

# Glen Innes Severn Council Meeting

19 FEBRUARY 2026

## ANNEXURES

# Annexures

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**Action Sheets Report**

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
27/06/2024	7.14	Derry Place Road Closure	<p><b>15.06/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Proceeds to close the road corridor that holds Derry Place.</li> <li>Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street.</li> <li>Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer.</li> </ol> <p><b>CARRIED</b></p>	31/03/2026	Woods, Colin	<p><b>16 Jul 2024 2:16pm Reid, Adam</b></p> <p>Due to illness of Property Officer, this has not progressed. Notification to service providers to be issued</p> <p><b>16 Jul 2024 2:18pm Reid, Adam - Target Date Revision</b></p> <p>Target date changed by Reid, Adam from 11 July 2024 to 31 January 2025 - Time required for process of road closure</p> <p><b>07 Aug 2024 11:24am Reid, Adam</b></p> <p>Notification period set for 15 August 2024 to 12 September 2024</p> <p><b>15 Aug 2024 2:54pm Reid, Adam</b></p> <p>Notification sent to all notifiable authorities, adjoining land holders, local newspapers, and Council website on 15 August 2024 for a period of 28 days</p> <p><b>18 Oct 2024 1:52pm Reid, Adam</b></p> <p>New England Surveying and Engineering have been engaged to complete the road closure on behalf of Council in tandem with the land owners subdivision plans. Negotiations surrounding the payment to Council for the land to be acquired and exchanged will be held at the time of subdivision</p> <p><b>04 Nov 2024 3:02pm Reid, Adam</b></p> <p>Property Officer awaiting quote for closure of road corridor to on bill to Land owners</p> <p><b>03 Jan 2025 1:53pm Reid, Adam</b></p> <p>Property Officer waiting on confirmation of payment for the oncost for survey works</p> <p><b>21 Jan 2025 3:33pm Reid, Adam</b></p> <p>Received payment from Allcrete on 20/01/2025. Notification sent to New England Surveying and Engineering to begin process.</p> <p><b>21 Jan 2025 4:03pm Reid, Adam - Target Date Revision</b></p> <p>Target date changed by Reid, Adam from 31 January 2025 to 30 June 2025 - Payment received to start survey work received 20/01/2025</p> <p><b>10 Feb 2025 8:36am Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Hunt, David by Duffell, Debbie - Resignation of Officer.</p>

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						<p><b>07 Apr 2025 9:12am Hunt, David</b></p> <p>New England Surveying and Engineering engaged to prepare Compiled Plan, Liaise with Crown Lands Office, Lodge plan with Glen Innes Severn Council and lodge documentation with NSW Land Registry Service.</p> <p><b>07 May 2025 9:28am Hunt, David</b></p> <p>New England Surveying and Engineering are still progressing through the requirements required to close the road corridor that holds Derry Place. This will involve liaising with Crown Lands, Glen Innes Severn Council and the NSW Land Registry Service. It is anticipated that the work required by New England Surveying and Engineering will be completed by the end of August 2025.</p> <p><b>02 Jun 2025 9:50am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 30 June 2025 to 31 December 2025 - Date revised to allow for surveying and land valuations to occur.</p> <p><b>04 Jul 2025 11:15am Hunt, David</b></p> <p>New England Surveying &amp; Engineering have confirmed that a title has now been created for the land, known as Derry Place, which confirms the road has been closed. Next steps are to work through selling / transferring the land to Allcrete. Due to vacant Property Officer position not being filled, this will take longer than originally expected.</p> <p><b>20 Aug 2025 9:36am Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land.</p> <p><b>10 Sep 2025 2:19pm Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land. Action still progressing.</p> <p><b>10 Nov 2025 12:52pm Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land. Action still progressing.</p>

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						<p><b>19 Nov 2025 8:11am Hunt, David - Reallocation</b> Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p><b>03 Dec 2025 8:17am Woods, Colin - Target Date Revision</b> Target date changed by Woods, Colin from 31 December 2025 to 31 January 2026 - Currently with the design team</p> <p><b>05 Feb 2026 8:21am Woods, Colin</b> Design Team is currently finalizing plans for Cul-de-sac. Once this is done, the process of preparing for public consultation will commence.</p> <p><b>12 Feb 2026 8:05am Woods, Colin - Target Date Revision</b> Target date changed by Woods, Colin from 31 January 2026 to 31 March 2026 - Waiting to formalise public exhibition.</p>
28/11/2024	9.5	Petition for Street Surveillance in the Central Business District	<p><b>21.11/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Receives and notes the petition.</li> <li>2. Notes the allocation in the current budget for CCTV for Council assets.</li> <li>3. Continues to apply for external funding.</li> <li>4. Works with the community to encourage property owners to install CCTV on their own premises.</li> <li>5. Develops a Public Safety and Asset Protection CCTV Strategy incorporating Council installed cameras, mobile cameras, lighting, and property owner installed cameras.</li> <li>6. Expresses its extreme concern regarding the impact on the community of crime particularly in public areas and makes a commitment to address the issue as much as possible, and that the General Manager be requested to bring back a comprehensive report to Council regarding the matter.</li> <li>7. Notes the information presented to the meeting by Cr D Scott.</li> </ol> <p><b>CARRIED</b></p>	30/05/2026	Sheridan, Riarna	<p><b>02 Dec 2024 3:52pm Smith, Bernard - Reallocation</b> Action reassigned to Burley, Gayleen by Smith, Bernard - Leave it to you Gayleen to refer. Suggest a staged approach with a report to the February Workshop</p> <p><b>10 Dec 2024 4:34pm Burley, Gayleen - Reallocation</b> Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV</p> <p><b>12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision</b> Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise.</p> <p><b>15 May 2025 8:52am Duffell, Debbie - Reallocation</b> Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p><b>16 May 2025 11:23am Sheridan, Riarna - Target Date Revision</b> Target date changed by Sheridan, Riarna from 27 June 2025 to 29 August 2025 - Progress is continuing in line with the resolution, with significant upgrades to Council's CCTV network scheduled to commence between late May and early June 2025. These works are being delivered within the allocated \$50,000 budget for the current financial year and include the installation of 16 new cameras in the CBD between Bourke and Meade Streets, 13 new cameras and system upgrades at the Town Hall, and the</p>

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						<p>first-ever installation of CCTV at ANZAC Park.</p> <p>Development of the Public Safety and Asset Protection Strategy is also progressing internally, with initial scoping underway. A draft strategy is expected to be prepared for review by 29 August 2025.</p> <p><b>06 Jun 2025 8:35am Sheridan, Riarna</b></p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets), and 13 new cameras along with system upgrades at the Town Hall are on track to be installed by 30 June 2025. The Public Safety and Asset Protection Strategy also remains on track for preparation and review by 29 August 2025.</p> <p><b>10 Jul 2025 8:17pm Sheridan, Riarna</b></p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras along with system upgrades at the Town Hall are expected to be completed by 30 July. The Public Safety and Asset Protection Strategy remains on track for preparation and review by 29 August 2025.</p> <p><b>10 Aug 2025 6:54pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 29 August 2025 to 30 October 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall was delayed due to contractor illness and then weather, but is now continuing. The contractor has confirmed all works will be completed by the end of August at the latest.</p> <p>The Public Safety and Asset Protection (CCTV) Strategy has been paused to ensure it fully incorporates the upgraded infrastructure, aligns with community safety priorities and reflects best practice.</p> <p><b>17 Sep 2025 4:46pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 19 December 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall has been completed and key staff trained in the use of the new</p>

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						<p>system.</p> <p>A draft of the Public Safety and Asset Protection (CCTV) Strategy is now anticipated to be completed by December 2025 due to changes in staffing responsible for completion of the strategy.</p> <p><b>07 Oct 2025 8:43pm Sheridan, Riarna</b></p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station. Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is anticipated by December 2025 following staffing changes.</p> <p><b>13 Nov 2025 2:06pm Sheridan, Riarna</b></p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station - awaiting quotations. Still awaiting Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is still anticipated by December 2025 following staffing changes.</p> <p><b>06 Dec 2025 3:21pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Quotations for Stage 2 of the Grey Street CCTV upgrade have been received and are now being assessed, with a preferred supplier expected to be selected prior to 19 December 2025 and upgrade works to commence early in 2026.</p> <p>NSW Police are yet to provide a template Memorandum of Understanding used by other councils, which is required to inform the development of a local CCTV viewing agreement.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy has been completed and will be presented to Council at its February 2026 meeting following the standard internal review process. This internal review could not be finalised in time for inclusion in the December agenda due to the meeting being brought forward by one week and competing operational priorities within existing staff capacity.</p>

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						<p><b>12 Feb 2026 8:50am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 May 2026 - Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Stage 2 of the Grey Street CCTV upgrade with the successful supplier engaged and works anticipated to commence in late February 2026. Discussions with</p> <p>NSW Police regarding a viewing screen are also anticipated to be concluded in late February 2026.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy will now be put to Council's March meeting due to resourcing limitations throughout the Christmas and January period.</p>
28/11/2024	12.1	Purchase of Property	<p><b>24.11/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report.</li> <li>2. Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land.</li> <li>3. Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all associated and necessary disbursements, fees and duties.</li> <li>4. Raises the total loan borrowings of \$6,000,000 staged as required over a 2-year period commencing in the current financial year to fund the purchase and the necessary works to complete the project.</li> <li>5. Gives public notice of its intentions to classify the land as Operational Land in accordance with the provisions of Section 34 of the <i>Local Government Act 1993</i> and that submissions be received for a minimum period of 28 days closing at 4:00pm on 24</li> </ol>	30/06/2027	Smith, Bernard	<p><b>11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve.</p> <p><b>15 May 2025 2:35pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 01 June 2025 to 31 December 2026 - Resolution includes raising the borrowings for the total project, this will occur in 2 loans and the second will not be raised until mid 2026.</p> <p><b>15 May 2025 2:40pm Smith, Bernard</b></p> <p>Sale contract finalised within 4 weeks, includes provisions relating to carpark design, works funded by vendor, other works to be undertaken by vendor., Brief for internal fitout design to be issued with 4 week., Draft plan of subdivision being prepared.</p> <p><b>10 Jun 2025 3:40pm Smith, Bernard</b></p> <p>Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised.</p> <p><b>21 Aug 2025 12:25pm Smith, Bernard</b></p> <p>Negotiations have been protracted however contract should be signed by the end of August</p> <p><b>18 Sep 2025 1:22pm Smith, Bernard</b></p> <p>Negotiations still underway and very protracted regarding a range of matters.</p> <p><b>03 Nov 2025 11:42am Smith, Bernard</b></p>

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			<p>January 2025.</p> <p>6. That, if no objecting submissions are received, Council classifies the property being land owned by the Council that is shown as Lot 1 on Plan B as Operational Land in accordance with Section 31 of the <i>Local Government Act 1993</i>.</p> <p>7. Notes that the land currently used for carparking is to continue in that form.</p> <p><b>CARRIED</b></p>			<p>Contract of sale signed in October, tender for design to be awarded at the November meeting</p> <p><b>08 Dec 2025 10:03am Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 31 December 2026 to 30 June 2027 - Second round of borrowings will not occur until well into 2026</p> <p><b>30 Jan 2026 4:28pm Smith, Bernard</b></p> <p>Contract of sale entered into, design is progressing, vendor has to complete a number of actions including the subdivision of the land.</p>
07/03/2025	4.1	Expression of Interest - Sale of 146 and 148 Church Street	<p><b>2.03/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Accepts the offer of \$250,000 from New England CT Pty Ltd and proceeds with the sale of 146 and 148 Church Street, incorporating the below items into the contract as applicable, and</li> <li>2. Creates a budget of \$10,000 to complete a subdivision of the rear area of 148 Church Street, allowing the front office area to be sold while retaining the historical elements of the building, and</li> <li>3. Includes as part of the subdivision, a realignment of the rear boundary of 146 Church Street (the dwelling site) to ensure adequate separation between the dwelling and retained rear section of 148 Church Street is provided, and</li> <li>4. Authorises the General Manager (or delegate) to negotiate lease terms with New England CT Pty Ltd for both properties for an 18-month period while the subdivision process is completed, ensuring the inclusion of the following:                             <ul style="list-style-type: none"> <li>• A clause requiring the Lessee to secure all the necessary approvals and licenses for the permitted use within three months of signing the lease,</li> <li>• A clause requiring the Lessee commence operation of the CT business within six months of obtaining the required approvals,</li> <li>• An option for the Lessee to purchase the</li> </ul> </li> </ol>	30/05/2026	Sheridan, Riarna	<p><b>07 Apr 2025 9:21am Hunt, David</b></p> <p>Tenterfield Surveying engaged to prepare subdivision documents. APJ Law engaged to draft lease conditions and contract of sale.</p> <p><b>07 Apr 2025 9:22am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 21 March 2025 to 06 April 2025 - To allow further time to complete actions.</p> <p><b>08 Apr 2025 1:55pm Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 06 April 2025 to 30 June 2025 - Date revised to allow for subdivision to be prepared and lodged.</p> <p><b>07 May 2025 9:33am Hunt, David</b></p> <p>Tenterfield Surveying engaged to proceed with subdivision requirements. Lease documents created and provided to lessee.</p> <p><b>02 Jun 2025 9:59am Hunt, David</b></p> <p>Tenterfield Surveying continuing with requirements for subdivision. Lease has been executed with New England CT.</p> <p><b>02 Jun 2025 10:22am Hunt, David - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Hunt, David - As requested by Director Sheridan. Actions assigned to MAS have been completed at stage.</p> <p><b>06 Jun 2025 8:54am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 31 July 2025 - Progress to date includes finalisation and execution of the lease and lodgement of Development Applications for both subdivision and change of use to a Medical Centre (including associated alterations and additions). These applications are currently under assessment in accordance with Council's Conflict of Interest Policy (Dealing with Council-Related</p>

