 June 2025, Council formally considered progress under the DIAP and reaffirmed its commitment to improving access to services, facilities, and community participation. Key actions during the reporting period included:

- Reviewing infrastructure upgrades to ensure compliance with accessibility standards
- Supporting inclusive community events and programs
- Providing staff training on disability awareness and inclusive service delivery
- Engaging with local stakeholders to identify barriers and opportunities for improvement.

Council remains committed to embedding inclusive practices across all areas of its operations and will continue to monitor and report on DIAP outcomes in line with legislative requirements.

Public Interest Disclosure Act 1994 and Regulation

Glen Innes Severn Council is committed to upholding the highest standards of integrity, transparency, and accountability in its operations. In accordance with the *Public Interest Disclosures Act 2022* (PID Act), Council maintains a framework that encourages staff and members of the public to report wrongdoing without fear of reprisal.

Council did not enter into any arrangements with external entities to exercise PID functions.

To foster a culture of ethical conduct, Council undertook the following activities:

- Delivered PID awareness training to staff and managers.
- Designated trained PID officers to receive and manage disclosures.
- Published guidance materials on Council’s website to support public reporting.

Under the PID Act, Council is required to report annually on its obligations under the PID Act. The report must be in accordance with the requirements of section 78 of the PID Act and Clause 5 of the *Public Interest Disclosures Regulation 2022* (PID Regulation).

Description	Total
Number of purported PIDs made by public officials that were <i>not</i> PIDs	0
Number of purported PIDs made by non-public officials that were <i>not</i> PIDs	0
Number of purported PIDs not dealt with as PIDs due to ineligibility	0
Number of voluntary public interest disclosures received	0
Number of mandatory public interest disclosures made	0
Number of disclosures referred to another agency	0
Number of disclosures investigated internally	0
Number of disclosures substantiated	0

Council will continue to strengthen its internal reporting culture and ensure compliance with the PID Act through ongoing education and governance oversight.

Code of Conduct

Section 440 of the *Local Government Act 1993* requires every Council to adopt a Code of Conduct that incorporates the provisions of the Model Code. Council has adopted the Model Code of Conduct for Councillors, Model Code of Conduct for Council Staff and Model Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers, as prescribed by the NSW Office of Local Government.

Under the Procedures for the Administration of the Model Code of Conduct, the Complaints Coordinator must report annually to Council on Code of Conduct complaints statistics relating to complaints made against Councillors or the General Manager. This report was presented to Council on 27 November 2025 and included the following information, covering the reporting period 1 September 2024 until 31 August 2025:

Statistics Required	Response
Total number of Code of Conduct complaints made about Councillors and the General Manager under the Code of Conduct in the year to September (the reporting period).	15
Number of Code of Conduct complaints referred to a conduct reviewer during the reporting period.	6
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints.	1
The number of Code of Conduct complaints investigated by a conduct reviewer during the reporting period.	5
Without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period.	5 complaints were found to be a breach.
The number of matters reviewed by the Office during the reporting period and, without identifying matters, the outcome of the reviews.	1 complaint referred to the OLG was referred back to the General Manager
The total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.	\$19,643

Planning Agreements

- *Environmental Planning and Assessment Act 1979 (EPA Act) s(7.5)(5)*

Council did not enter into any Planning Agreements during the reporting period.

Development Contributions and Development Levies

- *Environmental Planning and Assessment Regulation 2021 (EPA Reg) 218A(1), (2) and (3)*

No development contributions or development levies have been used or expended during the period.

Recovery And Threat Abatement Plans

- *Fisheries Management Act 1994, s220ZT (2)*

Council is not subject to any threat abatement plans under the Fisheries Management Act.

Inspections of Private Swimming Pools

- *Swimming Pools Act 1992 s22F(2) and Regulation 2018 23*

Council undertook the following activities during the year to ensure compliance with the provisions of the Swimming Pools Act and its regulations.

Description	Number of inspections
Inspections of tourist and visitor accommodation	1
Inspections of premises on which there were more than 2 dwellings	0
Inspections that resulted in council issuing:	
• A certificate of compliance under section 22D of the Swimming Pools Act	4
• A certificate of non-compliance under clause 21 of the Swimming Pools Regulation	1

Information Access

- *Government Information (Public Access) Act 2009 s125(1) and Regulation 2018 cl 8, Schedule 2*

In accordance with section 125(1) of the GIPA Act and clause 8 of the GIPA Regulation 2018, Council has prepared its annual report, including statistical data on formal access applications as required by Schedule 2 of the Regulation.

Refer to Appendix C1/C2 for the GIPA Annual Report.

Waste Management Strategies

Council is one of the founding members of Northern Inland Regional Waste (NIRW) and remains a member since its inception in 1996. NIRW works collaboratively for better regional outcomes in waste management and resource recovery.

Council aligns its waste management operations with the NIRW Regional Strategy 2022-2027 aligns with various policy and legislative requirements, from the national level through to the local level such as the NSW Waste and Sustainable Material Strategy 2014 - Stage 1 2021-2027, NSW EPA Waste Delivery Plan and the NSW Plastics Action Plan. To increase resource recovery and to reduce waste going into landfill Council has been actively investigating waste stream management options in line with circular economy principles.

In April 2025, Council endorsed a \$75,000 allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA and established a sub-committee—including Councillors, senior staff, and SEATA representatives—to investigate a potential Public Private Partnership (PPP), explore legal and operational frameworks, and identify a suitable site for a future waste-to-energy facility that could position Council as a local power producer and retailer.

Weeds Biosecurity Management

Following the dissolution of the New England Weeds Authority (NEWA) in June 2025, Glen Innes Severn Council formally assumed responsibility as the Local Control Authority (LCA) for regional priority weed management under the *Biosecurity Act 2015*. This transition marked the end of NEWA's 75-year tenure and was prompted by governance and financial challenges identified in 2024.

Council has since integrated weed control duties into its operational framework, ensuring compliance with biosecurity obligations and enhancing local responsiveness to environmental threats. Council's role is to work with landowners and occupiers to help them meet their general biosecurity duty according to the Act. This includes:

- helping to identify priority weeds.
- providing advice and information on ways to manage weeds.
- providing displays at community events about weeds.
- an ongoing program of rural and urban inspections to check for priority weeds.

Bushfire Hazard Reduction Activities

Mitigation activities conducted by Council included regular roadside maintenance slashing in rural villages. One submission has been made via the RFS Guardian system to complete mechanical mitigation on a section of Old Grafton Road. This is yet to be approved by RFS.

No further submissions have been made via the RFS Guardian system as analysis of focus areas, fuel loads and risks are currently under review through the adoption of an updated Bushfire Management Risk Plan.

Council is actively engaged in the Bush Fire Management Committee. The following areas were identified and tracked in the Bush Fire Management Risk Plan which was approved in 2021:

- Neighbourhood Safe Places
- Major evacuation routes from villages

- Key water and transport assets
- Aerodrome
- All timber bridges
- Protection zones

Glen Innes Aggregates

Glen Innes Aggregates was purchased by Council in July 2011 to secure long-term water storage for the town of Glen Innes. This also has the side benefit of gaining a source of quarry hard rock for Council operations.

Quarry Sites

The primary site is nearly 73 hectares in area, with frontage to the Gwydir Highway and Shannon Vale Road. There are now three quarry pits, being the western, southern and northern pits. The southern and northern pits have been converted to off-stream water storage to service the Glen Innes potable water supply, with the site having been named Eerindii Ponds.

In 2024 Council has brought the Wattle Vale quarry into full production. This site located 12km west of Glen Innes substantially increases the capacity to supply materials.

The business also operates rural quarries that provide unsealed road re-sheet material. These quarries are operated on a campaign basis with crushing activities coordinated to match Council's unsealed road re-sheet program. The rural pits are rehabilitated at the end of each campaign.

Products

The quarry can produce:

- Aggregate in five sizes: 20mm, 14mm, 10mm, 7mm, or 5mm, depending upon screen configuration. Usually only four sizes can be produced at any one time
- Drainage Rock (this has been in great demand during recent natural disaster events)
- Pre-coated aggregates for bitumen sealing
- Crusher dust
- Road base (20mm and 40mm)

Off-Stream Storage

The quarry is being converted to off-stream water storage in a staged fashion over the life of the quarry.

Stage 1 involved reshaping and some clay sealing of the southern quarry pit. The holding capacity of the completed Stage 1 Southern Pit is 200 megalitres.

Stage 2 operations involved final shaping of the Northern Pit, with that pit being fully converted to a permanent off-stream storage, approximately 365 megalitres in capacity. A new pumping station was constructed during 2014-2015 on the southern pit, powered largely by a 90kW solar facility.

Stage 3 involves quarry operations in a third pit located on the western side. The western pit has been fully designed and will have a water capacity of 205 megalitres when converted to the final off stream water storage pond. The Quarry Management Plan is reviewed every six months with an aerial survey undertaken to compare actual progress against design.

Annexure A
Item 7.3



Financial Statements

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Items that will be reported on later**Following the completion of the 2024-2025 Financial Statements**

Council's Financial Statements have been delayed this year and an extension to lodge the financials has been granted by the Office of Local Government until 12 December 2025. The following information will be reported to Council separately and posted on Council's website following the finalisation of the 2024-2025 Audited Financial Statements:

- Summary of the key financial results for the 2024-2025 Financial Year
- Condition of Public Works
- Business Activities
 - Competitive Neutrality Implementation Progress
 - Category 1 Business Activities Competitive Neutrality Statement

List of Category 1 Business Activities

Glen Innes Aggregates is a Category 1 Business for the 2024-2025 Financial Year.

List of Category 2 Business Activities

Council has two Category 2 Business Activities, namely Water and Sewerage. These business activities have been accounted for in accordance with the NSW Government's Policy Statement "Application of National Competition Policy to Local Government" and the Department of Local Government Guidelines "Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality".

Category 1 Business Activities Statement of Expenses Revenue and Assets

Glen Innes Aggregates is a Category 1 Business for the 2024-2025 Financial Year. The Income Statement and Statement of Financial Position as of 30 June 2025 will be included as Special Purpose Financial Statements as part of Council's Audited Financial Statements.

Competitive Neutrality Implementation Progress

The competitive neutrality pricing requirements have been applied to all of Council's businesses. The charge is based upon the cost of supply of the service and, in the case of the Water business, a consumption charge has also been applied.

Category 1 Business Activities Competitive Neutrality Statement

Glen Innes Aggregates is a Category 1 Business for the 2024-2025 Financial Year.

Competitive Neutrality Complaints Handling Mechanism

Council has an established complaint handling mechanism, which is known to all Councillors and staff. Information concerning the complaints handling mechanism is made known to the public through information contained in Council's Annual Report.

Category 1 Business Activities Performance

Glen Innes Aggregates is a Category 1 Business for the 2024-2025 Financial Year.

Summary of Competitive Neutrality Complaints

Glen Innes Severn Council received no competitive neutrality complaints during the reporting period.

Appendix A



Annual Report
Operational Plan
2024-2025

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1: General Managers Office

General Managers Office

General Manager

Action: Engage in advocacy with the State and Federal ministers, health organisations, and local networks like Attract-Connect-Stay to achieve better health service outcomes for the community.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.7.2.1	General Manager	Completed	100%	Following the Health Forum earlier in the year, further forum to be held in August with all key stakeholders. General Manager is Board member of the Health Hub Co-operative

Action: Create a viable plan to consolidate Council's administrative offices into a single building.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.7.1	General Manager	Completed	100%	After extensive negotiations, contract of sale to be signed in early July, brief for project management services almost finalised. Project Plan to be finalised by the end of July.

Media and Communications

Action: Ensure a successful and smooth transition to the new branding identity for Council, maintaining community engagement and awareness throughout the process.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.5.5.1	Media and Communications Officer	Completed	100%	Major elements of the rebrand rollout have been completed,

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Action: Expand Council's social media presence to enhance community engagement, increase awareness of council initiatives and services, and foster transparent communication with residents.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.5.5.2	Media and Communications Officer	Completed	100%	Council's social media presence continues to rise and remains in a strong position.

Action: Seamlessly integrate the newly launched community engagement platform (Engagement HQ) with Council initiatives, projects, and decision-making processes to enhance transparency, gather resident input, and foster collaboration.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.5.5.3	Media and Communications Officer	Completed	100%	The implementation of Engagement HQ (our Have Your Say platform), has successfully and effectively supported Council initiatives, projects, and decision-making processes. The platform is operating smoothly to enhance transparency, gather resident input and foster collaboration, ultimately improving community engagement.

Action: Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.5.5.4	Media and Communications Officer	Completed	100%	Maintained a steady flow of media releases, averaging 4-5 per month, to keep the community informed on topical issues. Additionally, the media contact list has been expanded to enhance the reach and effectiveness of these communications.

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Action: Research and develop new communication products including digital and non-digital to diversify and value-add to Council's communication opportunities.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.5.5.5	Media and Communications Officer	Completed	100%	A print media partnership is now in place with the Glen Innes News, ensuring continued delivery of Council updates to the community through a local newspaper. Council has also completed the rollout of its digital engagement tools, including the 'Have Your Say' platform (Engagement HQ), and continues to provide accessible information through the Our Council e-newsletter, website, and social media channels.

Action: Provide at least four quarterly resident newsletters during the year.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.5.5.6	Media and Communications Officer	Completed	100%	Four seasonal resident newsletters, including the yearly budget newsletter, were sent out across the Glen Innes Severn LGA.

2: Corporate and Community Services

Administration and Human Resources

Human Resources

Action: Review Aboriginal and Torres Strait Islander employment to ensure that it is at least representative of the wider Local Government Area (LGA).

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.1	Manager Administration and Human Resources	Completed	100%	These figures were reviewed by HR staff and will be reviewed again in 2025/2026, with a formal report to go to the executive management team. The review indicated that Aboriginal and Torres Strait Islander numbers in the broader community have increased, which may require Council to review its practices.

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Action: Engage an external provider to conduct an employee engagement survey to measure the effectiveness of workforce planning and human resource programs and initiatives.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.2	Manager Administration and Human Resources	Not Due to Start	0%	This action will not be completed in the current year and will need to be moved to the following year, due to the budget allocation for 2024/2025 not being approved.

Action: Review and identify positions and people that are critical or central to strategic objectives and develop and implement succession management plan(s) for such positions.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.3	Manager Administration and Human Resources	Completed	100%	Critical positions have been identified. Such positions were previously included in Council's Workforce Management Strategy / Plan; however, it was decided to remove them from the current version, as they are subject to change. They require an annual review in order to keep them current and up to date, with succession planning ongoing.

Action: Set up the learning management system within the Pulse Human Capital Management (HCM) module, ready for 2024/2025 interim staff performance reviews.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.4	Manager Administration and Human Resources	Completed	100%	The Pulse learning management system has been implemented to the full extent possible in the current year, with a fully functional staff onboarding module and links to a library of online courses. Council's HR staff are working with the software vendors to implement further improvements in future years.

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Action: Review and further develop a retention strategy for the 35 - 54-year cohort of employees.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.5	Manager Administration and Human Resources	Not Progressing	0%	This action was not completed in 2024/2025 and will need to be rolled over to the following year.

Action: Review Council’s leave management and flexible work arrangements framework and implement approved frameworks.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.6	Manager Administration and Human Resources	Completed	100%	Council has a Working from Home Policy / Agreement, Variable Working Hours Policy, and other policies and procedures in place to support flexible work practices. These have been reviewed at scheduled intervals. There is scope for further improvements in this area, which can be looked at in subsequent years.

Action: Review annual training plans to ensure that they support line leaders to understand and effectively undertake their people and business management accountabilities.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.1.7	Manager Administration and Human Resources	Completed	100%	Council's annual training plan was consulted on, reviewed and completed as part of the development of Operational Plan early in 2025, following a process that has been in place for several years now.

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Action: Maintain a Human Resources function in accordance with adopted customer service standards by implementing Key actions from the Workforce Management Strategy, delivering payroll and recruitment / onboarding services to the required standard, and rolling out Council's Corporate Training Plan and Staff Wellbeing Program to deliver outcomes over the entire year.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.3.1	Manager Administration and Human Resources	Completed	100%	Payroll, recruitment, onboarding, training and wellbeing programs are being delivered as required. Systems have been improved in response to emerging needs or staff requirements. A notable addition to the wellness program is a new Employee Assistance Program that provides onsite counselling and critical incident responses and has been well received by staff.

IT Services

Action: Maintain an ICT helpdesk support service that is responsive to Council's and employees' needs.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.7.1	Manager Administration and Human Resources	Completed	100%	The satisfaction rating for the ICT helpdesk service remains in the area of 98-99%, indicating a high level of customer satisfaction. The service agreement has been renewed for 2025/2026.

Action: Achieve Australian Cyber Security Centre's Essential Eight Maturity Level Two.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.8.1.1	Manager Administration and Human Resources	Progressing	75%	Considerable progress has been made towards achieving Essential Eight Maturity Level One, which will also count towards achieving Level Two. The achievement of Maturity Level two was overly ambitious for the timeframe that was set and was also set back by hardware and other compliance requirements that could not be easily met. A second independent assessment of Council's progress will occur in 2025/2026, which will provide much needed direction. The project will continue into the following year.

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Action: Conduct penetration testing and/or security auditing of Council's ICT systems.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.8.1.2	Manager Administration and Human Resources	Completed	100%	Penetration testing was completed and a report produced in July 2024. Most of the actions from this report have been attended to via Council's ICT ticketing system. Further penetration testing and an Essential Eight assessment are scheduled to occur in 2025/2026.

Action: Migrate data from on premise network drives into SharePoint and OneDrive cloud drives and set up all required networking, security and backup protocols.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.8.1.3	Manager Administration and Human Resources	Progressing	50%	All home drive folders have been successfully migrated to OneDrive and additional backup software implemented to protect the data. The migration of shared drives has been delayed pending the results of Council's project to upgrade or replace its electronic document and records management system. This will be rolled over to the following year.

Payroll

Action: Implement the Employee Self Service (ESS) module within Dynamics 365, roll out to individual teams, and train/educate staff in its use.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.3.2	Manager Administration and Human Resources	Not Due to Start	0%	With the decision to move to Civica Altitude, this project will need to be rolled over to subsequent years.

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Records

Action: Implement a new Electronic Document and Records Management System (EDRMS) or upgrade the existing Technology One system to the latest cloud version.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.8.1	Manager Administration and Human Resources	Progressing	50%	Preliminary investigations into potential solutions have occurred and the procurement and final evaluation stages are well advanced. Some delays did occur during the procurement phase, which will require this project to be rolled into the following year.

WHS

Action: Review Council's existing procedures for the management of hazardous noise and develop a comprehensive procedure that includes risk assessment, health monitoring requirements, exposure levels, sources of noise and control measures.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.5.1	Manager Administration and Human Resources	Completed	100%	Health monitoring procedures are in place, noise risk assessments are in place for new items of plant and equipment, there is a budget for monitoring environmental hazards including noise and exposure levels, and there are controls in place to manage excessive noise. If required, these procedures will be condensed into a single document as part of the StateCover self-audit action requirements.

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Action: Review Council's existing programs for the management of volunteers and ensure that the volunteer management program adequately defines the responsibilities of Council and its volunteers, identifies all risks and safety needs, and addresses hazard management, training and equipment requirements and supervision.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.5.2	Manager Administration and Human Resources	Completed	100%	Council has policies and procedures in place to manage volunteers, which include consideration of work health and safety risks. Risk assessments are carried out prior to events and activities involving volunteers. Volunteers who are involved in events complete inductions and training to raise safety awareness and mitigate risks. As part of the StateCover self-audit actions, a further review will be carried out by November 2025.

Action: Review emergency preparedness procedures to ensure that all potential emergency situations are identified and included, and coordinate emergency training and drills for staff.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.5.3	Manager Administration and Human Resources	Completed	100%	Emergency procedures are in place at all permanent worksites and major construction sites. Training and drills have occurred. Further work will be done to ensure compliance measures are fully up to date, as part of the requirements of the StateCover WHS self-audit.

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Community Services

Children Youth and Family Services

Action: Implement the Youth Strategy 2024 - 2025.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.7.1	Manager Community Services	Completed	100%	Glen Innes Severn Council's Youth Strategy finalisation and implementation (T1.1.2.2) has been nominated for the 25/26 delivery program. The Youth Booth's successful delivery of the current Youth Strategy 2021-2025 through diverse mental health, cultural, and social programming, along with strengthened partnerships with organisations like Glen Innes Family and Youth Support Services, demonstrates effective achievement of youth well-being and community engagement goals. This project will build upon these successes to ensure continued strategic direction for youth services.

Action: Maintain Children and Family Services and work collaboratively with other organisations to deliver parenting programs annually.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.9.1	Manager Community Services	Completed	100%	Glen Innes Severn Council successfully maintains and delivers comprehensive children and family services through its supported playgroup programs, including the Aboriginal Supported Playgroup (Jarjums) and outreach playgroups at Wyaliba and CAFS. The service actively collaborates with community organisations, demonstrated through partnerships with Glen Innes Youth & Family Support Services, Benevolent Society, CentraCare, and Headspace. The playgroups provide culturally safe environments, developmental activities, and healthy living practices while maintaining steady attendance numbers. Staff regularly undertake relevant training, such as Love Bites and Safe Food Handling, to enhance service delivery. The programs effectively engage families through providing meals, transport assistance, and maintaining strong relationships with local schools, demonstrating Council's commitment to accessible family services and collaborative program delivery.

