

# **BUSINESS PAPER**

Ordinary Council Meeting

To be held on

Thursday, 19 February 2026



# Statement of Ethical Obligations

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

## Conflicts of Interest

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

## Recording of Council Meetings

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

Council meetings should be:

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

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Notice is herewith given of an

## **ORDINARY MEETING**

That will be held at the Glen Innes Severn Learning Centre,  
William Gardner Conference Room, Grey Street, Glen Innes on:  
Thursday, 19 February 2026 at 9:00 AM

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Bernard Smith  
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 18 DECEMBER 2025 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS:  
PECUNIARY AND NON-PECUNIARY INTERESTS**

## 6 MAYORAL MINUTE(S)

**REPORT TITLE:** 6.1 ESTABLISHMENT OF THE MAYORAL COMMUNITY IMPACT FUND AND SCHOOLS MAYORAL EMERGING LEADERSHIP AWARDS

**REPORT FROM:** Councillors

### MOTION

**THAT Council:**

1. Approves the establishment of the Mayoral Community Impact Fund to replace the Mayoral donations program with an annual allocation of \$10,000, commencing in the 2026/27 financial year, subject to adoption through the annual Budget process.
2. Notes that the Fund will operate under the Mayor's delegated authority, in accordance with endorsed guidelines and with all allocations to be endorsed by the General Manager as compliant with Council policy, budget, and probity requirements.
3. Approves that the Mayoral Community Impact Fund will be delivered through the following funding streams:
  - a. Micro-Grants for Community Activation – supporting low-cost, high-impact community-led initiatives,
  - b. Volunteer Recognition and Civic Contribution – recognising unpaid contribution and strengthening civic pride,
  - c. Seed Funding for Local Innovation and Pilot Projects – enabling early-stage trials and proof-of-concept activity,
  - d. Hardship and Rapid Response Support – providing timely assistance for urgent community needs through recognised agencies,
4. Approves the inclusion of a Schools Mayoral Emerging Leadership Awards stream within the fund, which aims to recognise emerging leadership in local primary and secondary schools through school-nominated, non-cash awards, with awards:
  - a. Nominated by participating schools,
  - b. Presented at existing school presentation events,
  - c. Provided as non-cash educational supports (e.g. vouchers, books, IT resources).
5. Requests the General Manager to develop guidelines for the operation of the Fund and Awards Program, including governance, reporting, and accountability arrangements and in accordance with this resolution.
6. Requests that an annual summary report be provided to Council outlining total allocations made under the Fund and recipient categories.

I, Councillor Margot Davis, give notice that at the next Ordinary Meeting of Council to be held on 19 February 2026, I intend to move the abovementioned motion.

## **RATIONALE**

### **Strategic Context and Legacy Intent**

The Mayoral Community Impact Fund is intended as a lasting civic legacy that strengthens Glen Innes Highlands not through large capital works, but through people, participation, and possibility.

Small, well-timed investments in community activation, volunteer recognition, local innovation, and emerging leadership can have outsized long-term impacts. They help communities move from good ideas to action, reinforce social connection, and encourage residents—particularly young people—to see themselves as contributors to their place.

This initiative directly supports liveability by:

- Strengthening social cohesion and civic pride,
- Supporting inclusive participation and volunteering,
- Encouraging community-led solutions that respond to local needs.

In turn, these outcomes contribute to socio-economic prosperity by:

- Building local leadership capability and confidence,
- Supporting innovation, pilot projects, and early-stage ideas that can scale,
- Enhancing community wellbeing, which underpins workforce attraction, retention, and long-term population stability.

The Schools Mayoral Emerging Leadership Awards further embed this legacy by recognising leadership early, reinforcing positive role-modelling, and signalling to young people that contribution, initiative, and community-minded behaviour are valued and visible.

Together, these mechanisms provide Council with another practical lever to influence long-term wellbeing and prosperity—complementing infrastructure investment with deliberate investment in the social and civic foundations that make places thrive.

I commend this Mayoral Minute to Council.

Cr Margot Davis  
Councillor

Date: 6 February 2026

**OFFICER COMMENT**

There is currently a budget provision of \$3,000 allocated for Mayoral donations. Historically these donations have been allocated to community groups noting there have been no guidelines supporting the program.

Should Council adopt the motion, it will see a strengthening of the governance and accountability of the program.

**ATTACHMENTS**

There are no annexures to this report.

## 7 REPORTS TO COUNCIL

**REPORT TITLE: 7.1 RESOLUTION TRACKING REPORT**

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

### PURPOSE

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

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the December 2025 Council Meeting	23
New actions assigned following December 2025 Council Meeting	7
Actions completed since the previous report	-7
Outstanding Actions as of Friday, 13 February 2026	23

Annexure A provides the most recent comments, from the responsible officers, as of Friday, 13 February 2026.

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

### KEY CONSIDERATIONS

#### **Financial/Asset Management**

Nil.

## **Policy**

Nil.

## **Risk**

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

## **Community Consultation**

Nil.

## **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

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

## **ATTACHMENTS**

Annexure A     Actions Outstanding as at 13.2.26  
Annexure B     Actions Finalised from 13.12.25 to 13.2.26

**REPORT TITLE: 7.2 ALGA NATIONAL GENERAL ASSEMBLY 2026**

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

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**PURPOSE**

The purpose of this report is to seek approval for the Mayor, Deputy Mayor, one other Councillor and the General Manager to attend the 32<sup>nd</sup> **National General Assembly of Local Government (NGA)**, which is being held in Canberra from 23-25 June 2026.

**RECOMMENDATION**

*That Council authorises for the Mayor, the Deputy Mayor, Cr ..... and the General Manager to attend the National General Assembly of Local Government, which is being held in Canberra from Tuesday, 23 June 2026 until Thursday, 25 June 2026.*

**REPORT**

The NGA of Local Government is an opportunity for individual councils to identify matters of national relevance to the sector and to submit motions to seek support at the NGA for those matters to be considered by the **Australian Local Government Association (ALGA)** as national policy, for its advocacy role or for more immediate action by ALGA on behalf of the sector.

It is the peak Local Government event bringing together Mayors, Councillors and Senior Officers from Councils across Australia to develop Local Government policy ideas, meet with key Federal politicians, and to hear from experts on key issues affecting Local Government in Australia.

At the Ordinary Council Meeting held on 24 October 2024, Council resolved:

**26.10/24 RESOLUTION**

*That Council requests the General Manager to prepare a report to be brought before Council, to resolve the attendance of councillors at each local government conference within Financial Year 2025.*

The NGA provides a platform for Local Government to address national issues and lobby the Federal Government on critical issues facing our sector. The theme of this year's NGA, "*Stronger Together: Resilient. Productive. United*", underscores the pivotal role councils play in shaping the nation's future and delivering national priorities.

As the backbone of local communities, councils are uniquely positioned to implement place-based solutions that address both local needs and national priorities. This year's NGA encourages debate on how councils can enhance their resilience, contribute meaningfully to the nation's productivity agenda, and present a cohesive voice to the federal government on critical issues.

By fostering collaboration and innovation, local governments can lead the way in creating sustainable and thriving communities.

The 2026 NGA provides the elected representatives of Australia’s local councils and communities with the opportunity to engage with the Federal Government and key Ministers, ensuring that the voices of local communities are heard at the national level.

Please refer to a separate report in this Business Paper regarding proposed motions to be submitted to the 2026 ALGA NGA.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

The costs for a representative to attend the NGA include the registration fees for the NGA and the Regional Development Forum (approximately \$1,200 per person) as well as meals, accommodation and travel expenses (approximately \$2,300 per person).

There is sufficient funding available in the 2025/26 Operational Plan and Budget for the Mayor, Deputy Mayor, one other Councillor, and General Manager to attend this conference.

#### **Policy**

The payment of expenses for Councillors to attend the Conference will be in accordance with Council’s “Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy”, and the payment of expenses for the General Manager will be in accordance with Council’s Human Resources Policy Statement Register.

#### **Risk**

Nil.

#### **Community Consultation**

Nil.

#### **Options (if applicable)**

Council may decide to send less Councillors to the NGA.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report has no relevance to the Integrated Planning and Reporting Framework, however, some of the policy matters discussed at the Conference may influence Council’s future strategic planning.

**CONCLUSION**

It is recommended that Council authorises for the Mayor, the Deputy Mayor, one other Councillor and the General Manager to attend the 32<sup>nd</sup> NGA being held in from 23-25 June 2026.

**ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.3 PROPOSED MOTIONS TO THE 2026 ALGA NATIONAL GENERAL ASSEMBLY**

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

**PURPOSE**

The purpose of this report is for Council to consider proposed motions to the 2026 Australian Local Government Association (ALGA) National General Assembly (NGA) to be held in June this year.

**RECOMMENDATION**

*That Council submits motions on the following topics, as detailed in Annexure A, to the 2026 Australian Local Government Association National General Assembly:*

- 1. Towards a Place-Based, Outcomes Driven Funding Framework for Local Government.*
- 2. Housing.*
- 3. Place-Based and Outcome-Driven Funding to Support Regional Essential Services Delivery.*
- 4. Local Government Enablement for Regional Jobs Generation through Economic Development and the Visitor Economy.*
- 5. Early Childhood Education and Care as Essential Workforce Infrastructure for Regional Jobs and Skills.*
- 6. Biochar.*
- 7. Healthcare.*

**REPORT**

Convened annually by ALGA, the NGA attracts more than 800 attendees each year. The 2026 NGA is an opportunity for attending Councillors to deliver the views and concerns of Council as well as contribute their own experiences and knowledge to debate on a broad set of national issues, influencing the national policy agenda. The conference’s theme this year is *Stronger Together: Resilient. Productive. United.*

This year’s call for motions focusses on 10 priority areas:

- Financial sustainability,
- Emergency management,
- Housing and planning,
- Roads and infrastructure,
- Closing the Gap,
- Jobs and skills,

- Environment,
- Cyber security,
- Climate change,
- Intergovernmental relations.

A discussion paper has been developed to assist councils to identify motions that address the theme of the NGA (**Annexure B**).

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

### Criteria for Motions

To be eligible for inclusion in the NGA Business Papers, and debate it on the floor of the NGA, the following criteria must be met:

- Submit a new motion that has not been debated at an NGA in the preceding two years as found in previous business papers on the ALGA website.
- Ensure your motion is relevant to the work of local government across the nation, not focused on a specific location or region, unless the project has national implications.
- Align your motion with the policy objectives of your state and territory local government association.
- Propose a clear action and outcome on a single issue, calling on the Australian Government to take action. Motions covering more than one issue will not be accepted.
- Ensure the motion does not seek to advantage one or a few councils at the expense of others.
- Avoid being prescriptive in directing how the matter should be pursued.

### Writing Tips

Motions should seek the NGA's support for a particular action or policy change at the federal level which will assist local governments to meet local community needs.

- Start with: "This National General Assembly calls on the Australian Government to...". Be concise, clearly worded, and unambiguous.
- Use the background section of the form to help delegates understand your issue.
- Keep your motion to 100 words, the national objective to 100 words, and the key arguments to 150 words.

**Acceptance of Motions closes on Friday, 27 February 2026.**

Following the invitation to Councillors to submit motions for consideration, motions have been received on the following topics, as detailed in Annexure A.

- Towards a Place-Based, Outcomes Driven Funding Framework for Local Government,
- Housing,
- Place-Based and Outcome-Driven Funding to Support Regional Essential Services Delivery,
- Local Government Enablement for Regional Jobs Generation through Economic Development and the Visitor Economy,
- Early Childhood Education and Care as Essential Workforce Infrastructure for Regional Jobs and Skills,
- Biochar,
- Healthcare.

Please refer to a separate report in this Business Paper regarding attendance at the 2026 ALGA NGA.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Nil.

#### **Policy**

Nil.

#### **Risk**

Nil.

#### **Community Consultation**

Nil.

#### **Options (if applicable)**

Council has the option to not submit motions.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy* O1.3.1 Champion a robust advocacy agenda to ensure our community receives the necessary investment, resources and policy support to drive sustainable growth, improve liveability and address key social, economic and environmental challenges. SRV.

**CONCLUSION**

The NGA is an important forum for Local Government to adopt policy and lobbying positions. The submission of motions reflects Council’s role of advocating for the community on important matters.

**ATTACHMENTS**

Annexure A      Proposed Motions to the 2026 ALGA NGA

**REPORT TITLE: 7.4 GLEN INNES SCHOOL OF ARTS AND MUSIC PILOT - PROPOSED OPERATING MODEL**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to provide Council with a progress update on the recently approved two-year pilot program for the establishment of the Glen Innes School of Arts and Music and to seek approval for the recommended operating model and room hire fees for the term of the pilot.

**RECOMMENDATION**

***THAT Council:***

- 1. Notes the progress made to establish the recently approved pilot program for the Glen Innes School of Arts***
- 2. Approves the preferred operating model (Option 3: Council & Community Operated) co-designed in collaboration with key stakeholders***
- 3. Endorses the proposed amendments to the 2025/26 Fees and Charges relating to the room hire at the School of Arts and Music of \$10 per hour***
- 4. Resolves to place this amendment to the 2025/26 Fees and Charges on public exhibition for 28 days in accordance with the Local Government Act 1993***
- 5. Receives a further report to Council after the exhibition period in the event of Council receiving substantial submissions regarding the amendment to the Fees and Charges; otherwise, that the amendments be adopted by Council***
- 6. Extends its thanks to stakeholders who have participated in and contributed to the engagement process.***
- 7. Receives a report regarding the progress of the pilot in December 2026.***

**REPORT**

At its December Ordinary Council Meeting, Council approved the establishment of the School of Arts and Music pilot program and the deferral of the sale of the property at 181 Bourke Street Glen Innes for the purposes of running the pilot. Council also resolved to work with key stakeholders to co-design the operating model for the pilot and determine a nominal fee for room hire.

## 5.12/25 RESOLUTION

THAT Council:

1. Approves the concept to establish a pilot program for the Glen Innes School of Arts and Music.
2. Co-designs the operating model in conjunction with key stakeholders.
3. Notes that the previous Expression of Interest (20.12/23 RESOLUTION) for the sale of the property at 181 Bourke Street Glen Innes has lapsed and no contract of sale has been entered into by Council.
4. Notes that the land at 181 Bourke Street Glen Innes is currently being reclassified to operational land and this process is expected to be finalised in early 2026.
5. Defers any prior decision to sell the property at 181 Bourke Street Glen Innes until the completion of the pilot for the Glen Innes School of Arts and Music.
6. Works with key stakeholders to confirm a nominal fee for room hire that will cover operational costs.
7. Reviews the success of the pilot on or before October 2027 and determines the future of the Glen Innes School of Arts and Music.