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			<p style="color: red;">properties 12 months after the subdivision is completed.</p> <p>5. Authorises the General Manager to execute all necessary documentation to effect the lease and the Contract for the Sale of Land, and</p> <p>6. Requests that a report be brought back to the July 2025 Council Meeting outlining potential future uses for the rear section of 148 Church Street, which will be retained by Council.</p> <p><b>CARRIED</b></p>			<p>Development). The sale contract will be prepared closer to the date of sale, being 12 months post-subdivision in line with the resolution.</p> <p>A report is on track to be presented to the July 2025 Council Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p> <p><b>10 Jul 2025 8:27pm Sheridan, Riarna</b></p> <p>Further progress made in line with the resolution includes, a report for the Development Application for the change of use to a medical centre, including associated alterations and additions has been prepared for Council's consideration at the July 2025 Ordinary Meeting in accordance with Council's Conflict of Interest Policy – Dealing with Council-Related Development.</p> <p>The Development Application for subdivision is expected to be considered at the September 2025 Council Meeting. This was delayed to allow for a reconfiguration of the proposed lots, which now includes the existing dwelling site (146 Church Street) forming part of the front portion of the land to be subdivided at 148 Church Street.</p> <p>To meet item 6 of the resolution, a separate report has been prepared for the July 2025 Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p> <p><b>15 Aug 2025 8:11am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 July 2025 to 31 October 2025 - Further progress in line with the resolution includes: the Construction Certificate for the CT Scanning facility has been lodged and is under assessment; the Development Application for the subdivision is on track for consideration at the September 2025 Council Meeting; and, following Council's July 2025 resolution, community consultation has commenced inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is also planned for September (date to be confirmed) to allow the public to visit the site and view the area firsthand to further inform submissions.</p> <p><b>17 Sep 2025 4:47pm Sheridan, Riarna</b></p> <p>Further progress in line with the resolution includes:</p> <p>Following issue of the Construction Certificate, New England CT has commenced fit-out works to the front portion of the Essential Energy building (148 Church Street) for the purpose-built CT Scanning Facility. Due</p>

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						<p>to an unforeseen delay by the planning consultant, the Development Application for the subdivision will now be reported to Council in October. In line with Council’s July 2025 resolution, community consultation continues, inviting submissions from the community on potential future uses for the rear portion of the site and heritage building to be retained by Council. An Open Day is scheduled to held on Saturday 20 September to allow the public to visit the site and view the area firsthand to inform submissions.</p> <p><b>07 Oct 2025 9:04pm Sheridan, Riarna</b></p> <p>Further progress continues in line with the Council resolution. A report recommending approval of the subdivision of 146–148 Church Street is included in the October Council Agenda. New England CT Pty Ltd has confirmed that internal fit-out works to the front portion of the Essential Energy building (148 Church Street) are progressing well. They are awaiting completion of Essential Energy’s power upgrade, after which a soft launch is planned for late January 2026, followed by a full opening in February 2026, consistent with the resolution timeframe. Outcomes from the community consultation and Open Day on future uses of the rear portion of the site will be reported to Council’s November meeting.</p> <p><b>13 Nov 2025 2:14pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 31 December 2025 - Works continue to progress in accordance with the resolution. The Development Application for the subdivision has been approved, and Council is now awaiting lodgement of the Subdivision Certificate by the contracted land surveyor to enable the subdivision process to proceed through to registration. All other components of the resolution have been completed.</p> <p><b>06 Dec 2025 3:30pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 December 2025 to 30 May 2026 - Subdivision Certificate application is anticipated to be submitted to Council by the surveyor in late December 2025 or January 2026. All other items of the resolution are complete.</p> <p><b>12 Feb 2026 12:14pm Sheridan, Riarna</b></p> <p>Preparation of the Subdivision Certificate application remains underway. The surveyor has advised that final plan refinements and supporting documentation are being completed prior to lodgement to ensure compliance with NSW Land Registry Services requirements.</p>

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24/04/2025	11.1	Illegal Trade of Tobacco in Glen Innes	<p><b>25.04/25 RESOLUTION</b></p> <p>That That this council must act to hinder if not close the illegal trade of tobacco in Glen Innes. By,</p> <ol style="list-style-type: none"> <li>Enforcing no smoking rules within our Main Street.</li> <li>Ensuring the tobacco shops in Glen Innes Strictly adhere to our councils Development. Control Plan and remove the shop window facade blocking visibility into shopfronts.</li> <li>Reporting the presence and effects of these shops and products to NSW Health and demand action.</li> <li>Work with local police to eliminate the sale of illegal tobacco products in our town. And,</li> <li>Demand action by state and federal governments to stop these products ending up in the hands of our children.</li> </ol> <p><b>CARRIED</b></p>	28/02/2026	Sheridan, Riarna	<p>Lodgement is anticipated late February 2026. All other components of the resolution have been completed.</p> <p><b>08 May 2025 12:13pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 June 2025 - Council officers have completed initial investigations. Updated 'No Smoking' signage is being ordered and installed in the CBD to support enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action has commenced with tobacco retailers, and concerns have been referred to NSW Health. Council is also working with Police on illegal tobacco sales and advocating to other levels of government.</p> <p><b>06 Jun 2025 9:34am Sheridan, Riarna</b></p> <p>Progress continues to be made. Updated 'No Smoking' signage is on track for installation in the CBD by 30 June, supporting enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p><b>10 Jul 2025 8:46pm Sheridan, Riarna</b></p> <p>Progress continues to be made. Updated 'No Smoking' signage has been ordered and is still awaiting production. Date of installation extended to 30 August to allow for production and delivery to Council. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p><b>10 Jul 2025 8:49pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 30 August 2025 - To allow for signage to be produced and installed and compliance action with tobacco retailers to be finalised.</p> <p><b>15 Aug 2025 8:25am Sheridan, Riarna</b></p> <p>Further progress has been made in line with the resolution, with updated no-smoking signage for the CBD now delivered and scheduled for installation before 30 August 2025. The new signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>18 Sep 2025 6:43am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 August 2025 to 30</p>

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						<p>September 2025 - The updated no-smoking signage for the CBD is now scheduled for installation before 30 September 2025, following minor delays caused by resourcing constraints. Once installed, the signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>09 Oct 2025 12:41pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 14 October 2025 - Installation of the updated no-smoking signage in the CBD is now scheduled for completion by 14 October 2025, following minor delays due to staffing constraints. The signage is ready for installation and, once in place, will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>14 Nov 2025 6:26am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 14 October 2025 to 30 December 2025 - Updated no smoking signs have now been installed across the CBD, enabling authorised Council officers to issue Penalty Infringement Notices in line with policy and legislation. Public communications about the new signage and enforcement approach are scheduled for completion before 30 November. Compliance action has already led to one retailer removing unlawful signage, with the remaining matter ongoing and expected to be resolved in the coming weeks.</p> <p><b>07 Dec 2025 10:08am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 28 February 2026 - Communications notifying the public of the new no-smoking signs installed throughout the CBD have been prepared and are scheduled for release before the end of December 2025. Compliance action on unauthorised signage on one of the tobacco shops continues, and Council has been invited to speak at the mid-December Legislative Assembly Inquiry into the Illegal Trade of Tobacco, following its submission to the Inquiry.</p>
24/04/2025	7.13	Waste-to-Energy Technology - Costs, Benefits and Risks	<p><b>14.04/25 RESOLUTION</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the contents of this report.</li> <li>2. Creates a sub-committee of Council comprised of Councillors Davis, Scott, Arandale and Parsons, the General Manager, the Director of Place and Growth, John Winter and 3 SEATA directors to undertake further investigations and discussions regarding a</li> </ol>	30/06/2026	Sheridan, Riarna	<p><b>08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 September 2025 - Works are progressing in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee are currently being developed, with the first meeting scheduled to be held prior to 30 June 2025.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p>

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			<p>potential Public Private Partnership (PPP), and to obtain legal advice to inform this process.</p> <p>3. Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA.</p> <p>4. Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including legal considerations, and estimated costs and returns to potentially progress the proposed agreement towards the ownership and means of operation of a SEATA plant by GISC, to also enable GISC to become a power producer and retailer.</p> <p>5. Makes recommendation for the amendment of the Draft Community Strategic Plan, Delivery Program and the Operational Plan to ensure there are no potential impediments for submissions to OLG.</p> <p>6. Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works.</p> <p><b>CARRIED</b></p>			<p>Further updates will be provided as the sub-committee progresses its work.</p> <p><b>06 Jun 2025 9:29am Sheridan, Riarna</b></p> <p>Works continue to progress in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee have been developed and are being reviewed, with the first meeting still scheduled to be held prior to 30 June 2025, with invites to be sent out within the coming week.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p><b>10 Jul 2025 8:42pm Sheridan, Riarna</b></p> <p>Works continue to progress in accordance with item 1 of the resolution. A sub-committee meeting has been scheduled for 4 August 2025 and will inform future progression of the project and allocation of \$75k for feedstock trial.</p> <p><b>15 Aug 2025 8:22am Sheridan, Riarna</b></p> <p>Works are progressing in line with the resolution, with a comprehensive report presented to Council’s August meeting detailing progress to date, outcomes of the Sub-Committee meeting, the scheduled date for the independent feedstock trial, and the next steps to progress to a potential PPP.</p> <p><b>18 Sep 2025 6:24am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 September 2025 to 30 November 2025 - Following Council’s August 2025 resolution (15.08/25), the Sub-Committee established under resolution 14.04/25 has been placed on hold to ensure probity and compliance with the Local Government Act 1993 and the OLG’s PPP Guidelines. Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA’s response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p><b>07 Oct 2025 9:09pm Sheridan, Riarna</b></p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council’s questions to inform the draft Service Level Agreement for the</p>

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						<p>independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p><b>13 Nov 2025 2:23pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p> <p><b>06 Dec 2025 3:33pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 30 April 2026 - SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p> <p><b>12 Feb 2026 9:19am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 April 2026 to 30 June 2026 - In January 2026, Council officers provided biosolids and green waste samples to SEATA at their request to undertake benchtop trials in preparation for continuous testing of the Pilot Plant. The benchtop trial successfully produced high quality biochar and the process performed as expected.</p> <p>Independent laboratory analysis of inputs and outputs, including testing for solids, metals and PFAS, is underway. SEATA has advised that full results are expected by mid March due to extended PFAS analysis timeframes. The data will inform an indicative mass and energy balance to support full scale continuous testing, which is now anticipated to occur in April 2026.</p> <p>Pilot plant upgrades, including the elevator bucket feed in system, are nearing completion. Components have been constructed and factory acceptance tested, with installation now progressing on site.</p> <p>The Service Level Agreement has been finalised and forwarded to SEATA for review and execution.</p>

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24/07/2025	7.15	NSW Benefit-Sharing Guideline for Large-Scale Renewable Energy Projects	<p><b>18.07/25 RESOLUTION</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ol> <p><b>CARRIED</b></p>	20/03/2026	Sheridan, Riarna	<p><b>15 Aug 2025 8:30am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 07 August 2025 to 31 October 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents. The report will also consider options for Council to advocate for an energy rebate and/or voucher system for LGA residents to provide financial energy relief over the life of any REZ project. This report is expected to be presented to Council at its October meeting.</p> <p><b>18 Sep 2025 6:51am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 28 November 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local Community Benefit Fund to receive and manage contributions from large-scale renewable energy proponents. A request has been submitted to EnergyCo to utilise a portion of Council’s allocated REZ funding to engage a legal consultant or similar specialist to support development of a draft Community Benefit Fund framework. This pathway has been chosen to ensure the framework is legally compliant, robust and carefully considered. It is now anticipated that a further report will be presented to Council at its November 2025 Ordinary Meeting once the draft framework has been prepared.</p> <p><b>07 Oct 2025 9:22pm Sheridan, Riarna</b></p> <p>Work continues to progress in line with the resolution to develop governance and administration options for a local Community Benefit Fund to manage contributions from large-scale renewable energy projects. EnergyCo has provided guidance on submitting proposed activities, including sourcing quotes for development of the draft framework. A portion of Council’s REZ funding will be used to engage a specialist consultant to ensure the framework is robust and compliant. A further report is still anticipated to be presented to Council in November 2025 once the draft framework is complete.</p> <p><b>14 Nov 2025 6:42am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 November 2025 to 30 December 2025 - Further progress has been made in line with the resolution to develop governance and administration options for a local Community Benefit Fund to manage contributions from large scale</p>

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						<p>renewable energy projects. A legal team has now been engaged to prepare the fund, utilising monies allocated to Councils in REZ areas by EnergyCo for REZ related activities. The legal team is currently drafting the fund framework and a report to Council is now anticipated for the December meeting.</p> <p><b>07 Dec 2025 11:43am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 20 March 2026 - The legal team has provided the draft Community Benefit Fund and Voluntary Planning Agreement templates. Given the earlier timing of the December meeting and in line with standard internal review processes, the documents will be scheduled for the February 2026 Council meeting to allow for thorough and proper consideration.</p> <p><b>12 Feb 2026 9:23am Sheridan, Riarna</b></p> <p>The Community Benefit Fund Framework and Voluntary Planning Agreement template have been finalised following internal review and are included on the agenda for Council's February 2026 Ordinary Meeting for consideration, as anticipated.</p>
24/07/2025	12.2	Taronga Mines - Mine Camp at Glen Innes Airport - Final Terms to form Binding Heads of Agreement	<p><b>37.07/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the final terms as contained in Annexure 1 of this report to form the Binding Heads of Agreement with Taronga Mines Pty Ltd for the lease of part of the Glen Innes Airport site to establish a mine camp supporting the Taronga tin mine at Emmaville;</li> <li>Notes that Taronga will be responsible for preparing the Heads of Agreement and lease documentation;</li> <li>Approves the execution of the Heads of Agreement, subject to all relevant terms and conditions being met;</li> <li>Approves the execution of the lease, as prepared in accordance with the terms of the executed Heads of Agreement.</li> </ol> <p><b>CARRIED</b></p>	30/04/2026	Sheridan, Riarna	<p><b>15 Aug 2025 8:37am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 07 August 2025 to 30 November 2025 - The final Heads of Agreement has been received by Taronga for execution by the General Manager in line with the resolution. Taronga has confirmed that the lease agreement will be prepared once the Heads of Agreement has been executed.</p> <p><b>18 Sep 2025 6:53am Sheridan, Riarna</b></p> <p>The final Heads of Agreement has been executed by the General Manager. Council is now awaiting Taronga to provide a copy of the lease, which will be prepared in line with the resolution.</p> <p><b>07 Oct 2025 9:35pm Sheridan, Riarna</b></p> <p>No change since the previous update. The final Heads of Agreement has been executed by the General Manager, and Council is now awaiting Taronga to prepare and provide a copy of the lease, which will be drafted in accordance with the terms outlined in the resolution.</p> <p><b>14 Nov 2025 7:02am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Some progress has been made. Taronga's consultant has provided a draft plan of subdivision consistent with the Heads of</p>