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Action: Deliver programs that promote family participation and social interaction for all community members.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.9.2	Manager Community Services	Completed	100%	The Glen Innes Youth Booth and Outside of School Hours Care actively delivers a range of children, youth and family services that promote social interaction and family participation across the community. Through regular youth programs, cultural activities, community events and educational support services, the facility has successfully created an inclusive environment that engages diverse community groups. The Youth Booth's partnerships with service providers, consistent weekly programming averaging 18 participants per session, demonstrate strong delivery of services that encourage family engagement and social connection. This is further supported by cultural workshops, recreational activities, and educational initiatives that provide meaningful opportunities for community members to interact and participate in inclusive programs.

Community Services

Action: Review the Disability Inclusion Action Plan (DIAP) for 2025-2026 in consultation with key stakeholders.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.7.1	Manager Community Services	Progressing	75%	The development and implementation of Glen Innes Severn Council's Disability Inclusion Action Plan (DIAP) 2025-2026 (T1.2.3.1) has been nominated for the 25/26 delivery program. This project will align the DIAP's commitments and strategic priorities with Council's forthcoming Aged and Disability Strategy, with completion scheduled following the Strategy's adoption to ensure a coordinated approach to inclusion across the local government area.

Action: Provide support to the Community Access Committee.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.7.2	Manager Community Services	Completed	100%	February 2025 -Report to MANEX - DIAP direction/ resource allocation and required organisational wide approach to delivery.

ANNUAL REPORT – OPERATIONAL PLAN 2024-2025

Action: Develop an Aged and Disability Strategy.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.2.2	Manager Community Services	Completed	100%	Glen Innes Severn Council has engaged a specialist consultant to develop a comprehensive Aged and Disability Strategy. Following extensive community engagement and consultation, the draft strategy is now being developed for Council's initial review. This strategic document will guide Council's approach to supporting older residents and people with disability, ensuring our community services and infrastructure meet their evolving needs. 28/01/2025 - Final internal engagement issued. MANEX February report for endorsement to Council.

Action: Maintain support for local Domestic Violence support groups with a particular focus on raising awareness with young people.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.2.3	Manager Community Services	Completed	100%	Glen Innes Severn Council and the Youth Booth actively partner with local domestic violence support services to educate and empower young people about healthy relationships and family safety. Through their involvement with the Safe In Our Town Committee, these organisations deliver targeted awareness programs and provide essential resources to youth. This collaborative approach ensures young people have access to information, support services and safe spaces while fostering a community-wide commitment to preventing domestic violence.

Action: Support and contribute to the local Community Drug Action Team (CDAT).

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.2.4	Manager Community Services	Not Due to Start	0%	This was to be removed from corporate planning as this committee is not currently active.

ANNUAL REPORT – OPERATIONAL PLAN 2024-2025

Action: Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) Provider and deliver corresponding NDIS services to the community.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.8.1	Manager Community Services	Completed	100%	Glen Innes Severn Council is currently an approved registered NDIS provider. The registration end date is 31/10/2026.

Action: Provide current venue accessibility information relevant to the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.10.1	Manager Community Services	Completed	100%	In collaboration with the Community Access Committee, Council has developed a comprehensive Mobility Map Brochure, providing valuable information about accessible pathways and facilities throughout our community. Working closely with the Committee, Council successfully supported the Access to Better Living Expo 2024, which showcased services, products, and resources that enhance accessibility and independent living. These joint initiatives demonstrate Council's ongoing partnership with the Community Access Committee and shared commitment to creating an inclusive community that supports the diverse needs of all residents.

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Action: Support Harmony Day celebrations and promote cultural diversity within the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.3.3.1	Manager Community Services	Completed	100%	The Community Harmony Day Event represented a significant achievement in Council's ongoing commitment to celebrating cultural diversity within the Glen Innes community. The event's theme, "Celebrates how all our differences make Australia a great place to live!", effectively captured the spirit of inclusivity that Council aims to foster. Planning for the event commenced three months prior with collaboration between Life Choices Support Services and community representatives. The decision to host the event at Glen Innes & District Services Club was strategic, offering central accessibility and appropriate facilities to accommodate the anticipated attendance. This event represented a direct fulfilment of Council's strategic priority to promote social cohesion through celebrating diversity. The high attendance and enthusiastic participation suggest there is strong community appetite for inclusive cultural events that bring together diverse segments of the local population. Outcomes and Achievements Attendance Target Exceeded: The event reached its full capacity of 100 tickets with 122 registrations, demonstrating strong community interest. Community Engagement: Successfully brought together diverse community members to celebrate cultural diversity. Awareness Raising: Promoted the message that cultural diversity enriches the community. Operational Plan Compliance: Successfully fulfilled the requirements of CS 1.3.3.1 by facilitating a Harmony Week event celebrating cultural diversity. Partnerships Strengthened: Collaborated effectively with community organisations. Community Feedback Survey • Event received an average rating of 4.5 out of 5 for likelihood to recommend • 44% of attendees rated the event as "Excellent" while 37% rated it as "Very Good"

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Action: Facilitate information to the community on available transport options within the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.4.2.1	Manager Community Services	Completed	100%	In partnership with the Community Access Committee, Council has developed and launched a comprehensive Mobility Map that outlines accessible transport routes and options throughout Glen Innes Severn Council area. This resource provides valuable information to community members about available transport options, accessible pathways, and key facilities within the LGA, helping residents and visitors better navigate our community. The map serves as a practical guide that supports informed decision-making about transport choices and enhances accessibility for all community members.

Action: Maintain support for local volunteers and consider new and proactive ways to encourage an increase of volunteering within the community.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.5.2.1	Manager Community Services	Completed	100%	Glen Innes Severn Council has strengthened its commitment to volunteering by joining Volunteers NSW, the state's peak body for volunteer management. Through this membership, Council will enhance its volunteer practices and governance. A comprehensive review of volunteer policies and development of a new volunteer strategy will be completed by the end of the 2023/24 financial year, ensuring best practice volunteer management across Council services.

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Action: Continue work towards the implementation and awareness of the NSW Child Safe Standards. With consideration to Council's capabilities and resources, implement leadership in Child Safe Strategies across the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.7.2.3	Manager Community Services	Completed	100%	Glen Innes Severn Council adopted its Child Safety Policy on May 25, 2023, establishing clear expectations for all individuals providing services or activities for children and young people across Council facilities. In May 2024, Council's Management Executive (MANEX) strengthened this commitment by adopting the Statement of Commitment to Child Safety. The launch of Council's dedicated Child Safe Council webpage in September 2024 provides public access to these commitments and demonstrates Council's whole-of-organisation approach to maintaining a safe, inclusive environment that supports participation of all children and young people. Council continues to align its practices with the updated 2022 Child Safe Standards and Reportable Conduct Scheme requirements.

Life Choices - Support Services

Action: Review Gentle Exercise Programs delivered through Life Choices - Support Services to ensure they meet current demands.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.2.1	Manager Community Services	Completed	100%	Life Choices Support Services has enhanced its exercise programming through a strategic partnership with community agencies and service providers in response to positive community feedback. The expanded program now includes both gentle exercise classes and specialised Move Tall sessions, designed to improve strength, balance and mobility for older residents. This service expansion demonstrates our commitment to delivering inclusive, accessible fitness opportunities that meet the diverse needs of our aging population.

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Action: Promote community awareness of Wellbeing and Support Facilitation services available at Life Choices - Support Services and Children, Youth and Family Services.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.2.1	Manager Community Services	Completed	100%	Glen Innes Severn Council has successfully promoted and facilitated access to community-based wellbeing programs across multiple service areas. Life Choices Support Services has expanded its exercise programming through strategic partnerships, delivering three weekly sessions including gentle exercise and Move Tall classes for older residents. The Community Services department provides comprehensive youth and family services through cultural workshops, recreational activities, and educational support programs. The Department has enhanced community awareness and engagement through targeted activities, with Youth Booth reaching 1.1K followers through social media. These initiatives, supported by partnerships with key service providers demonstrate successful promotion and facilitation of accessible, inclusive wellbeing services that meet diverse community needs across age groups.

Finance

Creditors

Action: Ensure financial systems comply with procurement policy and all procurement and purchase procedures are electronic and system based.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.4.1	Chief Financial Officer	Completed	100%	All delegations of authorities are setup as per the approved delegations of authority in the finance system. Workflows are processed as per the organisational chart. Purchase orders are all processed in an electronic format. A contracts register is updated manually by the Procurement Officer as contracts are received that require to be listed on the register. All contract templates and requirements for tenders, RFQ's and quotes are available through ArcBlue. Training has been completed for all relevant staff in navigating Arc Blue and for the procurement process.

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Debtors

Action: Improve grants management and introduce a centralised grants management procedure.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.5.1	Chief Financial Officer	Completed	100%	A new grants register has been created. A new policy and procedures introduced.

Finance

Action: Ensure Council meets its tax compliance requirements by completing monthly reconciliation, review and approval of all statutory tax accounts, that is GST, PAYG, Superannuation and all other related deductions related to tax matters.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.2.1	Chief Financial Officer	Completed	100%	All statutory compliance is being met. GST, PAYG, Superannuation and FBT instalments are all up to date and the BAS return is submitted every month.

Financial Accounting

Action: Meet all annual financial audit requirements in line with the Local Government Act 1993 NSW.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.1.2	Chief Financial Officer	Progressing	80%	Audit compliance is on a continuous improvement program. Preparation and submission of annual Financial Statements now follows a project management process. Council has begun a Business Systems Improvement RoadMap to improve financial systems to support improved financial reporting. The FY2024-25 audit commenced on 16 June 2025 (Interim).

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Action: Develop a Finance Operation Manual that documents all critical tasks to ensure business continuity.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.1.3	Chief Financial Officer	Progressing	50%	Council has launched a Business Systems Improvement RoadMap that includes development of a Financial Operation Manual. This will continue for the new finance system as modules go live together with UAT and training with the Civica system.

Action: Prepare a new Long Term Financial Plan (LTFP) to go into the Resourcing Strategy 2024-2034.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.6.1	Chief Financial Officer	Completed	100%	A new Long Term Financial Plan has been developed based on a Financial Sustainability Review.

Management Accounting

Action: Deliver financial and budget compliance reporting to Council and the community. Ensure the Quarterly Budget Review process is managed as per the required timelines. Develop a structure that will ensure the accuracy of Budget, Actual and quarterly revisions data being reported.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.1.1	Chief Financial Officer	Completed	100%	All required quarterly budget review statements were completed on time. The investments and capital reports were submitted each month. The grants register is now fully operation and will be aligned further with the capital report going forward. The OPEX and CAPEX budget for FY2025-26 will be phased for income and expenditure to ensure the cashflow model is updated to highlight cash requirements and to manage the unrestricted cash position throughout the year.

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Action: Provide access to accurate monthly reports for all council businesses including monthly P&L report.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.1.4	Chief Financial Officer	Progressing	80%	Due to staff resourcing and system issues, this action did not progress as expected. For FY2025-26, all reporting data will be available to provide business unit reporting. New reports that will be added to the current suite of reports will be Rates & Sundry Debtors report, cashflow model with a rolling twelve-month outlook, business unit reporting (LCSS), and monthly actual vs budget report for all departments.

Rates

Action: Deliver Rates notification and collection services in compliance with the Act and ensure reporting and a review of overdue Rates is undertaken.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.3.1	Chief Financial Officer	Completed	100%	All rates notices were successfully generated and distributed for FY2024-25. All quarterly instalment notices were issued on time. A regular monthly review of outstanding rates debtors is being undertaken, and more analytics will be requested from Council's debt collection agency.

Stores & Procurement

Action: Create new operating procedures for procurement based on the ArcBlue system and the Sustainable Procurement and Contracts Policy and train staff in the revised procedures.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.3.1	Chief Financial Officer	Completed	100%	The ArcBlue system has been introduced and the Sustainable Procurement and Contracts Policy endorsed, training has been conducted.

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Action: Create new operating procedures for inventory, and train staff in the revised system in procurement procedures.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.3.2	Chief Financial Officer	Completed	100%	Procurement systems and procedures have been updated and improved.

Action: Provide a stores service that provides efficiencies to Council operations by ensuring that the maximum number of items that all business units consume are inventoried and develop reporting in consumption of inventory.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.4.1	Chief Financial Officer	Completed	100%	The Store continues to provide a high level of service to the organisation and manages all inventory that falls within its remit. Consumption of inventory report is available and can be incorporated in a report if required.

Governance, Risk and Corporate Planning

Enterprise Risk Management

Action: Implement the Reliansys Governance Suite Risk Module.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.2.10.1	Manager of Governance	Completed	100%	Module is in place, with tasks beginning to trigger, and usage commenced.

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Action: Ensure the Reliansys Compliance register is implemented, including internal registers for policy obligations and that the Delegations + module is maintained. Report on legislative compliance annually to Manex/ARIC and Council.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.2.1.1	Manager of Governance	Completed	100%	Reliansys Compliance register is implemented including internal registers for policy obligations and are in use,

Action: Ensure the reporting obligations to and from the Audit Risk and Improvement Committee are being met in line with the Office of Local Government Guidelines.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.3.7.1	Manager of Governance	Completed	100%	Council's reporting obligations to the Audit Risk and Improvement Committee are up to date and in line with OLG's ARIC Guidelines and the Governance Health Check was presented to the June ARIC meeting and has been accepted.

Action: Coordinate the Statewide Mutual Continuous Improvement Pathway (CIP) across Council.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.6.1	Manager of Governance	Completed	100%	The Continuous Improvement Pathway (CIP) is a self-assessment program. These self-assessments promote an integrated approach to the management of risk and can be used to analyse and benchmark the integrity of council's management systems and offer a framework for the development or, improvement of policies, procedures, plans or systems. For FY24 Council undertook self-assessments in swimming pool operations, managing footpath infrastructure and Enterprise Risk Management (ERM), which resulted in 100% completion.

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Action: Coordinate the annual Insurance renewal questionnaires, organise budgets and ensure Council is adequately insured.
Insurance questionnaires completed & submitted - awaiting terms.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.6.2	Manager of Governance	Completed	100%	2025 insurance renewals are up to date. with policies issued and paid.

Governance

Action: Coordinate necessary internal activities for the local government elections both pre and post elections.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.2.2.1	Manager of Governance	Completed	100%	Activities to support the NSW LG elections were undertaken and completed in line with the requirements as instructed by the electoral commission and in line the NSW Local Government Act 1993.

Action: Create and coordinate a Councillor Induction Program in conjunction with relevant stakeholders.

Action Code	Responsible Officer Position	Status	Progress	Comment
5.2.3.1	Manager of Governance	Completed	100%	A Councillor Induction Program was delivered throughout October and November 2024.

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Integrated Planning and Reporting

Action: Review Council's Performance Management Framework with the aim to increase objective data input allowing for improved and more transparent performance reviews.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.1.2.1	Director Corporate and Community Services	Completed	100%	Council's Performance Management Framework is directly linked to the Community Strategic Plan, Delivery Program and Operational Plan. All Managers are encouraged to provide regular feedback to their direct reports using the Pulse Performance Management system. Managers are required to set performance goals at the beginning of the 12-month reporting period, provide staff with formal written performance feedback in the middle of the year and assess performance at the end of the financial year. Manex reviewed the performance framework in July 2024 and reinforced commitment to the framework as it is currently applied.

Action: Implement the Reliansys Governance Suite Corporate Planning and Reporting Module

Action Code	Responsible Officer Position	Status	Progress	Comment
5.1.1.1	Manager of Governance	Completed	100%	the 2025/2026 CSP, DP and OP are now implemented within RelianSys,

Action: Provide half-yearly Operational Plan reports and an Annual report to Council.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.1.1.1	Manager of Governance	Completed	100%	All quarterly Operational Plan updates have been provided to Council, with the Annual report due to Council in November 2025.

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Action: Coordinate the creation of an Annual Operational Plan and Budget across Council in compliance with the Integrated Planning and Reporting Guidelines.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.1.1.3	Manager of Governance	Completed	100%	Annual Operational Plan and Budget have been completed & issued for 2025/2026.

Public Officer

Action: Provide oversight and advice on complaints management (including Code of Conduct, Public Interest Disclosure and Complaints and Unreasonable Complainant Conduct management) throughout Council.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.5.3.1	Manager of Governance	Completed	100%	23-24 Disclosures posted on website; commenced collecting 24-25 returns

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Library and Learning Centre

Library and Learning Centre

Action: Participate proactively with Northern Tablelands Cooperative Library Service (NTCLS) to ensure cost effective use of future resource budgets.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.2.4.1	Manager Library and Learning Centre	Completed	100%	The Northern Tablelands Cooperative Library Service (NTCLS) Library Manager's held a Team meeting on Thursday, 25 July 2024 to discuss the NTCLS Agreement 2022-25, the financial contribution for 24-25 and operational issues. The Library participates in transfer and receipt of books and DVDs resources with four (4) Cooperative Libraries during February and September, as per the Northern Cooperative Library Service Agreement. Libraries participating in NTCLS are willing to assist each other in additional training and experience for library staff, and participate in whole of team visits to build networking and share innovation opportunities.

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Action: Develop a yearly program of activities and events (at the library's staff workshop) based on community interest and needs.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.3.2.1	Manager Library and Learning Centre	Completed	100%	The Annual Library Program in this period delivered a school holiday program in July which included Aboriginal weaving with Waabil Chapman Burgess, Sand Art Craft, movies at Glen Innes, Deepwater and Emmaville. During July, a NAIDOC program was delivered and included storytelling with a First Nation elder and appropriate themed craft activities. Monthly Golden Oldies movies were Greyfriars Bobby, Picnic at Hanging Rock and Inspector General and were enjoyed by community members (please see attached flyer). The BAD Sydney Crime Writer Festival was livestreamed in the Library with six (6) author event hosted within the Library and Conference Room. A live author talk with Andrew Skeoch, an acoustic ecologist who demonstrated and guided the audience to hear and learn the language of nature (please see attached flyer). The Library organised a diverse and comprehensive January School Holiday program for children and youth throughout the region (Glen Innes, Deepwater, Emmaville) which included Singing and Drumming with Zoey Larkins (Youth), Lego Challenge, Movie Afternoons, Planting Succulents with Bianca Hill (Youth) and craft events. During this period regular monthly Book Club, Podcast Brunch Club, After Dark Movies, Golden Oldies Movies and social morning tea at the libraries were organised and enjoyed by members and families. Weekly social jigsaws, scrabble and card games are held on Tuesdays and Thursdays mornings and are growing in popularity.

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Action: Complete all of the actions within Council's Cultural Plan 2022-2025 that are due in 2024-2025.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.3.4.1	Manager Library and Learning Centre	Completed	100%	The Cultural Plan actions are across several areas of Council and will be reported individually in these reporting areas. Under Library Services, the Mosman Council Community Grant project fulfils Goal 4: Public Art development to enhance place-making and identity - bonding, bridging and linking social capital is increased. Meetings are progressing to form a First Nation project group to produce a mural painting depicting and acknowledging the cultural history of the Glen Innes Severn region which will include First Nation, Chinese, English and European influences within the region. During this period, Council's Cultural Plan Goal 4 - Public Art Development: The completion of the Mosman Council Art Project and a celebration organised for Reconciliation Day on Saturday, 31 May. Goal 1: Inclusive community engagement: The Library's annual program offered a creative, inclusive and fun program which included services and events for NAIDOC, Harmony Day, LGBTQ+, women and seniors in our community. On Tuesday, 20 May 2025, the Library organised and hosted Council's National Volunteer Week and participants received a Certificate of Appreciation and a thank you from the General Manager.

3: Place and Growth

Recreation and Open Spaces

Recreation and Open Spaces

Action: Digital mapping of Glen Innes Cemetery.

Action Code	Responsible Officer Position	Status	Progress	Comment
4.2.1.2	Manager Recreation and Open Spaces	Not Progressing	0%	This project did not proceed as no funding was allocated in Council's 2024-2025 budget. However, it remains a priority and will be reconsidered should suitable grant funding opportunities become available. Council staff will continue to monitor relevant funding programs and bring forward the project for delivery if external funding is secured.

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Action: Undertake a 5-year review of the Sports Facilities Master Plan and re-prioritise actions. Apply for funding to deliver outstanding actions as opportunities become available.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.1.1	Manager Recreation and Open Spaces	Not Progressing	0%	Has been deferred for 2025-2026 operational year. Continuation of the implementation of the Master Plan is occurring throughout 2024/25 as evidenced by budget allocation for new cricket nets to be implemented in Glen Innes and sign-off the grant expenditure at Meade Park and the internal lining at the Glen Innes Stadium which is currently being undertaken. However, a full review or update of the Master Plan will not occur until 2025/26 due to: • No budget allocation in 2024/25; and • The temporary reduction in resources due to Manager transition to retirement and difficulty to fulfill the position

Action: Develop detailed design plans for the establishment of a pump track and skate park extension and amenities.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.1.2	Manager Recreation and Open Spaces	Not Progressing	0%	Not proceeding in 2024/2025 as no funding was allocated in the 2024-2025 Operational Plan and no suitable grant opportunities are currently available, this will be revisited in 2025/2026.

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Action: Off-leash dog park is established in Glen Innes as pilot for a permanent facility.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.3.1	Manager Recreation and Open Spaces	Progressing	10%	Project is anticipated to be completed by December 2025. Staff resourcing hindered delivery of project in 24/25.