### CARRIED

#### Co-Design of Operating Model

Council Officers held a workshop with key stakeholders on Wednesday, 21 January 2026 to discuss options for establishing the operating model for the pilot. Three options were presented and discussed:

- **Option 1 - Council Operated:** this option relies heavily on Council to lead, deliver and operate the School of Arts and Music pilot program,
- **Option 2 - Community Operated:** this option relies heavily on the Community to lead, deliver and operate the School of Arts and Music pilot program, with Council remaining as the ultimate decision maker,
- **Option 3 - Council & Community Operated:** this Option requires the collaboration of Council with key Community stakeholders and participants to lead, deliver and operate the pilot program. Again, Council is the ultimate decision maker.

For each of the proposed options, the establishment of a Council Advisory Committee is viewed as essential to ensure that GISC leverages the expertise and support of key stakeholders and significant participants.

Criteria	Option 1 Council Operated (similar to Highlands Hub)	Option 2 Community Operated (similar to Standing Stones)	Option 3 Council/Community Operated (similar to Library)
<b>Decision Making</b>	Council with Community input (Committee)	Community recommendations with support from Council (Committee)	Council with Community input (Committee)
<b>Approval of Participants (registered users of facility)</b>	Council approves	Community recommendations with support from Council (Committee)	Community input – Council approves (Committee)
<b>Facility Management (cleaning, security, building oversight)</b>	Council	Volunteers nominated by Community – Council approval of volunteers is required (Committee)	Council with support from volunteers
<b>Building Upgrades and Maintenance</b>	Council	Community requests – Council approves and implements	Community requests – Council approves and implements
<b>Room Hire Bookings &amp; Invoicing of Participants</b>	Council	Community manages bookings; Council manages invoicing of registered participants.	Council
<b>Reporting</b>	Council	Community reports via Committee	Council with Community (Committee)
<b>Marketing, Promotion, and Website</b>	Council	Community with Council support	Council with Community input; Participants may wish to promote their own businesses/services

Analysis of each of the operating models is provided in the table below:

Criteria	Option 1 Council Operated (similar to Highlands Hub)	Option 2 Community Operated (similar to Standing Stones)	Option 3 Council/Community Operated (similar to Library)
<b>Pro's</b>	<ul style="list-style-type: none"> <li>Leverages Council's operational and facilities management services and expertise</li> <li>Council provides invoicing, building insurances, security, cleaning, booking systems, marketing etc</li> </ul>	<ul style="list-style-type: none"> <li>Leverages Community's expertise</li> <li>Committee provides some level of participation from Council</li> <li>Potentially lower cost for rate payers (volunteers)</li> </ul>	<ul style="list-style-type: none"> <li>Leverages Community's expertise and support</li> <li>Leverages Council's operations and facilities management services and expertise</li> <li>Council provides invoicing, building insurances, security, cleaning, booking systems, marketing etc</li> <li>Responsibility for the success of the pilot is shared</li> </ul>
<b>Con's</b>	<ul style="list-style-type: none"> <li>Limited Community input, support and buy-in</li> <li>All responsibility for success of pilot falls on Council</li> <li>Higher risk of failure without Community support</li> </ul>	<ul style="list-style-type: none"> <li>Limited Council input and access to operational support</li> <li>Responsibility for success of pilot falls largely on the Community</li> <li>Highly reliant on volunteers</li> <li>Council is the decision maker</li> </ul>	<ul style="list-style-type: none"> <li>Some potential for role clarity issues to emerge</li> <li>Otherwise - very few cons</li> </ul>

Option 3 – *Council/Community Operated* model, is preferred as it strikes the right balance between the need for Council to lead the establishment and operation of the School of Arts and Music pilot while leveraging the expertise and experience of key community stakeholders, particularly in respect of developing and delivering arts and music programs. Council's focus will largely be on the establishment and ongoing management of the facility itself, as well as the implementation of an online digital hub and booking service, with reliance on participating community stakeholders to develop and deliver the arts and music programming.

Over time and once the concept has been established and is proven to be successful, Council may move more towards a community led and operated model.

### **Stakeholder Engagement**

At the recent stakeholder engagement workshop, participants (which included NECOM, Arts North-West, Glen Innes Business Council, Glen Innes High School, Music Pro, Desert Moon, Mayor, General Manager, Council Officers and others) in addition to the discussion on operating model options, a number of key success factors and goals for the pilot program were identified:

- A focus on the growth of existing arts and music businesses/participants in Glen Innes,
- Ensure a diversity of arts and music activities and services provided through the School of Arts and Music and ensure a range of demographic groups (from youth to seniors) are catered for,
- Aim for cost neutrality – the School of Arts & Music should not impose additional cost on rate payers,
- Encourage and develop new local music and arts teachers,
- Be a catalyst for increasing students and stimulate growth in the music and arts industries locally,
- Provide improved social outcomes and social cohesion in Glen Innes,
- Create a hub for arts and music in Glen Innes (including an online platform) that benefits all, and
- A centre for collaboration and connection, and
- Acknowledgement and respect of existing local stakeholders and their respective businesses.

Over the period of the pilot project, the abovementioned items will all be incorporated into developing success factors and goals for the pilot. While some of these goals will be quantitative (such as number of participants, additional student numbers, number of events, growth in teachers and tutors), others will be qualitative (such as broader social outcomes, community cohesion and community satisfaction).

In addition to encouraging stakeholders to deliver arts and music programming through the facility, Council will also use the School of Arts and Music to augment and leverage the existing youth, NDIS and aged care service offerings that Council currently provides. In this respect, the broader social and community outcomes are likely to be considerable.

The target date for opening the Glen Innes School of Arts and Music is the week commencing 20 April 2026 to align with finalisation of preparations of the building and programming; school holidays; and the commencement of Term 2 student music and arts classes. An official opening will be scheduled for that week; date and time to be determined.

## **Proposed Room Hire Fee**

As previously discussed, a room hire arrangement will be established for the hiring of the rooms which will have a nominal hire fee of \$10 per hour per room, which was discussed with participants at the engagement workshop, to ensure that operational and maintenance costs are covered.

The fee has been set to achieve a balance of being affordable for participants (and their students) yet at a level that minimises any additional financial impact on rate payers – i.e. the fee will be set at a level to largely cover operational and maintenance costs over the period of the pilot. The room hire fee will also ensure that a level of fairness prevails in relation to existing local arts and music operators who have previously invested in their businesses.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

As Council's preference is to deliver the School of Arts and Music at no additional cost to rate payers, it is proposed that over the period of the pilot, a room hire fee of \$10 per hour for each room will be applied to registered participants that will cover operational expenditure items including building maintenance, cleaning, insurance, booking management, and the overall management of the facility and program. This also ensures a level of equity with existing private providers. The ongoing operational costs are likely to be in the order of \$20,000 per annum. The income from the room hire fees is likely to be in excess of \$20,000 per annum based on a conservative forecast room hire/usage rate of 12 hours per week (2 hours a day for 6 days) for each room.

Upfront building maintenance costs for the Severn Shire Council building (expected to be in the order of \$25K) will be covered within Council's existing building maintenance budget. The external front facia of the building does require painting regardless of this proposed use and the restrooms also require some upgrades to ensure that they meet the expectations of the participants and their clients. These improvements are considered to be standard building maintenance requirements and it is Council's responsibility to maintain its assets appropriately. The improvements will also increase the appeal and value of the property when Council sells the building in the future (should Council still wish to do so).

### **Policy**

It is proposed to establish a Wholly Advisory Committee to oversee:

- the establishment of the pilot and the facility,
- the delivery of suitable Arts and Music programs and initiatives,
- the application process for Participants, and
- Ongoing reporting.

A wholly advisory committee provides Council with informed advice on matters within its area of expertise but does not make decisions or manage resources. The Committee considers issues, identifies local needs and opportunities, and offers recommendations to support effective Council planning and service delivery. It operates within its adopted Terms of Reference and maintains clear communication with Council staff. All decisions remain the responsibility of Council.

The membership of the Committee is by invitation and is proposed to include:

- Glen Innes Severn Council – 1x Councillor; 2x Officers,
- NECOM – 1x representative,
- Glen Innes Arts Council – 1x representative,
- Arts North-West – 1x representative,
- Glen Innes Schools - 1x representative per school,
- Significant Active Participants\* – 1x representative per participant,
- Significant Arts & Music Retailers, Educators, and other Industry Participants – 1x representative per participant .

*\* more than 6 hours room hire per week*

### **Risk**

To mitigate risk to Council in facilitating the School of Arts and Music, Council will operate the School on a “dry hire” basis – i.e. hiring out rooms for a nominal fee. The financial risks will be mitigated through the charging of a nominal room hire fee which will help to cover costs.

### **Community Consultation**

Previously a targeted community engagement workshop was held on 11 November 2025 with local music and arts stakeholders including, representation from GIHS, GIAC, 2CBD, Deepwater School of Arts, and other local music/arts teachers and retailers attending.

A follow up engagement “site visit” of the proposed location at 181 Bourke Street was held on 11 December 2025. Attendees at this site visit provided positive feedback about the location and building.

On 21 January 2026, an engagement workshop was held with key stakeholders to co-design the operating model and confirm the proposed fee to be charged for room hire.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Thriving and Connected Community* Strategy T1.3.3 Strengthen wellbeing support through community wellbeing programs, multi-use spaces, local employer programs and social cohesion activities. SRV

This report also links to Council’s Delivery Program *Open and Collaborative Leadership Strategy O1.1.1* Inform, engage and involve the community to participate in positive change that unifies the region and empowers community-driven initiatives. SRV

This report also links to Council’s Delivery Program Prosperous and Diverse Economy Strategy P1.2.1 Improve access to quality tertiary education through advocating for increased funding for TAFE and university hubs and create pathways for apprenticeships, vocational training and work placements to support youth engagement and career growth.

### **CONCLUSION**

The approved School of Arts and Music concept is a worthy initiative that aligns closely with community need and supports the findings and recommendations of the recent *NSW Parliamentary Review 2024 into Arts and Music Education and Training*. A suitable premises at 181 Bourke Street Glen Innes (Severn Shire Council Building) has been identified and approved by Council at its December 2025 ordinary council meeting, for the purposes of establishing and operating the pilot program. Since its approval in December, Council has engaged with the key stakeholders to co-design the operating model for the School of Arts and Music pilot program, and proposes to put forward to Council for approval, a Council and Community collectively led and operated model for the duration of the pilot program, and set a nominal room hire fee of \$10 per room.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.5 OPERATIONAL PLAN 2025-2026 PERIODIC REVIEW (Q2)**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to provide Council an update on progress made towards actions in the Operational Plan 2025-2026 as measured against the principal activities in the Delivery Program (2025-2029), for the period of 1 November 2025 to 31 January 2026, this report will also provide an update on progress made towards outstanding actions from the 2024-2025 Operational Plan since the last update in November 2025.

**RECOMMENDATION**

*That Council notes the information in this report.*

**REPORT**

The *Integrated Planning and Reporting Guidelines for Local Government in NSW 2021 (the Guidelines)* require the General Manager to provide progress reports to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

At the Ordinary Council Meeting held on 28 November 2024, Council resolved to change the review frequency of the Operational Plan progress from half yearly to quarterly in conjunction with the Quarterly Budget Review.

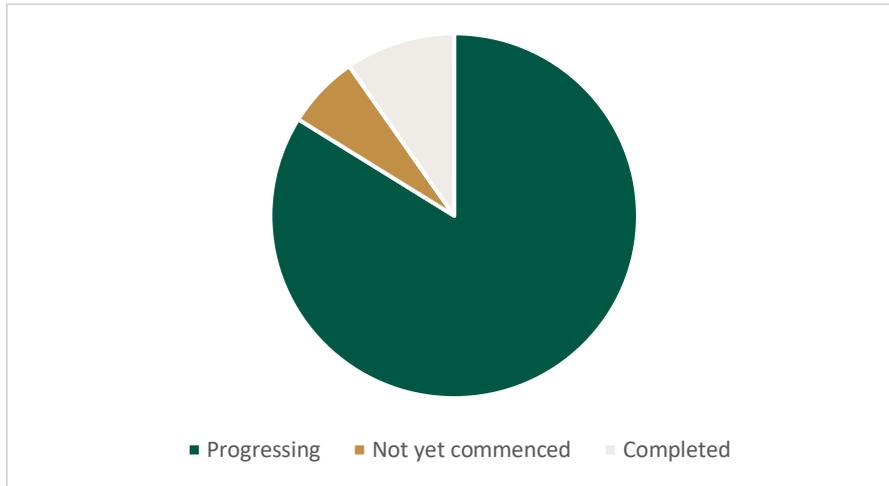
Operational Plan progress reports will now be presented to Council at the February (Q2), May (Q3), August (Q4) and November (Q1) meetings each year.

This Report presents Council with the 2025-2026 Operational Plan Periodic Review (Q2) (*Annexure A*) and the 2024/2025 Operational Plan Outstanding Actions Review (*Annexure B*).

**Annexure B** contains a list of 13 actions that were not completed during the previous operating year, and had been deferred for completion in 2025/2026, we will continue to track and report on these actions throughout 2025/2026 until they are closed off.

The following chart provides a visual overview of how many actions have commenced as of Q2. Of the total 124 actions in the Operating Plan, 104 are progressing, 12 are completed and 8 are yet to commence.

For actions that are progressing, the report provides a percentage completed to help Councillors to understand how much progress has been made towards the completion of each action.



### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Nil.

#### **Policy**

The *Integrated Planning and Reporting Guidelines for Local Government in NSW 2021* require the General Manager to provide progress reports to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

#### **Risk**

Ensuring progress reports are provided to Council mitigates the risk of non-compliance with legislation. Further, it provides Council an opportunity to assess how Council is tracking towards achieving the Delivery Program principal activities.

#### **Community Consultation**

Nil.

#### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

During the past quarter, Council officers have focused on advancing actions from the 2025/2026 Operational Plan while working to finalise outstanding items from the 2024/2025 Operational Plan. The progress achieved has been documented in these reports and is now presented to Council for review.