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						<p>Agreement. This subdivision is required to clearly define the land parcel for lease registration with NSW Land Registry Services. To be clear, no land is being sold, and Council will retain full ownership of the site.</p> <p>Further work on the subdivision cannot proceed until the land is reclassified from Community to Operational, which is anticipated to occur in December 2025. Taronga is still to provide a copy of the proposed lease, noting that the lease cannot be executed or registered until the reclassification process is complete in accordance with legislative requirements.</p> <p><b>07 Dec 2025 3:09pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 06 March 2026 - No further progress has been made since the November 2025 update. NSW DPPI is still finalising the land reclassification Planning Proposal (from Community to Operational Land) which is required to enable the subdivision and Taronga's lease over the subdivided portion of land to be finalised. It is now anticipated the reclassification will be finalised in either late December 2025 or January 2026.</p> <p><b>12 Feb 2026 9:57am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 06 March 2026 to 30 April 2026 - NSW DPPI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.</p> <p>DPPI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026. Once published, this will enable subdivision of the relevant portion of land at the airport upon which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to allow the lease to Taronga to be registered on title and to finalise the lease arrangements in accordance with Council's resolution.</p>
28/08/2025	7.5	Financial Assistance Grants - Letter from Local Government Grants Commission	<p><b>7.08/25 RESOLUTION</b></p> <p>That Council prepares a submission to the Local Government Grants Commission during the consultation process, highlighting the impact of the current methodology on Glen Innes Severn Council and advocating for reforms that provide more equitable</p>	30/03/2026	Woodland, Lindsay	<p><b>18 Sep 2025 3:18pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 11 September 2025 to 31 October 2025 - Formal consultation process has not yet commenced. LW will clarify with the Grants Commission the timing of consultation and make a submission accordingly.</p> <p><b>18 Nov 2025 11:46am Woodland, Lindsay - Target Date Revision</b></p>

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			<p>outcomes for rural and regional councils.</p> <p><b>CARRIED</b></p>			<p>Target date changed by Woodland, Lindsay from 31 October 2025 to 19 December 2025 - WE have yet to hear from the Grants Commission about their engagement process.</p> <p><b>11 Dec 2025 10:51am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 19 December 2025 to 30 January 2026 - Our request for information to the Department on the likely timing of the consultation has confirmed that the consultation has not yet commenced as the Commission is still in the planning/scoping stage. It appears likely that the consultation process will commence in the new calendar year.</p> <p><b>04 Feb 2026 12:22pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 January 2026 to 30 March 2026 - Council Officers have previously contacted the Grants Commission to seek advice on when the proposed consultation process will commence. The Commission's response did not provide a commencement date for the consultation. No further information on the consultation process is available at this time.</p>
28/08/2025	8.1	Notice of Motion - Former Glen Innes Ambulance Station - Proposed Return to Community Ownership	<p><b>11.08/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Notes the community interest and historic value of the former Ambulance Station at 104 Bourke Street, Glen Innes.</li> <li>Supports the Mayor to continue enquiries with the State Government regarding its future use and ownership.</li> <li>Defers any formal request for transfer until a clear and suitable plan for use and funding is identified.</li> </ol> <p><b>CARRIED</b></p>	30/06/2026	Smith, Bernard	<p><b>18 Sep 2025 1:20pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 11 September 2025 to 22 December 2025 - Ongoing advocacy</p> <p><b>20 Nov 2025 2:16pm Smith, Bernard</b></p> <p>Mayor has written to Minister and raised with local member</p> <p><b>30 Jan 2026 4:24pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 22 December 2025 to 30 June 2026 - Response yet to be received from the Minister, advocacy to be ongoing.</p>
28/08/2025	12.1	Waste-To-Energy - Public Private Partnership Progress Update And Next Steps	<p><b>15.08/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Notes that the Sub-Committee established under resolution 14.04/25 has been paused to ensure probity and full compliance with the <i>Local Government Act 1993</i> and the OLG's Public Private</li> </ol>	30/06/2026	Sheridan, Riarna	<p><b>18 Sep 2025 6:27am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 September 2025 to 28 November 2025 - Progress in line with the resolution has been made - Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October</p>

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			<p>Partnership (PPP) Guidelines.</p> <p>2. Determines that the PPP initial assessment documentation will not be prepared or submitted to the OLG until the independent feedstock trial is completed and results are available to confirm the technology's viability enabling evidence-based due diligence, risk assessment, and project scoping.</p> <p>3. Receives a further report following the feedstock trial, outlining the results and providing recommendations on whether to proceed with a potential PPP process in line with statutory and probity requirements.</p> <p><b>CARRIED</b></p>			<p>2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p><b>07 Oct 2025 9:37pm Sheridan, Riarna</b></p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p><b>14 Nov 2025 7:06am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 November 2025 to 28 February 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p> <p><b>07 Dec 2025 3:13pm Sheridan, Riarna</b></p> <p>SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p> <p><b>12 Feb 2026 9:59am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Awaiting full-scale continuous feedstock trial to occur and results provided to progress this resolution. SEATA confirmed the full-scale trial is anticipated to now occur in April 2026 following the receipt of benchtop trial analysis results in March 2026 and completion of plant upgrades to allow the trial.</p>
25/09/2025	12.2	Sale of Council-owned land at Dumaresq Street, Glen Innes - Sale and Marketing Options	<p><b>23.09/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Authorises the listing of 186 Dumaresq Street, Glen Innes at \$330,000 inclusive of GST for a maximum period of six months.</p> <p>2. Authorises the listing of 194 Dumaresq Street, Glen</p>	30/06/2026	Woods, Colin	<p><b>09 Oct 2025 8:41am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 09 October 2025 to 30 June 2026 - Work to commence on selection the most appropriate agent to list the vacant lots of land. Agent expected to be selected by the middle of November 2025 to allow for marketing and sale of the land.</p> <p><b>10 Nov 2025 12:54pm Hunt, David</b></p>

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			<p>Innes at \$236,500 inclusive of GST for a maximum period of six months.</p> <p>3. Authorises the listing of 196 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months.</p> <p>4. Authorises the listing of 198 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months.</p> <p>5. Authorises the Common Seal of Council to be affixed to the contract of sale for any of the above lots if the minimum listing price is achieved within the six-month period.</p> <p>6. Requests that a report be presented to a Council Meeting, outlining additional options for selling any of the specified lots that remain unsold after the six-month period. Additionally, the General Manager may bring to Council offers which warrant consideration.</p> <p><b>CARRIED</b></p>			<p>Submissions from Real Estate Agents received. Successful agent to be appointed by 15th of November.</p> <p><b>19 Nov 2025 8:12am Hunt, David</b></p> <p>Country Wide Property selected to market and sell vacant land at market values as per Council Resolution.</p> <p><b>19 Nov 2025 8:13am Hunt, David - Reallocation</b></p> <p>Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p><b>09 Dec 2025 3:17pm Woods, Colin</b></p> <p>Exclusive selling agent agreements with Country Wide Property have been signed and the properties have been listed on their website. There has been no correspondence from CWP since listing.</p> <p><b>05 Feb 2026 8:25am Woods, Colin</b></p> <p>The properties continue to be listed with Country Wide Property. The agent advises that interest has been minimal with the only enquiries being interested in residential property.</p>
16/10/2025	L.1	Draft General Purpose and Special Purpose Financial Statements and Special Schedules for the 2024/2025 Financial Year	<p><b>17.10/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. In accordance with Section 413 (2) (c) of the Local Government Act 1993:</p> <p style="padding-left: 20px;">a. Resolves that, in its opinion, the General Purpose Financial Statements and the Special Purpose Financial Statements for the year ended 30 June 2025 are properly drawn up in accordance with the provisions of the Local Government Act 1993 and the Regulations.</p> <p style="padding-left: 20px;">b. Authorises for the Financial Statements for the year ending 30 June 2025 to be certified and signed by the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer on behalf of Council.</p> <p>2. Refers the Financial Statements to Council’s Auditor for audit.</p>	20/02/2026	Woodland, Lindsay	<p><b>18 Nov 2025 11:52am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 October 2025 to 12 December 2025 - The audited financial statements are to be presented to Council prior to being lodged with OLG - extension by OLG approved for 12 December 2025.</p> <p><b>11 Dec 2025 10:54am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 12 December 2025 to 20 February 2026 - The Audit Office has advised that it is likely that GISC will be issued with a disclaimer of opinion from the auditors for the 24/25 Financial Statements. Therefore an extension request to 20 Feb 2026 for the lodging of the Financial Statements has been submitted to OLG. We are yet to receive OLG’s response.</p> <p><b>12 Feb 2026 3:58pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 20 February 2026 to 20 February 2026 - OLG has approved the extension and Council Officers are waiting on the final report from the Audit Office.</p>

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			<p>3. Delegates authority to the General Manager to forward the Audited Financial Statements to the Office of Local Government.</p> <p>4. Delegates Authority to the General Manager to place the Audited Financial Statements on public exhibition and give notice that Council will present its Audited Financial Statements at the applicable Ordinary Council Meeting.</p> <p><b>CARRIED</b></p>			
16/10/2025	7.9	Planning Proposal - PP-2025-373 - Reclassification of Council Owned Land	<p><b>10.10/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Notes the independent facilitator’s report on the outcomes of the public exhibition and public hearing held 10 September 2025 (Annexure A).</p> <p>2. Endorses the planning proposal (Annexure B), having considered the outcomes of the public exhibition and hearing, and authorises its submission to the Department of Planning, Housing and Infrastructure with a request to amend the Glen Innes Severn Local Environmental Plan 2012 accordingly.</p> <p>3. Records its appreciation to community members who made submissions or attended the public hearing.</p> <p><b>CARRIED</b></p>	30/03/2026	Sheridan, Riarna	<p><b>20 Nov 2025 8:03am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 30 December 2025 - The Planning Proposal has been finalised and uploaded to the Department via the NSW Planning Portal for updating of the LEP accordingly. It is anticipated that the update will be finalised by the Department by end of December in line with the original dates recorded with the PP application.</p> <p><b>07 Dec 2025 3:35pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 31 January 2026 - The Planning Proposal is still being finalised by the Department. At this stage, it is now anticipated to be finalised in either late December 2025 or January 2026.</p> <p><b>12 Feb 2026 10:52am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 30 March 2026 - NSW DPHI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.</p> <p>DPHI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026.</p>
16/10/2025	7.2	Psychosocial Safety	<p><b>3.10/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Adopts the Draft Councillor Psychosocial Safety and Wellbeing Framework – Foundational Stage.</p> <p>2. Implements the actions outlined in the Framework</p>	30/04/2026	Woodland, Lindsay	<p><b>18 Nov 2025 11:50am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 October 2025 to 30 April 2026 - The foundational stage Psychosocial Safety &amp; Wellbeing Framework for Councillors was adopted by Council at the October OCM. The document will be updated over the coming months with further engagement of Councillors required at a future workshop and peer review</p>

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			<p>and continues to develop the Framework to meet SafeWork NSW Code of Practice requirements.</p> <p>3. Continues to advocate for improvements in managing the Psychosocial Safety and Wellbeing of Councillors, to the relevant State Government Ministers, key Government Departments including Office of Local Government and Safework NSW, and relevant stakeholders including Local Government NSW, Country Mayors Association and other Councils.</p> <p>4. Proactively seeks peer and expert review as Council moves from the foundational stage into the final stage.</p> <p><b>CARRIED</b></p>			by industry and other Councils to be completed.
27/11/2025	7.13	Investments Report - October 2025	<p><b>15.11/25 RESOLUTION</b></p> <p>THAT:</p> <p>1. Council notes the information contained in this report.</p> <p>2. A Councillor workshop is scheduled to discuss supporting the Local Government NSW advocacy to the NSW Government and the Minister for Local Government for a review and amendment of the NSW Local Government Investment Order (2011) to expand the range of authorised investments available to councils by:</p> <ul style="list-style-type: none"> <li>• Reinstating access to investment-grade securities, allowing councils to invest in rated corporate instruments (minimum credit ratings: Moody's ≥A2, S&amp;P ≥A, Fitch ≥A), consistent with the pre-2008 Investment Order.</li> <li>• Broadening the Investment Order to permit councils to prudently invest in additional regulated asset classes, including:                             <ul style="list-style-type: none"> <li>a. direct income-producing property,</li> <li>b. Australian Real Estate Investment</li> </ul> </li> </ul>	27/02/2026	Woodland, Lindsay	<p><b>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p><b>11 Dec 2025 10:56am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - This item will be scheduled for a Councillor Workshop at the earliest opportunity in the new year.</p>