Action: Undertake weekly visual inspections and annual comprehensive inspections of all 8 Council playgrounds within Local Government Area.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.3.1	Manager Recreation and Open Spaces	Completed	100%	All playgrounds in the LGA have been inspected identified non-compliances have been listed and will be rectified early 25/26 FY

Action: Design ANZAC Park Playground replacement and pathways.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.1.3.2	Manager Recreation and Open Spaces	Progressing	60%	Project is progressing and on-track to be completed by February 2026 grant completion date. The existing playground has been removed and the contractor installing the new playground is scheduled to commence Monday 3 November 2025.

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Action: Ensure that aquatic services including Learn to Swim and Aqua Aerobics programs are delivered and a maintenance program is implemented.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS1.1.4.2	Manager Recreation and Open Spaces	Completed	100%	All learn to swim, and aqua aerobics programs delivered throughout the year and maintenance program undertaken.

Action: Investigation re-thatching vs replacement of Crofters Cottage roof and undertake works.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.4.1	Manager Recreation and Open Spaces	Completed	100%	Replacement of the crofter's cottage roof has been completed,

Action: Finalise and implement a Recreation and Open Space Strategic plan including maintenance.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.16.1	Manager Recreation and Open Spaces	Not Progressing	0%	Council is progressing with the Master Plans for the 4 Glen Innes Heritage Parks which a draft Masterplan is on track to be reported to Council in the first quarter of 25/26.

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Action: Implement the Landscape Plan for the Glen Innes CBD Revitalisation in accordance with available funding and agreed phases.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.16.2	Manager Recreation and Open Spaces	Completed	100%	Landscaping works between Bourke and Meade Streets in the CBD area, are now complete

Action: Implement Landscape Plan for the Glen Innes Indoor Sports Stadium in accordance with funding availability.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.16.3	Manager Recreation and Open Spaces	Progressing	10%	Landscape plan developed and ready for implementation, however the project has been rescheduled for completion 25/26 to allow delivery by Council's Parks and Gardens team. This approach will ensure project funds are used as economically as possible while also providing the team with further valuable hands-on project experience, building on their recent work on the Main Street Beautification Project.

Action: Council assets are cleaned in accordance with adopted cleaning schedule.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.17.1	Manager Recreation and Open Spaces	Completed	100%	All asset's are cleaned as per the cleaners schedule. Some areas have had service reviews addressing time allocated for them.

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Waste and Environment

Development Services

Action: Improve security on staged approach at the landfills within the local government area.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.3.1	Waste and Environmental Management Officer	Progressing	50%	Project is continuing with fencing to be erected around Emmaville and Glen Innes landfills first by 30 June 2026, in line with available budget allocation (i.e. full fencing around both landfills may not be achieved in 25/26 if budget allocation is exhausted).

Action: Commence research into the implementation of a weekly Food Organics Garden Organics (FOGO) kerbside collection services within the local government area, ahead of the 2030 EPA mandate.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.4.1	Waste and Environmental Management Officer	Completed	100%	Research completed. FOGO service will be included in the next kerbside collections contract (2027) with the contents to be sent to an established facility until council has data for a feasibility study for processing FOGO onsite. We are also hoping to conduct FOGO feedstock trials in conjunction with Lake Macquarie and Coffs City councils with the view to converting the increasingly difficult to process waste stream to energy to power councils sites, biochar and syngas.

Action: Undertake a review to determine the preferred operating model of the Glen Innes Saleyards.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.6.1.1	Director Place and Growth	Progressing	60%	Consultant is finalising draft Options Paper. Anticipated final Options Paper to be provided by end of November 2025 with Councillor Workshop and report to Council to follow in either December or February 2026.

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Action: Expression of interest is called for public art projects annually.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.3.1.1	Coordinator Economic Development and Tourism	Completed	100%	Council is actively supporting cultural expression through its commitment to public art initiatives. An annual Expression of Interest (EOI) process invites artists and community members to propose public art projects that celebrate our region's identity and creativity. To guide this process, Council has adopted a Public Art Policy and developed clear Public Art Guidelines, ensuring transparency and alignment with community values. The formation of the Public Art Advisory Group (PAAG), which held its inaugural meeting this year, provides strategic input into project selection and site suitability. A dedicated budget has been allocated for the 2025-2026 financial year to support the identification of potential public art sites and the review of EOI submissions. This ongoing initiative aligns with our broader goal to foster cultural vibrancy and activate public spaces through creative expression, ensuring the arts remain accessible and visible across Glen Innes Highlands.

Regulatory & Planning Services

Regulatory & Planning Services

Action: Finalise and present the draft Emissions Reduction Plan to Council by 30 June 2025.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.4.1.2	Waste and Environmental Management Officer	Progressing	20%	Due to resourcing challenges, this project has been held over to 25/26.

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Action: Present the draft Renewable Energy Action Plan to Council for endorsement.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.5.2.1	Waste and Environmental Management Officer	Progressing	50%	Feasibility Study for Virtual Energy Network has now been completed and initial meeting with consultants held. Manager of Sustainability and Animal Services to recommence project with DIS as partner in 2025/2026.

Action: Provide a kerbside domestic waste bin collection and recycling service throughout the township and villages of Glen Innes, Emmaville, Deepwater and Glencoe.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.1.1	Waste and Environmental Management Officer	Completed	100%	Service provided in line with the action throughout 24/25.

Action: Undertake a State of Play analysis to inform investigations and strategic planning options for future landfill operations (this is a multi-year project).

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.2.1	Waste and Environmental Management Officer	Completed	100%	RFQ for qualified consultants to quote on preparation of both an issues paper and 10 Year Waste Strategy will be completed in 25/26.

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Action: Glen Innes, Deepwater, Emmaville and Red Range Landfills are operated in accordance with regulatory requirements and published opening hours.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.3.1	Waste and Environmental Management Officer	Completed	100%	Glen Innes, Deepwater, Emmaville and Red Range Landfills were operated in accordance with regulatory requirements and published opening hours throughout 24/25.

Action: Provide waste education and recycling programs to increase diversion rates into the landfill in conjunction with Northern Inland Regional Waste Group.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.6.4.1	Waste and Environmental Management Officer	Progressing	50%	Waste education and recycling education programs / campaigns will be designed and delivered sporadically over the remainder of 25/26 and 26/27. A full education program will be included in the contract for new waste collection service tender which will see the appointed tenderer commence in 2027.

Action: Implement maintenance tasks in accordance with the maintenance program and allocated budget.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.4.2	Manager Recreation and Open Spaces	Completed	100%	Council's Facility Maintenance Officer continues to work on priorities as allocated and also any emergency works.

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Action: Weeds management reduction service is implemented within the Local Government Area.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.4.1.1	Manager of Sustainability & Compliance	Completed	100%	Council assumed responsibility for noxious weed management on 16 June 2025, following the dissolution of the New England Weeds Authority (NEWA). As part of this transition, an experienced NEWA staff member joined Council to continue delivering weed management services within the Glen Innes local government area.

Action: Create a buildings and other structures management plan.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.11.1	Manager Asset Services	Completed	100%	A Land and Buildings Asset Management Plan exists and has been reviewed in line with other Asset Management Plans. Asset Management Plans have been adopted by Council and available on Council's website for viewing.

Action: Food inspection program is undertaken and reported annually in accordance with the NSW Food Authorities Food Regulation.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.9.2.1	Environmental Health and Compliance Officer	Completed	100%	All food inspections for the period 2024-25 were completed

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Action: Develop memorandums of understanding with key animal welfare agencies to assist with the control and rehoming of companion animals.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.9.5.1	Environmental Health and Compliance Officer	Not Progressing	0%	Memorandums with the re-homing organisations have been discussed internally and determined to not proceed at this time.

Action: Review and update Local Environmental Plan, Development Contribution Plans and Development Control Plan as budget permits.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.1.1.1	Director Place and Growth	Progressing	90%	Contributions Plan is earmarked to be reviewed once Coordinator of Development Assessment has been appointed. Review anticipated to be completed by 30 June 2026, with report to Council and subsequent exhibition and adoption to follow in 26/27. Local Environmental Plan to be reviewed as part of the 2025/2026 Operational Plan.

Action: Review heritage funding policy to provide targeted heritage funding on a precinct-based approach to achieve tangible upgrades to heritage streetscapes within the LGA. Apply for heritage funding if grants become available.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.2.1.1	Director Place and Growth	Completed	100%	Heritage grant applications for 24/25 completed successfully. Grant application for 25-27 Heritage Fund was lodged and successful. As such, the heritage grant program will continue through to 2027 under the new grant funding.

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Action: Provide quarterly update reports on activities of the development assessment unit.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.9.4.1	Director Place and Growth	Completed	100%	All quarterly updates presented to relevant Council meetings throughout 24/25.

Economic Development

Economic Development

Action: Investigate temporary and seasonal housing requirements for key workers associated projects that support positive economic development.

Action Code	Responsible Officer Position	Status	Progress	Comment
CS 1.6.1.4	Director Place and Growth	Completed	100%	The NSW Government has now finalised and enacted provisions for temporary and seasonal workers accommodation through the State Environmental Planning Policy (Housing) 2021. Council will apply this framework to assess future proposals linked to energy, mining, and other major developments.

Action: Leverage the New England Renewable Energy Zone to drive industry growth and economic diversification opportunities that benefit the community.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.1.1.4	Director Place and Growth	Completed	100%	Council's planning staff along with subject matter experts have attended REZ workshops on matters relating to water, transport, waste, and social infrastructure. Senior Council staff meet with NSW State Government to discuss REZ requirements.

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Action: Partner with GLENRAC to support agribusiness initiatives.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.1.2.1	Director Place and Growth	Completed	100%	GISC Senior Executive Management has actively participated in GLENRAC meetings throughout 2024/25, providing ongoing support, fostering collaboration, and seeking partnership opportunities wherever possible.

Action: Deliver an Agri-Innovation Action Plan in consultation with GLENRAC and Industry.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.1.1.2	Coordinator Economic Development and Tourism	Not Progressing	0%	As per H2 2023 - 2024, due to insufficient resources and no budget this project is currently not progressing.

Action: Develop a new Economic Development Strategy and Destination Marketing Plan for the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.1.1	Coordinator Economic Development and Tourism	Progressing	70%	The Economic Development Strategy is currently under review, with further development scheduled to follow the outcomes of the successful Drought Resilience Grant, which will support key strategic priorities. Progress on the EDS was also aligned with the finalisation of the Community Strategy 2025-2030 to ensure strategic consistency and integration across Council's planning framework. The Destination Marketing Plan is also under review, with updates underway to reflect current tourism trends, brand positioning, and stakeholder engagement. The revised DMP is scheduled for completion in October 2025. A combined report outlining both the updated Economic Development Strategy and Destination Marketing Plan will be presented to Council upon completion. These documents will guide future investment attraction, business support, visitor economy growth, and place-based marketing initiatives across the Glen Innes Severn Local Government Area.

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Action: Increase the utilisation of the Highlands Hub to assist in growing local business opportunities and incorporate programs and initiatives to drive local socio-economic prosperity and support social enterprise.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.1.5	Coordinator Economic Development and Tourism	Completed	100%	The Highlands Hub continues to play a pivotal role in supporting local business growth and driving socio-economic development across the Glen Innes Highlands region. Building on its foundation as a space for community innovation and collaboration, Council has enhanced its focus on activating the Hub through a suite of targeted initiatives. Efforts are underway to maximise Hub utilisation by providing a platform for local businesses to reach wider audiences through utilisation, exhibitions, and collaborative projects. Skill-building workshops have been delivered on digital marketing, AI, grant writing, compliance, and creative entrepreneurship—tailored to meet community needs. Feedback mechanisms continue to inform future programming. The Hub has hosted networking and professional development events such as the Highlands Hub Open Day, encouraging knowledge-sharing, placemaking, and local collaboration. Council partnered with Business NSW during Small Business Week to explore regional trends, support local caterers and service providers, and enhance the visitor economy. A targeted outreach campaign during Small Business Month in October raised awareness of Hub offerings through flyers, newsletters, and social media. Grassroots initiatives focused on innovation, social enterprise, and inclusivity have also been supported. A formal report to be submitted to Council in September outlines the Hub's impact to date and opportunities for stronger partnerships, increased revenue in FY 2025/2026, and alignment with the Community Strategy 2025-2035. A marketing and improvement plan is also underway, addressing user pain points and creating user personas to guide future engagement. These efforts collectively support innovation, local employment, volunteering, and sustainable economic growth. By fostering a vibrant, inclusive, and entrepreneurial ecosystem, the Highlands Hub will play a part in strengthening regional resilience and growing the visitor economy.

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Action: Develop an 'Investment Prospectus' to encourage industry across sectors identified as growth opportunities.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.3.1.1	Coordinator Economic Development and Tourism	Progressing	70%	Council continues to work closely with Business NSW, the Regional Australia Institute, and other government and non-government stakeholders to promote our region and leverage our strategic advantages for emerging industry development. This collaboration also supports ongoing consultation and planning efforts through the Economic Development Strategy (EDS) review, helping to identify and prioritise potential growth areas across Glen Innes.

Action: Pursue Grant Funding opportunities where viable, considering lifetime costs.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.1.6.1		Progressing	50%	Council has successfully applied for funding under multiple grant streams for infrastructure renewal works. Grant funded projects underway include the Glen Innes Airport runway upgrade and the Local and Regional Road Betterment funding.

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Tourism and Events

Action: Implement the new Glen Innes Highland refreshed branding 'Get in Here'.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.1.1	Coordinator Economic Development and Tourism	Completed	100%	The rollout of the Glen Innes Highlands Get in Here branding officially began in September 2024, following the delivery of all refreshed collateral. This marked the start of the implementation phase, with a coordinated approach to ensure broad integration across digital, physical, and community-facing channels. Digital integration commenced in October 2024 across Council-managed websites, social media platforms, and e-newsletters to ensure consistent messaging and visual identity in all online spaces. A series of short-form promotional reels were developed to showcase key campaign themes and are now featured across social media, the Glen Innes Highlands website, and shared with tourism marketing partners for broader reach. Banner artwork has also been completed for use in events, activations, and destination promotion. New signage reflecting the refreshed branding has been installed at key entry points and high-traffic areas around town, reinforcing the visual identity for both visitors and locals. Additional signage will be rolled out as further funding and resources become available. Branded stationery is being phased in across Council departments to ensure consistent use of the new visual language in day-to-day operations. In October 2024, a community callout was held for local businesses and residents to participate in a regional photography and video shoot focused on capturing real people and places that reflect the campaign's call to action. These assets will feature across future marketing campaigns, promotional materials, and visitor engagement initiatives. This implementation supports Glen Innes Highlands' broader strategic goals to attract visitors, encourage relocation, and boost local business activity. The consistent application of the Get in Here brand ensures a strong, recognisable identity across all touchpoints, enhancing the region's appeal and reinforcing community pride.

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Action: Implement the adopted Tourism Signage Plan and review as required to improve the visitor experience giving more reason to stop, explore, stay longer and spend more.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.1.2	Coordinator Economic Development and Tourism	Progressing	80%	The Tourism Signage Plan aimed at improving the visitor experience and encouraging travellers to stop, explore, stay longer, and contribute to the local economy is waiting a few components before being adopted. A comprehensive signage audit has been completed, assessing the condition of existing signage, identifying gaps, and highlighting priority areas for enhancement. The audit findings are now undergoing internal review to ensure they align with Council's tourism and destination branding objectives, as well as relevant regulatory requirements. The plan places priority on Council-managed tourism signage and will be reviewed periodically, incorporating visitor feedback, evolving tourism trends, and regional development priorities to maintain relevance and effectiveness. It was recommended that a Tourism Signage Policy and accompanying Signage Design Guide by Director of Place & Growth be developed prior to full-scale implementation. These foundational documents will ensure consistency across departments and provide a clear framework for signage design, installation, and maintenance. A cross-departmental approach will be essential to ensure alignment across infrastructure, planning, and tourism functions. A portion of the allocated signage budget for 2025-2026 will be used to commence the development of the policy and guide, and to implement priority signage projects that deliver immediate visitor benefits and support Glen Innes Highlands' broader tourism and economic goals.

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Action: Investigate geo-tourism opportunities for the Glen Innes Severn local government area.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.1.6	Coordinator Economic Development and Tourism	Completed	100%	The Coordinator of Economic Development and Tourism continues to engage actively with the Geotourism Working Groups and the NSW Geological Survey to explore and develop opportunities within the geotourism space. These collaborations aim to highlight the unique geological and mining heritage of the region and create new visitor experiences that contribute to the local economy. Key initiatives under investigation include the development of a new geotrail at the historic Ottery Mine site, which has strong potential to become a signature interpretive experience. Discussions are also ongoing with the NSW National Parks and Wildlife Service, the Legacy Mines Program, and other stakeholders to establish partnerships critical to delivering these projects. Minerama, already a key event in the local calendar, is being positioned as a flagship geotourism event, with plans to further enhance its alignment with geological themes and storytelling. Future work will depend on securing external funding and support through state-level programs to realise these geotourism opportunities and build Glen Innes Highlands' reputation as a geotrail destination. Astronomy events at the Skywalk, a completed geotrail for Glen Innes Highlands with Soundtrail.

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Action: Deliver the three signature events being Australian Celtic Festival, Minerama and Christmas in the Highlands.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.2.1	Coordinator Economic Development and Tourism	Completed	100%	Christmas in the Highlands Council successfully delivered the Christmas in the Highlands event in line with the 2024 Operational Plan. All activities, installations, and community engagement initiatives were completed as scheduled. This includes the lighting installations, placemaking activations, and associated promotional campaigns. A full review and event debrief will be conducted in December 2024 to inform planning for the 2025 event and identify opportunities for enhancement. Minerama Fossicking, Gem & Jewellery Show Minerama 2025 was successfully delivered in line with the Operational and Marketing Plans, attracting strong community participation and trader engagement. The event showcased Glen Innes' unique geological heritage and continued to reinforce its reputation as a leading fossicking and gem show. A full debrief has been conducted with contractors, traders, and the Friends of Minerama group. Feedback from stakeholders is now informing strategies for future enhancements and sustainable event growth. Australian Celtic Festival (ACF) The 2025 Australian Celtic Festival was successfully delivered in accordance with the approved Operational and Marketing Plans. All key elements—including performer programming, trader engagement, visitor experience, and stakeholder coordination—were executed with strong community and regional support. Council continues to attend monthly meetings of the Australian Standing Stones Management Board to provide formal event reporting. A comprehensive debrief has commenced, and strategies are now being developed to further elevate the festival's cultural impact, visitor engagement, and long-term sustainability.

Action: Develop a Minerama 5-year Strategic Plan

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.3.1	Coordinator Economic Development and Tourism	Progressing	70%	completion date extended due to resourcing constraints. Draft Strategic Plan anticipated to be completed by end of April 2026.

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Action: Develop a new 5 year Australian Celtic Festival Strategy.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.3.1	Coordinator Economic Development and Tourism	Progressing	95%	timeframe to complete has been extended due to competing priorities and staff resourcing constraints. The Draft 5-year Strategy is earmarked for completion end of February 2026 and will proceed to Council for exhibition / adoption accordingly.

Action: Maintain accreditation under the NSW Accredited Visitor Information Centre Network scheme and leverage the network for continual improvements of visitor services.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.2.6.2	Coordinator Economic Development and Tourism	Completed	100%	The Glen Innes Visitor Information Centre (AVIC) has successfully completed the Tourism Group audit and achieved renewed accreditation under the NSW AVIC Network for the period 1 July 2024 to 30 June 2025. The accreditation report commended the Glen Innes AVIC as a well-presented and professionally operated centre, with a strong, positive energy among the team and a clear commitment to enhancing tourism in the region. The Centre was praised for its proactive approach, innovative initiatives—including the creation of a registered local tartan in Scotland to reflect Glen Innes' rich Celtic heritage—and its ongoing support for events and tourism development. Its strategic location, high visibility to passing travellers, and excellent co-location with key town amenities make it an easy and attractive stop for visitors. The team's consistently positive attitude and drive for continuous improvement were highlighted as standout qualities, positioning the Glen Innes AVIC as a particularly strong and effective tourism asset for the region.

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4: Infrastructure Services

Asset Management

Corporate Property Management

Action: Review and update Council's Asset Management Strategy, Core Asset Management Plans and Asset Management plans for all asset categories.

Action Code	Responsible Officer Position	Status	Progress	Comment
3.2.3.1	Manager Asset Services	Completed	100%	Council's Asset Management Strategy, Core Asset Management Plan and Asset Management Plans for all asset classes have been adopted by Council and available on Council's website for viewing.

Action: Council buildings' usage plans are reviewed, and if not required for community or operational purposes, are disposed in accordance with the Corporate Property Policy.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.6.2.1	Manager Asset Services	Completed	100%	Council's Property Officer reviews usage on Council buildings and property in consultation with the Manager of Asset Services and the Director of Infrastructure Services. Two properties have been identified for sale: 181 Bourke Street, Glen Innes and 23 Bourke Street, Deepwater. 23 Bourke Street, Deepwater is currently listed for sale and 181 Bourke Street, Glen Innes will be listed for sale once a reclassification from "Community Land" to "Operational Land" takes place.

Action: A register of Council property is maintained, and all suitable property is leased at commercial rates.

Action Code	Responsible Officer Position	Status	Progress	Comment
STC 5.4.1.1	Manager Asset Services	Completed	100%	Council's Property Officer maintains a register of Council property and captures details around lease renewal dates, leasing rates, contact details etc. All property is leased at commercial rates when suitable. Further work continuing to ensure the property register easily captures all information.