## **ATTACHMENTS**

Annexure A      Periodic Review 2025 - 2026 - Operational Plan (Q2)  
Annexure B      2024/2025 Operational Plan Outstanding Actions Review

**REPORT TITLE: 7.6 QUARTERLY BUDGET REVIEW - DECEMBER 2025**

**REPORT FROM: Corporate and Community Services**

**PURPOSE**

The purpose of this report is to provide Council with a **Quarterly Budget Review Statement (QBR)** for the period from 1 July 2025 until 31 December 2025 (*Annexure A*) for its review and adoption.

**RECOMMENDATION**

*That Council notes and adopts the December 2025 Quarterly Budget Review.*

**REPORT**

As a result of the budget review process through QBR2, overall operating cost reductions of \$436K have been achieved.

The original budget adopted by Council indicated that the Net Operating Deficit at the end of the 2025/2026 Financial Year was expected to be \$4.374M (excluding Capital Grants and Contributions of \$13M). This was based on budgeted total operating revenue of \$37.327M and budgeted total operating expenditure of \$41.702M, with \$13M expected from Capital Grants and Contributions.

The December 2025 Quarterly Budget Review proposes an improvement in the budget position of 436.5K, resulting in a projected Net Operating Deficit for the 2025/26 Financial Year of \$3.929M (excluding capital grants and contributions of \$13M).

The key adjustments proposed for the December 2025 quarterly budget review are summarised below:

**Key Areas of Decrease (Cost Savings/Avoidance)**

**1. Staff & Wages (S&W) Reductions / Transfers**

- Administration – S&W General: -\$150,000
- Governance – S&W General: -\$80,000
- Environment – S&W General: -\$22,500
- Transport & Communication – S&W General: -\$160,916
- Transport & Communication – S&W (5086S): -\$50,000

**2. Contractor / Operating Cost Reductions**

- Housing & Community Amenities – Contractors: -\$26,375

**3. Waste & Recycling**

- Housing & Community Amenities – Recycling Ops: -\$20,000
- Housing & Community Amenities – Tipping Fees: -\$4,668

**4. Public Order & Safety**

- Animal Fines – Regulatory: -\$40,000
- Animal Sustenance Costs: -\$2,000

**5. Transport & Communication – Major Reductions**

- Bridges: Timber Maintenance: -\$25,950
- General Bridge Work: -\$11,939
- Heavy Grade: -\$100,000
- Pothole Repair – Patching: -\$80,000

**6. Recreation & Culture**

- Light Vehicle/Plant: -\$140,000

**Key Areas of Increase****1. Staff & Wages (S&W) / Contractor Costs**

- Administration – Consulting & Contractors: +\$150,000
- Governance – Consulting & Contractors: +\$80,000
- Public Order & Safety – S&W Relief: +\$40,000
- Housing & Community Amenities – S&W General: +\$22,500
- Transport & Communication – S&W (various sub-lines):
  - (Bridges: Timber Maintenance) +\$18,445
  - (General Bridge Work) +\$1,218
  - (Routine Inspection) +\$2,626

**2. Operational / Maintenance Budgets**

- Public Order & Safety – M&R General: +\$2,000
- Transport & Communication – Routine Inspection: +\$18,552

**3. Waste & Recycling**

- Housing & Community Amenities – MRF Cardboard Ops: +\$20,000
- Housing & Community Amenities – M&R General: +\$100,000

**4. Other**

- Housing & Community Amenities – Contractors (5064S): +\$11,375

## **High-Level Themes**

### **Increases mainly relate to:**

- Covering contractor costs due to staff shortages,
- Reallocating S&W budgets to match actual hours worked,
- Increasing budgets for routine inspections and specific maintenance tasks,
- Supporting waste and recycling operations.

### **Decreases mainly relate to:**

- Removing or reallocating unused budgets,
- Reducing S&W where work is not planned for the remainder of the FY,
- Shifting funds between cost centres for waste, roads, and bridges,
- Reducing budgets for vehicle/plant and road maintenance programs.

Ongoing budget monitoring is expected to support further reductions as the year progresses. It is noted that current expenditure includes **\$177K** for works associated with an insurance claim; these costs are fully reimbursable.

Increases in contractor expenditure have been largely offset by savings generated from staff vacancies, which have enabled contractor resources to be utilised without exceeding overall budget parameters.

Further details of income and expenditure adjustments are included in **Annexure B**.

Management will continue to maintain its focus on cost reductions and efficiency gains to offset the identified increases in expenditure outlined above, through the next QBR process which will commence in April 2026.

## **Capital project expenditure**

Capital project expenditure for the year-to-date 31 December of financial year 2025-26 is \$9.581M.

## **Cash and Investment Review**

The cash and investment review provides the current internal and external restrictions on Council's invested funds.

It should be noted that both internally and externally restricted funds must be acquitted for a particular purpose and therefore are in truth already committed for that purpose. For this reason, the expenditure of these funds is more of a cash flow / working capital issue and will have no effect on the operational surplus or deficit. However, the timing of receipt of income and the expending of this can occur over several financial years. This results in a variance in the operational budget between those years; however, the net effect should still be nil over the financial years in which the grant (or reserve) is acquitted.

This report in combination with the monthly investment report, ensures that Council is complying with the statutory, regulatory and policy requirements.

### **Unrestricted Cash position**

The unrestricted cash position refers to the amount of cash or liquid assets that are not tied to specific purposes, such as grants, reserves, or restricted funds. It represents the funds available for general operations and unanticipated expenses. A negative unrestricted cash position may lead to potential breaches of Local Government legislation, specifically under the *Local Government Act 1993 (NSW)* and its associated regulations.

The unrestricted cash position reported as at 31 December 2025 is positive \$2.402M.

### **Capital Budget Review**

The Capital Budget Review format allows Council to analyse any additional Capital expenditure to be incurred in the current Financial Year and the extent to which monies have already been expended. Importantly, the report also indicates how Council is to fund the Capital expenditure for the year.

The Quarter 2 review process has resulted in a net reduction of **\$2.168M**. This outcome is primarily driven by the removal of **\$4.138M** in project budgets that were capitalised as at **30 June 2025**. These capitalised amounts have been excluded from the budget to ensure accurate reporting of both the revised budget and year-to-date actual expenditure.

Additional adjustments included in QBR2 total **\$2.101M**, as detailed in **Annexure C**.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

It is important for Council to note that the adoption of this budget review approves the variations identified in the attached report and that the cumulative effect of the budget variations should be considered when reviewing this budget.

The original estimated Operating Deficit for the 2025/2026 Financial Year was \$4.374M excluding Capital Grants and Contributions. After the quarterly budget review adjustments, the estimated Operating Deficit for the 2025/2026 Financial Year is \$3.929M.

Capital projects are reported in detail as per the monthly capital report.

#### **Policy**

This budget review statement must be prepared in accordance with the Integrated Planning and Reporting Framework introduced under the *Local Government (General) Regulation 2021* and the *Local Government Act 1993* (as amended).

## **Risk**

The Quarterly Budget Review aims to mitigate financial risk by providing a more accurate indication of Council’s operating and capital budgets.

## **Consultation**

This report has been prepared with input from the **Executive Leadership Team (ELT)** and managers to ensure that there is up-to-date information regarding income and expenditure.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

As a result of the budget review process through QBR2, operating cost reductions of \$436K have been achieved.

## **ATTACHMENTS**

- Annexure A      Quarterly Budget Review Statement
- Annexure B      Opex QBR2 Detail Summary
- Annexure C      Capex QBR2 Detail Summary

**REPORT TITLE: 7.7 INTERNAL LOAN UPDATE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to advise Council that Ministerial Approval has been granted for the internal loan of up to \$5M from the Water and Sewer Funds to the General Fund.

**RECOMMENDATION**

*That Council Note the information in this report.*

**REPORT**

At its Ordinary Meeting on 24 July 2025 Council resolved the following:

**38.07/25 RESOLUTION**

*That Council seeks Ministerial Approval for an internal loan from the Water and Sewer reserves to the General Fund of up to \$5M to be repaid within two (2) years.*

The purpose of the above Resolution was to improve General Fund working capital through an internal loan to comply with Council’s legal obligation to maintain a positive unrestricted cash position according to section 410(3) of the **Local Government Act 1993 (the Act)**, throughout the 2025/2026 financial year.

On 22 December 2025 Council received formal approval from the Office of Local Government (**Annexure A**) to borrow up to \$2 million from the water fund and up to \$3 million from the sewer fund.

This approval has been granted subject to conditions outlined in (**Annexure B**).

The initial report to Council explained that an Internal loan would replace the existing external loan either fully or partially, allowing Council to benefit from retaining market-based loan servicing costs internally, however both the internal and external loans are required for Council to reach a positive unrestricted cash position.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

To maintain a positive unrestricted cash position in line with section 410(3) of the Act, Council is reliant on both the internal and external loans.

## **Policy**

Council has a legal obligation to maintain a positive unrestricted cash position according to section 410(3) of the Act.

## **Risk**

Without the loans, Council is at risk of experiencing negative unrestricted General Fund bank balances and the ability to cover operating and capital expenditures.

## **Community Consultation**

Nil.

## **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

Following receipt of Ministerial Approval to borrow up to \$5 million internally from the Water and Sewer Funds. This approval gives Council an important tool to help stabilise our working capital. However, based on our current cash position, the internal loan is not able to replace the external loan as originally planned, and both loan facilities remain necessary at this time.

Council officers will continue to monitor the cash position and will keep Council updated with further reports.

## **ATTACHMENTS**

- Annexure A Internal Loan - Approval Letter
- Annexure B Internal Loan Application - Instrument of Approval

**REPORT TITLE: 7.8 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 31 JANUARY 2026**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

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

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

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

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

**Project Highlights**

**Old Grafton Road Slips EPAR**

Council is ready to re-commence its flood recovery works on the Old Grafton Road, with a minor realignment of a 50m section of Old Grafton Road two kilometres south of the first Diehard Creek crossing to avoid a subsiding embankment. The works will involve the removal of 11 mature blackbutt trees, so council engaged an ecologist to complete an environmental assessment which concluded that there would be minimal ecological impact from the work. The removed trees will be used for erosion mitigation in the head of several gullies on the downslope side of the road.



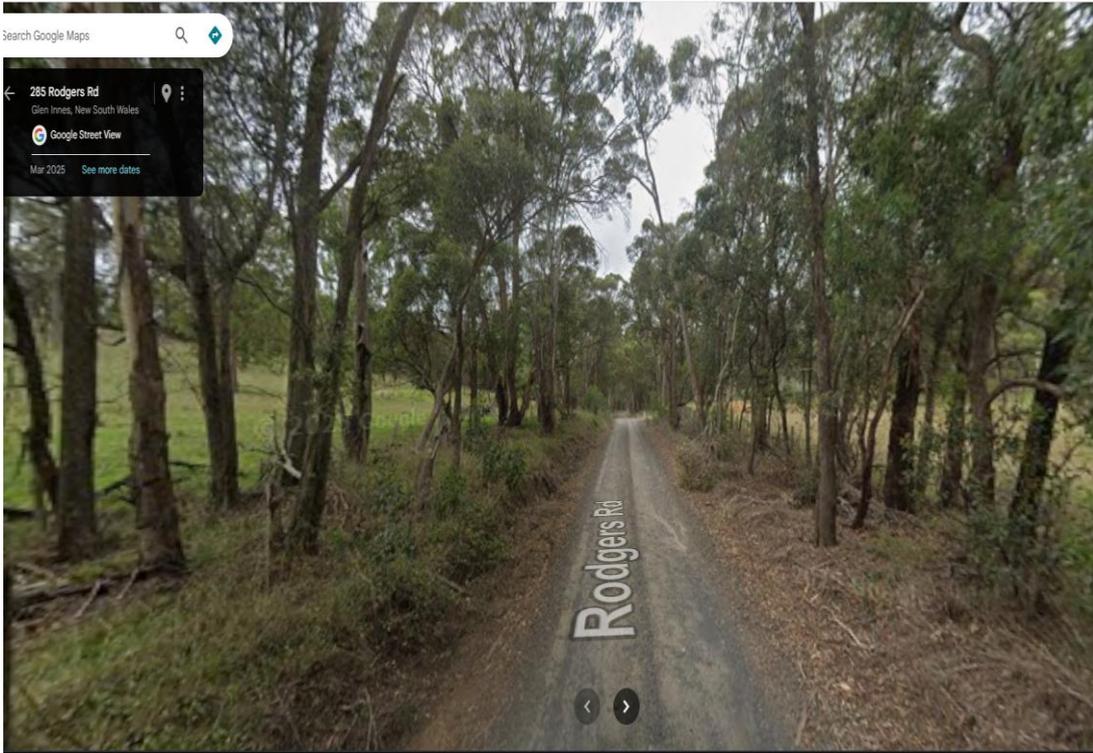
Figure 3.1 Site vegetation

**New Bitumen Seals – Blue Hills/Rodgers Road**

Council’s Construction Team completed the Blue Hills and Rodgers Road upgrade in December 2025, with bitumen sealing completed on the previously unsealed sections of Blue Hills Road, Rodgers Road, Ward Crescent, Willis Road, MgGauren Lane, Conyard Road, Chandler Road and Duval Road. These roads were identified for sealing several years ago due to drainage problems and maintenance issues associated with maintenance grading these unsealed roads in narrow, steep and heavily vegetated areas. The project has been on Council’s Capital Works Program since the 22/23 financial year but was put on hold due to influx of grant funded programs with strict completion deadlines in the past two years which tied up Council’s resources.

The project involved vegetation removal, road widening, drainage works, shoulder works and pavement thickening in preparation for the seal. See below before and after photos of the project.

Item 7.8



*Image 1: Rodgers Road Before Works*



*Image 2: Rodgers Road After Works*

**Grants Update**

Refer to *Annexure B*.

**Grant payments – upfront, milestone, or upon project completion:**

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

**GRANTS Pipeline Register**

Refer to *Annexure C*.

**CONSIDERATIONS****Financial/Asset Management**

The following table provides a summary of the adopted budget, the actual and committed amounts as of 31 January 2026, along with the percentage of the actual and committed expenditure when compared to adopted budgets.