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			<p>Trusts (A-REITs),</p> <p>c. diversified managed funds (fixed income, infrastructure, and balanced funds), and</p> <p>d. senior-ranked corporate bonds and floating-rate notes with a minimum long-term credit rating of A.</p> <p><b>CARRIED</b></p>			
27/11/2025	6.1	Mayoral Minute: NSW Planning System Reforms – Protect Local Representation and the Environment and Tackle the Real Causes of Housing Delay: The Development Assessment and Local Environmental Plan Amendment Process	<p><b>2.11/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Acknowledges the passage of the Environmental Planning and Assessment Amendment (Planning System Reforms) Bill 2025 and notes its implications for local democracy, environmental safeguards and council planning resources.</li> <li>Notes the Environmental Planning and Assessment Amendment (60-Day Deemed Approval) Bill 2025 remains before the Legislative Council and poses significant risks to rural and regional planning integrity.</li> <li>Formally opposes: <ul style="list-style-type: none"> <li>the exclusion of Mayors and Councillors from eligibility to serve on mandatory Local Planning Panels,</li> <li>the weakening of biodiversity and bushfire protections, and</li> <li>the introduction of automatic deemed approvals under the 60-Day Bill.</li> </ul> </li> <li>Supports a balanced, evidence-based reform agenda that: <ul style="list-style-type: none"> <li>reinstates council decision-making for standard development,</li> <li>introduces a streamlined Building Application pathway for low-risk housing,</li> <li>expands the scope of the Housing Delivery Authority to include rural and regional scale</li> </ul> </li> </ol>	30/03/2026	Sheridan, Riarna	<p><b>02 Dec 2025 1:45pm Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p><b>07 Dec 2025 5:23pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 28 February 2026 - Advocacy submission has been drafted in line with the resolution and is anticipated to be reviewed and sent by 12 December 2025. Completion date extended to February so further update can be provided at Council's February 2026 meeting.</p> <p><b>12 Feb 2026 11:54am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 March 2026 - In accordance with the resolution, an advocacy submission reflecting Council's adopted positions was prepared and forwarded to DPHI and nominated Ministers.</p> <p>Advocacy efforts in partnership with Local Government NSW and the Country Mayors Association remain ongoing. A meeting of regional Mayors is scheduled for mid February 2026 to discuss housing matters, which align with Council's adopted advocacy agenda and are expected to include discussion of related planning reform issues.</p>

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			housing land developments, and <ul style="list-style-type: none"> <li>• establishes a tailored Local Plan Amendment pathway modelled on Queensland’s proven risk-based system.</li> </ul> 5. Advocates to the Minister for Planning and Public Spaces, the Minister for Regional Development and the Minister for Local Government to adopt the reforms proposed in this report, ensuring rural, regional and metropolitan councils all benefit equitably. 6. Partners with Local Government NSW and the Country Mayors Association to coordinate a unified regional advocacy campaign. 7. Requests the General Manager to prepare an advocacy submission reflecting these positions for lodgement with the Department of Planning, Housing and Infrastructure.			
			<b>CARRIED</b>			
27/11/2025	8.1	Notice of Motion - Customer Service Improvement and Service Review - Immediate and Long-Term Actions	<b>19.11/25 RESOLUTION</b> THAT Council: <ol style="list-style-type: none"> <li>1. Notes that the Customer Service Service Review will be undertaken in 2025/2026 in accordance with Operational Plan Action O1.3.3.9.</li> <li>2. Requests the General Manager to prepare a Customer Service Improvement Plan – Stage 1 (Immediate Actions) to be implemented during 2025 and 2026 financial year, addressing:                             <ul style="list-style-type: none"> <li>· Response timeframes and escalation pathways,</li> <li>· Clear standards for communication and follow-up,</li> <li>· Staff training in customer-centred service delivery,</li> <li>· Improved coordination between departments for customer requests, and</li> </ul> </li> </ol>	23/04/2026	Woodland, Lindsay	<b>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation</b> Action reassigned to Woodland, Lindsay by Duffell, Debbie  <b>11 Dec 2025 10:59am Woodland, Lindsay - Target Date Revision</b> Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - An update to Council at its February Meeting will be provided on the progress made against each item in the resolution. Immediate actions for service improvements will be the key area of focus initially.  <b>04 Feb 2026 12:32pm Woodland, Lindsay - Target Date Revision</b> Target date changed by Woodland, Lindsay from 27 February 2026 to 23 April 2026 - Work has commenced on the Customer Service Improvement Plan (immediate improvements) and an update report will be tabled at the April OCM in line with the resolution.

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			<ul style="list-style-type: none"> <li>· Mechanisms for monitoring and reporting on customer satisfaction.</li> </ul> <p>3. Ensures that the Improvement Plan align with the long-term Service Review Framework, ensuring that lessons and data from Stage 1 inform the broader review outcomes.</p> <p>4. Ensures that customer service considerations are embedded into planning for the office co-location project, including system integration, shared reception and service points, and cross-functional workflows that support a “One GISC” model.</p> <p>5. Receives a progress report at the April 2026 Council Meeting outlining:</p> <ul style="list-style-type: none"> <li>· Actions completed and outcomes achieved under Stage 1,</li> <li>· Key findings emerging from the Service Review process, and</li> <li>· Next steps for Stage 2 (system integration and continuous improvement).</li> </ul> <p>6. Allocates appropriate resources in the Operational Budget to support implementation of immediate and staged improvement actions over FY 2025/2026 and FY 2026/2027.</p> <p><b>CARRIED</b></p>			
27/11/2025	7.15	Future Use of the Glen Innes Powerhouse - Community Engagement Outcomes & Next Steps	<p><b>17.11/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Notes the strong community interest and the wide range of potential future uses identified for the Glen Innes Powerhouse, recognising this as an encouraging foundation for activating this significant heritage asset.</p> <p>2. Acknowledges Option 1 – the Combined Multipurpose Heritage &amp; Activation Model – as the community’s preferred direction, with the clear expectation that any future concept must integrate appropriate commercial elements to ensure, at</p>	30/06/2026	Sheridan, Riarna	<p><b>07 Dec 2025 4:39pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 30 June 2026 - In line with the resolution, the project has been included on Council’s Project Pipeline Register to look for suitable grant funding to fund the preparation of a full Business Case. Consideration of a budget allocation in the 26/27 budget to fund part or all of the business case will occur at budget time in early 2026..</p> <p><b>12 Feb 2026 12:00pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2026 to 30 June 2026 - No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time.</p>

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			<p>minimum, a cost-neutral operational outcome for ratepayers.</p> <p>3. Requests the preparation of a full business case and feasibility assessment, incorporating:</p> <ul style="list-style-type: none"> <li>• heritage and engineering due diligence,</li> <li>• capital and operational cost modelling,</li> <li>• financial viability testing,</li> <li>• WHS and risk analysis,</li> <li>• governance and partnership options,</li> <li>• staging and funding pathways aligned to grant availability.</li> </ul> <p>4. Confirms that any proposal relating to ownership, leasing, operation or rehabilitation of the heritage assets must comply with Council's statutory obligations, including the Local Government Act, heritage protections, probity requirements, and Council's responsibility for the long-term intergenerational custody of the asset;</p> <p>5. Notes that the business case is to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> <li>• inclusion in the 2026/27 Operational Plan and Budget,</li> <li>• co-funding through external grant programs, or</li> <li>• wholly funded through successful grant applications.</li> </ul> <p>6. Requests a further report to Council presenting the completed business case and recommending a preferred future-use model based on evidence, financial sustainability, risk management and long-term community benefit and aligned with the Precincts and Activation Framework currently in development.</p> <p><b>CARRIED</b></p>			<p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p>

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18/12/2025	7.2	Proposed Name Change - Glen Innes Highlands Council	<p><b>3.12/25 RESOLUTION</b></p> <p>That Council:</p> <p>Defers the consideration of the proposed name change until the March 2026 Ordinary Council Meeting, with a Councillor Workshop to be held beforehand. The report to the March 2026 meeting is to include full and detailed cost implications and the option for community consultation and engagement.</p> <p><b>CARRIED</b></p>	19/02/2026	Matthews, Sybylla	<p><b>02 Feb 2026 8:55am Matthews, Sybylla - Target Date Revision</b></p> <p>Target date changed by Matthews, Sybylla from 01 January 2026 to 19 February 2026 - Postposed until after Councillor Workshop</p>
18/12/2025	7.4	Glen Innes School of Arts and Music Pilot	<p><b>5.12/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Approves the concept to establish a pilot program for the Glen Innes School of Arts and Music.</li> <li>Co-designs the operating model in conjunction with key stakeholders.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>Works with key stakeholders to confirm a nominal fee for room hire that will cover operational costs.</li> <li>Reviews the success of the pilot on or before October 2027 and determines the future of the Glen Innes School of Arts and Music.</li> </ol> <p><b>CARRIED</b></p>	27/02/2026	Woodland, Lindsay	<p><b>04 Feb 2026 12:33pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 01 January 2026 to 27 February 2026 - A report will be tabled at the February OCM.</p>

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18/12/2025	7.3	Establishment of a Community Safety Forum	<p><b>4.12/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Establishes a Community Safety Forum.</li> <li>2. Adopts the Draft Terms of Reference for the Community Safety Forum.</li> <li>3. Calls for expressions of interest from members of the community to participate in the Forum.</li> </ol> <p><b>CARRIED</b></p>	27/03/2026	Smith, Bernard	<p><b>30 Jan 2026 4:22pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 01 January 2026 to 27 March 2026 - Initial date unrealistic, Expressions of interest to be called during February.</p>
18/12/2025	7.7	Adoption of the Draft Glen Innes Highlands Economic Development Strategy 2026 - 2030 & Draft Glen Innes Highlands Destination Management Plan 2026 - 2030	<p><b>8.12/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes the outcomes of the public exhibition of the Draft Glen Innes Highlands Economic Development Strategy 2026–2030 and the Draft Glen Innes Highlands Destination Management Plan 2026–2030.</li> <li>2. Adopts the Glen Innes Highlands Economic Development Strategy 2026–2030 and the Glen Innes Highlands Destination Management Plan 2026–2030, incorporating the amendments outlined in this report.</li> <li>3. Further reviews the documents following the outcome of Council’s Special Rate Variation application.</li> </ol> <p><b>CARRIED</b></p>	30/06/2026	Sheridan, Riarna	<p><b>12 Feb 2026 12:07pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 01 January 2026 to 30 June 2026 - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p>

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MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
24/07/2025	12.3	Authorisation to Seek Ministerial Approval for an Internal Loan Against the Water and Sewer Fund	<p><b>38.07/25 RESOLUTION</b></p> <p>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.</p> <p><b>CARRIED</b></p>	Woodland, Lindsay	<p><b>15 Aug 2025 4:36pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 07 August 2025 to 30 September 2025 - The letter requesting Ministerial approval for an internal loan of \$5M has been prepared and sent on 15 Aug 2025. We await the Minister's response.</p> <p><b>18 Sep 2025 3:29pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 September 2025 to 30 September 2025 - Meeting with OLG regarding this Ministerial approval for internal loans has been held Friday 12th Sep. It is likely to take another month to receive approval.</p> <p><b>18 Sep 2025 3:30pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 September 2025 to 15 October 2025</p> <p><b>07 Oct 2025 10:16am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 15 October 2025 to 31 October 2025 - Discussions with OLG in progress. Expected to take additional time.</p> <p><b>18 Nov 2025 11:45am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 31 October 2025 to 19 December 2025 - The matter is still with OLG for consideration</p> <p><b>11 Dec 2025 10:48am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 19 December 2025 to 24 December 2025 - Discussions with OLG are progressing and the financial information requested is being provided. OLG now waiting on the latest Cash Flow forecast from GISC which will be provided shortly.</p> <p><b>04 Feb 2026 11:52am Woodland, Lindsay - Completion</b></p> <p>Completed by Woodland, Lindsay (action officer) on 04 February 2026 at 11:52:43 AM - Ministerial approval for the internal loan was granted on 22 December 2025.</p>	04/02/2026

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 13 February 2026 8:38:19 AM</b></p>
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MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
16/10/2025	7.8	Draft Economic Development Strategy 2026-2030 and Draft Destination Management Plan 2026-2030	<p><b>9.10/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the Draft Glen Innes Highlands Economic Development Strategy 2026-2030 and Draft Glen Innes Highlands Destination Management Plan 2026-2030 for public exhibition for a period of 28 days commencing Monday, 20 October 2025.</li> <li>Receives a further report at its November 2025 meeting to adopt the final versions of the Economic Development Strategy 2026-2030 and Glen Innes Highlands Destination Management Plan 2026-2030 (incorporating any changes from public submissions and the final graphic design) for formal adoption and publication.</li> </ol> <p><b>CARRIED</b></p>	Sheridan, Riarna	<p><b>14 Nov 2025 7:09am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 30 December 2025 - In line with the resolution, community consultation is underway and will close on 16 November 2025. A report to Council's November meeting is scheduled, presenting the final versions of the EDS and DMP incorporating community feedback and completed graphic design.</p> <p><b>07 Dec 2025 3:31pm Sheridan, Riarna</b></p> <p>Due to the grant funding bodies providing an extension to all grant recipients, the final EDS &amp; DMP documents have been held over to Council's December 2025 meeting for consideration which has ensured the final versions were not rushed and submissions could be fully considered.</p> <p><b>12 Feb 2026 10:03am Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 12 February 2026 at 10:03:25 AM - Final versions of the Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both.</p>	12/02/2026
18/12/2025	7.5	Rescindment of the Service Delivery Policy Statement Register - People with a Disability	<p><b>6.12/25 RESOLUTION</b></p> <p>That Council rescinds the Service Delivery Policy Statement Register - People with a Disability.</p> <p><b>CARRIED</b></p>	Brackenborough, Ellie	<p><b>02 Feb 2026 1:59pm Brackenborough, Ellie - Completion</b></p> <p>Completed by Brackenborough, Ellie (action officer) on 02 February 2026 at 1:59:15 PM - Completed. Replaced by Operating Policy.</p>	02/02/2026
18/12/2025	7.8	Development Assessment Report - DA 74/24-25 - Electricity Generating Works (4.95MW Battery Energy Storage System) - 1 Wellingrove Street GLEN INNES NSW 2370	<p><b>9.12/25 RESOLUTION</b></p> <p>That Council approves Development Application DA 74/24-25 for Electricity Generating Works (4.95MW Battery Energy Storage System) at 1 Wellingrove Street, Glen Innes, subject to the recommended conditions of consent contained within the Draft Notice of Determination provided in Annexure B.</p> <p><b>CARRIED</b></p>	Sheridan, Riarna	<p><b>12 Feb 2026 11:43am Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie - DPG requested for this action to be reallocated to her.</p> <p><b>12 Feb 2026 12:12pm Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 12 February 2026 at 12:12:42 PM - Following Council's resolution, the Development consent was issued to the applicant via the NSW Planning Portal on 18/12/2025.</p>	12/02/2026