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Plant and Fleet

Action: Undertake the approved capital plant and fleet acquisition and disposal program.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.2.1	Manager Asset Services	Progressing	95%	Council's Manager of Asset Services has completed approximately 95% of the approved Capital Plan. The only outstanding item is the purchase of the IWS Transfer pump with procurement for this item underway.

Technical Services

Action: Carry out an independent assessment of the sealed road condition and review the backlog data for accuracy against this assessment.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.1.4.1	Manager Asset Services	Completed	100%	As per agreement with Director of Infrastructure Services, an independent inspection was not completed due to costs involved. Council's Asset Officer drove 100% of network using a Council vehicle with a roughometer installed and has reviewed the backlog / condition ratings for accuracy.

Action: Review the internal and external hire rates for plant and fleet in preparation for the development of the 2025/2026 Operational Plan and Budget.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.12.1	Manager Asset Services	Completed	100%	Hire rates have been developed and distributed to Managers.

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Action: Oversee Emergency Services within the LGA.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.3.1.1	Manager Asset Services	Completed	100%	Council's Manager of Asset Services acts in the capacity of Local Emergency Management Officer for the Glen Innes Severn LGA. Four Local Emergency Management Committee meetings have been facilitated and Regional Emergency Management Committee meetings attended.

Action: Implement the Airport Master Plan in accordance with the Grant Funded Milestones for runway renewal.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.6.1.1	Manager Asset Services	Completed	100%	Project has been completed with grant acquittals underway.

Glen Innes Aggregates

Glen Innes Aggregates

Action: Review Glen Innes Aggregates stock control systems to provide monthly reporting of current stock levels.

Action Code	Responsible Officer Position	Status	Progress	Comment
2.6.3.3	Quarry Manager	Progressing	10%	Improvements to reporting will continue to be made in 2025/2026 as part of Glen Innes Aggregates resource management.

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Action: Adequate supplies of gravel products are produced at various locations around the local government area to meet market demand.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.6.3.1	Quarry Manager	Progressing	90%	Crush and screening at Glen Innes Aggregates are 90% completed with sealing aggregates being the target for this campaign. Extraction limits have been reached for a twelve-month period and plans are in place for drill and blast operation once anniversary dates are reached. The Wellington Vale borrow pit has produced 15000 tonnes of high-grade material that has been delivered to various jobs in the Northen Road network area and will continue to supply another 15000 tonnes when road constructions crews are ready for the material. Wattle Vale Quarry has been drilled and blast and has approximately 30000 tonne ready for processing.

Action: Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit.

Action Code	Responsible Officer Position	Status	Progress	Comment
ED 2.6.3.2	Quarry Manager	Completed	100%	Half yearly reports showed this action was exceeded and should show good results for the 24/25 period, this will continue to be monitored in the 2025-2026 Operating year.

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Infrastructure Delivery

Works

Action: Ensure a permanent crew of three staff and associated plant is engaged to undertake rural drainage maintenance activities.

Action Code	Responsible Officer Position	Status	Progress	Comment
EH 4.8.2.1	Manager Infrastructure Delivery	Completed	100%	Council currently has one permanent heavy plant operator in the Drainage team, with the team being supported by the relief heavy plant operator and heavy combination operator while recruitment is underway for the other two positions. H2: Council has recruited a team leader and two heavy plant operators, and has purchased an 8t Kobelco excavator which has improved the capacity of the team.

Action: Implement and complete the Capital Works Program for the 2024/2025 financial year.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.1.1.1	Manager Infrastructure Delivery	Completed	100%	24/25 Block Grant and Traffic Facilities projects are complete with line marking and heavy patching undertaken on Emmaville Road and Bald Nob Road. The 24/25 R2R reseal program is complete. Council has also completed a large volume of WIP from previous years including the Regional Roads and Transport Recovery Package (RRTRP) projects on Pinkett Road, Emmaville Road, Golf Links Road and Furracabad Road.

Action: Complete all planned Capital Bridge Infrastructure works for the 2024/2025 financial year.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.1.2.1	Manager Infrastructure Delivery	Completed	100%	Council has completed the Mann River Mt Mitchell Road bridge, the Wentworth Street bridge, the Furracabad Road Bridge, Sunset Road bridge and Cox's Road bridge over the Deepwater River, closing out all Fixing Country Bridges Round 1 and 2 projects.

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Action: Review the performance of maintenance works against the adopted levels of service and identify areas for improvement. Monitor and track progress of maintenance works.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.1.1	Manager Infrastructure Delivery	Completed	100%	The roads customer request maintenance register is currently sitting at 88% completion, it has consistently been around the 90% target mark for the financial year. The Northern Maintenance grading program is on target with a 280 day circuit completion, while Southern Grading is lagging behind slightly at 330 days due to weather impacts to the eastern part of the LGA and staff turnover.

Action: Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.6.1	Manager Infrastructure Delivery	Completed	100%	This year Council adopted an AI inspection program called Retina Vision, which has increased efficiency in periodic road inspections which are implemented on a six-monthly basis. This software has also been successfully used to support a flood recovery claim for Tablelands Road after AGRN1198 (Cyclone Alfred)

Action: Complete the construction of shared paths and footpaths as identified in the capital works program for the period.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.2.9.1	Manager Infrastructure Delivery	Completed	100%	All shared pathway capital projects are complete. Council is focusing on repair and maintenance for the rest of the year and has applied for grant funding for future expansion of the shared pathway network. The section of damaged footpath on Meade Street in front of Roseneath has been replaced.

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Infrastructure Services

Engineering Oversight

Action: Provide engineering oversight of the proposed New England Rail Trail – Glen Innes to Ben Lomond stage

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.1.3.1		Progressing	10%	In 2025/2026 Council will continue to seek funding for the delivery of the New England Rail Trail.

Integrated Water Services

Sewerage Functions

Action: Complete all sewer works identified for the period in the capital works program.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.4.4.1	Manager Integrated Water Services	Progressing	75%	Manhole inspections have been carried out, to assist with Capital manhole repairs. Council has also installed special sensors in key manholes to help calculate the required sewer asset size to improve performance on the Northeastern quadrant of the network. The majority of the Capital budget will be spent in July and August 2026 in a 2 year program.

Stormwater Drainage

Action: Lodge a grant funding application for the preparation of a Floodplain Management Plan in any applicable funding round.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.3.2.1	Manager Integrated Water Services	Completed	100%	This application has been submitted, and results will be released in October 2025

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Wastewater Functions

Action: Ensure 100% compliance with the conditions of EPA Licence number 576.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.4.2.1	Manager Integrated Water Services	Completed	100%	The Glen Innes STP maintained 100% compliance with the EPA license for 2024/25.

Water Functions

Action: Ensure 100% compliance with Australian Drinking Water Guideline Standards is maintained.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.4.1.1	Manager Integrated Water Services	Completed	100%	Water production has met the Australian Drinking Water Guideline Standards for 2024/2025

Action: All water projects identified in the capital works program for the period are completed.

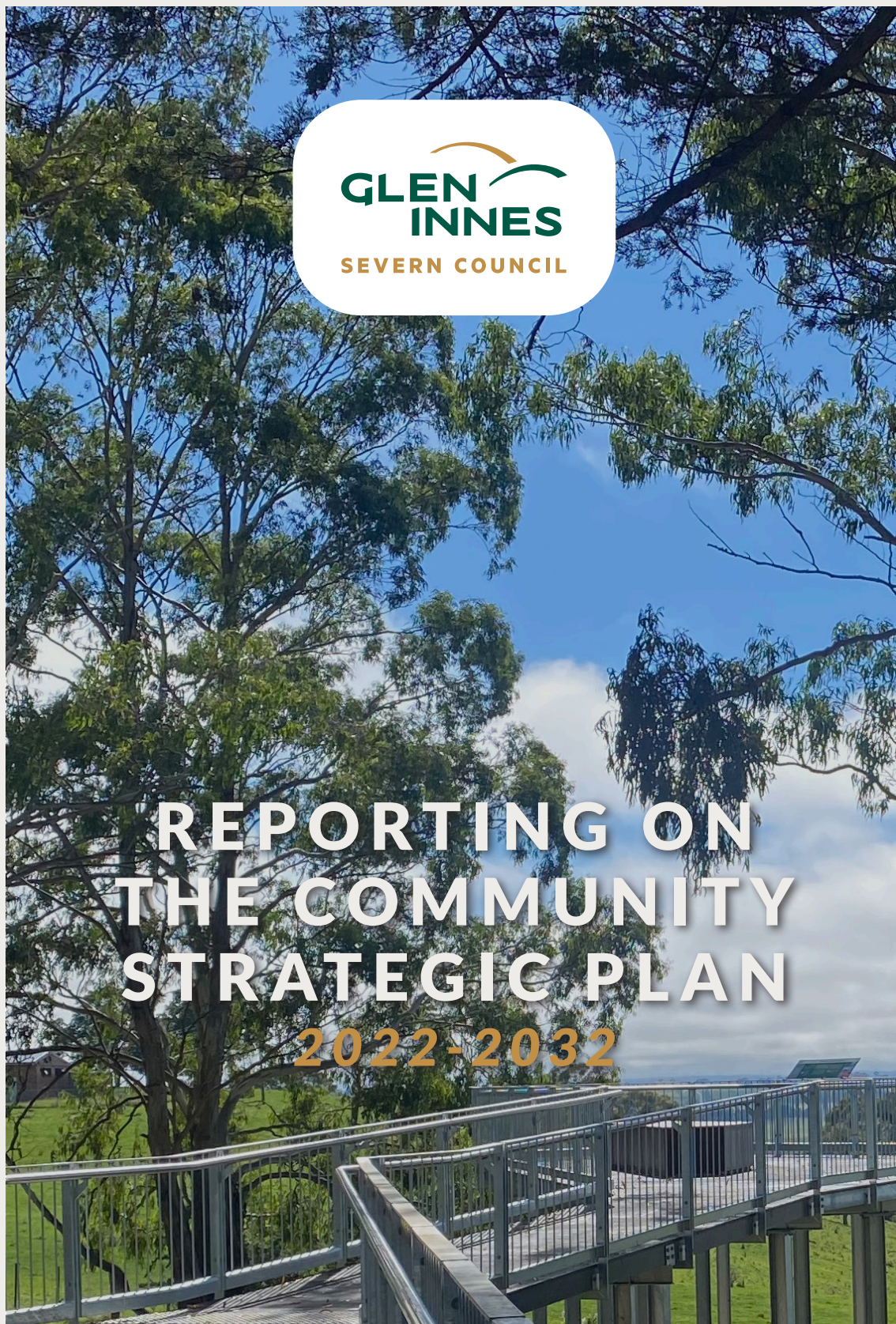
Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.4.3.1	Manager Integrated Water Services	Progressing	70%	Water Capital upgrades are progressing. Oliver Street connections have all been completed. The water main was extended along West Avenue to facilitate the removal of dead ends. Bourke Street Water Mains upgrade program has commenced. This project will be finished in Mid August and the underspend will be removed.

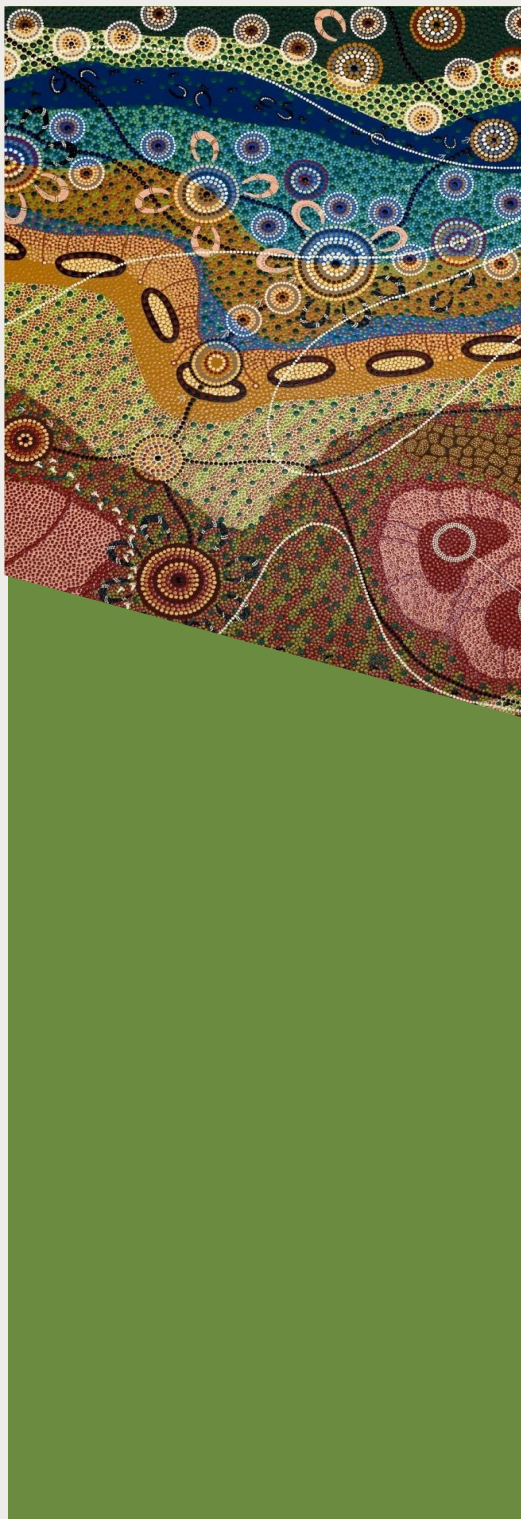
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Action: Review Council's Integrated Water Cycle Management Plan.

Action Code	Responsible Officer Position	Status	Progress	Comment
IM 3.4.5.1	Manager Integrated Water Services	Progressing	50%	NSW Public Works Advisory are reviewing councils Integrated Water Cycle Management Plan. Completion of this is expected in Mid 2026. Delays with the sourcing of the groundwater investigation has delayed the project.

Appendix B





Acknowledgement of Country

The original inhabitants and traditional owners of Glen Innes and surrounding areas are the Ngarabal people. The indigenous name of the area of Glen Innes town is Gindaaydjín, meaning “plenty of big round stones on clear Plains”.

The Ngarabal people lived within a tribal boundary (including the area of Ashford, Tenterfield and Glen Innes), moving within this area due to the seasonal resources available. The value Aboriginal people place on natural resources stems from the strong relationship and respect they have for the land.

As the original occupants of this continent, Aboriginal people used the natural resources according to their ‘lore’ in order to maintain systems and species. The health of the land and the maintenance of biodiversity continue to be linked to the wellbeing of Aboriginal people, both physically and spiritually (from Land of the Beardies).

Councils Vision Statement and Values

Council Vision

A prosperous connected community that nurtures its people and places.

Values

RESPECT for each other
INTEGRITY as a foundation
COURAGE to make the right decisions
HONESTY in all dealings
TRANSPARENCY to support accountability

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The elected Councillors (2021 – 2024)

At the Glen Innes Severn Council (Council) local government election, held on Saturday 4 December 2021, the following Councillors were elected to represent the Glen Innes Severn Local Government Area (LGA) for the Council term, which concluded on 14 September 2024:

Councillor (Cr) Tim Alt, Cr Troy Arandale, Cr Rob Banham, Cr Lara Gresham, Cr Jack Parry, Cr Andrew Parsons and Cr Carol Sparks.

The new Council included five first time Councillors along with two returning Councillors in Cr Parsons and Cr Sparks. Cr Gresham held the position of Councillor until her resignation on 9 May 2024. No by-election was held due to the close proximity to the September 2024 local government elections.

The following Councillors held the positions of Mayor and Deputy during the term:

January 2022 – September 2023

Mayor - Cr Rob Banham

Deputy Mayor - Cr Troy Arandale

September 2023 – September 2024

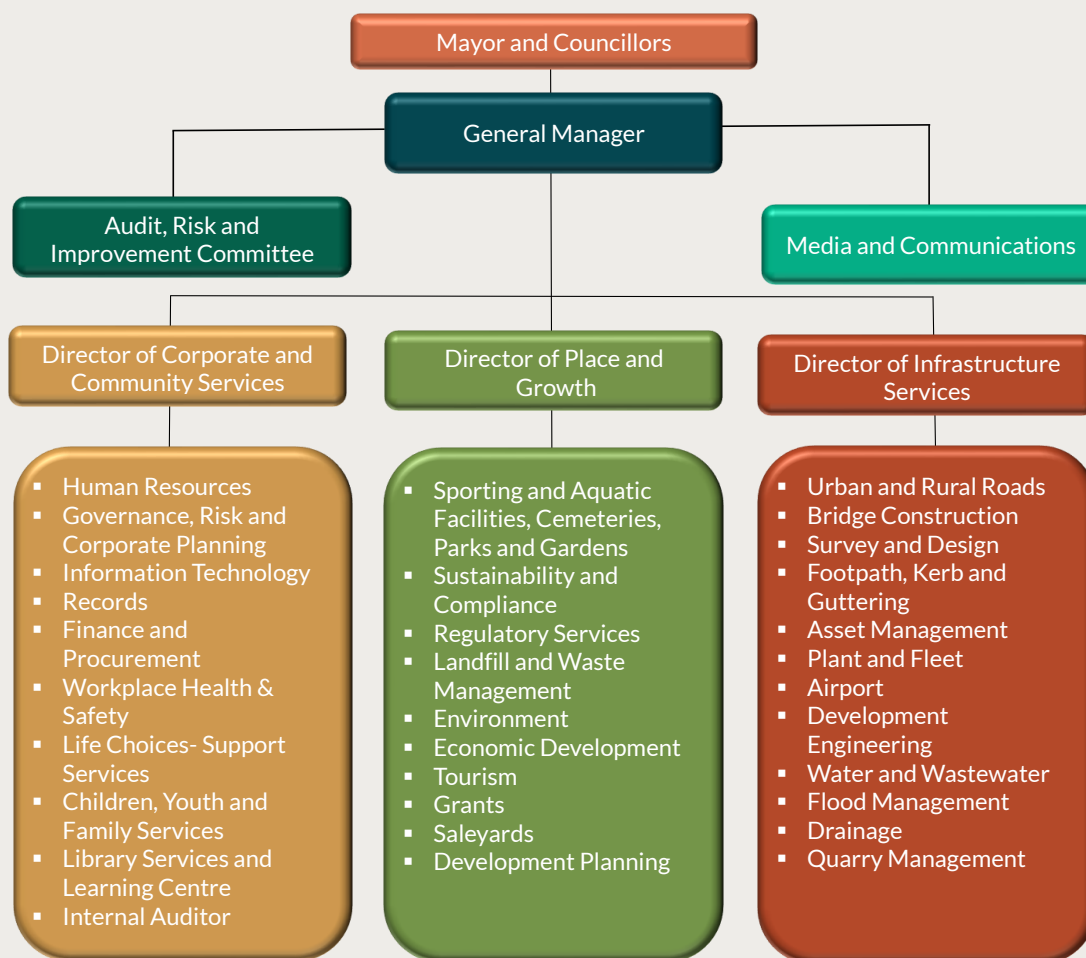
Mayor – Cr Rob Banham

Deputy Mayor – Cr Troy Arandale



Cr Andrew Parsons, Cr Tim Alt, Cr Carol Sparks, Cr Troy Arandale (Deputy Mayor), Cr Rob Banham (Mayor), Cr Lara Gresham (resigned) and Cr Jack Parry.

Organisational Chart



Overview

Reporting on the Community Strategic Plan 2022-2032

This report (formerly referred to as End of Term Report) provides progress of implementation and the effectiveness of the Community Strategic Plan and must be presented to and endorsed at the second meeting of a newly elected council.

The Community Strategic Plan 2022 – 2032 is structured around five strategic objectives with supporting goals for each objective. These goals and objectives were developed from the community and other stakeholder feedback.

This report focuses on achievements completed between 1 July 2022 (when the current Delivery Program commenced) through to 30 June 2024. Generally, this report would cover close to four years. Due to the delay in the local government elections from September 2020 until December 2021, this report focuses on a two-year period.

Our Strategic Objectives

These Strategic Objectives are prepared by Council but guided by the community. The Strategic Objectives are a product of feedback from community surveys, 'town hall' style meetings and public exhibition of Council documents. Council has worked with residents, service providers, local businesses and community groups to shape our community's priorities and developed a plan to deliver these for our community.

The five main objectives are as follows:



An Attractive Quality of Life



A Prosperous Local Economy



Fit for Purpose Public Infrastructure



An Appealing Sense of Place



Recognised for Local Leadership

Goals that support the Strategic Objectives

The Goals as listed below cover all of Council's operations and have been distilled from a number of the contributing strategies developed by Council over the years in consultation with the community. The time frame for accomplishing goals is typically long-term, depending on the complexity of obstacles standing in the way.

Goals provide direction, highlight priorities and support effective decision-making and enable programs, projects and services to be identified and resourced towards their achievement over time. They have also been framed to address the issues and opportunities identified in the Strategic Challenges facing the LGA and in support of the Regional Plans of other government agencies.



Community Services – *An attractive Quality of Life* - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high-country climate.