Project Type	Projects Count	FY2025-26	Total Spent	Expenditures %
Aerodome	3	\$1,539,523.23	\$821,846.15	53.38%
Bridge	2	\$915,522.75	\$869,221.39	94.94%
Building	5	\$2,475,000.00	\$212,909.66	8.60%
Drainage	2	\$350,000.00	\$134,528.15	38.44%
Economic Development	6	\$668,446.00	\$294,355.87	44.04%
Flood Recovery & Natural Disasters	1	\$389,136.00	\$160,187.25	41.16%
IT	2	\$130,000.00	\$53,000.00	40.77%
Library	1	\$10,750.93	\$9,454.55	87.94%
Life Choices	4	\$162,763.00	\$152,558.39	93.73%
Open Spaces & Recreational	15	\$2,035,996.61	\$1,446,490.30	71.05%
Plant	19	\$1,793,970.45	\$657,615.06	36.66%
Quarry	3	\$329,225.00	\$201,616.91	61.24%
Roads	17	\$16,064,634.74	\$10,081,941.43	62.76%
Sewer	4	\$1,363,945.00	\$1,516,980.71	111.22%
Waste	5	\$620,000.00	\$181,097.17	29.21%
Water	7	\$2,505,681.67	\$1,114,069.19	44.46%
<b>Grand Total</b>	<b>96</b>	<b>\$31,354,595.38</b>	<b>\$17,907,872.18</b>	<b>57.11%</b>

The extent to which the Capital Works program is completed determines the Infrastructure Asset Renewal ratio, which is a measure of the financial sustainability of Council's assets. This ratio is crucial in determining the future cash requirements and Council will need to ensure that asset renewals are at the required levels and the funding source of asset renewals are understood thoroughly and forecasted. The asset

revaluations and depreciation expense also play a pivotal role in ensuring all these factors are allowed for in Council's Long Term Financial Plan.

Capital Program phasing reflects a remaining forecast expenditure of \$1,281,721.33 for the balance of FY2025–2026. This results in a total projected capital outlay of \$14,047,412.54 for the fiscal year. Unexpended capital allocations are scheduled to be carried forward and applied in FY2026–2027.

### **Policy**

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

### **Risk**

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

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

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

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

### **ATTACHMENTS**

- |            |  |
|------------|--|
| Annexure A | Capital Project Details January 2026         |
| Annexure B | Grants Report January 2026                   |
| Annexure C | GIS - Project Pipeline Register January 2026 |

**REPORT TITLE: 7.9 QUARTERLY BORROWINGS REPORT AS AT 31 DECEMBER 2025****REPORT FROM: Corporate and Community Services****PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

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

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

<b>General Fund</b>					
<b>Loan No</b>	<b>Purpose</b>	<b>Interest Rate</b>	<b>Loan Start Date</b>	<b>Loan Completion Date</b>	<b>Balance</b>
1	TCORP RFS Loan	3.95%	12/12/2016	8/12/2036	\$ 451,104.41
2	GIMC Debt at Amalgamation	6.69%	31/10/2002	1/11/2027	\$ 775,675.25
11-01	Business Acquisition: Quarry	7.69%	28/07/2011	28/07/2036	\$ 451,500.00
16	Glen Innes & Emmaville Swim Centre	4.70%	6/03/2015	28/02/2035	\$ 867,400.38
17	NAB Interest-ONLY Loan	4.99%	29/07/2025	30/06/2027	\$ 5,000,000.00
18	Water Internal Loan	4.68%	23/12/2025	23/12/2027	\$ 2,000,000.00
19	Sewer Internal Loan	4.68%	23/12/2025	23/12/2027	\$ 3,000,000.00
<b>Total General Fund Liability</b>					<b>\$12,545,680.04</b>

Water Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
11-02	Land Acquisition: Future Storage	7.69%	28/07/2011	28/07/2036	\$ 1,208,300.00
Total Water Supply Fund Liability					\$ 1,208,300.00

Sewer Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
10	Sewer Augmentation Loan	6.51%	9/05/2006	11/05/2026	\$ 123,922.88
Total Sewer Fund Liability					\$ 123,922.88

Quarry Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
1	TCORP Wattle Vale Loan	3.95%	12/12/2016	8/12/2036	\$ 869,845.55
Total Quarry Fund Liability					\$ 869,845.55

TOTAL LOANS LIABILITY	\$14,747,748.47
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WEIGHTED AVERAGE INTEREST RATE	5.18%
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## Certification

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

## KEY CONSIDERATIONS

### Financial/Asset Management

Council has Loan Liabilities totalling **\$14,747,748.47** as at the end of the reporting quarter.

### Policy

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

## **Risk**

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

## **Community Consultation**

Nil.

## **Options (if applicable)**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

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

## **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.10 INVESTMENTS REPORT - DECEMBER 2025**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

In accordance with section 212 of the *Local Government (General) Regulation 2021* (the Regulation), a listing of all investments made in the previous month in accordance with Section 625 of the Local Government Act 1993 (the Act) is provided for the information of Council. Council's surplus funds are invested in accordance with the Act and the Minister for Local Government's Orders. Further, funds are placed to meet the requirements of Council's adopted Investment Policy which can be viewed on Council's website. [Investment Policy](#)

Council had \$19.5M invested in term deposits at the end of the reporting month.

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

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

## SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ*	No	1,000,000	40,389
A1+/AA-	05/02/2026	4.05%	CBA	Yes	1,000,000	26,630
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	11/03/2026	4.28%	Rabobank	Yes	1,000,000	32,012
A2/A-	20/01/2026	4.25%	Rabobank	Yes	1,000,000	21,192
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A3/BBB+	21/04/2026	3.90%	BOQ*	No	1,000,000	29,170
A2/A-	30/01/2026	4.10%	Bendigo*	No	1,000,000	20,444
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	08/08/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	22/08/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	05/09/2026	4.10%	NAB	Yes	1,000,000	41,000
A1+/AA-	29/10/2026	4.15%	NAB	Yes	1,000,000	\$41,500.00
A1+/AA-	14/12/2026	4.57%	Westpac **	Yes	1,000,000	45,950
<b>Expected Return FY25</b>		<b>4.17%</b>	<b>Total Investments</b>		<b>19,500,000</b>	<b>726,051</b>
<b>Avg. Headline Rate Return</b>		<b>4.17%</b>	<b>Cash on Hand</b>		<b>1,189,910</b>	
<b>Total Cash and Investments</b>					<b>20,689,910</b>	

\*\* green deposit/\*no fossil

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

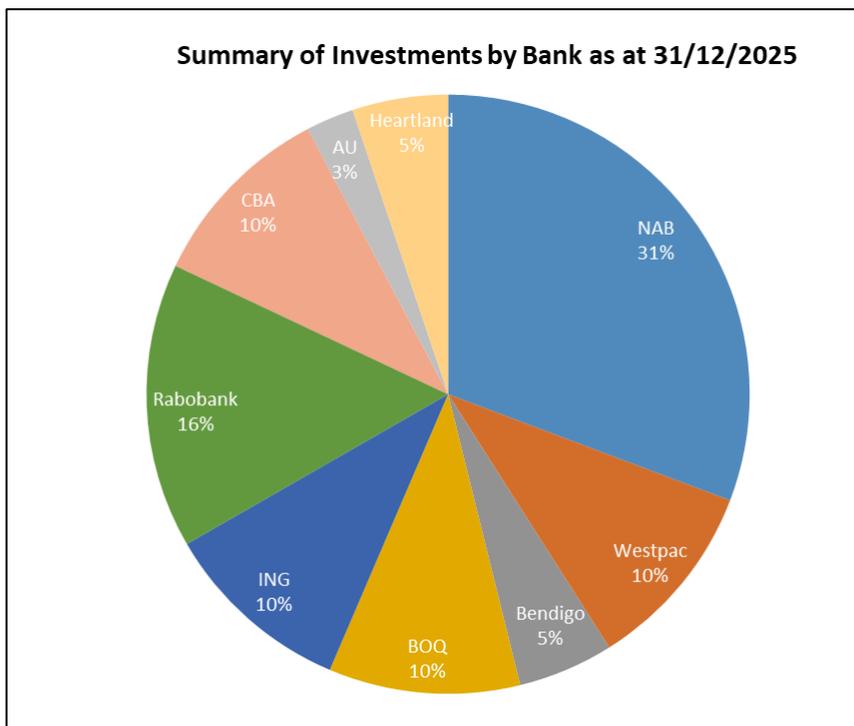
Investment Interest	
Interest received for year to 31 December	<b>\$519,394.00</b>

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

<b>Investment Movements</b>	
<b>Opening Balance as at 1 December 2025</b>	<b>20,500,000</b>
<b>Less :</b>	
Maturities (2)	2,000,000
<b>Subtotal</b>	<b>18,500,000</b>
<b>Plus :</b>	
Rollovers (1)	1,000,000
New Investments (0)	-
<b>Current Balance as at 31 December 2025</b>	<b>19,500,000</b>

During the reporting month, two term deposits of \$1 million each—held with NAB and Westpac matured, only one was rolled over. There were no new investments made.

The graph below shows the summary of investments by bank:



### Unrestricted Cash Position

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

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

Externally restricted cash, cash equivalents and investments as at 31 Dec 2025		
	\$'000	
Trust Funds	-	as at 31 Dec 2025
Included in Grant related contract liabilities	3,512	as at 31 Dec 2025
Developer contributions - Rangers Valley Feedlot S7.11	1,323	as at 30 Jun 2025
Water Fund	2,304	as at 31 Dec 2025
Sewer Fund	2,263	as at 31 Dec 2025
Waste management	4,658	as at 30 Jun 2025
Drainage	1,186	as at 30 Jun 2025
Council Committees	406	as at 30 Jun 2025
Specific purpose unexpended grants (general funds)	3,110	as at 31 Dec 2025
<b>Total external restrictions</b>	<b>18,762</b>	
<b>Total Cash &amp; investments as at 31 Dec 2025</b>	<b>21,164</b>	
<b>Unrestricted cash position (i.e. available after the above restrictions)</b>	<b>2,402</b>	

The Contract Assets balance as at 31 Dec 2025

5,226

The unrestricted cash position reported as at 31 December 2025 is positive \$2.402M.

The increase in unrestricted cash from the prior month of negative \$1.297M is due to:

- Reclassification of an internal loan of \$5M comprising \$3M from Sewer and \$2M from Water Fund following ministerial approval,
- General Fund operating cash movements, including payroll, throughout the month.

As a key component of the planned Service Review of the Financial Services function, Management has engaged Morrison Low to undertake an independent assessment of Council's cash position for Water, Sewer and General Funds including developing cash flow forecast models for each fund, which will provide greater certainty on Council's forward cash position and improve our ability to manage cash flow.

This work has been completed, and the report will be published in the January Investment report.

Finally, we are still progressing the auditing and processing of 2024/2025 R2R and LRCI's grant payments totalling \$2.5 million.

### Certification

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

**KEY CONSIDERATIONS**

**Financial/Asset Management**

The actual average return on Council investments for the 2024/2025 financial year was 5.03%. In comparison, the current average return for the 2025/2026 financial year stands at 4.17%, representing a 0.86% decrease, consistent with the broader trend of declining interest rates. In response to emerging economic challenges, the Reserve Bank of Australia (RBA) has now increased official interest rates by 0.25% to 3.85% on 2 February 2026, which should result in improved earnings in Councils budget forecast. This will be addressed in the third quarter budget review.

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

Investment Balances	This Year	Last Year
Opening Balance 1 December	20,500,000	19,400,000
Closing Balance 31 December	19,500,000	19,400,000

**Credit Quality Portfolio Compliance**

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

**Council's Portfolio Compliance**

Compliant	Fit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	19,500,000
Yes	AA	56.4%	11,000,000	100%	8,500,000
Yes	A	17.9%	3,500,000	45%	5,275,000
Yes	BBB	25.6%	5,000,000	30%	850,000
Yes	Government	0.0%	-	100%	19,500,000
		<b>100.0%</b>	<b>19,500,000</b>		

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

**Risk**

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

**RISK ASSESSMENT OF INVESTMENT PORTFOLIO**

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	19,500,000	100%
<b>Total</b>			<b>19,500,000</b>	<b>100%</b>

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

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

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

### **Community Consultation**

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

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

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

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.11 INVESTMENTS REPORT - JANUARY 2026**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

In accordance with section 212 of the *Local Government (General) Regulation 2021* (the Regulation), a listing of all investments made in the previous month in accordance with Section 625 of the Local Government Act 1993 (the Act) is provided for the information of Council. Council's surplus funds are invested in accordance with the Act and the Minister for Local Government's Orders. Further, funds are placed to meet the requirements of Council's adopted Investment Policy which can be viewed on Council's website. [Investment Policy](#)

Council had **\$17.5M** invested in term deposits at the end of the reporting month.