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 13 February 2026 8:38:19 AM</b></p>
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MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
18/12/2025	12.1	Code of Conduct - Final Investigation Report	<p><b>16.12/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Notes the Code of Conduct final investigation report into former Councillor Arandale.</li> <li>Notes that the investigator determined breaches of the Code of Conduct occurred.</li> <li>Refers the matter to the Office of Local Government for its information.</li> </ol> <p><b>CARRIED</b></p>	Wright, Brendan	<p><b>18 Dec 2025 3:39pm Wright, Brendan</b></p> <p>Report referred to OLG for information on 18/12/2025.</p> <p><b>04 Feb 2026 11:30am Wright, Brendan - Completion</b></p> <p>Completed by Wright, Brendan (action officer) on 04 February 2026 at 11:30:43 AM - Report referred to OLG for information on 18/12/2025.</p>	04/02/2026
27/11/2025	8.2	Notice of Motion - Support for the Proposed Amendment to the Companion Animals Act 1998 (NSW) - Cat Containment	<p><b>20.11/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Supports the proposed amendment to the Companion Animals Act 1998 (NSW) to include provisions requiring the containment of domestic cats to their owner's property, similar to existing requirements for dogs.</li> <li>Recognises that cat containment:                             <ul style="list-style-type: none"> <li>Protects native wildlife and biodiversity by reducing predation from roaming domestic cats,</li> <li>Improves the safety and wellbeing of cats by reducing risks from traffic, disease, injury and loss, and</li> <li>Minimises neighbourhood nuisance and disputes caused by free-roaming cats.</li> </ul> </li> <li>Writes to:                             <ul style="list-style-type: none"> <li>The NSW Minister for Local Government,</li> <li>The Shadow Minister for Local Government,</li> <li>Local Member of Parliament for Northern Tablelands, and</li> <li>Local Government NSW (LGNSW),</li> </ul> </li> </ol>	Sheridan, Riarna	<p><b>02 Dec 2025 1:45pm Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p><b>07 Dec 2025 5:24pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 28 February 2026 - Advocacy submission on cat containment has been drafted in line with the resolution and is anticipated to be reviewed and sent by 12 December 2025. Completion date extended to February so further update can be provided at Council's February 2026 meeting.</p> <p><b>12 Feb 2026 12:04pm Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 12 February 2026 at 12:04:56 PM - This action is now complete. In accordance with Resolution 20.11/25, an advocacy submission supporting amendment of the Companion Animals Act 1998 (NSW) to introduce cat containment provisions was prepared and forwarded in December 2025 to the NSW Minister for Local Government, the Shadow Minister for Local Government, the Member for Northern Tablelands and Local Government NSW.</p>	12/02/2026

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 13 February 2026 8:38:19 AM</b></p>
<p><b>Action Sheets Report</b></p>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<p>expressing Council’s support for legislative reform to include cat containment provisions in the Companion Animals Act 1998 (NSW).</p> <p>4. Advocates through LGNSW for a state-wide approach to responsible cat ownership, including containment, education, and enforcement measures.</p> <p style="text-align: center;"><b>CARRIED</b></p>			
27/11/2025	7.14	Addendum to Fees and Charges - Australian Celtic Festival, Minerama, and Deletion of Cattle Weighbridge Fee	<p><b>16.11/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Endorses the proposed amendments to the 2025/26 Fees and Charges relating to:</p> <ul style="list-style-type: none"> <li>• increasing the children’s ticket age definition for Council events to 16 years,</li> <li>• revised Minerama ticketing fees of \$10 per person for a weekend pass and \$5 per person for a daily pass,</li> <li>• deletion of the Cattle Weighbridge per-head fee.</li> </ul> <p>2. Resolves to place these amendments to the 2025/26 Fees and Charges on public exhibition for 28 days in accordance with the Local Government Act 1993.</p> <p>3. Receives a further report to Council after the exhibition period in the event of Council receiving substantial submissions regarding the amendments to these Fees and Charges; otherwise, that the amendments be adopted by Council.</p> <p style="text-align: center;"><b>CARRIED</b></p>	Sheridan, Riarna	<p><b>07 Dec 2025 4:18pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 28 February 2026 - The amended fees and charges have been placed on exhibition (from 27 November 2025 - 1 January 2026). In line with the resolution, the fees will be adopted if no substantial submissions are received during the exhibition period or brought back to Council otherwise.</p> <p><b>12 Feb 2026 11:56am Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 12 February 2026 at 11:56:27 AM - In accordance with Council’s resolution of 16.11/25, adopted at the November 2025 Ordinary Meeting, amendments to the 2025/26 Fees and Charges were placed on public exhibition for the required 28-day period., Eight (8) submissions were received during the exhibition period. All submissions related solely to the proposed deletion of the cattle weighbridge per-head fee and supported the amendment as exhibited. No submissions sought changes to the amendments endorsed by Council, raised objections, or requested further consideration., As set out in point 3 of the resolution below, a further report to Council is to be presented following exhibition where submissions raise matters requiring Council’s consideration; otherwise, the amendments are to be adopted., While submissions were received during the exhibition period, all supported the amendments as endorsed and did not seek any change. In these circumstances, a further report would not result in a different resolution or decision by Council beyond noting the submissions received. Accordingly, the amendments have proceeded in line with the outcome provided for in the resolution.</p>	12/02/2026

## Proposed Motions to the 2026 ALGA NGA

### 1. FEDERAL ASSISTANCE GRANTS

#### Towards a Place-Based, Outcomes-Driven Funding Framework for Local Government

##### Motion

This National General Assembly calls on the Australian Government to:

1. Develop a national, place-based and outcomes-driven funding framework for local government that reflects the full and expanding scope of services councils now deliver on behalf of all levels of government, particularly in rural, regional and remote communities,
2. Reform Commonwealth funding allocation settings so that funding distribution is informed by actual service delivery costs, population dispersion, infrastructure burden, workforce constraints and market failure, rather than relying predominantly on population-based or per-capita formulas,
3. Enable greater flexibility in the use of Commonwealth funding to allow councils to partner with community organisations, not-for-profits and social enterprises to sustain essential services where state or market provision is absent, limited or withdrawn,
4. Provide longer-term funding certainty and transparency to support effective workforce planning, infrastructure lifecycle management and productivity-enhancing investment by councils, and
5. Undertake these reforms in genuine partnership with local government, with the objective of reducing cost-shifting and aligning national funding settings with contemporary service delivery realities.

##### Rationale

Local government is operating in a fundamentally changed service environment.

Councils now deliver and coordinate an expanding range of services that extend well beyond traditional asset management, including community wellbeing, workforce attraction and retention, early childhood support, aged care interfaces, health access facilitation, housing enablement and climate resilience.

These services are increasingly delivered in contexts of market failure, workforce shortage and service withdrawal by other levels of government. However, national funding arrangements have not kept pace with this shift and continue to rely on allocation models that inadequately reflect real service delivery costs, geographic dispersion and infrastructure burden.

This misalignment is particularly acute in rural and regional Australia, where councils face higher per-capita costs, ageing assets, constrained revenue bases and limited access to workforce and private service providers.

Without reform, this structural mismatch will continue to undermine council productivity, financial sustainability and the ability of local government to support national priorities such as economic participation, population distribution and community resilience.

A place-based, outcomes-driven funding framework is necessary to ensure that Commonwealth investment in local government is efficient, equitable and aligned with contemporary service delivery realities.

## Proposed Motions to the 2026 ALGA NGA

### 2. HOUSING

#### Housing Delivery: Planning System Capability and Delivery Assurance

##### Motion

This National General Assembly calls on the Australian Local Government Association to:

1. Advocate to State and Territory Governments, with particular reference to New South Wales, to acknowledge that planning system capability and productivity within local councils are critical determinants of housing delivery, particularly in regional, rural and outer-metropolitan communities,
2. Promote collaboration between state governments and local government to identify and address systemic inefficiencies in development assessment and plan-making processes that constrain housing delivery, especially where low-risk and policy-aligned housing proposals are subject to disproportionate procedural complexity,
3. Encourage reforms to planning system design and professional practice that allow limited local government planning capacity to be focused on strategic land supply, infrastructure coordination and higher-risk assessment, rather than routine approvals, and
4. Advocate for planning reforms to be accompanied by practical implementation support, ensuring housing policy intent and targets translate into timely, safe and deliverable housing outcomes at the local level.

##### Rationale

Local governments across Australia play a central role in housing delivery through land-use planning, development assessment and strategic growth management. While councils are often portrayed as a source of delay, evidence consistently shows that applications which meet statutory requirements are generally assessed efficiently.

A growing constraint on housing supply is planning system capability and productivity, not policy intent. In several jurisdictions – particularly New South Wales – planning frameworks have become increasingly procedural and resource-intensive, requiring routine and low-risk housing proposals to navigate processes designed for complex or high-impact development.

This complexity diverts scarce planning expertise away from strategic planning and land release and disproportionately affects regional and rural councils, which face persistent workforce shortages and limited access to specialist skills.

Consistent with the ALGA 2026 Discussion Paper, strengthening planning system design and delivery capability is essential to ensuring housing policy commitments are translated into real, on-the-ground outcomes.

## Proposed Motions to the 2026 ALGA NGA

### 3. PLACE-BASED AND OUTCOME-DRIVEN FUNDING TO SUPPORT REGIONAL ESSENTIAL SERVICES DELIVERY

#### Motion

This National General Assembly calls on the Australian Government, in partnership with State and Territory governments, to establish a place-based and outcome-driven funding framework that recognises the distinct essential service delivery, workforce and cost pressures facing regional, rural and remote communities and local governments.

In particular, the Assembly calls on the Australian Government to:

1. Provide direct, recurrent, and untied funding to regional, rural and remote councils to support the delivery of essential services such as childcare, aged care, disability support, health access, community transport and wellbeing and associated infrastructure, given that these services underpin broader community workforce participation, economic activity and community wellbeing.
2. Enable councils to resource and partner with community organisations, social enterprises and not-for-profit providers that are addressing these critical service gaps.
3. Recognise that regional, rural and remote councils face structurally higher costs of service delivery due to remoteness, workforce shortages, low population density and limited economies of scale, and ensure funding frameworks reflect these realities.
4. Support locally coordinated, place-based service delivery models led by councils in collaboration with State, Federal and non-government partners, without further cost shifting to local government.

#### Rationale

Regional, rural and remote councils operate in fundamentally different conditions to metropolitan local governments. Smaller and dispersed populations, limited revenue bases and higher service delivery costs mean councils are increasingly stepping in to sustain essential services in areas such as childcare, aged care, disability support, health access, community transport and wellbeing where other programs have been reduced, withdrawn or are no longer viable or fit for purpose.

At the same time, community organisations, social enterprises and not-for-profits are delivering a growing share of critical services that support workforce participation and community wellbeing, often with unstable or short-term funding. Councils are frequently expected to coordinate, support or backstop these services without adequate resourcing or policy recognition.

This motion aligns with the ALGA Discussion Paper priorities of **Jobs and Skills** and **Financial Sustainability** by recognising that workforce participation and regional productivity depend on reliable access to essential local services. A place-based, outcome-driven funding framework would allow councils to plan confidently, partner effectively and tailor service delivery to local conditions, while maintaining accountability through agreed social, economic and wellbeing outcomes.

This motion aims to move away from a top down approach of funding based on the Federal Governments needs rather than the needs of individual communities which inevitably means grant programs not matching the needs of each place and community.

Such a framework would ensure a more consistent and place-responsive approach that reflects the lived reality of regional Australia and strengthens intergovernmental collaboration.

## Proposed Motions to the 2026 ALGA NGA

### 4. LOCAL GOVERNMENT ENABLEMENT FOR REGIONAL JOBS GENERATION THROUGH ECONOMIC DEVELOPMENT AND THE VISITOR ECONOMY

#### Motion

This National General Assembly calls on the Australian Government, in partnership with State and Territory governments, to strengthen regional jobs, skills and productivity by establishing dedicated, fit-for-purpose funding frameworks that enable local governments to lead place-based economic development and visitor economy outcomes.

In particular, the Assembly calls on the Australian Government to:

1. Recognise that local governments—particularly in regional, rural and remote Australia—play a central role in workforce attraction, economic development, destination management and place activation, yet are chronically under-resourced to deliver these functions effectively,
2. Establish dedicated, ongoing funding streams to support:
  - a. Local economic development capability within councils, including workforce attraction, business development, and precinct planning and activation, and
  - b. Tourism product and experience development that prioritises long-term, everyday-use assets, infrastructure renewal, and destination capability beyond short-term, event-based funding models.
3. Ensure funding programs are equitably accessible to all councils, are not contingent on regional consortium arrangements or competitive co-contributions, and reflect the differing capacity and fiscal constraints of regional, rural and remote local governments,
4. Support councils to invest in contemporary infrastructure, digital capability and experience design that strengthen regional productivity, workforce participation and destination competitiveness, delivering lasting benefits for both local communities and visitors, and
5. Position local government as a key partner in national jobs, skills and regional development agendas, with funding models that support long-term outcomes and avoid cost shifting to councils.

#### Rationale

Regional Australia's ability to attract and retain workers, diversify its economy and improve productivity depends increasingly on place-based economic capability and destination quality. Local governments are expected to lead this work, yet economic development and visitor economy functions remain among the least consistently funded responsibilities in the local government system.