Goal Reference	Goal
1.1	Encourage an Inclusive Active Lifestyle
1.2	Encourage Community Connectivity and Cohesion
1.3	Encourage Opportunities for Cultural Expression
1.4	Increase Community Transport Access to Services
1.5	Support the Voluntary and Not-For-Profit Sector to strengthen its capability
1.6	Support an Increase of housing options
1.7	Support for improved medical services



Economic Development – *A Prosperous Local Economy* - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

Goal Reference	Goal
2.1	Support Agricultural Diversification and Resilience
2.2	Support the Growth of the Visitor Economy
2.3	Enable an Attractive Industry Investment Environment
2.4	Support Skills Development for Existing, Expanding and Emerging Industries
2.5	Support Workforce Attraction and Retention
2.6	Optimise Returns from Council Trading Enterprises



Infrastructure Management – *Fit for Purpose Public Infrastructure* - that is designed, constructed and appropriately maintained to keep our community and visitors connected, safe and able to access the amenities and services they require.

Goal Reference	Goal
3.1	Construct or renew capital works projects and programs to quality, time and budget
3.2	Maintain Council's infrastructure assets to adopted standards, time and budget
3.3	Build Resilience and maintain capability to repair Council's infrastructure assets following extreme weather damage
3.4	Design, maintain, manage and improve water and sewerage services
3.5	Strengthen the digital and communication footprint covering the LGA
3.6	Optimise Underutilised Assets



Environment Heritage - An Appealing Sense of Place - that is protected and preserved so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

Goal Reference	Goal
4.1	Land use planning instruments and Policies regulate and support the LGA's Vision and encourage population growth
4.2	Support the protection, conservation, enhancement, accessibility and interpretation of the cultural heritage of habitation sites
4.3	Support the protection, conservation, enhancement accessibility and interpretation of World Heritage National Parks
4.4	Support the protection, conservation, enhancement accessibility and interpretation of Sites of High Conservation Value
4.5	Encourage the community's use of renewable energy in the LGA and reduce Council's carbon footprint and energy costs
4.6	Encourage waste minimisation and recycling and regulate waste management practices to protect the environment
4.7	Support Weed Management and Control
4.8	Strengthen Resilience to the Negative Impacts of Extreme Weather
4.9	Regulatory Services are Provided to Support the Health, Safety and Wellbeing of the Community
4.10	Encourage Cultural Practices



Council Sustainability, Transparency and Communication - Recognised for Local Leadership - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

Goal Reference	Goal
5.1	Maintain the focus, importance and relevance of the CSP
5.2	Councillors and employees demonstrate appropriate Capabilities and Behaviours
5.3	Councillors and staff uphold budget and financial accountability
5.4	Responsible custodianship of the community's assets
5.5	Enhance an ethos of customer service
5.6	Deliver best value services
5.7	Recruit, empower, assess and develop employees whilst maintaining accountability
5.8	Information Technology Systems are integrated, resilient and support customer service and efficiency
5.9	Collaborate with partners to deliver the Community Strategic Plan's Goals and Priorities

Performance indicators

Strategic indicators/monitoring

Monitoring Council's performance is a fundamental component of the Integrated Planning and Reporting Framework. The *Local Government Act 1993* legislates that Council must, at a minimum, report every six months on the progress of activities detailed in the Delivery Program and provide that update to the elected body of Council.

Council met these reporting requirements with reports provided to Council, detailing its progress in meeting performance targets for activities detailed in the annual Operational Plan. In addition, Council reports annually to Council and the Community in its Annual Report.

The below data summarises Council's number of goals and achievements in meeting identified performance targets as at 30 June 2024.

Strategic Priority	Completed		Progressing		Not Progressing		Not Completed	
	No.	%	No.	%	No.	%	No.	%
Community Services								
Financial Year 2023	27	62	14	33	2	5	1	1
Financial Year 2024	27	75	9	25	0	-	0	-
Economic Development								
Financial Year 2023	42	57	25	34	6	8	1	1
Financial Year 2024	20	74	6	22	1	4	0	-
Infrastructure Management								
Financial Year 2023	22	61	13	36	1	3	0	-
Financial Year 2024	13	37	20	57	2	6	0	-
Environment Heritage								
Financial Year 2023	14	61	9	39	0	-	0	-
Financial Year 2024	10	53	9	47	0	-	0	-
Council Sustainability, Transparency and Communication								
Financial Year 2023	27	44	33	54	0	-	1	2
Financial Year 2024	51	85	9	15	0	-	0	-

Performance reports on the Delivery Program and the Operational Plan as well as the Annual Report for the full term for which this report relates to are available on Council's website at www.gisc.nsw.gov.au.

Financial indicators (as at 30 June 2024)

Ratio	Most recent result	Benchmark
Operating Performance ratio	-11.16%	>0%
Own source operation revenue ratio	39.09%	>60%
Unrestricted current ratio	2.64x	>1.50x
Debt service cover ratio	2.89x	>2.00x
Rates and annual charges outstanding percentage	13.07%	<10%
Cash expense cover ratio	11.22 months	>3 months



Highlights and
achievements





Community Services (CS) An attractive Quality of Life

CS 1.1 Encourage an Inclusive Active Lifestyle

The Glen Innes Highlands Business & Community Hub, located in the transformed “Old Holden Building,” was developed to create a central space where the community and Council could come together to support a thriving local economy and a socially prosperous community.

This initiative was a key component of the new Economic Development Strategy 2020-2040 and Action Plan 2020-2025 for the region. Funded by a \$616,861 grant from the Bushfire Local Economic Recovery Fund, jointly provided by the Commonwealth and NSW Governments, the Hub was officially opened in October 2022.

Offering a versatile range of spaces, from hot desks to meeting rooms and a community co-working lounge, available for hire by the hour, day, week, or longer. The facility became a vital resource for business development, learning, and community engagement, supporting both local businesses and residents.

The Hub acts as a drawcard for visitors by offering a range of events, information and resources that enhance the experience of exploring the Glen Innes Highlands.



The \$2 million **Glen Innes Highlands Skywalk** project, funded by the NSW Government through the Public Spaces Legacy Program and supported by Glen Innes Severn Council, officially opened in January 2024, offering a new and immersive visitor experience.

This project showcases the cultural connections of the Celtic and Ngarabul peoples, with each of the three viewing points telling its own unique story, shared through voices from local Traditional Custodians, astronomers, geologists, and historians.

As part of the project, the master concept plan focused on enhancing Centennial Parklands to increase its attraction and usability. The 80-metre-long boardwalk provides visitors with spectacular views of the surrounding Glen Innes rural landscape and township.

The Skywalk introduces a ground-breaking geotourism experience, featuring 22 audio stories and 360-degree drone footage integrated into a hyper-local mapping platform accessible via QR code.

This initiative aims to draw both tourists and locals, offering a rich perspective on the region's history, culture, and natural beauty.

GLEN INNES SEVERN COUNCIL

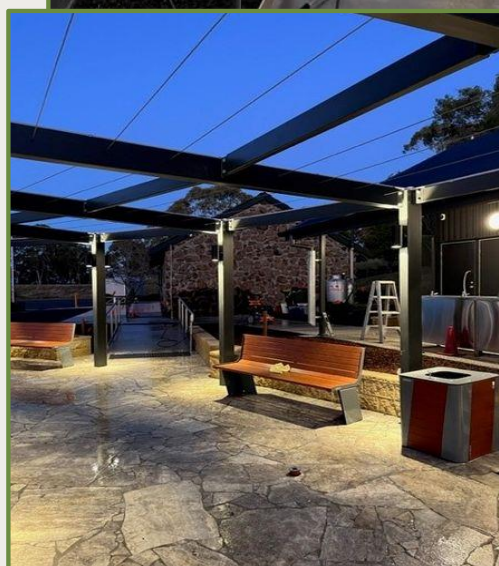


As part of the \$1.44 million project funded by the Australian Government through the Black Summer Bushfire Recovery Grants Program (BSBR) and supported by Glen Innes Severn Council, significant upgrades have been made to **Centennial Parklands**.

In a momentous stride toward community enhancements the addition of a modern, all-abilities access amenities block, complemented by newly constructed outdoor seating areas, and a children's playground were designed to enrich the park's role as a community space.

Located adjacent to the Croft Celtic Cultural Learning Centre and Café (Crofters Cottage), these improvements are expected to support a range of local events, including the Australian Celtic Festival.

These developments represent a major step in revitalising the park for both residents and visitors alike.



The **Glen Innes Multipurpose Indoor Sports Centre** stands as a testament to the power of government funding, local collaboration, and community vision in creating long lasting infrastructure that benefits people of all ages. A central hub for sport and recreation in the area, helping to keep the community active and engaged for years to come.

With a total investment of \$5.42 million from the State and Federal Governments, the Glen Innes Multipurpose Indoor Sports Centre stands as a powerful symbol of collaboration between different levels of government and the local community.

The centre features two full-size indoor courts facilitating five separate indoor sports that accommodate for both local and regional competitive and recreational sports.

It also includes amenities such as commercial kitchen, conference room, accessible change rooms, and ample seating and parking, making it a versatile space for both sporting events and community gatherings.

The centre provides long lasting benefits contributing to the economic and social vitality of Glen Innes.



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In addition, Council secured an extra \$811,059 in State Government funding to construct **two new outdoor multi-purpose courts** adjacent to the Glen Innes Multipurpose Indoor Sports Centre. These courts have expanded the capacity for local netball and basketball associations, allowing them to extend their competitions and accommodate more teams.



The installation of the **new playground** at the Multipurpose Indoor Sports Centre is another fantastic example of community collaboration and support. This project was made possible through the combined efforts of several organisations and funding sources:

- Glen Innes Netball Association: Sourced the initial funding for the playground, showing a strong commitment to enhancing the community's recreational facilities
- Glen Innes Severn Council: Played a key role in the installation of the playground

GLEN INNES SEVERN COUNCIL

- NSW Government's Stronger Country Communities Fund: Provided essential funding, helping to make the playground a reality for local families.
- Black Summer Bushfire Recovery Grant: Contributed to the playground's soft fall area, ensuring the safety and comfort of children using the space.



The re-gelling of the 25 metre and Learn to Swim pools at the **Glen Innes Aquatic Centre** is a key maintenance project aimed to protect the structure and maintain the pool's appearance, durability, and safety ensuring the pool remains in good condition for the community's continued use and enjoyment.

This project was fully funded by the NSW Government under the Stronger Country Communities Fund – Round 5 program.



External contractors were engaged for the **Glen Innes Skate Park** redevelopment utilising the existing skate slab and mini ramp. The new features vary in height and targeted skill level to appeal to a broad range of skate park users. The open and flowing layout combines street and transition skate obstacles in an open arrangement to create both looping and linear lines and allow users to link the new features with the existing ones for skaters to showcase their skills and creativity.

Every detail was carefully considered, from classic elements to modern architecture with artistic elements that safely push the boundaries of skating.

A table with seating and a Buddy Bench was also installed at the Skate Park.

The project received funding of a total of \$738,523 as part of the Black Summer Bushfire Recovery (BSBR) Youth and Sports Precinct Upgrades and Connectivity grant, and was delivered in two components:

- Skate Park Upgrade
- Construction of the shared pathway route - connecting the Sports Precinct with Taylor Street, up to Glen Innes Public School and St Joseph's School (Delivered by Infrastructure)



Funded by the Australian Government and supported by Glen Innes Severn Council, the \$592,376 **Rural Address Signage** project,

conducted in partnership with GLENRAC, has successfully installed rural address signage for up to 2,700 eligible rural properties within the LGA.

This project enables emergency services to quickly locate properties and their entrances during critical events, ultimately reducing response times and improving service delivery during emergency situations. The project aims to improve outcomes for emergency crews, volunteers and rural landholders during high-stress periods, such as bushfires and other disasters.

Glen Innes Severn Council and Armidale Regional Council made significant progress on the New England Rail Trail following a key meeting at Parliament House on 13 March 2024. Council representatives met with state officials, including the Premier, Treasurer, and Minister for Regional Transport, to discuss repurposing the disused rail corridor.

The primary outcome of these discussions was the affirmation that there is no intention or expectation for the return of rail infrastructure in the region. Instead, the focus shifted to advancing collaborative efforts between local councils and state authorities to expedite the implementation of the New England Rail Trail project. This development paved the way for the project's advancement, promising long-term benefits to the region through enhanced tourism and recreation opportunities.

CS 1.2 Encourage Community Connectivity and Cohesion**Youth Services**

The Youth Booth Team have been diligent in their efforts to attend to the 2022-2023 Youth Strategy Actions. The Youth Booth is functioning well with increased numbers attending daily and a very positive 'vibe'.

The Youth Booth partnership with Hunter New England Health continues to deliver monthly activities to support youth mental health which was identified as the number one priority for young people within our Local Government Area (LGA) in the Youth Strategy document. The Youth Team have delivered numerous grant funded activities for the young people of the Local Government Area (LGA) that align with Council's Youth Strategy 2021-2025

**Children and Family Services**

The Children, Youth and Family Services continues to deliver high quality of service and programs for children and parents with the assistance of external funding.

Children and Family Services continues to operate Out of School Hours (OOSH) care with a high quality of service and programs for both children and parents. In 2024, the library celebrates 70 years of continuous operation in Glen Innes.

Annual Family Picnic Day

The Annual Family Picnic Day was delivered at the Centennial Parklands in each year. The event received additional financial support from the Reconnecting Regional NSW grant funds sitting with both Life Choices - Support Services and Youth. Fantastic day filled with games, activities and laughter by all with great community participation.



There has been limited progress this reporting period with limited **Safe In Our Town (SIOT)** Meetings held. Council staff have engaged in passive advertising of domestic violence awareness for the community by utilising the SIOT gazebo at activities such as the Family Picnic Day. Information brochures pertaining to domestic violence were also made available to families attending those events. The focus on youth programs needs to be re-visited during the next reporting period.

The local **Community Drug Action Team (CDAT)** remains short on membership despite some networking for new members. The committee almost solely consists of Council staff at the end of June 2023. Despite the lack of broader community membership, the committee has delivered five successful awareness functions for the community. Two of the committee attended the Annual CDAT Conference and made connections from which to further benefit the community into the future.

The **Library and Learning Centre** community connectivity and cohesion has been improved and encouraged by connecting with internal and external stakeholders within the community and Council. Some of these stakeholders have been the Northern Tablelands Cooperative Library Services, Centacare, Glen Innes Toy Library, GLENRAC, Glen Innes Family and Youth Services, Mosman Council, UNE Science and Technology unit, Council's Family and Children Services, Home Schooling providers and several small cultural service providers such as 'Art Skool' with Jo Duck and Aboriginal Cultural workshop with Daniel Bell-Levy. All these organisation and groups have contributed to maintaining a high level of library and cultural services during this reporting period.



Improvements in the equity of access to information, education and recreation and safety have been made throughout the year through grant submissions, researching and joining e-Resource Consortiums, Disability and Dyslexic Resources sites, and an emphasis on updating the Library's Code of Conduct to include the new legislative requirements for children's protection.

Life Choices - Support Services (LC-SS) promotes community awareness via their Facebook page providing updates of the activities and available services delivered by LC-SS staff. The LC-SS newsletters capture some of the exciting activities and outings delivered during the reporting period while also raising awareness of the services available at LC-SS. The Children and Family Services Team update their flyers for Playgroups, OOSH and Vacation Care and displayed at different venues within the community.



Life Choices - Support Services staff successfully completed a NDIS registration audit in January 2023. The audit results were forwarded to the NDIS Quality and Safeguards Commission during February 2023 with the outcome of the Provider Registration still being considered. The NDIS Quality and Safeguards Commission have advised of progression of the registration request which should be finalised soon.

The Mobility Brochure remains in the final stages of production with the Glen Innes Access Committee. The committee will need to return their focus to the completion in the next reporting period.

CS 1.3 Encourage Opportunities for Cultural Expression

Life Choices – Support Services facilitated successful Harmony Day celebrations. The bright colours in the many cultural costumes, traditional dance performances and cultural foodstuffs made for spectacular and successful events.



A new **Public Arts Advisory Committee** was established to allow for better community consultation. Revitalisation Plans were completed for the CBD, New England Highway, Wentworth Street Bridge and Indoor Sports Centre, which identifies areas where public art is appropriate within those precincts.



Improved funding sustainability and several successful grant submissions: with NSW State Library and Telstra for Tech Savvy Senior computer classes, and the Friends of the Library Australia for Aboriginal Cultural Awareness workshops, Mosman Council Community Grant, Australian Friends of the Library, Essential Energy, Glen Innes Opportunity Shop and the Local Government Youth Grant have added more stimulating cultural programs and inclusivity to Council's Library's Annual Programs.



The successful Mosman Council Community Grant application 2022-2023 for 'Building Skills for future Opportunities in Industry or Business' facilitated creative workshops with local Aboriginal people. These workshops helped to build their confidence, skills and employment opportunities.

The **Library and Learning Centre** completed several Cultural Plan actions while delivering a culturally inclusive Annual Library Program for the First Nation People, LGBTQIA+ community, people with disability, children and youth, fragile and aged community members.

CS 1.4 Increase Community Transport Access to Services

Council successfully facilitated the delivery of the **Glen Innes Mobility Brochure** engaging the Glen Innes Community Access Committee to provide key transport information to the community. Council continues to deliver the "Community Access Bus" via Life Choices - Support Services.

The availability and choice of transport mechanisms within the LGA has declined during this reporting period despite the best attempts of the Glen Innes Community Access Committee and other focus groups.

CS 1.5 Support the Voluntary and Not-For-Profit Sector to strengthen its capability

Council continued to seek grants and inform community groups via a monthly newsletter and direct emails as well as working closely with Community Committees of Council and community groups to identify potential grants and encourage them to be shovel ready to assist them when opportunities became available.

In 2022-2023 Council secured \$301,708 in grant funding from the **Reconnecting Regional NSW Community Events Program**. This program promoted the social and economic recovery of regional communities, by renewing social connections and providing a revenue-boost to local businesses, following the extended COVID-19 restrictions across regional NSW and impacts of border closures. Glen Innes Severn Community Cohesion and Business Assistance Events Program promoted eleven community event programs which were included in the funding application. A combination of community partnered and Council managed events were:

- CWA 100th Anniversary Event
- Rotary Markets in the Highlands
- Vegetable Creek MPS (Hospital) 20 year anniversary and Emmaville Village 150 year anniversary celebrations
- Glen Innes Severn Council Inclusive Family Event
- Gemorama
- A Night Out on Us Concert Series

- School Holiday LGA Swimming Pools Activities
- Community Classes and Workshops - Highlands Business and Community Hub
- Aged & Engaged Community Event

In 2023-2024 Council partnered with the following:

- GLENRAC for Pinkett resilience which was first aid training and supply and install an AED at the Pinkett Hall
- Black Summer Bushfire Recovery with a grant to upgrade facilities at Pinkett Recreation Reserve
- Stronger Country Communities Fund grant for upgrades to Emmaville War memorial Hall
- Bushfire Community Recovery and Resilience Fund community led grants program which funded Emmaville Vegetable Creek Hospital auxiliary, Emmaville Central School, Deepwater hall, Glen Elgin Sports Federation committee, Glen Innes Arts Council, Glen Innes District Community Centre and the Reach out Toy Library.
- Council partnered with GLENRAC funding for Attract Connect Stay

Councils Grants Officer consulted with various community groups on potential grant opportunities that they could apply for outside of Council.

With an identified underspend with the Bushfire Community Recovery and Resilience Fund (BCRRF), the following organisations were funded for community projects:

- Glen Innes and District Community Centre and Reachout Toy Library
- Gymini Crickets Toddlers Recreational Activities

Council developed a **Volunteer Policy** to steer Council's commitment to supporting volunteers and not-for-profits in the community. Furthermore, Council secured membership with the peak volunteering body for NSW and is focused on continuous improvement through volunteer management.

CS 1.6 Support an increase of housing options

Financial Year 2022-2023 summary:

- Council worked closely with Regional NSW and Department of Planning to develop a region-wide affordable housing strategy. Gyde Planning was engaged by the NSW State Government to undertake research and guide planning/policy at a regional level.
- Housing Assessment and Affordable Housing Strategy was shared with the industry through the Economic Development Newsletter. A Workforce Attraction and Retention Strategy workshop was delivered at the Highlands HUB to encourage the increase of apprenticeships and work opportunities.
- Total of 16 single dwellings, 12 subdivisions, and 3 multi-unit dwellings were determined in 2022-2023. All buildings are assessed to comply with the minimum energy and water reduction requirement in NSW with an online tool called BASIX.
- Detailed quarterly development activity reports for the Glen Innes Severn Local Government Area are presented to Council and the community.
- Daily ongoing assistance is provided to businesses for development assessment advice. A weekly Development Assessment Unit meeting is provided to businesses for more complex enquiries that require additional consultation.

Financial Year 2023-2024 summary:

- Council applied for three separate grants with a focus on increasing housing supply in the Local Government Area - unfortunately Council was not successful in receiving any grants funds. However, at the June Ordinary Council meeting, Council resolved to undertake an Expression of Interest (EOI) process for landowners to submit lots for consideration which are currently below the minimum lot size and do not have a

dwelling entitlement. Subject to EOIs being received, appropriate Council assessment and NSW Government approval, the process is designed to release more land for residential housing.

- A new planning framework and guidelines to help regional councils plan housing for temporary and seasonal workers was on exhibition from 16 August to 27 September 2023. The proposed changes aimed to give councils more certainty and clarity around how to plan and deliver worker accommodation. The exhibition package also included proposed changes to support the delivery of construction worker accommodation within designated Renewable Energy Zones (REZ). The proposed changes would allow accommodation for construction workers in certain rural zones within certain REZs when supporting renewable energy projects. This approach was intended to provide a clear permissibility pathway to improve certainty for industry, councils and the community.