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

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

## SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ*	No	1,000,000	40,389
A1+/AA-	05/02/2026	4.05%	CBA	Yes	1,000,000	26,630
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	11/03/2026	4.28%	Rabobank	Yes	1,000,000	32,012
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A3/BBB+	21/04/2026	3.90%	BOQ*	No	1,000,000	29,170
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	08/08/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	22/08/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	05/09/2026	4.10%	NAB	Yes	1,000,000	41,000
A1+/AA-	29/10/2026	4.15%	NAB	Yes	1,000,000	41,500
A1+/AA-	14/12/2026	4.57%	Westpac **	Yes	1,000,000	45,950
<b>Expected Return FY25</b>		<b>4.17%</b>	<b>Total Investments</b>		<b>17,500,000</b>	<b>684,415</b>
<b>Avg. Headline Rate Return</b>		<b>4.17%</b>	<b>Cash on Hand</b>		<b>2,889,412</b>	
			<b>Total Cash and Investments</b>		<b>20,389,412</b>	

\*\* green deposit/\*no fossil

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

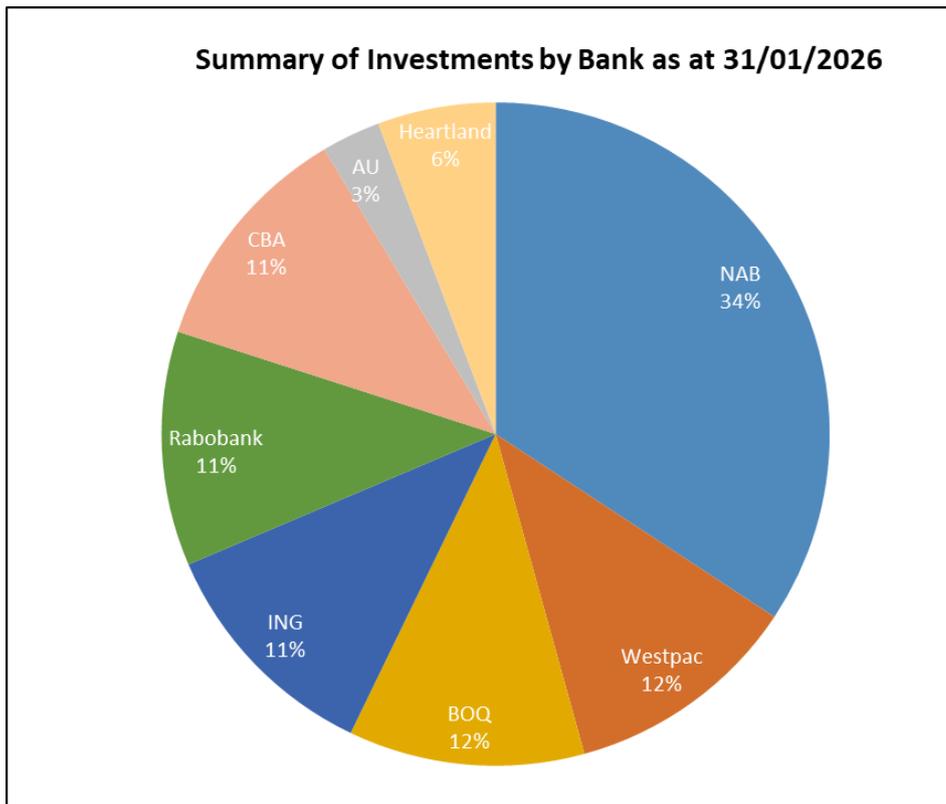
Investment Interest	
Interest received for year to 31 January	<b>\$573,565.56</b>

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

<b>Investment Movements</b>	
<b>Opening Balance as at 1 January 2026</b>	<b>19,500,000</b>
<b>Less :</b>	
Maturities (2)	2,000,000
<b>Subtotal</b>	<b>17,500,000</b>
<b>Plus :</b>	
Rollovers (0)	-
New Investments (0)	-
<b>Current Balance as at 31 January 2026</b>	<b>17,500,000</b>

During the reporting month, two term deposits of \$1 million each—held with Rabo and Bendigo bank matured. There were no new investments made.

The graph below shows the summary of investments by bank:



### Unrestricted Cash Position

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

The table below is reporting restricted funds balances as at 31 January 2026.

Externally restricted cash, cash equivalents and investments as at 31 Jan 2026		
	\$'000	
Trust Funds	-	as at 31 Jan 2026
Included in Grant related contract liabilities	2,282	as at 31 Jan 2026
Developer contributions - Rangers Valley Feedlot S7.11	1,323	as at 30 Jun 2025
Water Fund	2,320	as at 31 Jan 2026
Sewer Fund	2,247	as at 31 Jan 2026
Waste management	4,658	as at 30 Jun 2025
Drainage	1,186	as at 30 Jun 2025
Council Committees	406	as at 30 Jun 2025
Specific purpose unexpended grants (general funds)	2,828	as at 31 Jan 2026
<b>Total external restrictions</b>	<b>17,251</b>	
<b>Total Cash &amp; investments as at 31 Jan 2026</b>	<b>20,860</b>	
<b>Unrestricted cash position (i.e. available after the above restrictions)</b>	<b>3,609</b>	

The Contract Assets balance as at 31 Jan 2026

5,378

The unrestricted cash position reported as at 31 January 2026 is positive \$3.609M.

The increase in unrestricted cash is due to:

- Reclassification of an internal loan of \$5M comprising \$3M from Sewer and \$2M from Water Fund following ministerial approval,
- Decrease in General Fund operating cash movements, including payroll, throughout the month.

As outlined in December, a key component of the planned Service Review of the Financial Services function was Management’s engagement of Morrison Low to undertake an independent assessment of Council’s cash position across the Water, Sewer and General Funds, including the development of cash flow forecast models for each fund. This work has now been completed and provides greater certainty regarding Council’s forward cash position, strengthening our ability to effectively manage cash flow.

We are still progressing the auditing and processing of 2024/2025 R2R and LRCI’s grant payments totalling \$2.5 million.

### Certification

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

**KEY CONSIDERATIONS**

**Financial/Asset Management**

The actual average return on Council investments for the 2024/2025 financial year was 5.03%. In comparison, the current average return for the 2025/2026 financial year stands at 4.17%, representing a 0.86% decrease, consistent with the broader trend of declining interest rates. In response to emerging economic challenges. The Reserve Bank of Australia (RBA) has now increased official interest rates by 0.25% to 3.85% on 2 February 2026, which should result in improved earnings in Councils budget forecast. This will be addressed in the third quarter budget review.

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

Investment Balances	This Year	Last Year
Opening Balance 1 January	19,500,000	19,400,000
Closing Balance 31 January	17,500,000	17,400,000

**Credit Quality Portfolio Compliance**

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

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	17,500,000
Yes	AA	62.9%	11,000,000	100%	6,500,000
Yes	A	14.3%	2,500,000	45%	5,375,000
Yes	BBB	22.9%	4,000,000	30%	1,250,000
Yes	Government	0.0%	-	100%	17,500,000
		<b>100.0%</b>	<b>17,500,000</b>		

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

**Risk**

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

**RISK ASSESSMENT OF INVESTMENT PORTFOLIO**

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	17,500,000	100%
<b>Total</b>			<b>17,500,000</b>	<b>100%</b>

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

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

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

### **Community Consultation**

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

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

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

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.12 INTERNAL AUDIT CHARTER**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to present Council with the revised Internal Audit Charter 2026 (*Annexure A*) for its review and adoption.

**RECOMMENDATION**

***THAT Council:***

- 1. Notes that the Audit, Risk and Improvement Committee considered the revised Internal Audit Charter 2026 at its 10 December 2025 meeting and recommended that Council adopt the Charter.***
- 2. Adopts the revised Internal Audit Charter 2025.***

**REPORT**

The Internal Audit Charter was last adopted by Council on 22 May 2025. The Charter requires update to provide for the outsourcing of Council’s internal audit function, and to reflect the requirements of the *Local Government (General) Regulation 2021* and the Guidelines for Risk Management and Internal Audit for Local Government in NSW (the Guidelines).

The Charter has been reviewed by Council’s **Audit, Risk and Improvement Committee (ARIC)** and is now recommended for Council’s review and adoption.

**The Internal Audit Function**

Each council must have an independent internal audit function that reports to the ARIC and is consistent with current international standards for internal audit.

Internal audit is defined in the International Professional Practices Framework issued by the Institute of Internal Auditors as ‘an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

## Independence

The internal audit function must operate independently of council and internal audit activities cannot be subject to direction by the council. To ensure that the internal audit function remains independent from council management, it must have a dual reporting line that reports:

- administratively to the General Manager to ensure the internal audit function fulfils its responsibilities, and
- functionally to the ARIC.

The Manager Governance is the position which is also designated to be the Internal Audit Coordinator, which has a direct reporting function to the ARIC.

## Outsourced Internal Audit Function

To date, Council's internal audit function has been fulfilled through a shared resource arrangement with Tamworth Regional Council, which has since come to an end.

Council has determined to adopt an outsourced Internal Audit Function, as provided for under the Guidelines. In December 2025, Council issued a request for quotation to selected members of Local Government Procurement Panel 218. The supplier commenced work in late-January 2026.

## The Internal Audit Coordinator

The Charter has been updated to reference the role of the Internal Audit Coordinator. The *Local Government (General) Regulation 2021* made this role a statutory requirement, yet the previous Charter did not include it. The Manager of Governance will serve as the Internal Audit Coordinator and will oversee the outsourced Internal Audit Function, ensure alignment with Council's risk management framework, coordinate audit activities, monitor progress against the annual and strategic audit plans, and report key risks to ARIC.

## Alignment with Model Charter

The revised Charter more closely aligns with the model charter provided by the Office of Local Government, and now includes Schedule 1, which outlines the responsibilities of the Internal Audit Function. The previous Charter did not include this schedule, and its inclusion strengthens clarity, accountability, and compliance with statutory requirements.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Endorsement of the Internal Audit Charter has no direct financial implications.

The Guidelines require that the governing body and the General Manager must ensure that the internal audit function is sufficiently resourced to effectively carry out its work, having regard to resourcing recommendations from the ARIC.

The outsourced Internal Audit Function is budgeted \$25,000 for FY2025-2026.

### **Policy**

The *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Guidelines for Risk Management and Internal Audit for Local Government in NSW require Council to have an audit, risk and improvement committee, a robust risk management framework, and an effective internal audit function.

The Regulation requires Council to adopt an Internal Audit Charter, which gives consideration to the model charter provided by the Office of Local Government.

The Guidelines require the governing body and the General Manager must ensure that the internal audit function is sufficiently resourced to effectively carry out its work, having regard to resourcing recommendations from the ARIC.

### **Risk**

- Compliance: Non-adherence risks regulatory breaches.
- Resourcing: Budget or staff limits may affect audit delivery.

### **Community Consultation**

The ARIC has endorsed the revised Charter.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

Council's Internal Audit Charter has been revised to include changes that have occurred since the current Charter was adopted in May 2025. Changes are material, and the revised Charter is now presented to Council for its review and adoption.

### **ATTACHMENTS**

Annexure A Internal Audit Charter - February 2026

**REPORT TITLE: 7.13 S355 COMMITTEES - DISSOLUTION OF PINKETT RECREATION RESERVE MANAGEMENT COMMITTEE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to seek Council resolution to dissolve the Pinkett Recreation Reserve Management Committee, and to retrospectively endorse the transfer of funds held by Council for that committee's use to the incorporated body, Pinkett Community Management Committee Inc.

**RECOMMENDATION**

***THAT Council:***

- 1. Resolves to dissolve the Pinkett Recreation Reserve Management Committee in accordance with section 355 and section 377 of the Local Government Act 1993 and section 17 of the Community Committees of Council Manual.***
- 2. Resolves to retrospectively approve the transfer of funds held by Council for that committee's usage to the incorporated body, Pinkett Community Management Committee.***
- 3. Extends its thanks to the Committee members for their participation and contribution over past years.***

**REPORT**

The **Pinkett Recreation Reserve Management Committee (PRRMC)** was constituted under section 355 of the *Local Government Act 1993* and delegated authority under sections 377–378 to manage the Pinkett Recreation Reserve.

Since Council acquired the land in 1995 as Operational land, the PRRMC has played an important role in maintaining and preserving the Reserve on behalf of Council.

On 21 December 2023, Council adopted a new Community Committees of Council Manual. Under section 11(2)(j) of the Manual, Community Committees are no longer permitted to run sporting events or other unauthorised activities. This change revoked any previous scope to run horse sporting events. Given that the PRRMC's primary activity was the annual Campdraft, this significantly impacted the Committee's future operations.

Following discussions with Council, the PRRMC resolved to dissolve as a Community Committee and establish an incorporated body, the **Pinkett Community Management Association Inc. (PCMAI)**, which has entered a lease with Council commencing 3 January 2025. This arrangement allows the continuation of horse sporting events

under the incorporated structure, with the PCMAI responsible for its own insurance and governance obligations.

### Operation of Committee Bank Accounts

Section 355 Committees may operate their own bank accounts with Council's permission; however, the funds held in those accounts are legally Council assets because the Committee is not a separate legal entity and performs Council functions under delegation.

Committee bank accounts:

- Must be established in the Committee's name at a recognised financial institution,
- Must have two signatories from the Committee Executive, including either the Chairperson or Treasurer,
- Can only be used for activities directly related to the facility or functions delegated by Council,
- Must be supported by proper financial records, including receipts, tax invoices and bank reconciliations,
- Must be reported to Council through regular financial statements and submitted annually for incorporation into Council's financial accounts,
- Must be returned to Council—including all funds, documents, and assets—upon dissolution, in accordance with section 17 of the Community Committees of Council Manual.

Although Committees manage these accounts operationally, Council retains ownership and oversight of the funds, and only Council can authorise their transfer or reallocation.

### Transfer of Funds

The Committee self-initiated, pre-emptively and without formal approval, the transfer of all funds from the section 355 Committee accounts to the incorporated body. While this action was unauthorised, it reflected the Committee's intention to transition governance and financial responsibility to the PCMAI.

Under section 377 of the *Local Government Act 1993*, Council retains authority to delegate or revoke functions and determine the proper allocation of funds. Section 17 of the Community Committees of Council Manual requires that upon dissolution all documents, assets and funds be returned to Council before reallocation occurs.

The recommended resolution will regularise the Committee's pre-emptive transfer and align the process with Council's legislative and governance requirements.

Transferring the funds to the incorporated PCMAI is appropriate because the monies were originally raised by volunteers and community fundraising for the benefit of the Pinkett community. Council's resolution ensures continuity of purpose, lawful allocation of assets, and proper closure of the Committee's financial responsibilities.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

The Committee provided bank records to Council showing transfer from Committee accounts to the incorporated body's accounts totalling \$34,276.08 over the period 6 January 2025 to 18 March 2025, prior to the Committee accounts being closed.

Although the committee pre-emptively transferred these funds to the incorporated body without formal authorisation, Council's resolution will regularise this transfer.

This ensures compliance with section 377 of the *Local Government Act 1993* and section 17(3) of the Community Committees of Council Manual, while honouring the community's fundraising intent and supporting ongoing community management activities under the incorporated structure.

### **Policy**

- Section 355 and section 377 of the *Local Government Act 1993* provide the legislative basis for dissolution and transfer of functions/funds,
- Section 17 of the Community Committees of Council Manual outlines grounds for dissolution, including failure to achieve quorum at three consecutive meetings, non-compliance with Terms of Reference, or inactivity,
- Dissolution of the committee aligns with Council's governance framework and ensures that community committees are used only where they add value and comply with legislative intent.

### **Risk**

- Retaining inactive or redundant committees introduces governance and reputational risk, particularly where actions occur outside proper authorisation,
- Formal dissolution and regularisation of fund transfers mitigates audit and compliance risks, ensures Council oversight, and strengthens governance integrity.

### **Community Consultation**

The Pinkett Recreation Reserve Management Committee has been actively requesting dissolution for the last 12 months and supports the recommendations in this report.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

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

### **CONCLUSION**

The dissolution of the Pinkett Recreation Reserve Management Committee is consistent with legislative requirements, Council’s governance framework, and community needs.