In regional, rural and remote communities, councils are often the only organisations undertaking workforce attraction, business development, precinct activation and destination management. Existing funding arrangements are fragmented, competitive and frequently reliant on co-contributions that many councils cannot afford, resulting in inequitable access and missed economic opportunity.

Tourism funding in particular is skewed toward short-term events, limiting councils' ability to renew ageing infrastructure, invest in digital capability and develop high-quality experiences that support local employment and economic participation year-round.

This motion aligns with the ALGA Business Paper priority of **Jobs and Skills** by recognising that workforce participation and regional productivity are enabled by sustained investment in local economic systems. Dedicated, fit-for-purpose funding would allow councils to plan strategically, build workforce-ready places, support local jobs and contribute to national economic outcomes, without creating cost-shifting pressures on local government.

## Proposed Motions to the 2026 ALGA NGA

### **5. EARLY CHILDHOOD EDUCATION AND CARE AS ESSENTIAL WORKFORCE INFRASTRUCTURE FOR REGIONAL JOBS AND SKILLS**

#### Motion

This National General Assembly calls on the Australian Government, in partnership with State and Territory governments, to recognise early childhood education and care (ECEC) as essential workforce-enabling infrastructure for regional, rural and remote Australia and to address persistent service and workforce shortages through structural reform aligned with national jobs and skills objectives.

In particular, the Assembly calls on the Australian Government to:

1. Acknowledge that demand-driven, market-based ECEC funding and regulatory models do not operate effectively in many regional, rural and remote labour markets, limiting workforce participation and constraining regional productivity,
2. Introduce place-based flexibility within national ECEC regulatory, funding and workforce frameworks to better align service viability, workforce supply and compliance requirements with regional jobs and skills needs, while maintaining safety and quality standards,
3. Shift the policy focus from episodic capital investment and short-term workforce incentives toward sustainable operating and workforce models that support the ongoing availability of ECEC services in thin and non-competitive labour markets,
4. Develop regionally tailored early childhood workforce pathways, including training, qualification recognition, migration and retention mechanisms, designed to support small and remote services and strengthen local labour force participation, and
5. Clarify the role of local government in ECEC planning and facilitation as part of regional workforce strategies, ensuring that any expectation for councils to address childcare-related workforce constraints is supported by appropriate authority, funding and intergovernmental coordination, without cost shifting.

#### Rationale

Workforce shortages are a defining challenge for regional, rural and remote Australia, directly affecting economic productivity, service delivery and population retention. Across many communities, limited access to early childhood education and care is now a binding constraint on workforce participation, particularly for parents and carers, and is increasingly cited by employers and councils as a barrier to recruiting and retaining skilled workers.

While national jobs and skills initiatives focus on training, migration and labour supply, these efforts are undermined in regions where childcare services are unavailable, operating below capacity due to staffing shortages, or financially unsustainable. In thin labour markets, existing market-based ECEC funding and regulatory models do not reliably deliver service continuity, resulting in reduced workforce participation and lost economic opportunity.

Local governments are frequently required to respond to these gaps to support local labour markets, often without clear policy levers or sustainable funding. This creates financial risk and blurs accountability across levels of government.

Recognising ECEC as essential workforce-enabling infrastructure and embedding place-based flexibility within national ECEC frameworks would strengthen regional jobs outcomes, improve labour force participation, and support more effective alignment between childcare policy and national jobs and skills objectives.

## Proposed Motions to the 2026 ALGA NGA

### 6. BIOCHAR

#### National Objective (for ALGA NGA)

To reduce landfill, cut methane and CO<sub>2</sub> emissions, and grow regional circular-economy jobs by scaling council-led organics-to-biochar and circular carbon projects under nationally consistent rules. This motion combines (i) resourcing and implementation of the Australian Biochar Industry 2030 Roadmap (V2.0, ANZBIG 2024) and (ii) reforms recommended by the Productivity Commission to harmonise regulation and enable markets for organic waste-derived products. [12](#)

#### Motion

This National General Assembly calls on the Australian Government to:

- 1) Resource and implement the Australian Biochar Industry 2030 Roadmap (V2.0, 2024) in partnership with states/territories and local government, recognising biochar, syngas and related circular-carbon products as national priorities for:
  - waste reduction and circular-economy development;
  - regional jobs and industry;
  - agricultural productivity and soil/water resilience; and
  - emissions reduction and durable CO<sub>2</sub> removal towards Net Zero;
 where source-material quality and the processes employed ensure beneficial environmental outcomes.
- 2) Act on the Productivity Commission’s circular-economy inquiry (final report released 16 January 2026), including actions consistent with Recommendation-level directions to:
  - establish nationally consistent biochar and circular-carbon regulations;
  - enable organic waste streams to become saleable materials (with traceability);
  - clarify transport and land-use requirements for production and application; and
  - distinguish pyrolysis and gasification processes that produce circular carbons from linear energy-from-waste incineration in policy and regulation.
- 3) Create a time-limited Commonwealth funding stream to support public-private and cross-sector partnerships aligned with Local Government Waste and Recycling Strategies, enabling projects that prioritise landfill-organics diversion, methane abatement, soil improvement and measurable long-duration carbon sequestration outcomes, without prescribing specific infrastructure, ownership or delivery models.
- 4) Develop national technical settings and public-sector procurement guidance for the safe and effective use of biochar and related circular carbons (including soil and non-soil/industrial applications, such as soils, stormwater and wastewater media, asphalt and concrete composites, and site remediation, among others), coordinated with Standards Australia and the states and territories.
 

*<FYI – “soil and non-soil uses/applications” is the categorisation/classifications wording used in the Australian Biochar Industry 2030 Roadmap>*
- 5) Expedite an ACCU method pathway for carbon-negative biochar applications and enable council and regional-alliance participation, leveraging industry work already progressed under the Australian Biochar Industry 2030 Roadmap.
- 6) Embed biochar and circular carbons within national circular-economy and waste strategies (including organics-diversion, landfill-methane reduction and soil-health initiatives), aligning Commonwealth, state and local government roles.

## Proposed Motions to the 2026 ALGA NGA

### Rationale

Local governments face rising waste-management costs, declining landfill capacity and increasing pressure to reduce emissions while supporting regional economic resilience. Organic waste remains a major contributor to landfill methane, particularly in regional and rural areas where transport and disposal costs are highest.

The Australian Biochar Industry 2030 Roadmap provides an evidence-based pathway to transform organic waste into high-value circular-carbon products that deliver durable carbon storage, improved soil health and regional economic and employment benefits. These outcomes are achieved through controlled thermal processes such as pyrolysis, which convert organic material into stable circular carbon products including stable solid biochar and valuable liquids and gases, rather than simply combusting waste.

It is important to clearly distinguish these circular-carbon processes from waste incineration. Incineration is designed to burn mixed waste to generate energy (one-off/single-use waste to energy), releasing near all most carbon back into the atmosphere and often raising community concern regarding air emissions and residual ash disposal. By contrast, biochar production uses low-oxygen, controlled conditions to retain a substantial portion of carbon in a solid, stable form for long-term use in soils, construction materials and environmental applications, delivering net CO<sub>2</sub> removal (when made from biomass) *and* avoided fossil emissions (for emissions reduction), rather than short-term energy recovery *only*.

The Productivity Commission has identified fragmented regulation and unclear approvals and policy frameworks as key barriers preventing circular-economy solutions from scaling nationally, including the failure to clearly distinguish circular-carbon production from incineration-based energy-from-waste approaches. Commonwealth leadership is required to provide consistent regulatory definitions, safeguard environmental outcomes and give communities confidence in how these technologies are governed and an understanding of the important differences in them...*“Not all thermal treatments are the same”*. These are strategic focus areas of the Australian Biochar Industry 2030 Roadmap requiring government resourcing and support.

Supporting public-private partnerships aligned to Local Government Waste and Recycling Strategies enables councils to reduce emissions and costs while remaining neutral, flexible and fiscally responsible, without mandating specific technologies or infrastructure and without undermining strong community opposition to incineration.

### Alignment with the 2026 ALGA National General Assembly Business Paper

#### Environment

- Advances national waste and resource-recovery objectives by reducing landfill reliance and prioritising high-value use of organic materials.

#### Climate Change

- Supports landfill-methane reduction and durable carbon sequestration outcomes aligned with national net-zero goals, while avoiding cost-shifting to councils.

#### Jobs and Skills

- Enables regionally appropriate circular-economy activity across waste, agriculture and land management, supporting productivity and local employment.

#### Financial Sustainability

- Addresses rising waste-management costs by enabling diversion, value recovery and partnership-based delivery models consistent with ALGA’s sustainability advocacy.

#### Intergovernmental Relations

- Targets Commonwealth levers—standards, ACCU methods, procurement guidance and funding architecture—while preserving local government autonomy and avoiding prescriptive delivery.

## Proposed Motions to the 2026 ALGA NGA

### 7. HEALTHCARE

#### Motion

This National General Assembly calls on the Australian Government to strengthen healthcare workforce supply, retention and service continuity in regional, rural and remote (RRR) communities by:

1. Subsidising locum medical services as an interim workforce measure where permanent workforce supply is insufficient,
2. Funding research and pilot programs that support the transition of locum practitioners into extended-term and permanent rural medical roles, including structured professional pathway support and continuity-of-care models,
3. Working collaboratively with state and territory governments to coordinate longer-term Visiting Medical Officer (VMO) arrangements for hospital and emergency services, improving workforce stability, continuity of care and after-hours coverage—without shifting costs or financial risk to local government, and
4. Requiring Primary Health Networks (PHNs) to facilitate an independent clinical and community accountability review function, with appropriate Commonwealth oversight, to enable communities, councils and health services in RRR areas to raise and resolve systemic concerns where private medical practice behaviours materially undermine access, continuity, workforce sustainability or community wellbeing—without conferring regulatory, legal or financial responsibility on local government.

#### Rationale

To support national jobs and skills priorities and strengthen intergovernmental coordination by improving the stability, continuity and sustainability of the rural medical workforce, while ensuring:

- clearer professional pathways and workforce continuity,
- improved coordination between Commonwealth and state health systems, and
- effective system accountability mechanisms that protect community access to care,

without requiring councils to fund, deliver or underwrite healthcare services or workforce solutions. Regional, rural and remote communities experience persistent shortages of medical practitioners and a heavy reliance on locums to maintain primary care, hospital services and emergency coverage—particularly after hours and on weekends. While locums are essential in the short term, prolonged reliance undermines continuity of care, workforce stability and service sustainability.

The Australian Government controls key levers relating to workforce supply, training incentives and research, while state and territory governments manage hospital operations and VMO contracts. Limited coordination between these systems contributes to fragmented planning, short-term contracting and gaps in in-person medical coverage.

In addition, many RRR communities operate within thin healthcare markets, often reliant on a small number of private medical practices. Where practice behaviours restrict collaboration, constrain workforce participation or undermine service continuity, there is currently no independent, place-aware mechanism to raise and resolve these issues.

As a result:

- communities experience unresolved service gaps,
- councils are informally drawn into disputes they have no authority to resolve,
- PHNs lack an arms-length mechanism to address systemic issues, and
- workforce reform efforts are weakened or stalled.

## Proposed Motions to the 2026 ALGA NGA

This represents a governance and accountability gap, not a failure of individual clinicians.

### The Evidence Gap

Current policy settings focus predominantly on supply-side interventions—training pipelines, financial incentives and recruitment programs. Evidence shows these measures are necessary but insufficient on their own to deliver sustained workforce stability and continuity of care.

Evaluations of rural health initiatives consistently highlight the importance of:

- longer-term contracting and professional continuity,
- coordinated Commonwealth–state workforce planning, and
- functional accountability mechanisms where system behaviours undermine access or continuity.

Where no independent mechanism exists to surface and resolve systemic conflicts, public investment is diluted and communities are left without recourse.

### The Solution: Workforce Continuity and System Accountability

A coordinated national approach is required that focuses on:

- transitioning locums into longer-term and permanent roles through structured professional pathways,
- improving VMO coordination and contract continuity across jurisdictions, and
- establishing an independent PHN-facilitated review function to address systemic issues affecting access, continuity and workforce sustainability.

The proposed accountability function would:

- provide a transparent pathway to raise systemic concerns,
- enable evidence-based mediation and resolution,
- reduce informal conflict and cost-shifting to councils, and
- protect the integrity of publicly funded health workforce investments.

This function would not regulate clinical practice or commercial decision-making, but would focus on system-level behaviours and impacts that materially affect community access and workforce stability.

### Alignment with ALGA Business Paper Priorities

#### Jobs and Skills

- Addresses critical national healthcare workforce shortages,
- Shifts focus from short-term labour hire to workforce continuity and sustainability,
- Improves participation, productivity and continuity of care, and
- Recognises the need for professional pathways and system integrity, not incentives alone.

#### Intergovernmental Relations

- Strengthens Commonwealth–state coordination on hospitals and VMOs,
- Clarifies roles and responsibilities without cost-shifting to councils,
- Introduces transparent, independent mechanisms to resolve systemic issues, and
- Supports national leadership with place-aware implementation.