**CS 1.7 Support for Improved Medical Services**

Continued ongoing discussions with Hunter New England Health and the Primary Health Network regarding options for improved medical services. Council continues to lobby the State Government with the Mayor making several direct representations.

Councils' participation in Country Mayors is another element in advocacy activities.



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Economic Development (ED)

A Prosperous Local Economy

ED 2.1 Support Agricultural Diversification and Resilience

Glen Innes Severn Council and Tenterfield Shire Council together with the NSW and Australian Governments are joining forces to better prepare for soaring temperatures and dry conditions thanks to the **Regional Drought Resilience Planning (RDRP)** program funded under the Future Drought Fund, which will assist Council to work towards a drought-resilient future.

Council will facilitate the implementation of strategic measures aimed at enhancing water security, promoting agricultural sustainability, and bolstering community well-being. Together, Councils are laying the foundation for a more resilient and thriving region. The development of these plans is underway and involve stakeholder and community consultation as a key element.

Council worked with other Mayors and General Managers in the **New England Renewable Energy Zone** to create a collaborative approach to benefit the community financially.

Council continues to leverage the New England Renewable Energy Zone to drive industry growth and economic diversification and recently reviewed the NSW Department of Planning & Environment Energy Policy Framework. The framework includes a series of guidelines that promote faster decisions and provide communities and the energy industry with greater certainty.

The guidelines provide clarity on how the impacts of renewable energy projects and transmission infrastructure should be assessed and managed through the development assessment process.

They also include measures to ensure regional communities benefit from the transition to renewable energy, as well as tools for landowners who are thinking about hosting development. The policy framework includes the following: Wind Energy Guideline, Transmission Guideline, Solar Energy Guideline, Benefit-Sharing Guideline and Private Agreement Guideline.



Council partnered with GLENRAC for community members to take part in the **Creating Capability and Confidence for Community Champions** project a fully funded course by the Australian Government's Building Better Regions Fund (BBRF) Round Five. The course was developed for existing, emerging and future leaders who are working or volunteering in community, business or government roles including sport and recreation, art, culture and community groups. Participants gained knowledge, skills, motivation and networked to lead change in their business, community and volunteer groups.

ED 2.2 Support the Growth of the Visitor Economy

Council collaborates monthly with the **New England High Country (NEHC)** Group to discuss and plan partnered marketing opportunities. The group also develop strategies to leverage the region and improve on tourism products. The group completed a Cycling marketing campaign and completed a development plan to create a new suite of marketing assets to assist with the promotion of the region, highlighting the region. Recent campaigns include the Australian Traveller Magazine, Australian Caravan and Camping World and FOUND Regional magazine as well as social media campaigns, weekly postings, engagement with community, reporting and promotion of each town's major events on the NEHC Instagram which has a following of 6616 and Facebook followers of 19K. Monthly reporting and analysis of the NEHC website and social media has seen a steady increase in engagement.



The **Australian Celtic Festival (ACF)** continues to go from strength to strength. The ACF held in May 2023 celebrated the Year of Scotland. ACF improved accommodation through partnerships with LJ Hooker homestay as well as partnering with New England High Country to assist with promoting accommodation options.

Regional Events Acceleration Fund grant funding of \$110,000 was utilised for improved accessibility, international performers and infrastructure.

The weekend was a great celebration which has a local economic benefit to the community estimated at \$2,815,000.



The Australian Celtic Festival held in May 2024 celebrated the Ireland and the Isle of Man in alignment with the ACF Strategic plan. Attendance was 5,000 visitors despite a wet weather plan being enacted on the Sunday morning and the reduction of some events.

Overall, the 2024 Australian Celtic Festival generated an impressive economic impact, injecting nearly \$2.7 million into the local economy. This boost extended beyond Glen Innes, supporting tourism providers, local enterprises, and neighbouring towns within the New England High Country. Feedback from traders, performers, and attendees was overwhelmingly positive



The **Minerama Fossicking, Gem and Jewellery Show**, the largest gem, jewellery and fossicking festival in NSW. The Glen Innes Severn Council is a major sponsor of this event. Council supported workshops, demonstrations, entertainment and field trips as well as the attendance of the University of New England who held classes on geology and fossils.

In 2023 Minerama teamed up with the Glen Innes Motor Sports Club and Vintage Machinery group which proved very popular.

Minerama was held at the Showgrounds and achieved high attendee records including an increase of children attending the event. There were more children's activities provided including a climbing wall, rock painting, Jurassic wheels, ask an expert and an informative and fun display from the University of New England.

In 2024 a fresh branding and marketing campaign not only invigorated the event's identity but also drove its tourism impact, injecting around \$480,000 into the local visitor economy.

It was a wonderful celebration of local, Australian and global geology as well as artisanal crafts, drawing in over 100 traders from across the country. With attendance of 2,500 adults and 500 enthusiastic kids.



The **reVITALise** program, a NSW Government initiative focused on community-driven placemaking, collaborated with Glen Innes Severn Council to trial creative interventions and activations of transport-owned sites and assets to support the case for positive long-term change.

Council held the **Margarita and Taco Festival** in November 2023 which invigorated the Glen Innes Railway Station with markets, food stallholders and entertainment. Attendance was 2,500 people with a tourism impact into the visitor economy of \$342,000.

Council submitted social media and post event report to Transport of NSW. Key findings from Transport for NSW on the event stated that 95% of attendees want to see events and festivals at the Glen Innes Railway Station and gave the event 8 out of 10 for experience.

The data collected pre and post event strengthened community, highlighted a heritage asset, gave a better understanding of community and future use of the transport precinct for markets and events.

Respondents agreed that this event made Glen Innes a more interesting place to live, that the precinct and station is important to the local area, they enjoy food and things for the family to do.



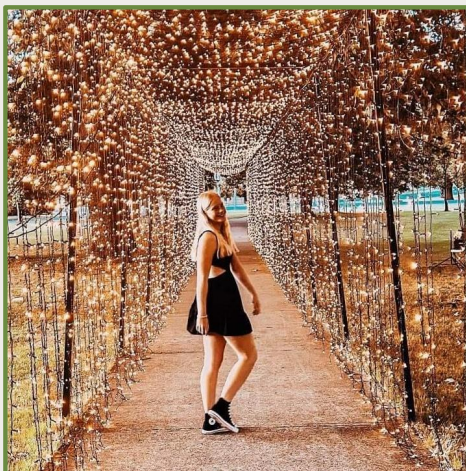
The **Christmas in the Highlands** event held annually for one evening in early December each year where the Glen Innes Town Centre fills with festive cheer, inviting residents and visitors to kick off the holiday season in the Glen Innes Highlands and enjoyed the markets, food stalls and live entertainment.

A standout is the "Walk of Light," supported by White Rock Wind Farm grant funding, transforming Glen Innes into a vibrant holiday wonderland. The event showcased local businesses that took advantage of extended Friday night shopping. Highlights included a visit from Santa, the ceremonial lighting of the Christmas displays, and lively entertainment from local schools and community groups, keeping the festive spirit alive.

Further enhancing the holiday cheer, the Red Cross Christmas Tree Display, and the Glen Innes Business Chamber's "Spend in Glen" campaign launched during the markets, adding to the sense of community, support of local businesses and celebration.

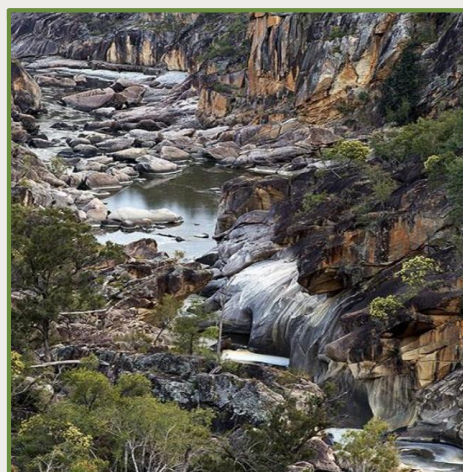
Throughout December and January, Glen Innes was lit with temporary and permanent lighting installations across the CBD, Parklands, Railway Station precinct, and surrounding side streets. These glowing displays not only illuminated the town but also created a welcoming, festive atmosphere, drawing residents and visitors together in a magical seasonal experience.

The event attracts up to 1,500 visitors.

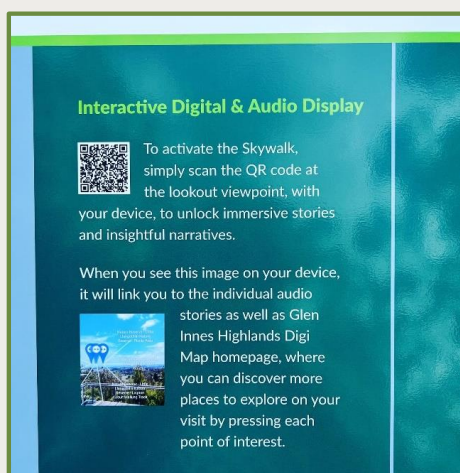


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Council was successful in receiving support from the Geological Survey of NSW for the 'Glen Innes Highlands GeoRegion' project. The Department of Regional NSW stated that Glen Innes is a good basis for developing the geological potential of the geotrails. The Glen Innes Highlands GeoRegion now joins with the Ku-ring-gai (NSW) and Murchison (WA) as pilot projects of the National Geotourism Strategy.



The Glen Innes Highlands Skywalk's Geotourism visitor experience (an all-time first for the region) delivers 22 audio stories and 360-degree drone footage integrated into a hyper-local mapping platform which visitors can access through a QR code.



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The **New England Rail Trail** project is progressing with an assessment being carried out to consider Council's proposal to complete the section between Glen Innes and Glencoe.

The **Glen Innes Visitor Information Centre** continues to be accredited and provides essential information such as up to date road closures and bespoke information to tourists and community.

Partnerships with Local Cultural Tourism operators to improve First Nations tourism initiatives. Contributed to newsletters and attended interviews and radio spots to promote tourism and events in Glen Innes.

Several activity brochures have been updated including:

- Birdwatching
- Country Drives
- Old Grafton Road 4WD
- Fossicking
- Fishing

The Visitor Information Centre was freshly painted and new tourism signage installed to make the centre more visible to visitors. Tourism assistants have produced new flyers with QR codes to assist during out of business hour enquiries. Council will be seeking enhancements of our digital technology platform to ensure high quality visitor services continue to meet customer expectations and needs.



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The Visitor Information Centre has completed the Tourism Group audit and received accreditation from 1 July 2024 to 30 June 2025. The accreditor from the Tourism Group commented that the Glen Innes Visitor Information Centre was a highly professionally run centre.

The **Glen Innes Highlands** brand refresh, concepts and collateral have been gradually implemented. Council has engaged the services of EJ Freelance to manage the existing marketing campaign, website, newsletters and Glen Innes Highlands (GIH) social media campaign and rebranding onboarding as well as Cloud Concepts to refresh palette and logos on the GIH website.

Marketing support has been provided by uploading events onto Australian Tourism Data Warehouse (ATDW) and/or encouraging event organisers to upload as Glen Innes Highlands website is a distributor. Local events continue to be supported through display marketing at the Glen Innes Visitor Information Centre.

Council has supported the growth of the visitor economy by operating the **Glen Innes Highlands Hub** and engaging organisations to hold their meetings, events and functions in the Hub's conferencing facilities. Examples of use include, Woolworths, the New England Writers Festival and Committee strategic planning meetings. The Glen Innes Highlands Hub has and will continue to advertise and include its conferencing facilities in its marketing strategy. Council continues to engage businesses, interagency to host workshops and conferences.



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ED 2.3 Enable an Attractive Industry Investment Environment

Council has worked with the Regional Australia Institute and other government and non-government sectors to promote our region and leverage our positional advantages for emerging industry development.

Council incorporated programs and initiatives to drive local socio-economic prosperity at the Glen Innes Highlands Hub and supporting the facilitator Ian Mason from HUMBLE to facilitate three masterclasses. The masterclasses delivered were:

1. Building an online business
2. Customer acquisition strategies
3. Understanding your customer

These masterclasses were strategically chosen to encourage social mobility via enabling community to increase their self-efficiency and skills in starting a business.



Emmaville and Deepwater have been identified locations to receive improved internet services through the construction of new fixed wireless broadband towers. These areas will receive faster, more reliable internet, which means a boost to education and job opportunities, opening more healthcare options, connecting more people, and making everyday tasks easier.

Council is partnering with Ethical Fields and other participants in the Place Based Capital Program.

Ethical Fields offers programs designed to foster local economic inclusion, leadership, ownership, resilience, and wellbeing. These programs aim to transform local economies to benefit local communities by providing structured and facilitated approaches. A key initiative is the Place Based Capital Program, which empowers local people and places to access and manage capital, fostering financial self-reliance and prosperity. This program encourages collaboration with various stakeholders, including government, businesses and other organisations to build local financial capacity and achieve share impact goals.



ED 2.4 Support Skills Development for Existing, Expanding and Emerging Industries

Council collaborates with **Glen Innes TAFE** to increase workforce skills to meet industry needs. Council meets regularly with TAFE Service Coordinator to compare strategies on supporting skills development for existing, expanding and emerging industries.

TAFE's main objective is to increase enrolment numbers and courses offered at the Glen Innes Campus. Council supports the current TAFE free course initiative through Council channels, workshops at the Highlands Hub and engages business and community as well as continuing partnerships and support in skills development. Highlands Hub maintains a Facebook page to increase awareness of the services, co working spaces and events that are facilitated at the Highlands Hub. Council encourages TAFE students to build connections with businesses and community through the Highlands Hub.



The Council has successfully gained membership in the **Regional Activators Alliance**, which enables a partnership with the **Regional Australia Institute** for their 'Move to More' campaign. This collaboration allows the Council to leverage the resources and opportunities provided by the Alliance to promote regional growth and highlighting the area's potential and contributing to the broader regional development efforts.

ED 2.5 Support Workforce Attraction and Retention

Council's Highlands Hub hosted several workshops designed for senior school students and the community to increase engagement in learning and furthering career prospects. Council's professional staff are engaging in high school projects to bring a 'real world' and career perspective to the student learning program. Council has also recently hosted High School work placements in a variety of Council work areas.



The Highlands Hub continues to support local businesses to promote the Glen Innes Highlands as a great place to live and work. Evaluating the "invest" profile of the town and working with the Business Chamber as it acquires and merges with the Glen Innes Highlands Visitor Association, creating a source of truth for businesses to attract and retain workers.

ED 2.6 Optimise Returns from Council Trading Enterprises

Council called for Expressions of Interest regarding the sale or lease of the Glen Innes Saleyards. Council did not proceed with the single interest shown.

Glen Innes Aggregates continues to be a profitable enterprise.





Infrastructure Management (IM)

Fit for Purpose Public Infrastructure

IM 3.1 Construct or renew capital works projects and programs to quality, time and budget

Council has been successful in obtaining grant funding for many projects under programs such as the Regional Roads and Transport Recovery Package (\$13.7M), the Regional and Local Roads Repair Program (\$2.099M) and the Regional Airports Program (\$1.1M).

Major capital works projects completed include gravel re-sheeting of Nine Mile Road, Caerleon Road, Mt Slow Road, Shannon Vale Road, Donnelly's Rd, Bullock Mountain Road, Ilparran Road, Ten Mile Road and Jenkins Road.



Sealed road rehabilitation included Red Range Road, Shannon Vale Road, Emmaville Road segment 210, Lang St/Furracabad Road and Emmaville Road Segment 180.



A major upgrade of Bald Nob Road was completed, while 80km of unsealed road was converted to bitumen seal on Pinkett, Maybole, Mt Mitchell, Yarraford, Ten Mile, Tent Hill, Strathbogie Rd, Gordons and West Furracabad roads.



Applications for Essential Public Asset restoration of Pinkett Road and Yarraford Rd have been successful.

Bridge renewal works included Shannon Vale Rd over Mann River, Mt Mitchell Rd over Yarrow Creek and Wentworth Street over Rocky Ponds Creek bridge.



1.3km of **shared pathways** was completed, linking the new Indoor Sports Centre to other recreation facilities along Taylor Street and West Avenue, and a shared pathway connection from the sporting facilities to the two primary schools on Church Street.



Work is underway on the Mt Mitchell Road over Mann River and Furracabad Rd bridges.

Council has undertaken significant work to capture data and refine the Infrastructure Backlog.

The National Transport Research Organisation's survey of the sealed road network was completed in August 2023. Council is currently assessing providers of artificial intelligence methods that will provide consistent road condition data and be less time consuming for review.

IM 3.2 Maintain Council's infrastructure assets to adopted standards, time and budget

The unsealed **road maintenance** has been tracked in a progress register. The Northern grading team has been completing their program loop in 274 days, with Southern grading lagging behind after significant natural disasters impacted the maintenance program.

The bitumen seal condition inspections for the reseal program have been completed through the Metrix asset management application. Periodic risk management inspections as per the formal inspection program as part of the Risk Management - Roads and Carparks Procedure, have not historically been completed well. An automated inspection process has been commenced using artificial intelligence processes to identify and categorise road defects from video footage.

The **Roads Asset Management Plan** is being implemented through the delivery of both maintenance and capital works programs, and the Infrastructure Customer Service function. In addition, the **Road Infrastructure Backlog Plan** has been addressed through the targeted scoping of projects and grant funding applications for the Regional Roads and Transport Recovery (RRTRP) package, and Council's heavy patching and bitumen reseal program. In October, Council was awarded \$13M for projects in the RRTRP grant.

The **Plant and Fleet Asset Management Plan** has been implemented through the purchase of new plant, and the ongoing maintenance of existing plant. Ongoing demand on plant and fleet, driven by an increase in road network works caused by natural disasters has placed additional strain on existing assets. The condition of plant and fleet is continuously being monitored to ensure it is fit for purpose and downtime is minimised.



An improved maintenance program for **Cemeteries** has increased resources to get the areas all to a presentable level. Procedures for new and reserved grave plot allocation, as well as a monumental permission procedure have been implemented across all cemeteries. Old paper plot maps are all being updated to electronic plot files to ensure safety of records kept by Council and cross referenced against Council's Database.

Maintenance of Council's buildings is being carried out in accordance with the **Building, Structures and Land Asset Management Plan** and the **Maintenance Register**. Cleaning is also being carried out regularly.

The Recreation and Open Spaces Committee has recommended that a **Recreation and Open Spaces Strategic Plan** be developed. This is a significant project recommended in the new Delivery Program.

A landscaping plan to revitalise the CBD has been implemented with works underway. Further, landscaping for the Glen Innes Indoor Sports Centre has passed design phase and is scheduled to commence works in FY25.

IM 3.3 Build Resilience and maintain capability to repair Council's infrastructure assets following extreme weather damage

Council's Manager of Asset Services acts as the **Local Emergency Management Officer (LEMO)**. The Local Emergency Management Committee (LEMC) meet quarterly each year.

The Emergency Management Plan (EMPLAN) for the Local Government Area was reviewed and was endorsed by the Regional Emergency Operations Controller (RECON). Further plans will be reviewed in the next reporting period. These plans are the Pre-event Recovery Plan and the Disaster Adaptation Plan.

The recent review and endorsement of the **Drought Management Plan** by Council indicates a proactive approach to managing the impacts of drought on the community. Such plans are crucial for ensuring that water resources are used efficiently and that the community is prepared for potential drought conditions.

Council's drainage crews are working their way through the rural network performing routine open drain maintenance and installing new culverts.

Gravel re-sheeting projects have been delivered with improved drainage capacity. Council is still sourcing funding to review and update the flood management strategy. Drainage works were carried out in the urban areas as required.



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IM 3.4 Design, maintain, manage and improve water and sewerage services

In FY23, significant improvements were made to the **sewer system**, including the completion of 2 kilometers of sewer relining, 40 manhole repairs, and several pump renewals at the Sewer Treatment Plant.

The sewer relining assists in preventing leaks and extends the life of the infrastructure without extensive works being undertaken. The manhole repairs addressed damage and wear. The pump renewals at the treatment improve efficiency, energy usage, and system reliability. These projects collectively enhance the overall performance and sustainability of the sewer system, ensuring safer wastewater management and reducing the risk of system failures.

The completion of the **Oliver Street water main upgrade** signifies an important improvement to the local water infrastructure. Such upgrades are essential for ensuring a reliable and efficient water supply to the community. The project would have contributed to greater water security, reduced disruptions, and better service for residents and businesses.

Council's **wastewater services** are managed in compliance with the conditions set by the NSW Environment Protection Authority (EPA) license. This means Council is required to meet specific environmental standards and regulations related to wastewater treatment, discharge, and management.

Similarly, Council's water services are managed according to regulatory requirements, which likely include adherence to health and safety standards for water supply, quality testing, and ensuring the sustainability of water resources for residents and businesses.

The finalisation of the **Integrated Water Cycle Management Plan (IWCM) 'issues paper'** marks an important step in addressing the management of water resources within the community. The issues paper serves as a foundational document that identifies and outlines key challenges, opportunities, and priorities related to water management.

IM 3.5 Strengthen the digital and communication footprint covering the LGA

Emmaville and Deepwater have been announced as locations to receive improved internet services through the construction of new fixed wireless broadband towers.

These areas will receive faster, more reliable internet, which means a boost to education and job opportunities, opening more healthcare options, connecting more people, and making everyday tasks easier.