Dissolution regularises the committee’s pre-emptive transfer of funds, ensures compliance with the *Local Government Act 1993* and Council’s Community Committees Manual, and supports continuity of community management under the incorporated body.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.14 S355 COMMITTEES - DISSOLUTION OF RECREATION AND OPEN SPACES COMMITTEE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to seek Council's approval to dissolve the **Recreation and Open Spaces Committee (ROSC)**.

**RECOMMENDATION**

***THAT Council:***

- 1. Dissolves the Recreation and Open Spaces Committee in accordance with section 355 and section 377 of the Local Government Act 1993 and section 17 of the Community Committees of Council Manual.***
- 2. Notes that the Committee's original advisory purpose is now delivered through internal Recreation and Open Spaces operations, strategic planning frameworks, and modern engagement channels.***
- 3. Extends its thanks to the Committee members for their participation and contribution over past years.***

**REPORT**

The ROSC is a section 355 advisory committee established in 2023 through the amalgamation of the former Open Spaces Committee, Glen Innes & District Sports Council, and the Cemetery Advisory Trust Committee.

The legacy committees were originally formed to provide structured community input into:

- maintenance and development of open space assets,
- beautification activities,
- sporting activities,
- cemetery operations and long-term planning.

The committees operated in an advisory capacity, supporting Council decision-making rather than exercising delegated authority.

**Role of the Committee**

Since amalgamation, the ROSC has acted as an advisory forum for community views on:

- park and reserve maintenance,

- beautification priorities,
- open space usage,
- cemetery matters,
- identification of minor works.

The Committee’s function has been limited to providing feedback and acting as a communication conduit between Council and active users of open space and cemetery assets.

### Current Circumstances

1. Advisory role now superseded by internal management frameworks.

Council’s Recreation and Open Spaces functions are now guided by established internal processes and professional management, including:

- annual and quarterly operational planning,
- Recreation and Open Spaces Best Practice Policy,
- sportsground and asset management procedures,
- structured inspection and maintenance regimes.

These mechanisms provide continuous oversight and strategic direction, reducing the need for a standing community advisory committee.

2. Modern community engagement tools now provide broader, more representative input.

Council now uses a wider range of engagement methods that provide better reach and more timely feedback than periodic committee meetings, including:

- HaveYourSay online engagement platform,
- targeted consultation for specific projects,
- direct customer request reporting,
- structured surveys and engagement for recreation strategies and Plans of Management.

These approaches allow Council to obtain issue-specific, data-driven feedback from a broader cross-section of the community.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Each ROSC meeting requires approximately four Council officers for two hours per quarter, representing a recurring resource commitment.

In the context of Council's challenging financial position and focus on efficiency measures, this level of staff input is disproportionate to the limited benefits provided by the Committee.

Dissolution will release staff resources for higher-value activities that directly support service delivery and community outcomes.

### Policy

- Section 355 of the *Local Government Act 1993* provide the legislative basis for dissolution,
- Section 17 of the *Community Committees of Council Manual* provides that Council or the General Manager may dissolve a s355 Committee at any time and for any reason
  - Noting the Committee was formed by Council resolution, the dissolution decision is being put to Council,
- Dissolution of the committee aligns with Council's governance framework and ensures that community committees are used only where they add value and comply with legislative intent.

### Risk

Dissolving the Committee reduces the risk of community expectations being managed through an ineffective forum, ensuring consultation occurs through established, transparent channels.

### Community Consultation

Consultation is now achieved through multiple channels, ensuring community voices continue to be heard without reliance on a formal committee.

### LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

### CONCLUSION

The Recreation and Open Spaces Committee has fulfilled its original purpose, with its advisory functions now delivered more effectively through internal management processes, strategic planning frameworks and contemporary community engagement tools. The Committee's activity has diminished and no longer provides governance value relative to the resources required to support it. Dissolving the Committee will streamline Council's governance structure, reduce administrative burden and ensure ongoing consultation occurs through modern, transparent and efficient channels.

## **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.15 S355 COMMITTEES - DISSOLUTION OF ROADS CONSULTATIVE COMMITTEE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

This report seeks Council’s approval to dissolve the Roads Consultative Committee. The Committee is no longer an efficient and effective mechanism to achieve its original purpose and has failed to achieve quorum at its two most recent meetings.

**RECOMMENDATION**

***THAT Council:***

- 1. Dissolves the Roads Consultative Committee effective immediately.***
- 2. Notes that the Committee’s original purpose - to provide a mechanism for consultation on road matters - is now achieved through other means, including online publication, HaveYourSay, Snap Send Solve, community news, the customer request system, and the Roads Asset Management Plan 2025-2029.***
- 3. Extends its thanks to the Committee members for their participation and contribution over past years.***

**REPORT**

The **Roads Consultative Committee (RCC)** was originally established by Council resolution on 25 May 2006 (Item 8.19 Roads: Road Maintenance Consultation). Its creation followed community concerns raised during management plan consultation meetings in Glencoe, Red Range, and Glen Elgin, regarding perceived deficiencies in road maintenance, particularly on gravel roads.

The report to Council at that time noted that:

- Road maintenance complaints were frequent, and expectations often exceeded the resources available,
- A mechanism for structured public consultation was needed to balance community expectations with limited budgets,
- A working party of residents, councillors, and staff was proposed to provide input into gravel road-grading schedules and maintenance strategies,
- The purpose of the working party was not to direct day-to-day operations but to advise on maintenance strategies and potentially inform a new road maintenance policy.

The working party subsequently evolved into the Roads Consultative Committee.

### Role of the Committee

Since its establishment, the RCC has operated as an advisory body under section 355 of the *Local Government Act 1993*, without delegated authority. Its role has been to provide feedback and recommendations on road infrastructure policy, service levels, and asset management.

### Current Circumstances

In recent years, the Committee has struggled to meet quorum requirements, with the last two scheduled meetings unable to proceed. Under Council's Community Committees Manual, failure to achieve quorum at three consecutive meetings provides grounds for dissolution.

Moreover, the Committee's original purpose—facilitating consultation on road maintenance—is now being met through more effective and accessible mechanisms, including:

- Online publication of works programs and asset management information,
- Community news updates - regular updates through newsletters, local media, or council communication channels,
- Have Your Say - An interactive online portal where residents can provide feedback on council projects and policies,
- Snap Send Solve - A mobile app that allows residents to report local issues (e.g., potholes, damaged signage) directly to council,
- Customer request system - Council's formal system for lodging service requests or complaints,
- Strategic guidance provided through the Roads Asset Management Plan 2025–2029 - Council's strategic plan outlining priorities, service levels, and investment in road infrastructure over four years.

Given these developments, the Committee no longer adds value. Dissolution will streamline governance while ensuring community consultation continues through modern, transparent, and efficient channels.

A Council resolution is required to dissolve the Committee. If dissolved, Council will write to Committee members to advise them of the decision.

### KEY CONSIDERATIONS

#### **Financial/Asset Management**

Dissolution will reduce administrative overheads associated with meeting preparation, governance reporting, and staff participation, with no impact on Council's asset management framework.

Each Roads Consultative Committee meeting requires approximately four Council officers for two hours per quarter, representing a recurring resource commitment.

In the context of Council’s challenging financial position and focus on efficiency measures, this level of staff input is disproportionate to the limited benefits provided by the Committee.

Dissolution will release staff resources for higher-value activities that directly support service delivery and community outcomes.

### **Policy**

- Section 355 of the *Local Government Act 1993* provide the legislative basis for dissolution,
- Section 17 of the *Community Committees of Council Manual* provides that Council or the General Manager may dissolve a s355 Committee at any time and for any reason
  - Noting the Committee was formed by Council resolution, the dissolution decision is being put to Council,
- Dissolution of the committee aligns with Council’s governance framework and ensures that community committees are used only where they add value and comply with legislative intent.

### **Risk**

Dissolving the Committee reduces the risk of community expectations being managed through an ineffective forum, ensuring consultation occurs through established, transparent channels.

### **Community Consultation**

Roads consultation is now achieved through multiple channels, ensuring community voices continue to be heard without reliance on a formal committee.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

The Roads Consultative Committee was established in 2006 to provide community input into road maintenance strategies. While valuable at the time, its effectiveness has diminished, with quorum not achieved at recent meetings and its original purpose now fulfilled through more efficient consultation methods.

Dissolution will strengthen governance integrity, reduce administrative burden, and ensure road consultation continues through modern, effective mechanisms that maintain transparency and procedural fairness.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.16 POLICY DOCUMENT INCORPORATING GUIDELINES FOR COUNCILLOR WORKSHOPS - RESCINDMENT**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to seek Council's approval to rescind the *Policy Document Incorporating Guidelines for Councillor Workshops*, as the policy is now outdated and superseded by the current Code of Meeting Practice and contemporary legislative requirements.

**RECOMMENDATION**

***THAT Council:***

- 1. Rescinds the Policy Document Incorporating Guidelines for Councillor Workshops.***
- 2. Notes that the principles formerly covered by this document are now appropriately addressed through the adopted Code of Meeting Practice and other governance policies.***

**REPORT**

The *Policy Document Incorporating Guidelines for Councillor Workshops* was originally developed to ensure clarity around the use and purpose of Councillor Workshops as informal briefing forums. The document dates from 2007 with several subsequent amendments, the most recent being in 2021 and an administrative update in 2023.

Since that time, significant changes have occurred in the regulatory environment governing councillor decision-making, transparency, and meeting practice. The Model Code of Meeting Practice for Local Councils in NSW now provides explicit direction on the proper conduct of briefings, workshops and non-decision-making forums. This ensures the principles previously contained within the policy are captured within a mandatory framework uniformly applied across the local government sector.

As a result, the policy is no longer necessary. Retaining it creates a risk of inconsistency or interpretive confusion, particularly where wording predates the 2021 Local Government (General) Regulation and updated Code requirements. Rescinding the document will improve the clarity and currency of Council's governance framework.

No operational need has been identified to replace the policy. Where required, guidance on the conduct of briefings can be incorporated into councillor induction materials or developed as a short administrative protocol that does not require formal adoption.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

There are no financial or asset management implications arising from rescinding this policy. Implementation can be undertaken within existing resources.

### **Policy**

Rescinding the policy will streamline Council's governance framework and remove outdated content now superseded by the Code of Meeting Practice, Councillor Induction and Professional Development policies, and other governance documents.

### **Risk**

Rescinding the policy reduces the risk of inconsistent interpretation by ensuring that councillor workshops are guided solely by the updated Code of Meeting Practice and current legislation. This strengthens Council's compliance position and reduces ambiguity regarding decision-making forums.

### **Community Consultation**

Nil.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

The *Policy Document Incorporating Guidelines for Councillor Workshops* is no longer required due to changes in legislation and the comprehensive governance provisions now contained in the Code of Meeting Practice. Rescinding the policy will ensure Council's governance framework remains current, coherent and aligned with best practice.

## **ATTACHMENTS**

Annexure A     Policy Document Incorporating Guidelines for Councillor Workshops

**REPORT TITLE: 7.17 GLEN INNES DISTRICT AND COMMUNITY CENTRE - UPDATE**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to provide Council with an update on the implementation of Resolution 9.04/25 adopted on 24 April 2025, which authorised in-kind support to the Glen Innes and District Community Centre (GIDCC).

**RECOMMENDATION**

***THAT Council:***

- 1. Receives and notes the update report on the in-kind support provided to the Glen Innes and District Community Centre (GIDCC).***
- 2. Notes that GIDCC has successfully addressed its operational and financial challenges and no longer requires the \$20,000 one-off subsidy identified in Resolution 9.04/25.***
- 3. Notes that Council officers will continue to work with GIDCC, Homes North, and other relevant stakeholders to progress the Community Service Hub concept and will provide a comprehensive report in due course.***

**REPORT**

On 24 April 2025, Council adopted the following resolution in relation to the GIDCC.

**9.04/25 RESOLUTION**

***THAT Council:***

- 1. Advocates for Homes North to strengthen their support of Glen Innes and District Community Centre (GIDCC) operations and the client referral process.***
- 2. Authorises Council Officers to provide in-kind support through assistance with developing a 2025/26 Strategy document for the GIDCC.***
- 3. Authorises Council Officers to provide in-kind administrative support for the preparation of external grant applications for the GIDCC to improve the Centre's financial position.***
- 4. Requests the General Manager to investigate and determine the availability of up to \$20,000 within the current financial year budget, for the purpose of providing a one-off subsidy to support the debt repayment and running costs of the GIDCC; and***
- 5. Notes that this subsidy is intended to assist the Community Centre Committee in maintaining service continuity while they work to improve their financial sustainability.***

6. Supports in principle the concept of establishing a Community Service Hub in Glen Innes to improve access to coordinated services for vulnerable and disadvantaged members of the community; and
7. Authorises the General Manager to engage with relevant local service providers, including Homes North, the Glen Innes & District Community Centre, and State and Federal Government agencies, to explore co-location opportunities and collaborative service delivery models; and
8. Requests the General Manager to investigate potential Council-owned or leased facilities suitable for such a co-location, including operational, financial, and community benefits and constraints; and
9. Advocates to relevant government departments and funding bodies for support to progress a Community Service Hub in Glen Innes, including identification of grant opportunities and partnership models; and
10. Receives a report outlining options, preliminary findings, and next steps for consideration at the August 2025 Ordinary Council Meeting.

At the time of the resolution, GIDCC was facing significant operational and financial challenges, including financial sustainability issues, need for additional administrative support, and unclear governance documentation.

Council officers have successfully delivered on the authorised in-kind support to GIDCC over the past several months. The following actions have been completed:

#### **Strategy Development Support**

Officers attended and supported Strategy Development sessions for GIDCC facilitated by GLENRAC at the Community Centre, providing guidance in developing the Centre's strategic direction for 2025/26.

#### **Marketing and Promotional Support**

Council provided in-kind support through the printing of marketing collateral for the Centre, enabling GIDCC to better promote its services and programs to the community.

#### **Governance Review and Support**

The Acting Manager of Governance completed a comprehensive review of operational governance and provided an Audit Checklist for the Centre. This review identified areas for improvement and provided a framework for strengthening governance practices. Additionally, the Manager of Governance assisted with Not-for-Profit (NFP) enquiries, supporting the Centre's efforts to maintain its NFP status and access associated benefits.