# Periodic Review 2025-2026 Operational Plan (Q2)



Periodic Review of the 2025-2026 Operational Plan (Q2)

Action	RESPONSIBILITY	Progress	Status
E1.1.1.1 Deliver issues paper and commence Waste Strategy.	MSC	65% This project is progressing well. Community consultation has been completed, including in-person pop-up booths and both online and hardcopy surveys. Consultation outcomes will be presented to Councillors at a February 26 workshop and released to the community alongside the Issues Paper. The consultant is progressing all scope deliverables with the Issues Paper remaining on track for delivery by late May 2026 and the 10 Year Waste Strategy August 2026.	Progressing
E1.1.2.1 Scope a program for sustainable biosecurity and identify available funding options.	MSC	60% Progress on scoping and delivery of the Local Weed Biosecurity Plan and supporting Program is continuing, with a relief staff member engaged to maintain service continuity during a temporary vacancy in the substantive role. The plan and program scope is being finalised and is scheduled to be completed by mid-March 2026. In December 2025, Council was advised of its success in securing Weeds Action Program funding for the next four years, providing certainty for ongoing and future program delivery.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>E1.1.3.1 Advocate and promote the Glen Innes REZ to attract industry growth and diversity.</p>	<p>DPG</p>	<p>10% Advocacy and promotion of the Glen Innes Renewable Energy Zone progressed in Q2 through early scoping and integration planning for Council’s Investment Prospectus. With the Economic Development Strategy adopted in December 2025, the REZ has been confirmed as a priority opportunity to be profiled in the Prospectus. Detailed positioning and market facing promotion will be developed as part of Prospectus preparation scheduled to recommence in Q3.</p>	<p>Progressing</p>
<p>E1.1.3.2 Finalise the Climate Action Plan and commence implementation of priority initiatives.</p>	<p>MSC</p>	<p>20% A review of the Climate Action Plan was undertaken in Q2 to assess progress, alignment with current projects and emerging priorities across Council. This review has established the foundation for finalisation work to commence in Q3, ensuring actions are coordinated, achievable and aligned with delivery across the organisation.</p>	<p>Progressing</p>
<p>E1.2.1.1 Work with local sustainability groups to develop an action plan for noxious weed control.</p>	<p>MSC</p>	<p>60% Engagement is ongoing with stakeholders, such as GLENRAC, LLS, Crown Lands, neighbouring Councils and local sustainability groups. Council's weeds biosecurity officer is actively developing relationships and networks to inform the development of a management program for the LGA with all stakeholders.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>E1.2.2.1 Administer the heritage fund to support tangible upgrades to heritage street scapes within the LGA.</p>	<p>DPG</p>	<p>80% In Q2 2025, three Heritage Assistance Fund grants were approved and awarded to successful applicants, supporting high quality conservation and enhancement works across the LGA. Funded projects will deliver tangible improvements to local heritage places and streetscapes, reinforcing the region’s historic character. Grant recipients have until 30 April 2026 to complete their projects and claim their project funding subject to officer review prior.</p>	<p>Progressing</p>
<p>E1.2.2.2 Apply for heritage funding to achieve upgrades to heritage street scapes within the LGA.</p>	<p>DPG</p>	<p>25% Council officers continue to monitor for available heritage funding. No opportunities presented in Q2 25/26.</p>	<p>Progressing</p>
<p>E1.2.3.1 Review and update the Glen Innes Severn Council Development Control Plan.</p>	<p>DPG</p>	<p>25% Progress was impacted by the revised Economic Development Strategy not being adopted until December 2025, noting the DCP, as a complementary development controls document to the LEP, must align with its growth and housing priorities. Notwithstanding this timing, the full RFQ has been prepared and is scheduled for release in early January 2026 following the Christmas break, with the successful consultant to commence the LEP review thereafter.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

E1.3.1.1 Ensure that our GeoRegion status and the National Geotourism Strategy and framework are central to the Destination Management Plan and marketing of Glen Innes Highlands.	CEDT	100% GeoRegion status and the National Geotourism Framework have been embedded in the revised Glen Innes Highlands Destination Management Plan 2026–2030, which was adopted at Council's December 2025 Ordinary Meeting. During public consultation held from October to November 2025, a submission from Geotourism Australia informed revisions to the draft Plan, resulting in a stronger and more clearly articulated GeoRegion focus throughout the final document.	Completed
E1.3.2.1 Review and adopt the Destination Management Plan.	DPG	100% The final Glen Innes Highlands Destination Management Plan 2026 - 2030 was adopted at Council's December 2025 meeting. Actions from the Plan will commence early in Q3 2026.	Completed
E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to geotourism.	GM	30% Survey of bridge structures now complete, preliminary REF review to be completed by the end of March. Ongoing liaison with NERT	Progressing
F1.1.1.1 Ensure 100% compliance with the Australian Drinking Water Guidelines.	MIWS	50% Currently on target to achieve 100% compliance across the year. YTD compliance 100%.	Progressing
F1.1.1.2 Achieve 100% compliance with EPA licence number 576.	MIWS	50% Currently on target to achieve 100% compliance across the year. YTD compliance 100%.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

F1.1.1.3 Implement and complete the water and sewer capital works program.	MIWS	75% Sewer capital works 100% complete with the sewer reline project completion. Water capital works 50% complete and on program for 100% completion by the end of financial year upon completion of further watermain replacements.	Progressing
F1.1.2.1 Deliver Glen Innes Aggregates services that support renewal and maintenance of Council's infrastructure assets.	DIS	65% Current quarry product production is 15% ahead of budgeted production and income targets. On Track.	Progressing
F1.1.2.2 Ensure Glen Innes Aggregates achieves an annual profit.	DIS	65% The 6-month actual and forecast financial position is still positively reporting moderate annual profits. Action is on track.	Progressing
F1.1.2.3 Implement and complete the annual capital works program.	DIS	60% On target to complete annual capital works program.	Completed
F1.1.2.4 Deliver maintenance works to the adopted levels of service and monitor the progress of these works.	DIS	60% All maintenance works are currently meeting adopted levels of service, additionally our construction specifications are under review and due for completion in June 2026	Progressing
F1.1.2.5 Update and revise Council's Asset Management Strategies and plan in line with current Long-Term Financial Plan (LTFFP).	MAS	10% Initial discussions have taken place to seek further information around the Long-Term Financial Plan and backlog ratios. The Asset Officer position has been filled with a commencement date of mid-February 2026. Further work to be progressed at this time.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

F1.1.3.1 Implement and complete the drainage capital works program.	MIWS	50% Ontrack with completion scheduled by the end of June.	Progressing
F1.1.3.2 Deliver rural drainage maintenance works through the allocation of a three person drainage team and associated plant.	MID	50% Council's Drainage Team have undertaken significant rural drainage works on Aqua Park Road, Mt Slow Road, Costellos Road, Square range Road, Ryans Road, Newburys Road and Bezzants Road through cleaning of open drains and replacing and installing new pipe culverts.	Progressing
F1.2.1.1 Prepare recreation and open space strategic plan.	DPG	0% Due to resourcing constraints, preparation of the Recreation and Open Space Strategic Plan has been held over to commence in Q3 2026, via an RFQ process to engage a suitably qualified consultant.	Not Yet Commenced
F1.2.1.2 Scope place activation plan for Glen Innes Central Business District (CBD) that outlines actions to enhance the vibrancy usability and appeal of the town centre.	DPG	30% A high level place activation review of the Glen Innes CBD, focusing on how streets and public spaces are used, was undertaken in Q2 2025 and embedded within the Draft Glen Innes Highlands Precincts and Village Masterplan, also prepared in Q2 2025. The draft is anticipated to be finalised and reported to Council at the March 2026 Ordinary Meeting, providing clear guidance and a framework based on NSW best practice public place activation principles for future standalone precinct and village masterplans.	Progressing
F1.2.1.3 Develop and deliver a precincts and activations framework and strategy for rural villages.	GM	50% Was due to be presented to the December workshop but deferred. Framework planned to go to the March Council meeting.	Progressing



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F1.2.2.1 Implement landscape plan for the Glen Innes Indoor Sports Centre.	DPG	10% No further progress was made in Q2 due to the Open Spaces and Recreation Team prioritising delivery of time critical, grant funded projects. The project is now scheduled to commence in February 2026, beginning with finalising the review of landscape plans to confirm scope, plant selection, materials and budget, followed by implementation by the Parks and Gardens Team.	Progressing
F1.2.2.2 Maintain the upgraded Glen Innes main street following the 24/25 Glen Innes Town Centre Beautification Project, ensuring presentation and upkeep aligns with the original landscape design.	DPG	75% Maintenance of the upgraded Glen Innes main street is ongoing following completion of the 2024/25 Town Centre Beautification Project. Two Open Space and Recreation staff are now deployed each morning to maintain presentation and ensure upkeep continues to align with the original landscape design, supported by routine inspections and scheduled maintenance activities.	Progressing
F1.2.2.3 Develop detailed design plans for the establishment of a pump track, skate park extension and amenities.	DPG	0% No further progress was made in Q2 as no suitable grant funding opportunities were available during the period. Staff will continue to monitor and pursue appropriate grant programs to enable progression to detailed design for the pump track, skate park extension and associated amenities when funding opportunities arise.	Not Yet Commenced
F1.2.2.4 Prepare scope and budget to upgrade Wilson Park to meet Australian Standards.	DPG	5% Initial scoping for upgrading Wilson Park to meet Australian Standards commenced in October 2025, however was deferred to Q3 2025 due to resourcing being prioritised in Q2 to meet grant funded project completion requirements. Work will recommence in Q3 following the completion of these obligations.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

F1.2.2.5 Expand shared footpath network as funding allows and in accordance with the Pedestrian Access Management Plan.	MID	50% Council has submitted a grant application under Get NSW Active to produce an Active Transport Strategy, this will support grant applications moving forward and increase the likelihood of successful funding applications. A footpath has been incorporated into the design for the Bourke Street upgrade between West Avenue and Macquarie Street. This will be delivered in Q3-Q4 of FY 25/26.	Progressing
F1.2.3.1 Undertake a place-based audit to identify priority local infrastructure and historical landmarks for activation, preservation, and adaptive reuse aligned with place-making and community wealth building principles.	DPG	50% Progress was made in Q2 with a high level infrastructure audit of public places completed as part of the Precincts and Villages Masterplan. This work will inform the detailed audit methodology and next stages of delivery. The Precincts and Villages Masterplan is anticipated to be presented to Council at the March 2026 Ordinary Meeting, with a full audit scheduled to commence in Q3.	Progressing
F1.2.3.2 Leverage the place-based capital program resources to determine opportunities to increase community ownership of infrastructure and programs linked to future Renewable Energy Zone (REZ) Community Benefit Scheme Framework.	GM	50% Report on Future Fund to be presented to the February meeting	Progressing
F1.3.1.1 Utilise Artificial Intelligence (AI) inspection software to facilitate natural	DIS	60% AI software inspections are in place with post incident deployment enabled should natural disaster event occur.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

disaster recovery funding applications.			
F1.3.1.2 Facilitate emergency services within the LGA.	MAS	50% The Local Emergency Management Officer (LEMO) facilitates 4 Local Emergency Management Meetings annually. The LEMO has been working with NSW Reconstruction Authority on creating the Pre-Event Recovery Plan / Disaster Recovery Plan. This Plan is to be presented to the Executive Leadership Team during February 2026.	Progressing
F1.3.2.1 Research opportunities for public-private partnerships.	DPG	50% Research into a waste to energy public private partnership remained on hold during Q2 pending completion of commercial trials to validate the biochar and syngas concept, anticipated in February 2026. No PPP progressed during the quarter. Council officers have continued to monitor the market for suitable PPP and investment opportunities, with any validated opportunities to be assessed once the Investment Prospectus is finalised in early 2026.	Progressing



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<p>F1.3.3.1 Construct an off-leash dog park in Glen Innes.</p>	<p>DPG</p>	<p>80% As installation planning progressed in Dec 25, it was identified that part of the off leash dog park would extend into an unsealed section of East Avenue. Installation was paused to prepare a revised design for the same location. The revised layout is anticipated to be narrower and longer, but larger than the original footprint. As staff resources are committed to completing a grant funded project in Jan 2026, the revised design will be finalised and updates provided to the community in Feb 2026, with installation expected in late March 2026, subject to no further changes.</p>	<p>Progressing</p>
<p>F1.3.3.2 Identify underutilised public spaces that can be activated through temporary or permanent installations such as street games, nature play zones, public art, and cultural trails.</p>	<p>DPG</p>	<p>40% High level identification of underutilised public spaces suitable for temporary or permanent activation was completed in Q2 as part of preparation of the Draft Glen Innes Highlands Precinct and Village Masterplan. The draft Masterplan is anticipated to be reported to Council’s March 2026 Ordinary Meeting and will guide the development of individual Precinct and Village Masterplans, where more detailed assessment and inclusion of specific temporary and permanent installations within underutilised public spaces will be undertaken and recommendations included.</p>	<p>Progressing</p>



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<p>F1.3.3.3 Integrate climate resilience and sustainability standards into all new public infrastructure projects, including use of low-emission materials, renewable energy systems (e.g. solar lighting) and water-sensitive urban design.</p>	<p>DPG</p>	<p>60% In Q2, climate resilience and sustainability principles continued to be implemented through delivery of renewable energy infrastructure. Installation of solar systems at the Glen Innes Aquatic Centre is underway as part of Stronger Country Communities Round 5 grant funding and is scheduled for completion by January 2026. This will enable sustainable and efficient heating of all pools, including the feature and baby pool, which has not previously been heated, and builds on Council’s broader approach to embedding low emission solutions in public infrastructure.</p>	<p>Progressing</p>
<p>O1.1.1.1 Engage community in the development of the 10-year Waste Strategy.</p>	<p>MSC</p>	<p>75% Community consultation was undertaken between October and December 2025 through in person pop up sessions and a community survey available both online and in hard copy. A draft Issues Paper has been prepared and is scheduled to be presented to Council in February 2026. The 10 Year Waste Strategy remains on track for delivery in Q4 2026 which will include further community consultation as part of the process.</p>	<p>Progressing</p>