IM 3.6 Optimise Underutilised Assets

The **Airport Master Plan** has been adopted by Council and allows for 3 stages:

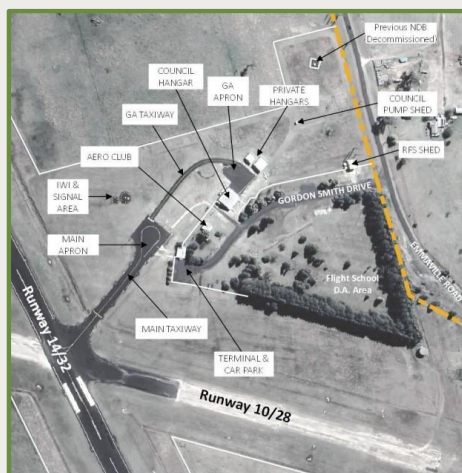
- Stage 1: Immediate development
- Stage 2: Medium term development
- Stage 3: Long term development

Stage 1 has commenced with rehabilitation of the existing runway, taxiway and apron pavement, replacing and upgrading the airfield lighting, upgrading the drainage network, establishment of an aviation refuelling facility and provision of hangar lots that are suitable for larger commercial businesses.

Stage 2: Medium term development is more speculative and will depend on operational needs and business cases and could include an Aviation Business Park, Aeromedical patient transfer facility, events arena and non-aviation activities zone.

Stage 3: Long term development is anticipated to include runway and taxiway changes to allow larger aircraft to land and expansion of the multi-use precinct apron for aviation event or a possible future flight training school.

GLEN INNES SEVERN COUNCIL



Two assets have been identified for sale by Council - 23 Bourke Street, Deepwater and 181 Bourke Street, Glen Innes.

The sale of 23 Bourke Street, Deepwater is expected to be completed within the first six months of the financial year 2024-2025. This property is likely being sold to streamline Council assets and generate funds for other community projects or services.

Meanwhile, 181 Bourke Street, Glen Innes is currently under review for a potential reclassification from Community Land to Operational Land. This process involves a legal and procedural review to change the land's designation, which would allow Council to use or sell it for operational purposes rather than for community use.

If the reclassification is approved, the land could then be sold contributing to Council's strategic asset management.





Environment Heritage (EH)

An Appealing Sense of Place

EH 4.1 Land use planning instruments and Policies regulate and support the LGA's Vision and encourage population growth

In the FY23 Council progressed the subdivision of the **Dumaresq Street Industrial Subdivision**. The Glen Innes Dumaresq Street Industrial Subdivision is a key development project aimed at expanding the town's industrial capacity. Located in a strategic area, the subdivision is designed to attract new businesses and foster economic growth in the region. By offering well-planned industrial lots, the project aims to provide opportunities for local businesses to expand and for new industries to establish a presence in Glen Innes. This initiative is part of broader efforts to stimulate job creation, support regional development, and strengthen the local economy.



The Community Participation Plan, Land Use Management Strategy, Local Environmental Plan and Development Control Plan are all due for review with some progress made in reviewing these documents.

EH 4.2 Support the protection, conservation, enhancement, accessibility and interpretation of the cultural heritage and habitation sites

Council provides a Heritage Advisor service to provide regular and ongoing expertise to not only Council but the community and owners of heritage properties. The Heritage Advisor assists in promoting urban design and heritage in our Local Government Area.

A Local Heritage Assistance Fund has been established by Glen Innes Severn Council with the aid of a grant from the NSW Heritage Office. These initiatives help safeguard the cultural heritage of Glen Innes while supporting local councils in their efforts to maintain and enhance heritage areas.

Five projects totalling \$7,360 were paid from the Heritage Assistance Fund 2022-2023 and four projects totalling \$5,720 in 2023-2024.

EH 4.3 Consult with National Parks and Wildlife regarding opportunities to increase signage of the National Parks in the LGA

Four seasonal meetings were held with National Parks and Wildlife Service (NPWS). Signage recommendations were discussed and sent to NPWS. Findings to be incorporated in final Council signage audit.

EH 4.4 Support the protection, conservation, enhancement accessibility and interpretation of Sites of High Conservation Value

Council works with partners, to encourage, appropriate protection, conservation, enhancement, interpretation and accessibility of nominated sites of high environmental conservation value including, biodiversity corridors, water tables, waterways and freshwater fish habitats as identified by the NSW Department of Planning Industry and Environment and the NSW Department of Primary Industry and Council.

An Emissions Reduction Plan has been created but deferred by Council.

EH 4.5 Encourage the community's use of renewable energy in the LGA and reduce Council's carbon footprint and energy costs

The audit of actions from the current Renewable Energy Action Plan has been completed. Further works is required in FY25 to finalise the draft Renewable Energy Action Plan.

EH 4.6 Encourage waste minimization and recycling and regulate waste management practices to protect the environment

Continuous improvement measures are being implemented at all Council's waste landfills. Site improvements and practices at the **Glen Innes Waste Management Centre** via new internal roads, daily cover practices, and recycling have been a key focus.

In FY24 Council commenced the Glen Innes Landfill assessment with consultants to determine the remaining life of the current site and future development opportunity. Options are being investigated for long term landfilling and processing of recycling

End of life was reached for the cell in use at Emmaville and a local contractor was engaged to dig a new cell to continue to provide localised waste disposal services to the Emmaville residents.



The waste and recycling collection service has been contracted to J R Richards and the recycling processing has been contracted to Glen Industries for the community. Northern Inland Regional Waste Group and Glen Industries have been providing an education program to encourage waste minimisation and recycling, sponsored by the Environmental Protection Agency (EPA).

Glen Innes Waste Facility hosted all of Year 9 from Glen Innes High School to assist in unit studies on Sustainable Biomes. This excursion was to educate students on how recyclable and waste products are processed in our local area. They had some fantastic questions about how the landfill operates and many students displayed a keen interest in a future career in waste management and sustainability.



In November 2023 Council participated in Australia's **Garage Sale Trail**.

Community members hit the streets to shop from garages, gardens, car boots, etc in search of pre-loved bargains. From vintage Jenny Kee jumpers to classic Australian Women's Weekly cookbooks, cult vinyl and rare collectables, there was something for everyone at the Garage Sale Trail.

The program delivered triple bottom line benefits:

Community: Partner governments can expect between 3%-5% of their residents to be actively engaged in the program each year

Waste avoidance: On average partner Local Governments invest 150-300 dollars for every tonne reused is a result of the weekends of garage sales

Economic development: for every \$1 invested in the program, 2-4 dollars will be generated for the local economy through the sale of dormant goods

Benefits to Council

- Increasing community participation in the circular economy
- Reducing waste generation saving over 3 million kilograms of good stuff from landfill every year
- Educating the community about reuse
- Preventing illegal dumping
- Building a more connected community
- Engaging new audiences



On 10 March 2024 the Glen Innes Waste Management Facility participated in the **Household Chemical Cleanout Day** for the residents of Glen Innes to get rid of any unwanted chemicals, batteries, paint, smoke detectors, fluorescent lights, poisons and gas bottles free of charge.

Council has been awarded \$145,500 under the NSW Government's Go FOGO grants program to prepare for the implementation of a new food organics and garden organics (FOGO) collection service for residents. The initiative aims to help reduce food waste in the region contributing to broader sustainability efforts across New South Wales.

The size of the grants is based on the number and types of households gaining a FOGO service. Council can use the funding to suit the needs of their residents, including purchasing kerbside bins and kitchen caddies or rolling out waste audits, educational materials and trials before delivering a full FOGO collection service to their community. Going FOGO presents an exciting opportunity for Glen Innes Severn households to get on board with organics recycling, and help NSW divert half a million tonnes of food waste from landfill by 2027.

Over the next 3 years Glen Innes Severn Council is looking forward to making a significant step forward in council's efforts to create a greener, more sustainable future for the community. Council will utilise the funding to conduct waste audits, provide educational materials and initiate trials before the full rollout of the FOGO collection service in the Glen Innes Severn local government area, which is likely to occur in 2027.

With the introduction of the FOGO service, residents will have the opportunity to recycle all their food scraps and garden waste, significantly reducing the amount of waste destined for landfill mitigating harmful emissions.



EH 4.7 Support Weed Management Control

Council's weed management had been outsourced to the New England Weeds Authority (NEWA). Since NEWA was put into administration by the Office of Local Government in 2024, Council has been working with member Councils to develop a weeds management program.

EH 4.8 Strengthen Resilience to the Negative Impacts of Extreme Weather

Drainage has been improved on a large portion of the network through works associated with Capital projects such as re-sheets, rehabilitations and heavy patching, as well as routine open drainage maintenance performed by Council's internal drainage team.

***EH 4.9 Regulatory Services are provided to support the health, safety and wellbeing of the community***

Annual **Food Safety inspections** in the area have been conducted in accordance with the NSW Food Authority's Food Regulation, ensuring compliance with health and safety standards.

These inspections are part of ongoing regulatory efforts to maintain public health and safety within the community. The Council continues to provide essential regulatory and public health services, monitoring food vendors and other businesses to ensure that food handling practices meet the required hygiene and

safety standards for the protection of public wellbeing.

A NSW **Companion Animals Register** is available on the Office of Local Government website, and Council is responsible for regularly updating and maintaining this register to ensure compliance with legislative requirements.

An animal registration audit was completed during 2023-2024 resulting in 1200+ letters being sent to residents requesting update of registration details.



Council continued to provide town planning and development assessment advice to the general public on a wide range of town planning issues, development applications to ensure that proposals comply with local planning policies and regulations. This service aims to support sustainable growth and development while maintaining the integrity of the community's built and natural environment.

EH 4.10 Encourage Cultural Practices

Council did not undertake any specific work in relation to this goal, noting that resources were focused on other areas.

However, it is important to note that Council may consider addressing this goal in future through programs or initiatives celebrating and promoting local culture, arts and heritage.

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Council Sustainability, Transparency and Communication (STC) Recognised for Local Leadership

STC 5.1 Maintain the focus, importance and relevance of the Community Strategic Plan (CSP)

Glen Innes Severn Council's **Community Strategic Plan (CSP)** is a critical document that guides the long-term vision, goals, and priorities of the community. Its focus, importance, and relevance are maintained through several key strategic objectives.

The CSP progress is monitored each year with two interim progress reports and an Annual Report providing a transparent and comprehensive overview of the Council's activities, achievements, financial performance, and challenges throughout the year to the community. Council continues to meet the statutory reporting requirements under the *Local Government Act 1993*.

Ongoing training is offered to both Councillors and staff on the Integrated Planning and Reporting Framework (IPRF) to ensure they are well-informed and able to effectively contribute to the planning and reporting processes.

STC 5.2 Councillors and employees demonstrate appropriate capabilities and behaviours

Councillors undertook refresher training in the Code of Conduct and further professional development by attending various workshops and seminars.

Council implemented a **Public Interest Disclosure (PID) Policy** to ensure transparency, integrity, and accountability within its operations. In line with this, Council provided in-depth training for all staff on the new **PID Act**, which governs the reporting of wrongdoing or misconduct in the public sector.

This training equipped staff with the knowledge and tools needed to identify and report any issues of concern in a safe and confidential manner fostering a culture of ethical conduct and ensuring compliance with the legislation. This proactive approach helps protect public interest and ensures that any potential issues are addressed appropriately and transparently.

A **Governance Framework** document was completed to help the community better understand local government democracy and how they can actively participate in the Council decision-making processes.

In addition, several important policies were endorsed to strengthen governance and accountability, including the Fraud and Corruption Control Policy, Councillor and Staff Interaction Policy, Privacy Management Plan, and Data Breach Policy. These policies aim to ensure ethical conduct, protect privacy, and establish clear procedures for addressing any data breaches or conflicts of interest.

As part of ongoing efforts to improve administrative efficiency, the **Manex (Management Executive)** team conducted a review of the Council's policy register, resulting in the rescinding of several outdated policies. This streamlined approach helps create greater efficiencies in the Council's operations and improve overall governance.

A comprehensive review of the Council's **Enterprise Risk Management Framework** was conducted, leading to the development and implementation of a new policy, plan, and system to better manage and mitigate risks across the organisation. This updated framework ensures that risks are identified, assessed, and controlled in a consistent and effective manner.

support the successful adoption of the new framework, Enterprise Risk Management training was provided to key staff in collaboration with Statewide Mutual.

Council has adopted a new **Records Management Plan** to systematic review policies, procedures, guidelines, strategies and plans. As part of this initiative, the project to upgrade the Council's records management system is progressing well, aiming to enhance efficiency and compliance.

Additionally, Council has implemented a Legislative Compliance module to streamline the legislative obligations to ensure staff are informed on changes to legislation. The implementation of the Delegations module has also assisted to streamline and automate sophisticated delegation structures for Council.

Council has also started the development of two new **Risk Management Systems**—one for Enterprise Risk and another for Workplace Health and Safety (WHS) Risk—to strengthen its approach in managing risks across the business.

STC 5.3 Councillors and staff uphold budget and financial accountability

Council has experienced difficulties with the implementation of a new **Business Information System**. Most of the issues have arisen in the water and rates billing modules. Other modules are operating effectively; however, the uncertainty in the data resulted in Council receiving a disclaimed opinion on FY23 Financials with this likely to repeat in FY24 Financials (audit still being conducted and to be finalized by late December 2024). It may take some time for Council to return to an unqualified audit opinion.

Council, with guidance from the Audit, Risk and Improvement Committee (ARIC), has been actively working to address the identified deficiencies in its new **Business Information System**.

To resolve these issues, Council has engaged external expertise to develop a solution, which is likely to involve purchasing

an add-on system to enhance capabilities in rates and water management.

In addition, Council has engaged a consultant to design a dynamic management reporting system, which has significantly improved the ability of managers to monitor and manage financial performance. This new system has provided managers with more accurate, real-time financial data, greatly enhancing their financial management responsibilities and decision-making processes. These efforts demonstrate the Council's commitment to improving its information systems, streamlining operations, and ensuring better service delivery.

Council has established a comprehensive **Procurement and Contracts Management Framework** to ensure that all procurement activities are conducted efficiently, transparently, and in accordance with best practices.

Relevant staff have undergone specialised training to support the effective implementation of this framework. This training aligns with the recently revised **Sustainable Procurement and Contracts Policy**, which emphasises responsible and sustainable purchasing practices.

Additionally, Council has developed two key policies: **Grants Management and Contracts Management**, which provide clear guidelines for managing grants and contracts in a consistent and compliant manner. These policies aim to enhance transparency, accountability, and the efficient use of public funds, further strengthening the Council's governance and operational capabilities.

A new **draft Long Term Financial Plan (LTFP)** has been completed by Council, outlining the financial strategies and goals for the coming years. This plan provides a framework for managing Council's finances in a sustainable and strategic manner, ensuring that resources are allocated effectively to meet community needs and support long-term growth.

Alongside the LTFP, a **Financial Sustainability Review** has been conducted, assessing the financial health of Council and

identifying areas for improvement and provides a solid foundation for future decision making.

Quarterly Budget Reviews continue to be delivered by Council in strict accordance with statutory requirements and reported to the community for transparency and accountability. These reviews provide an ongoing assessment of the Council's financial position and ensures that Council remains financially responsible.

Council has implemented significant improvements in its **debt collection** processes, aiming to enhance efficiency and reduce outstanding debts. These improvements are part of a broader strategy to ensure financial sustainability and responsible management of public funds.

Additionally, the **Financial Hardship Policy** has been reviewed to ensure it is fair, accessible, and aligned with best practices. The updated policy provides a framework for supporting residents facing financial difficulties.

STC 5.4 Responsible custodianship of the community's assets

Council's designated staff oversee the management of Council's assets, ensuring they are properly maintained and comply with relevant legislation. This includes monitoring the condition of Council-owned properties and assets, managing leases, licenses, and ensuring that all agreements are in line with legal requirements and Council policies.

Council continues to maintain adequate **insurance cover** to protect its assets, safeguarding against potential risks and ensuring financial security in the event of unforeseen circumstances.

In addition, Council has developed a **Business Continuity Plan** to ensure that essential services can continue operating during disruptions, such as natural disasters or other emergencies. To strengthen the plan, Council provided training for staff and has engaged professional services

to review and update the plan, ensuring it remains effective and aligned with best practices.

Council conducts a **Continuous Improvement Pathway** self-assessment desktop audit through Statewide Mutual to assess and enhance its risk management practices. This audit is part of an ongoing effort to identify areas for improvement, ensure compliance with best practices, and strengthen Council's approach to managing risks.

The following areas have been self-assessed during the reporting period:

- Claims Management
- Trees and Tree Roots
- Building Assets
- Business Continuity Planning

Council continues to seek opportunity to secure **grant funding opportunities** (as highlighted) to help offset the operational expenditure for community assets. This helps reduce the financial burden on the Council and ensures that community assets, such as parks, sporting and recreational facilities can be maintained and enhanced without relying solely on local rates or budget allocations.

STC 5.5 Enhance an ethos of customer service

Overall, the period saw an improvement in **complaints management** through further internal rigorous consultation. More oversight on reporting obligations was implemented regarding mandatory reporting to the Office of Local Government and NSW Ombudsman for certain complaints.

Staff attended workshops and a national symposium on complaints handling and investigations. This has already seen marked improvements in the approach to complaints handling and plans to drive further improvements through the significant reviews of the **Complaints Management Policy and Procedures** and the **Code of Conduct**.

Significant complaints requiring formal investigation were received and resolved during the period with multiple

other complaints resolved without requiring investigation. During the period there was one complaint received from the NSW Ombudsman which was resolved at first instance.

Council provides regular and timely **media releases** to ensure the community remains well informed.

There has been a notable surge in media attention across various platforms, including print media, radio, television, and local and state online news sources. This increase in coverage can be attributed to the increased dissemination of our media releases by Council.

By regularly sharing important information with the community on Facebook, Council has significantly increased our outreach and engagement. In FY24 our Facebook page has reached nearly 200,000 users, reflecting a 116% increase compared to the previous year.



Between March and April 2024, Council successfully launched our new community engagement platform, Engagement HQ. This has greatly diversified our communication opportunities, allowing us to connect and collaborate with our community more effectively.

Our previous methods for public exhibitions were outdated and less effective, typically garnering only an average of 4-5 responses. With EHQ, our public exhibition engagement has significantly increased, with over 100

responses for the Towards 2034 Have Your Say.

In addition to this, Council has successfully rolled out **new branding**, which includes a refreshed logo, visual identity, and messaging to better represent Council and its services. The rebranding aims to enhance the Council's public image, improve community engagement, and create a more cohesive and modern presence. This new branding reflects Council's commitment to growth, innovation, and a forward-looking vision, while also ensuring that its identity resonates with residents and stakeholders.

The new branding incorporated new email signatures, templates, and Council themed backgrounds for Microsoft Teams. The website commenced undergoing a full revamp along with the design concepts for cars, uniforms, signage, and business cards.



STC 5.6 Deliver best value services

A **Service Review Plan** has been developed and steps undertaken to commence its implementation in accordance with the Integrated Planning and Reporting (IP&R) Guidelines.

This plan outlines the process for evaluating and improving the efficiency, effectiveness, and quality of the services provided by Council. By systematically reviewing services, Council can identify areas for improvement, ensure resources are being used effectively.

STC 5.7 Recruit, empower, assess and develop employees whilst maintaining accountability

In 2023-2024, Council completed several key actions outlined in the **Workforce Management Strategy**. These included improving recruitment processes to meet the six week vacancy target, reviewing Aboriginal and Torres Strait Islander employment to meet Equal Employment Opportunity targets, completing staff performance appraisals, and updating leave management practices. Other achievements included conducting an employee engagement survey, reviewing and preparing a corporate training plan, and linking skills and performance to total rewards.

The Workplace Health and Safety (WHS) action plan was completed in draft form, and the well-being program was reviewed.

Council also made progress in reviewing induction procedures, internal communication and leadership training. Some areas, such as mature-age workforce actions, position description reviews, injury management, and succession planning for critical roles, are ongoing or require further work.

A review of recruitment procedures has commenced and underway as part of the **Human Resources Policy Statement Register** review.



Training for managers and supervisors was delivered in key areas, including Finance for Non-Finance Managers, Procurement, and Performance Management, as outlined in the 2023-2024 training plan and Workforce Management Strategy. Towards the end of the year, six emerging leaders were enrolled in the Objective Leader program, a coaching-based initiative designed to develop leadership skills. Another group of emerging leaders is scheduled to be enrolled early in 2024-2025 to continue building leadership capacity.

Council endorsed the Glen Innes Severn Council **Child Safe Policy** in May 2023. This policy now serves as an official Council framework, outlining the steps and actions required for the Council to become a **Child Safe Organisation**. The policy provides a clear guide for enhancing practices, policies, and procedures to better protect children and ensure their safety in all Council activities and services.

**STC 5.8 Information Technology Systems are integrated, resilient and support customer service and efficiency**

All actions in the **ICT Strategic Plan** for 2022-2023 have either been completed or are progressing towards completion. Key actions include:

- Advancing to Maturity Level Two in the Essential Eight cyber security framework (on track)
- Implementing multi-factor authentication, mobile device

- management, and the new ICT policy system (completed)
- Providing relevant training and upgrading the mobile fleet and plans (completed)
- Reviewing password complexity, disaster recovery/backup plans, and privileged access (completed or underway)
- Moving the library to the admin domain and implementing encryption for all storage devices (completed or underway)
- Ongoing work on pen testing, synchronising local drives with Azure cloud, and completing a new website (completed or underway).