#### **Grant Writing Assistance**

Council officers provided in-kind support in grant writing, including the provision of Letters of Support for grant applications.

#### **Advocacy with Homes North**

Council officers have maintained ongoing communication with Homes North to strengthen referral processes, supporting improved service coordination for community members. Homes North have since relocated to the Community Centre premises at 268

Grey Street, a move which provides a closer association with Homes North, improved coordination of service provision, as well as the benefit of additional income through sub-leasing office space at the Community Centre.

### **GIDCC Progress and Achievements**

GIDCC has made significant progress in addressing the challenges identified in the original report:

- The governance structure has been completely overhauled with new policies, procedures, and a code of conduct now in place and functioning effectively,
- The Centre has secured grant funding for continued operations in addition to donations and rental income, improving its current financial position,
- GIDCC has confirmed it is no longer requiring the \$20,000 financial injection from Council that was previously under consideration,
- The Centre's operational and administrative capacity has been strengthened through the governance improvements and successful grant applications.

Council has received a letter from GIDCC outlining its improved position and expressing gratitude for Council's support (**Annexure A**).

### **Community Service Hub Development**

Preliminary vision mapping has commenced for the establishment of a Community Service Hub or Neighbourhood Centre in Glen Innes, in line with Council's in-principle support for this concept. This represents the early stages of exploring co-location opportunities and collaborative service delivery models. Conversations with GIDCC and Homes North are continuing and it is envisaged that a more formal Project Working Group arrangement and memorandum of understanding with key stakeholders will be established in the near future to advance the concept.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Council's in-kind support has been delivered within existing staff resources from the Corporate and Community Services directorate. No additional budget allocation has been required. The \$20,000 one-off subsidy identified in Resolution 9.04/25 is no longer required, as GIDCC has secured alternative funding and improved its financial position.

This represents a positive financial outcome for both Council and the community organisation.

### **Policy**

Nil.

### **Risk**

The successful delivery of support to GIDCC mitigates several risks identified in the original report:

- The risk of not meeting community expectations for ongoing support has been managed through Council’s ongoing support and collaborative approach, and GIDCC's achievement of improved financial sustainability,
- The risk of GIDCC not achieving financial sustainability has been substantially reduced through successful grant applications, new income, and governance improvements,
- Future expectations for continued Council support have been minimised by GIDCC's demonstrated capacity to secure independent funding sources.

### **Community Consultation**

Ongoing consultation has occurred with:

- Glen Innes and District Community Centre,
- Homes North (regarding referral processes and co-location opportunities),
- GLENRAC (as facilitator of strategy development sessions),
- Director Corporate and Community Services,
- Acting Manager Governance.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

This report links to Council’s Delivery Program *Thriving and Connected Community* Strategy T1.3.3 Strengthen wellbeing support through community wellbeing programs, multi-use spaces, local employer programs and social cohesion activities. SRV

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

### **CONCLUSION**

Council's in-kind support to GIDCC has been successfully delivered and has contributed to significant positive outcomes for the Centre. GIDCC has demonstrated substantial progress in addressing the operational and financial challenges identified in April 2025, including a complete governance overhaul, securing grant funding for ongoing operations, and a closer association with and co-location of Homes North. GIDCC has advised that it no longer requires the proposed \$20,000 Council subsidy.

### **ATTACHMENTS**

Annexure A     GIDCC - Letter to Council

**REPORT TITLE: 7.18 RENEWABLE ENERGY ZONE - COMMUNITY BENEFIT FUND FRAMEWORK & VOLUNTARY PLANNING AGREEMENT TEMPLATE**

**REPORT FROM: Place and Growth**

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**PURPOSE**

To present the draft **Renewable Energy Zone (REZ) Community Benefit Fund (CBF) Framework** and draft **REZ Voluntary Planning Agreement (VPA) Template** prepared in response to Resolution 18.07/25 and seek endorsement for public exhibition.

**RECOMMENDATION**

***THAT Council:***

- 1. Endorses the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework for the purpose of public exhibition for 28 days.***
- 2. Endorses the draft REZ Voluntary Planning Agreement (VPA) template for concurrent public exhibition.***
- 3. Receives a further a further report only if substantial submissions are received that warrant amendment to the REZ Community Benefit Fund Framework or REZ VPA template, otherwise both documents be adopted as exhibited.***

**REPORT**

At its Ordinary Meeting held 24 July 2025, Council resolved (18.07/25) to:

- Endorse the NSW Benefit Sharing Guideline (published Nov 24),
- Develop governance and administration arrangements for a local REZ Community Benefit Fund,
- Consider direct benefit options including rebates or vouchers.

A copy of the resolution is provided overpage.

In response, officers engaged specialist legal advisors to design a structured, transparent and legally enforceable system to manage benefit sharing from **State Significant Development (SSD)** renewable energy projects located within, or impacting, the Glen Innes Severn **Local Government Area (LGA)**.

The legal engagement forms part of Council's REZ coordination responsibilities and is an approved eligible activity under EnergyCo's funding program. Council has received confirmation that these costs will be reimbursed in accordance with the program guidelines and has lodged a payment claim, accordingly.

**Copy of Resolution 18.07/25:**

**18.07/25 RESOLUTION**

1. Notes and endorses the NSW Department of Planning, Housing and Infrastructure's Benefit-Sharing Guideline (November 2024) for large-scale renewable energy projects and acknowledges it as the guiding document for future community benefit negotiations.
2. Requests a further report be presented to Council outlining recommended governance, structure and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents.
3. That the report also considers Council advocating for an energy rebate and or voucher system for LGA residents to benefit from REZ projects to provide financial energy relief over the life of any REZ project.

**CARRIED**

**Why create a REZ Community Benefit Fund Framework and Voluntary Planning Agreement Template?**

Renewable Energy Zones support SSD large scale wind, solar and battery projects approved as SSD and operating for decades. While contributing to statewide energy and economic objectives, these projects create long term local impacts for host and neighbouring communities.

The NSW Benefit Sharing Guideline establishes that affected communities should share in project benefits and identifies councils as preferred administrators. However, it does not prescribe how councils are to structure or administer those arrangements. This gap was recognised by Council in its 24 July 2025 resolution, which directed development of a clear governance and legal framework for the Glen Innes Severn LGA.

Accordingly, two complementary documents have been prepared. The REZ VPA Template secures and enforces benefit sharing contributions, and the CBF Framework governs how those contributions are managed and applied for public benefit. Together, they establish a consistent, transparent and enforceable system for delivering long term community benefit from REZ development.

**DRAFT COMMUNITY BENEFIT FUND FRAMEWORK**

**What the Framework Does**

A Community Benefit Fund Framework is a governance document that explains how benefit-sharing contributions, once received by Council, will be managed, prioritised and spent. It ensures that once received, funds are:

- Restricted to public purpose,
- Managed transparently,

- Allocated consistently,
- Protected for long term community benefit.

The Fund is not general revenue and cannot be used for private or commercial purposes.

## Key Features of the Community Benefit Fund Framework

### Single Consolidated Fund

Applies to all SSD renewable energy projects located within or impacting the Glen Innes Severn LGA and pools contributions across multiple projects for strategic impact.

### Clear Use Definitions

Eligible uses include publicly owned or publicly accessible infrastructure, community facilities, environmental enhancement, community programs and grant co contributions delivering measurable public benefit.

Private infrastructure, commercial ventures, unrelated operational expenditure, political or promotional activity are excluded.

### Governance Structure

Established under section 355 of the *Local Government Act 1993* and includes:

- A Community Benefit Fund Board,
- Defined delegations,
- Host community representation,
- Conflict of interest controls,
- Public reporting obligations.

Strategic oversight is separated from project assessment to protect integrity.

### Allocation Model

All funds will be held in restricted reserves and pooled. The fund proposed the following allocations:

- 5% for administration of the Community Benefit Fund, including governance, assessment and reporting,
- 85% for direct community benefit, comprising:
  - 42.5% for Council-delivered community projects, and
  - 42.5% for community-based grants,
- 10% for longer-term investment to support future community benefit outcomes.

This balances immediate benefit with intergenerational equity across project lifespans.

The Framework also includes provisions for forward planning, annual review, public reporting and management of unallocated funds.

### Future Flexibility

The Framework enables Council to consider direct benefit mechanisms such as rebates or vouchers without requiring renegotiation of individual VPAs.

### **Draft REZ VPA Template**

#### Purpose

The VPA Template is the statutory instrument under section 7.4 of the *Environmental Planning and Assessment Act 1979* used to secure and enforce contributions from SSD renewable energy projects.

It replaces ad hoc negotiation with a consistent, enforceable structure.

#### Application

The VPA applies only to SSD renewable energy projects and defines commencement and termination triggers.

#### Staging and Reporting

Requires formal notification of construction, staging and operational capacity to ensure contributions reflect what is actually built and operated within or impacting the LGA.

#### Contribution Formulas

Contribution formulas are derived from the NSW Benefit Sharing Guideline as follows:

- Wind projects – construction and operational payments based on MW capacity,
- Solar projects – operational payments based on installed MW,
- Battery projects – operational payments based on megawatt hours.

All contributions are annually indexed, certified and reported to protect real value over time.

#### Payment and Duration

Specifies payment timing, staging adjustments, partial year treatment, decommissioning provisions and end of obligation triggers to provide long term certainty.

#### Mandatory Link to the Fund

All contributions must be paid into the CBF and distributed strictly in accordance with the adopted Framework and its allocation model. This legally integrates the governance and enforcement mechanisms.

## Enforcement Safeguards

Includes:

- Dispute resolution mechanisms,
- Interest on unpaid contributions,
- Breach provisions,
- Financial security including bank guarantees.

These safeguards protect the community over the life of projects that may operate for decades.

## KEY CONSIDERATIONS

### **Financial/Asset Management**

The draft REZ Future Fund (CBF Framework) establishes a transparent and auditable mechanism for receiving and allocating benefit-sharing contributions associated with SSD renewable energy projects. All contributions will be held in restricted reserves and applied only to approved public-purpose outcomes in accordance with the Framework.

Specialist legal advice was engaged to support preparation of the draft Framework and VPA Template. The cost of this engagement is an approved and eligible activity under EnergyCo's REZ funding program, and Council intends to seek reimbursement in accordance with the applicable funding guidelines. No rate revenue has been committed beyond standard staff resources.

### **Policy**

The draft CBF Framework and VPA Template are consistent with the NSW Benefit-Sharing Guideline and have been prepared having regard to the requirements of the *Environmental Planning and Assessment Act 1979* and the *Local Government Act 1993*. The documents provide a lawful mechanism for securing, governing and applying benefit-sharing contributions associated with State Significant Development renewable energy projects.

### **Risk**

Adoption of a standardised CBF Framework and VPA Template reduces legal, financial and reputational risk by ensuring benefit-sharing contributions associated with SSD renewable energy projects are secured, governed and distributed in a consistent, transparent and legally compliant manner.

Deferring or not adopting the draft documents would expose Council to increased risk of ad-hoc or inconsistent arrangements and reduced clarity for the community and industry.

## Community Consultation

Public exhibition of the draft CBF Framework and draft VPA Template is required to ensure transparency and community input into proposed benefit-sharing arrangements associated with SSD renewable energy projects.

Exhibition of the draft VPA Template is required under the *Environmental Planning and Assessment Act 1979*, which provides that planning agreements must be publicly exhibited prior to being entered into. While public exhibition of the CBF Framework is not mandated by legislation, exhibition is proposed as a matter of good governance and best practice, consistent with the NSW Benefit-Sharing Guideline and Council's commitment to open and collaborative decision-making.

Public exhibition will provide residents, landowners, community groups, industry proponents and other stakeholders with the opportunity to review the draft documents and make submissions prior to final consideration by Council.

## Options

Council may choose to:

1. Endorse the draft REZ Future Fund (Community Benefit Fund Framework) and draft VPA Template for public exhibition, in accordance with the recommendations of this report. **This is the recommended option.**
2. Not proceed with public exhibition of the draft documents at this time, retaining existing arrangements for renewable energy projects.
3. Request amendments to, or defer consideration of, the draft documents for further review prior to public exhibition.

## LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program *Open and Collaborative Leadership Strategy O1.1.1* Inform, engage and involve the community to participate in positive change that unifies the region and empowers community-driven initiatives. SRV

## CONCLUSION

The draft REZ CBF Framework and REZ Voluntary Planning Agreement Template provide a clear, transparent and legally robust approach to securing and managing benefit-sharing contributions associated with SSD renewable energy projects. Public exhibition will allow community understanding and input prior to final consideration and adoption by Council.

## ATTACHMENTS

- |            |  |
|------------|--|
| Annexure A | Draft GISC Community Benefit Fund Framework          |
| Annexure B | Draft GISC REZ Voluntary Planning Agreement Template |

**REPORT TITLE: 7.19 DEVELOPMENT ASSESSMENT REPORT (QUARTERLY UPDATE) - OCTOBER - DECEMBER 2025**

**REPORT FROM: Place and Growth**

**PURPOSE**

The purpose of this report is to provide information on the Development Assessment and Building Certification activities assessed by Council from 1 October 2025 to 31 December 2025.

**RECOMMENDATION**

*That Council notes the information contained within the report.*

**REPORT**

This quarterly report summarises Development Assessment and Building Certification activity for the period 1 October 2025 to 31 December 2025, including:

- **Development Application (DA), Complying Development Certificate (CDC) and Construction Certificate (CC)** lodgements and determinations,
- Average approval timeframes,
- Comparisons with the previous quarter and financial year, and
- Development trends and commentary.

Council will continue to present this information quarterly to support monitoring and performance tracking.

Table 1 below provides data on the volume of applications received and determined over the October - December 2025 quarter relative to the previous year.

Development Application and Construction Certificate Information							
Applications Received and Determined	Oct 2025	Nov 2025	Dec 2025	Total for Oct-Dec Quarter 2025	Monthly Average for Oct - Dec Quarter 2025	Total for Oct - Dec Quarter 2024	Monthly Average for Oct - Dec Quarter 2024
DA Received	11	4	8	23	7.66	20	7
DA Determined	11	9	7	27	9	25	8

Development Application and Construction Certificate Information							
Applications Received and Determined	Oct 2025	Nov 2025	Dec 2025	Total for Oct-Dec Quarter 2025	Monthly Average for Oct - Dec Quarter 2025	Total for Oct - Dec Quarter 2024	Monthly Average for Oct - Dec Quarter 2024
Average days for Determination (DA's)	43.5	104.4	67.2		71.7		33
CDC Received	0	1	0	1	0.33	0	0
CDC Determined	0	0	0	0	0	0	0
Average days for Determination	-	-	-		-		0
CC Received	8	5	1	14	4.66	4	1
CC Determined	6	2	2	10	3.33	5	2
Private Certifier CC Issued	2	1	0	3	1	-	
Private Certifier CDC Issued	0	1	0	0.33	0.33	-	

Table 1

**Development Assessment Commentary**

DA volumes received and determined were increased over the same period in 2024 (15% increase in applications received, 8% increase in applications determined). It is noted the spike in November determination timeframes includes a legacy application, which involved a Building Information Certificate (BIC). A BIC is a process to resolve certain matters when work or erection of a building may have been unlawful, usually through the following reasons:

- Where Development Consent was not obtained before commencement of the work,
- Where the work is contrary to a condition of a Development Consent authorising the construction,
- Where work commenced before issue of a Construction Certificate, or
- Where work was not in compliance with the Construction Certificate.

Legislative guidance changes inform that a BIC should be considered in conjunction with a Development Consent, rather than as a condition (this can have the consequence of delaying the issue of Development Consent).

Excluding the above-described legacy (outlier) application, the average Development Application determination days for the quarter was 43.2 days, and 19 days for those applications determined in November.

The improved throughput is indicative of Council having similar staffing in this quarter within 2024, while also achieving internal efficiencies, including the appointment of Coordinator of Building and Compliance, commencing early November 2025 (removing reliance on an external consultant and increasing Council’s service provision).

Recruitment will continue for Development Assessment Coordinator and Planner roles, to reduce consultant reliance.

Planning Performance Monitoring

Pursuant to previous quarterly assessment reports, from 1 July 2024, the Minister for Planning introduced the updated Environmental Planning and Assessment (Statement of Expectations) Order 2024. Council performance is now publicly tracked via the NSW Development League table.

Expectation Assessment Days (GISC) (Financial Year 25-26)	Average Assessment Days (GISC) (1 October 2025 – 31 December 2025)	NSW Average Assessment Days (Financial Year 25-26)
74	71	83

*Table 2*

As shown in Table 2, Glen Innes outperformed both the Minister’s expectation and the NSW average. Council’s cumulative performance remains within the target timeframe.

It is important to note that the processing times provided in the previous table are based on gross assessment days and **do not** consider time when applications are on “stop the clock” while officers are waiting for requested information to be provided by applicants. It is noted also that there is no ability to “stop the clock” while waiting for referral or concurrence responses from state agencies such as the Rural Fire Service or Transport for NSW.

Table 3 below provides a summary of the number of DAs determined, the value of the work, type of development and the average determination, **year-to-date (YTD)**, compared to the 2024-2025 Financial Year.

	2025-2026 (YTD)	2024-2025
Total Number of DAs Determined	56	85
Average Determination Time (days)	67.7	78
Value of DAs	\$14,236,085.04	\$21,042,199.19
Number of Single Dwellings	8	14
Number of Subdivisions	8	15
Number of Multi Unit Dwellings	3	2

	2025-2026 (YTD)	2024-2025
Number of Commercial Developments	7	5
Number of Industrial Developments	7	5
Withdrawn	2	4

*Table 3*

**Construction Certificates and Complying Development Certificate Commentary**

Construction Certificates

Applications for CCs have increased by 250%, while determinations increased by 100% over the same period in 2024.

Complying Development Certificates

CDC volumes remain low, across both Council and Privately Certified applications. The CDC process requires strict compliance with eligibility criteria, which commonly triggers a Development Application and Construction Certificate approval process.

Table 4 below provides statistical information regarding the number of CDCs issued in the 2024-2025 Financial Year, compared to the number issued YTD for the current Financial Year

<b>Complying Development Certificate Information</b>		
	2025-2026 (YTD)	2024-2025
Total Number of CDCs Determined	2	2
Value of CDCs	\$1,000,000	\$123,000.00
Number of Single Dwellings	1- RU1 Zone 1- R1 Zone	1 - RU1 Zone
Withdrawn	0	1

*Table 4*

**Approved Development Consents and Complying Development Certificates**

Section 4.59 of the Environmental Planning and Assessment Act 1979, precludes a challenge to the validity of consent more than three months after the date of public notification of the consent. Consents are available for public inspection, free of charge, during ordinary office hours at Council’s Church Street office. In accordance with Section 4.59 of the Act and Clause 161 of the Environmental Planning and Assessment Regulation 2021, the following table lists the determinations issued October - December 2025. These are on Council’s website and also included below.

October		
DA/CDC Number	Description	Location
DA 70/24-25	Outbuilding (Shed)	155 Grafton Street, Glen Innes
DA 11/25-26	Warehouse or Distribution Centre (continued use) and Associated alterations	105 Lang Street, Glen Innes
DA 67/24-25	Subdivision (Boundary Realignment – 2 Lots into 2 Lots)	148 Church Street, Glen Innes
DA 17/25-26	New Dwelling and Shipping Container	13 Vincent Street, Red Range
DA 18/25-26	Alterations and additions to existing dwelling (extensions to east and west elevations and covered verandah to north elevation)	142 Bradleys Lane, Glen Innes
DA 19/25-26	Outbuilding (Detached Shed)	19 Simpson Street, Deepwater
DA 20/25-26	Outbuilding (Shed)	7 Buddee Street, Glen Innes
DA 21/25-26	Alterations and Additions - Extension (open sided) to Outbuilding (Shed)	12 Lambeth Street, Glen Innes
DA 24/25-26	Part Change of Use - Vehicle Sales or Hire Premises	180 Dumaresq Street, Glen Innes
DA 22/25-26	New Dwelling and Outbuilding (Shed) Rainwater Tank	511 Grey Street, Glen Innes
CDC 2/25-26	Dwelling and Outbuilding (Shed)	6 Church Street, Glen Innes

November		
DA/CDC Number	Description	Location
DA 18/23-24	Detached Dual Occupancy (Dwelling 2) and Rural Workers Dwelling, Alterations and Additions to Detached Dual Occupancy (Dwelling 2) and Associated Swimming Pool	2/2285 Emmaville Road, Reddestone
DA 23/25-26	First floor level rear extension (Covered Deck)	22 Lawrance Street, Glen Innes
DA 25/25-26	Alterations and Additions - rear extension including attached garage	37 Railway Street, Glen Innes
DA 66/24-25/A	Alterations and Additions to an existing industrial development	23 Kilkenny Place, Glen Innes
DA 29/25-26	2 Lot into 3 Lot Subdivision (Staged)	46 Severn Street, Deepwater
DA 12/25-26/A	Installation of permanent moveable home (Tiny Home) and 2 x shipping containers	46 Victoria Street, Red Range

November		
DA/CDC Number	Description	Location
DA 30/25-26	Multiple Dwellings (3 Dwellings - Installation/Relocation of 2 x dwellings plus existing dwelling); alterations to existing dwelling; tree removal; demolition and associated work	75 Church Street, Glen Innes
DA 32/25-26	Outbuilding (Shed) and Rainwater Tank	500 Grey Street, Glen Innes
DA 19/25-25/A	Outbuilding (Shed)	19 Simpson Street, Deepwater

December		
DA/CDC Number	Description	Location
DA 74/24-25	Electricity Generating Works (Battery Energy Storage System)	1 Wellingrove Street, Glen Innes
DA 10/25-26	Alterations and Additions (including creation of a smoking room, gaming room and lounge area, patio and access ramp)	98 West Ave, Glen Innes
DA 26/25-26	Self-Storage Units (Extension to existing Self-Storage Facility Staged)	1-5 Gleninda Road, Glen Innes
DA 27/25-26	Alterations and Additions (Disabled Access at Southern Elevation, Amenities Renovations)	45 East Ave, Glen Innes
DA 31/25-26	Secondary Dwelling	8 Mossman Street, Glen Innes
DA 33/25-26	Construction of Dwelling Ancillary Earthwork	36 Crotty Road, Glen Innes
DA 34/25-26	Outbuilding (Shed)	25 Marshall Way, Emmaville

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Development assessment and certification functions continue to be delivered within existing operational budgets. Recruitment to permanent roles is expected to improve service efficiency and reduce reliance on external consultancy support over time.

### **Policy**

Development assessment and certification functions continue to be undertaken in accordance with the *Environmental Planning and Assessment Act 1979*, the *Environmental Planning and Assessment Regulation 2021*, relevant State Environmental Planning Policies (SEPPs), and Council's adopted planning instruments and procedures.

## **Risk**

Development assessment and certification functions continue to be delivered in accordance with statutory requirements under the *Environmental Planning and Assessment Act 1979* and associated Regulations. Operational risks relating to workload pressures and reliance on external support are being mitigated through ongoing recruitment and the recent appointment of the Coordinator of Building and Compliance, which will strengthen internal capacity and improve service continuity.

## **Community Consultation**

No external consultation.

Statistics such as the ones contained in this report are discussed internally as the key indicator of performance.

## **Options (if applicable)**

Not Applicable.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

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

## **CONCLUSION**

Development activity for the October to December 2025 quarter is improved over the same period last year, and with cumulative assessment timeframes remaining comfortably within the Minister's expectations. Recruitment to key roles is progressing and will continue to strengthen Council's capacity.

Certification volumes remain low, noting applicants' ongoing use of private pathways, however the commencement of the Coordinator of Building and Compliance is expected to enhance Council's service delivery and responsiveness. Council will continue to monitor performance and implement improvements as required.

## **ATTACHMENTS**

There are no annexures to this report.

## **8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE**

## **9 CORRESPONDENCE, MINUTES, PRESS RELEASES**

**REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES**

**REPORT FROM: Corporate and Community Services**

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### **PURPOSE**

The purpose of this report is to list the documents and press releases that have been circulated to Councillors during December 2025 and January 2026.

### **RECOMMENDATION**

*That Council notes the information contained in this report.*

### **Correspondence**

- Councillor updates from the General Manager,
- ALGA – newsletter,
- Council Magazine,
- Local Government NSW – newsletter, and
- Member for Northern Tablelands, Mr Brendan Moylan MP – weekly reports.

### **Press Releases**

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

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

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

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**ATTACHMENTS**

- Annexure A Australia Day Committee - 5/11/25
- Annexure B Australia Day Committee - 10/12/25
- Annexure C Australia Day Committee - 7/01/26
- Annexure D Glencoe Hall Committee - Extraordinary - 9/12/25
- Annexure E Saleyards Advisory Committee - 3/09/25

**REPORT TITLE: 9.3 MINUTES OF OTHER ORGANISATIONS FOR INFORMATION**

**REPORT FROM: Corporate and Community Services**

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**Item 9.3**

**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**ATTACHMENTS**

Annexure A Country Mayors Association of NSW -14/11/25

## 10 REPORTS FROM DELEGATES

**REPORT TITLE: 10.1 REPORTS FROM DELEGATES**

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

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### PURPOSE

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

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

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

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

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

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

### **5.09/25 RESOLUTION**

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

During December 2025 and January 2026, the following meetings were held by Council Committees, Community Committees of Council, Regional Committees, and Non-Council Community Committees to which Councillors were appointed as delegates:

Date	Committee	Councillor Delegate	Attendance
1.12.25	Aboriginal Consultative Committee ( <i>not held as quorum not present</i> )	Cr M Davis Cr C Sparks	Apology Yes
3.12.25	Recreation and Open Spaces Committee	Cr M Davis Cr D Scott	Yes Yes
9.12.25	Glen Innes Severn Library Committee	Cr M Davis Cr A Vosper	Yes
10.12.25	Audit Risk and Improvement Committee (ARIC)	Cr M Elphick	Yes
12.12.25	GLENRAC	Cr M Elphick C D Scott*	Apology Yes
17.12.25	Australian Standing Stones Management Board	Cr M Davis	Apology
29.1.26	General Manager Appraisal Committee	Cr M Davis Cr C Sparks Cr M Elphick Cr D Scott	Yes Yes Yes Yes

\*Delegate for Cr Elphick

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

Manual for Community Committees of Council.

### **Risk**

Nil.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

**CONCLUSION**

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

**ATTACHMENTS**

There are no annexures to this report.

# 11 MATTERS OF AN URGENT NATURE

## 12 CONFIDENTIAL MATTERS

### CLOSED COUNCIL

#### To consider Confidential Reports

(Section 10A(2) of The Local Government Act 1993)

Where it is proposed to close part of the Meeting, the Chairperson will allow members of the public to make representations to or at the meeting, before any part of the meeting is closed to the public, as to whether or not that part of the meeting should be closed to the public.

The Chairperson will check with the General Manager whether any written public submissions or representations have been received as to whether or not that part of the meeting should be closed to the public.

The grounds on which part of the Council or Committee meeting may be closed to the public are listed in Section 10A(2) of the *Local Government Act 1993* and are as follows:

- (a) personnel matters concerning particular individuals other than Councillors,
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, councillors, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) during the receipt of information or discussion of information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of any code of conduct requirements applicable under section 440.

Section 10A(3) of the Act provides that Council, or a Committee of the Council of which all the members are councillors, may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Section 10B(3) of the Act provides that if a meeting is closed during discussion of a motion to close another part of the meeting to the public (as referred to in section 10A(3) of the Act), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting (other than consideration of whether the matter concerned is a matter referred to in section 10A(2) of the Act).

Section 10B(1) of the Act provides that a meeting is not to remain closed to the public during the receipt of information or the discussion of matters referred to in section 10A(2):

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret - unless the Council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest section 10B(4) of the Act states it is irrelevant that:

- (a) a person may interpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the Council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the Council or committee.

**RECOMMENDATION**

*That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:*

<i>Item</i>	<i>Report</i>	<i>Reason</i>
<i>12.1</i>	<i>Code of Conduct - Final Investigation Report</i>	<i>(i) alleged contraventions of any code of conduct requirements applicable under Section 440.</i>

The following two (2) recommendations will also be put to the Closed Council:

**RECOMMENDATION**

*That Council moves out of Closed Council into Open Council.*

**RECOMMENDATION**

*That the Confidential Closed Council Resolutions be recommended for adoption to the Ordinary Meeting of Council.*