These efforts reflect significant progress in enhancing the Council's ICT infrastructure and security measures.

STC 5.9 Collaborate with partners to deliver the Community Strategic Plan's Goals and Priorities

The **Highlands Business & Community Hub** provided support, connection, and access to resources aimed at improving leadership, growth, and employment outcomes, while also reducing local economic leakage and fostering local partnerships. A variety of community and business programs were held at the Hub, continuing to support local development and collaboration.

2023-2024 Highland Hub booking information:

- Bookings - 482 (Total of all)
- Business Bookings - 338
- Private Bookings - 57
- Bookings by Council - 87
- Permanent bookings - 2 clients (24 bookings per year)
- Permanent Council Office - 1 client (12 bookings per year)
- 31 Programs delivered
- Attendees - average 15 per course - 465 attendees

Grants received

The 2021-2024 Term was very successful for Glen Innes Severn Council attracting combined grant funding of \$81.8M.

Council received Operating Grants of \$13.163M and Capital Grants of \$9.722M. Funding contributed to the Capital projects for Road and Bridge renewals, infrastructure developments and enhancements. Natural Disaster Recovery also provided for operating assistance to rebuild the community through various activities.

In 2022-2023 disaster relief continued and provided the rebuilding of infrastructure that was destroyed during flood and bushfire events. Grants consisted of Operating \$15.974M and Capital \$11.978M.

In 2023-2024 there was rise in Capital Grant Funding for Roads and Bridges. Grants consisted of Operating Grants of \$10.194 and Capital Grants of \$20.683M.

Specific Grants in the 2021-2024 term funded projects in: Bushfire Community Recovery & Resilience Fund, Regional Tourism Bushfire Recovery, Bushfire Local Economic Recovery Fund, Building Better Regions, Black Summer Bushfire Recovery, Regional Event Fund, Regional Sports Facility Fund, Reconnecting Regional NSW Community Events, Stronger Country Communities Round Five, Festival of Place, Safe and Secure Water Program, Local Roads Community Infrastructure Program (LRCI), Regional Airports Program Round Three, Roads to Recovery Streams, Fixing Local Rounds, Essential Public Asset Reconstruction Works, NSW Safer Roads Program, Fixing Country Bridges, Local Government Recovery Grants Program - March 2022 Flood Event, Infrastructure Betterment Fund.

Awards and recognition

Glen Innes Severn Council had a successful night at the New South Wales Local Government Awards in Sydney on June 6, winning multiple accolades. The Council's Rural Management Challenge (RMC) team, the 'Highlanders,' triumphed as State Champions, beating 24 other Councils.

The team, consisting of staff from various departments, had already won the regional heat in Bellingen in November 2023 and advanced to the State Final in February 2024. Their performance in the final demonstrated strong strategic thinking and problem-solving skills in addressing rural management challenges.



Additionally, the Council received the Asset and Infrastructure Award for its successful construction of the Yarrow Creek Bridge on Mount Mitchell Road. This award recognised Council's efforts to upskill staff, enabling them to complete complex projects internally and reduce dependence on external contractors.

Council representatives, including Mayor Rob Banham and General Manager Bernard Smith, expressed pride in the team's accomplishments, emphasising that these awards reflect the hard work and dedication of Council's staff.



Contact and Connect

The community is encouraged to keep up to date on Council news and to access opportunities to learn more and have their say on Council matters:



Visit Council's website for all Council information and updates.
www.gisc.nsw.gov.au



Register to 'Have Your Say' to learn more about Council projects seeking community feedback, have your say and contribute to decision making at a time and place that suits you.
[Have Your Say Glen Innes Severn \(nsw.gov.au\)](http://HaveYourSayGlenInnesSevern.nsw.gov.au)



Follow Council on social media.
[Glen Innes Severn Council | Glen Innes NSW | Facebook](#)



Watch livestreamed Council meetings or read minutes from Council meetings.
[Council Meetings | Glen Innes Severn Council \(nsw.gov.au\)](#)



View advertised Development Applications (DAs) – A DA is a formal request for consent to carry out proposed development. This could include change of use of land, subdividing land, carrying out work on a building, and landscaping.
[Advertised Development Applications | Glen Innes Severn Council \(nsw.gov.au\)](#)

Council Contact Information

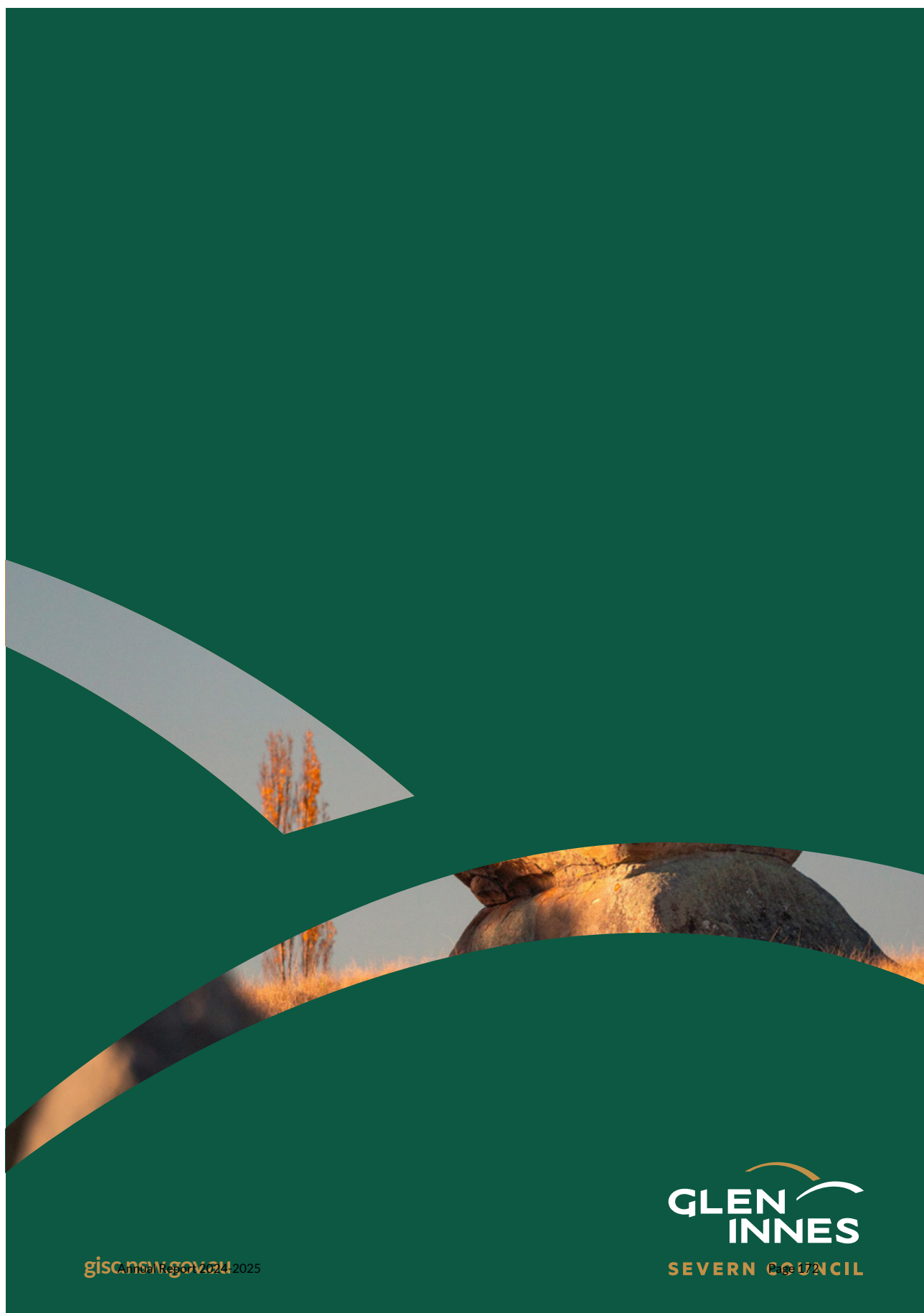
Correspondence

All correspondence to Glen Innes Severn Council should be forwarded to:

The General Manager
Glen Innes Severn Council
PO Box 61
GLEN INNES NSW 2370

Main Administration Centre (Town Hall Office)
265 Grey Street Glen Innes NSW 2370
Phone: (02) 6730 2300
Office Hours: 8.30 am - 4.30 pm Mon - Fri

Email: council@gisc.nsw.gov.au



Appendix C1

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

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Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
0

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00%	0.00%	

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0.00%
Members of Parliament	0	0	0	0	0	0	0	0	0	0.00%
Private sector business	0	0	0	0	0	0	0	0	0	0.00%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0.00%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0.00%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0.00%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0.00%
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	0	0.00%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	0	0.00%
Invalid applications that subsequently became valid applications	0	0.00%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	0	0.00%
Business interests of agencies and other persons	0	0.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	0	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	0	0.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
Total	0	

Government Information (Public Access) Act – Annual Report for Agency Glen Innes Severn Council

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	

Appendix C2



Item 7.3

Annexure A

Audit of Open Access Information

12 June 2025



Annual Report 2024-2025

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AUDIT OF OPEN ACCESS INFORMATION

Introduction

The following documents are defined as “Open Access Information” under Section 18 of the *Government Information (Public Access) Act 2009* (NSW) (GIPA Act) and will be released without the need for a Formal Access Application under the GIPA Act:

- Council’s Agency Information Guide (available on Council’s website);
- Information about Council contained in any document tabled in Parliament by or on behalf of Council, other than any document tabled by order of either House of Parliament;
- Council’s policy documents (available on Council’s website);
- Council’s Disclosure Log of Formal Access Applications (available on Council’s website);
- Council’s Register of Government Contracts (available on Council’s website);
- Council’s record of the open access information (if any) that it does not make publicly available based on an overriding public interest against disclosure (available on Council’s website);
- Councillors’ and Designated Persons’ Disclosure of Interests Returns (available on Council’s website); and
- Such other government information as may be prescribed by the GIPA regulations as open access information.

The GIPA Regulations:

Part 2 Open access information of local authorities**3 Additional open access information**

The government information listed in Schedule 1 that is held by a local authority is prescribed as open access information of the local authority.

Note. The fact that information is open access information does not create an obligation to keep records indefinitely and does not interfere with records management practices and procedures of local authorities that are consistent with the State Records Act 1998.

4 Additional ways in which open access information is to be made available

(1) A local authority must make its open access information publicly available by:
(a) making the information available for inspection free of charge by any person at the office of the local authority during ordinary office hours, and
(b) providing a copy of a record containing the information (or providing the facilities for making a copy of a record containing the information) to any person either free of charge or for a charge not exceeding the reasonable cost of photocopying.

(2) This clause does not prevent a local authority from archiving records that contain open access information in accordance with the authority’s records management practices and procedures. The authority is required to retrieve archived records and make the information available in accordance with this clause in response to a request for access as soon as reasonably practicable after the request is made.

AUDIT OF OPEN ACCESS INFORMATION

(3) This clause extends to open access information of a local authority that is open access information listed in section 18 of the Act (and is not limited to information listed in Schedule 1).

Proactive Release

7 Authorised proactive release of government information

- (1) An agency is authorised to make any government information held by the agency publicly available unless there is an overriding public interest against disclosure of the information.*
- (2) The information that an agency decides to make publicly available is to be made publicly available in any manner that the agency considers appropriate, either free of charge or at the lowest reasonable cost to the agency.*
- (3) An agency must, at intervals of not more than 12 months, review its program for the release of government information under this section to identify the kinds of government information held by the agency that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency.*
- (4) An agency can facilitate public access to government information contained in a record by deleting matter from a copy of the record to be made publicly available if inclusion of the matter would otherwise result in there being an overriding public interest against disclosure of the record.*
- (5) The functions of an agency under this section may only be exercised by or with the authority (given either generally or in a particular case) of the principal officer of the agency.*

Review of Open Access Program

Table 1 is the Audit carried out on the program for the release of open access information. Council has noted that it rarely receives access applications and most requests for information are dealt with informally. It has not found any further information that it believes it should be publishing on the website.

AUDIT OF OPEN ACCESS INFORMATION

Table 1

Open Access Information	Available on Website	Notes
Agency Information Guide	Yes	Reviewed Annually
Information about Council tabled in parliament	When applicable.	
Policy Documents (Generally)	Yes	See Policy Register and Index to Open Access Information
Disclosure Log of Access Applications	Yes	Under Information Disclosed on Access to Information Page on website
Register of Contracts	Yes	Located on the Website under Government Contracts under access to Information.
Record of Open Access Information not released	Yes	Located on the website under Information Not Disclosed under access to Information
Code of Conduct	Yes	
Code of Meeting Practice	Yes	
Annual Report	Yes	
Annual Financial Statements	Yes	
Auditor's Report	Yes	
Management Plan	Yes	
EEO Management Plan	Yes	
Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy	Yes	
Annual Reports of bodies delegated functions by Council	Yes	
Codes referred to in the <i>Local Government Act 1993</i> (LG Act)	Yes	
Disclosures of Interests	Yes	
Council Meeting Business Papers and those of Council Committees	Yes	All Council Meeting Business Papers are published on the website of Council prior to a meeting. Council has no Council committees (committees made up only by Councillors).
Minutes of Council and Council committees.	Yes	All Council Meeting minutes are published on the website and all Community Committees of Council Committee Minutes are provided in Council Business Papers located on the website.
Departmental representative reports presented at a Council meeting in accordance with s 433 of the LG Act	If or when applicable.	

AUDIT OF OPEN ACCESS INFORMATION		
Open Access Information	Available on Website	Notes
Information in a Land Register	No	Available free of charge upon request.
Information in a Register of Investments	Yes	This information is provided monthly to Council and is contained in Council's Business papers located on the website.
Register of Delegations	Yes	
Register of graffiti removal work kept in accordance with s 13 of the <i>Graffiti Control Act 2008</i>	No	No information available to add to the register.
Register of current disclosures of political donations kept in accordance with s 328A of the Local Government Act	Yes	
Register of voting on planning matters kept in accordance with s 375A of the LG Act	Yes	
Local Policies regarding approvals and orders	Yes	
Plans of Management for Community Land	Yes	
Environmental Planning instruments, development control plans and contribution plans made under the EPA Act	Yes	
DA's and any associated documents received in relation to a proposed DA	No	Details are provided on the website with exactly how to obtain this information free of charge
Applications and records of approvals and orders.	No	Details are provided on the website with exactly how to obtain this information free of charge

AUDIT OF OPEN ACCESS INFORMATION

Appendix A

Document Control

Responsible Officer	Manager Governance
Review Due Date	May 2026
Review Date	Summary
12 June 2025	Annually reviewed – current table relevant
17 April 2024	With the addition of items identified in the 2023 Audit on Council's website, no further information has been identified to make open access.
May 2023	Several items were identified that could be made available on Council's website.

Appendix D

Internal audit and risk management attestation statement for the 2024-25 financial year for
Glen Innes Severn Council

I consider that Glen Innes Severn Council has an Audit, Risk and Improvement Committee (ARIC), risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, Risk and Improvement Committee

	Requirement	Compliance
1.	Glen Innes Severn Council has appointed an ARIC that comprises of an independent chairperson and at least two independent members (section 428A of the <i>Local Government Act 1993</i> (LG Act), section 216C of the <i>Local Government (General) Regulation 2021</i> (LG Regulation)).	Compliant
2.	The chairperson and all members of Glen Innes Sever Council’s ARIC meet the relevant independence and eligibility criteria prescribed under the <i>LG Regulation</i> and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G).	Compliant
3.	Glen Innes Severn Council has adopted terms of reference for its ARIC that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the <i>LG Regulation</i>).	Compliant
4.	Glen Innes Severn Council provides the ARIC with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the <i>LG Regulation</i>).	Compliant
5.	Glen Innes Severn Council’s ARIC exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the	Partially compliant

	Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	
6.	Glen Innes Severn Council's ARIC provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the <i>Local Government Act 1993</i> reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
7.	The governing body of Glen Innes Severn Council reviews the effectiveness of the ARIC at least once each council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Non-compliant

Membership of the ARIC

Membership of the ARIC during the reporting period is shown below:

Role	Name	Term	Resolution / date
Chair	Stephen Coates	1 Feb 2021 – 30 Jun 2024 1 Jul 2024 – 30 Jun 2027	26 Nov 2020 Doc ID 584855 7.05/24 23 Jun 2024
Independent member	Melissa Jacobs	1 Feb 2021 1 Jul 2024 – 30 Jun 2026	26 Nov 2020 Doc ID 583594 7.05/24 23 Jun 2024
Independent member	William Middleton	1 Feb 2021 1 Jul 2024 – 30 Jun 2025 30 June 2025 – 30 Jun 2028	26 Nov 2020 7.05/24 23 Jun 2024 18.06/25 19 Jun 2024
Councillor member (non-voting)	Cr Max Elphick	25 Sep 2024 – Sep 2026 (in effect, term ended at the end of the council term) 10 Oct 2024 – Sep 2025 25 Sep 2024 – Sep 2026	5.09/25 25 Sep 2024 7.10/24 10 Oct 2025 5.09/25 25 Sep 2025
Councillor member (non-voting)	Cr Troy Arandale	28 Sep 2023 – 14 Sep 2024	14.09/23 21 Sep 2023

Risk Management

	Requirement	Compliance
8.	Glen Innes Severn Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Glen Innes Severn Council's risks (section 216S of the <i>LG Regulation</i>).	Compliant
9.	Glen Innes Severn Council's ARIC reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the <i>LG Regulation</i>).	Partially compliant

Internal Audit

	Requirement	Compliance
10.	Glen Innes Severn Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the <i>LG Regulation</i>).	Compliant
11.	Glen Innes Severn Council's internal audit function reports to the ARIC on internal audit matters (sections 216M, 216P and 216R of the <i>LG Regulation</i>).	Compliant
12.	Glen Innes Severn Council's internal audit function is independent and internal audit activities are not subject to direction by the Glen Innes Severn Council (section 216P of the <i>LG Regulation</i>).	Compliant
13.	Glen Innes Severn Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the <i>LG Regulation</i>).	Compliant
14.	Glen Innes Severn Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Glen Innes Severn Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the <i>LG Regulation</i>).	Compliant

	Requirement	Compliance
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Compliant
16.	Glen Innes Severn Council provides the internal audit function with direct and unrestricted access to staff, the ARIC, and the information and resources necessary to undertake internal audit activities (section 216P of the <i>LG Regulation</i>).	Compliant
17.	Glen Innes Severn Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i>).	Partially compliant
18.	Glen Innes Severn Council's ARIC reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the <i>LG Regulation</i>).	Compliant

Non-compliance with the *LG Regulation*

I advise that Glen Innes Severn Council has not complied with the following requirements prescribed under the *LG Regulation* with respect to the operation of its [ARIC/risk management/internal audit processes] (omit where relevant):

Non-compliance	Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
Glen Innes Severn Council's ARIC exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Council partially complied with this requirement. ARIC and management chose to work to a three-year work plan following the September 2024 election, recognising that the new Council would need to adopt an updated plan. We acknowledge that the governing body should have adopted rather than noted the work plan.	ARIC operated under a three-year work plan instead of a four-year plan. Council will submit the next four-year work plan to the governing body for formal adoption by 30 March 2026. Council will engage an external provider to conduct a review of the ARIC, including an assessment of Council's compliance with the Local Government Regulation in relation to audit, risk management, and internal audit functions.	ARIC carried out its functions under the shortened work plan, with the clear intention and understanding that Council would adopt a full four-year plan later.
The governing body of Glen Innes Severn Council reviews the effectiveness of the ARIC at least once each council term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Council did not comply with this requirement. The governing body's review of the effectiveness of the ARIC was not undertaken during the previous Council term due to a lapse in continuity arising from staff transitions within the responsible team.	Council staff will present a review of the ARIC's effectiveness to the governing body by 30 March 2026. Council will engage an external provider to conduct a review of the ARIC, including an assessment of Council's compliance with the Local Government Regulation in relation to audit, risk management, and internal audit functions.	An external provider will conduct the review and address all matters that a review during the previous Council term would have covered

Glen Innes Severn Council's ARIC reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the LG Regulation).	Council partially complied with this requirement. ARIC reviewed the risk management framework but did not present a strategic assessment of its effectiveness to the governing body. This oversight occurred due to a gap in reporting processes.	ARIC will complete the strategic assessment and present it to the governing body by 30 March 2026. Council will engage an external provider to conduct a review of the ARIC, including an assessment of Council's compliance with the Local Government Regulation in relation to audit, risk management, and internal audit functions.	ARIC's ongoing review of risk management practices provided assurance to Council throughout the term.
Glen Innes Severn Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Council partially met this requirement. Council adopted a three-year internal audit work plan instead of a four-year plan.	The internal audit team carried out its activities in accordance with the three-year work plan. Council will present a new four-year internal audit work plan for adoption by 30 March 2026. Council will engage an external provider to conduct a review of the ARIC, including an assessment of Council's compliance with the Local Government Regulation in relation to audit, risk management, and internal audit functions.	The internal audit function has continued uninterrupted and will remain active following the adoption of the new four-year work plan.

These processes, including the alternative measures implemented, demonstrate that Glen Innes Severn Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Glen Innes Severn Council.

Bernard Smith
General Manager Glen Innes Severn Council
Annual Report 2024-2025
21 November 2025