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<p>O1.1.1.2 Deliver and implement a strategic marketing and activation plan for the Highlands Hub to increase community engagement, usage and visibility.</p>	<p>CEDT</p>	<p>60% The Highlands Hub Temporary Marketing and Engagement Plan continues to be implemented. A report prepared in December 2025 outlined revised Fees and Charges aligned with the action plan and will be considered as part of the 2026/27 Fees and Charges review in January 2026. Improvements to the website and booking system are underway to enhance usability. A quarterly progress update will be reported to Council’s March 2026 meeting, with outcomes informing the final Highlands Hub Strategic Marketing and Activation Plan anticipated to be completed in Q4 2026.</p>	<p>Progressing</p>
<p>O1.1.1.3 Provide leadership in developing child safe strategies and building awareness of New South Wales (NSW) Child Safe Standards.</p>	<p>MCS</p>	<p>50% ELT established deadlines (June 30/September) for the 26-action Child Safe Plan. Council joined the Local Government Child Safe Network. Progress: 8 of 26 actions completed (31%), including Statement of Commitment adoption, website launch, and social media campaigns. Youth engagement delivered: 5 completed activities (2 policy consultations, 1 group contract, 2 safety feedback sessions), 3 online safety programs.</p>	<p>Progressing</p>
<p>O1.1.1.4 Develop a vision and Master Plan for the library to ensure that Council continues to meet the community’s changing needs and expectations.</p>	<p>MLLC</p>	<p>35% Internet and Public Library Network research has been conducted on industry standards master plans, examples of master plans, and consultants that have delivered library appropriate master plans. Specific work re scoping and developing the Library Master Plan will commence in Q3.</p>	<p>Progressing</p>



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O1.1.2.1 Conduct a Community Satisfaction Survey.	DCCS	0% Planning for the CSS has commenced including the procurement process for a suitable provider. The survey is likely to commence in late Q3 or early Q4 to be completed by end of financial year.	Not Yet Commenced
O1.1.2.2 Utilise the Have Your Say engagement platform for community consultations.	GM	80% Continually in use, recent topics include the Regional Strategic Transport Plan and the REZ Infrastructure Plans	Progressing
O1.1.2.3 Implement a customer online self-service platform, in line with Council’s Business Systems Improvement Roadmap.	MAHR	40% The Civica Altitude Customer Relationship Management (CRM) module is being implemented, with a go live date at the end of 2025/2026. Evaluations of customer satisfaction software and AI powered customer service enhancements have occurred and are ongoing.	Progressing
O1.2.1.1 Prepare an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) in line with the IPART guidelines.	DCCS	90% The SRV Application has been completed and submitted to IPART prior to the closing date. IPART is currently undertaking the initial assessment. Council officers decided to undertake this work internally rather than outsourcing to a consultant. IPART's decision is expected in May/June 2026.	Progressing
O1.2.1.2 Review and update Council’s Hardship, Debt and Recovery and Pensioner Rebate Policies.	CFO	70% The Financial Hardship Policy and Debt Recovery Policy were updated and endorsed by Council on 25 September 2025, these documents will undergo a further review, if and when GISC's Special Rate Variation application is approved - likely to be known in Q4.	Progressing



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O1.2.2.1 Undertake annual review of LTFP.	CFO	10% As part of the SRV application process, Council Officers have identified areas of the current LTFP that may need to be updated including Council's loans profile. The full review and updating of the LTFP will occur in Q3 and Q4.	Progressing
O1.2.2.2 Implement the Business Systems Improvement Roadmap as endorsed by Council.	DCCS	30% Solution design and configuration work for core modules has been completed and the GL and Work Order Structure design has been completed and loaded. The first cut of data is also now completed with the second cut to be completed in March 26. Training of staff and user testing has commenced and will ramp up significantly in Q3 and Q4. While some delays have been experienced due to other operational priorities and staff shortages, Council is still on track to meet the 1 July 2026 Go-Live date and committed to meet this critical date.	Progressing
O1.2.2.3 Maintain up-to-date grants and contracts registers and improve end-to-end grants process.	CFO	50% The grants approvals, monitoring and reporting processes have been improved in recent months with grant applications now having to be assessed and approved by the Capital Board with an increased focus on any impacts to ongoing operations, budgets and depreciation. New grants applications, recently approved grants, and the grants register information, along with the capital program are reported to Council each month via the capital works report.  Councils Capital Board meets monthly and provides oversight and approval on all grant applications.	Progressing



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<p>O1.2.2.4 Ensure management of contracts assets to maintain appropriate cash flow.</p>	<p>CFO</p>	<p>50% As at 31 December 2025 Contract Assets are sitting at \$5.2M with \$2.5M from R2R and LRCI's grant funding due in the coming weeks. The recent Ministerial approval of the internal loan of \$5M for working capital will help to maintain a positive unrestricted cash position moving forward. The grants pipeline is expected to reduce over the coming months which will also see a decrease in contract assets.</p>	<p>Progressing</p>
<p>O1.2.2.5 Meet all financial reporting requirements in line with the NSW Local Government Act 1993.</p>	<p>CFO</p>	<p>50% The finance team continues to report to Council via the monthly Investments and Capital Works Reports, and the Quarterly Borrowings Report. Council also provides OLG with a monthly report which covers GISC's cash position. The second Quarterly Budget Review (QBR2) Statement will be provided to Council at the February 2026 Ordinary Council Meeting. The 2024/2025 Financial Statements were delayed due to the lengthy audit process and the likelihood of another disclaimed audit opinion being issued by the Audit Office. An extension from OLG to 20 February 2026 was granted.</p>	<p>Progressing</p>
<p>O1.2.2.6 Ensure the Quarterly Budget Review (QBR) is reported to Council in line with the Local Government Act 1993.</p>	<p>CFO</p>	<p>50% The Quarterly Budget Review (QBR) for Q2 will be presented to Council at the February Ordinary Council Meeting. The Finance Team has improved the QBR process over recent months with one on one meetings with every Manager to discuss their respective operating budgets and identify and determine budget savings. With the implementation of the new Civica finance system on 1 July 2026, it is expected that the budget and QBR process and reporting will improve significantly.</p>	<p>Progressing</p>



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O1.2.3.1 Identify Council assets that can leverage funding opportunities and alternate income streams.	GM	20% Commercial tenant now occupying part of depot site, negotiations underway regarding Deepwater Railway Station, Powerhouse strategy being developed, rental streams from current properties to being identified to consider consolidation and leveraging.	Progressing
O1.3.1.1 Consult with Council in the preparation of a comprehensive advocacy program.	GM	70% Draft presented to a workshop last year, under further consideration with regard to format and purpose noting the ongoing Advocacy being undertaken.	Progressing
O1.3.2.1 Scope costs involved in the digital mapping of Glen Innes Cemetery and plan for implementation.	DPG	55% In Q2 2025/26, priority was given to implementing Council's new GIS platform, which took longer than initially anticipated. During this period, however officers undertook a more detailed review of the cemetery mapping module and confirmed it can meet Council's requirements with some refinement. The project is scheduled to recommence in late February 2026.	Progressing
O1.3.2.10 Undertake a review of the Asset Management Plan to align it with asset maintenance and renewals.	MAS	10% Initial discussions have taken place to seek further information around the Long-Term Financial Plan and backlog ratios. The Asset Officer position has been filled with a commencement date of mid-February 2026. Further work to be progressed at this time.	Progressing



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O1.3.2.2 Complete the implementation of the Reliansys governance suite risk module and compliance register.	MG	60% The Risk Management Policy, Risk Management Plan, and Risk Appetite Statement have been reviewed and updated. These documents are scheduled to go to Council in March for endorsement for public exhibition. Once endorsed, Council will create the updated risk registers in its governance management system (Reliansys) to finalise implementation of the governance suite’s risk module. The compliance module has been implemented.	Progressing
O1.3.2.3 Ensure reporting obligations to Audit, Risk and Improvement Committee (ARIC) are being met in line with Office of Local Government (OLG) guidelines.	MG	50% Council has met all reporting obligations to the ARIC in line with OLG guidelines. All required reports were prepared and submitted for the scheduled ARIC meeting held on 10 December 2025, with follow-up actions progressed. A review of the ARIC has also commenced and Council will be updated at a future Council Meeting.	Progressing
O1.3.2.4 Coordinate statewide mutual continuous improvement pathway across Council and ensure Council is adequately insured.	MG	70% Council officers completed the three Continuous Improvement Pathway self-assessments, which have been submitted to ELT in February 2026 for review. Preparations for the 2026–2027 insurance renewals are underway, and Council officers met with Statewide in January 2026 to commence the renewal process and confirm Council’s coverage needs.	Progressing
O1.3.2.5 Implement a professional development program for Councillors.	MG	30% Planning has commenced for Councillor professional development with a number of training service providers being considered. The professional development program for Councillors will be completed in the next few weeks for the implementation to commence in late Q3 or early Q4.	Progressing



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O1.3.2.6 Reduce outstanding debts to Council to ensure we meet OLG benchmark.	CFO	30% A review of the arrangement with Council's outsourced debt collector has been undertaken in Q1. Council has suffered from staff shortages in the Finance Department (Rates Officer role was vacant for many months) however the Rates Officer has now been appointed and an increased focus on overdue rates debt is underway.	Progressing
O1.3.2.7 Provide quarterly progress reports of the Operational Plan.	MG	50% The Q2 Operational Plan Progress Report is included on the February Council agenda.	Progressing
O1.3.2.8 Deliver rates notification and collection services in line with the NSW Local Government Act 1993.	CFO	50% Rates notices have been sent in July 2025, October 2025, and most recently January 2026 in accordance with the Local Government Act. Collection services are also managed within the parameters of the LG Act.	Progressing
O1.3.2.9 Undertake a review of procurement practices across Council with an aim to reduce procurement costs.	CFO	20% The review of procurement practices is a component of the Service Review of the Finance Function which is currently underway. An internal audit of procurement practices has commenced which will be a key input into the review. The procurement review will be completed in Q4.	Progressing
O1.3.3.1 Conduct an Employee Engagement Survey to gauge the organisational climate and identify and commence implementing actions necessary for building a	MAHR	75% The Culture Discovery survey conducted by the Dattner Group was completed in August 2025. Council's Executive Manager of People and Culture is currently developing a framework to address areas for improvement identified in the survey.	Completed



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positive organisational culture.			
O1.3.3.10 Develop and implement Council’s Elevate 360 Business Improvement Plan to build a positive workforce culture, secure efficiencies in service delivery and reduce costs.	GM	50% Executive Manager People and Culture commenced December 2026 Elevate 360 Organisational Framework now being actively developed.	Progressing
O1.3.3.11 Deliver acquisition and design of new civic offices.	GM	50% Contract of sale entered into, architect appointed and design to be completed by mid year.	Progressing
O1.3.3.2 Develop Council’s online learning management systems to facilitate organisation learning and development including upskilling Information and Communications Technology (ICT) skills.	MAHR	50% This action is well on track, with most of the training under the 2025/2026 Corporate Training Plan completed, a full cyber security training strategy developed for commencement in December 2025, and a draft ICT upskilling course developed and ready for presentation to the Executive Leadership Team.	Progressing



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O1.3.3.3 Review Council's current employment branding and recruitment practices to improve young people's participation in the workforce through developing Council's employee value proposition.	MAHR	25% Management is considering a number of possible initiatives to improve GISC's employee value proposition. The new Executive Manager People and Culture also commenced in December 2025, which will allow more focus on this project. Council has also been successful in applying for seven fully funded traineeships and apprenticeships under the Fresh Start program.	Progressing
O1.3.3.4 Link staff training and development programs to service delivery requirements and annual training plans.	MAHR	50% Training set out in the approved 2025/2026 Corporate Training Plan is being rolled out. Council will undertake its usual process of aligning the next year's training plan with Operational Plan requirements during the 2026/2027 budget preparation period in early 2026.	Progressing
O1.3.3.5 Achieve Australian cyber security essential 8 maturity level 2.	MAHR	100% A security consultancy has been engaged to conduct an Essential 8 maturity assessment in early 2026, which will provide Council with an updated roadmap for achieving E8 maturity level 2. Specific budget items have been added to the current Operational Plan to ensure continued progression towards this goal.	Completed
O1.3.3.6 Conduct internal penetration testing of Council's network and systems.	MAHR	100% Penetration testing has been booked in with Council's security vendor, to occur in the third quarter of 2025/2026.	Completed



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>O1.3.3.7 Review and implement a Workforce Wellness Program with an emphasis on psychosocial hazards and wellbeing.</p>	<p>MAHR</p>	<p>51% A formal wellbeing program will be developed in the third quarter; however, considerable work has already been carried out to improve psychosocial health in the workplace, including the rollout of Council's onsite EAP service, mental health awareness and first aid training for all staff, psychosocial hazard assessments and interventions at selected worksites, and leadership training to address psychosocial risks..</p>	<p>Progressing</p>
<p>O1.3.3.8 Undertake a review of Council's Work Health and Safety (WHS) risks and implement an approved annual WHS Action Plan.</p>	<p>MAHR</p>	<p>60% An independent review and audit of GISC's high risk areas was completed in August 25 by BWS Consulting, and a debriefing workshop with all Managers was held. An action plan to address the identified high-risk areas has been developed with Managers and implementation of the actions has commenced. ARIC was also debriefed by the consultant on the audit report. This will be further refined and finalised in the first half of 2026.</p>	<p>Progressing</p>
<p>O1.3.3.9 In line with Council's Service Review Framework, undertake two Service Reviews - Financial Services and Customer Service.</p>	<p>DCCS</p>	<p>10% The service review of the Financial Services Function is progressing with completion of the cash flow management component and commencement of a comprehensive review of the finance function with a focus on improving processes, procedures and systems. However this component of the review has been delayed due to operational priorities and staff absences and is now scheduled for completion in Q3. The Customer Service Review has also commenced with completion scheduled in Q4.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>P1.1.1.1 Advocate for waste to energy (WtE) initiatives in the local area.</p>	<p>DPG</p>	<p>60% Council is progressing with a feedstock trial to prove the concept of a biochar and syngas WtE facility, with benchtop trials now scheduled for late January 2026 in preparation for the feedstock trial. Council's 10 Year Waste Strategy is due to be finalised in early 2026 and is anticipated to provide guidance to support advocacy for broader waste to energy technologies and regional collaboration, building on priorities in the Economic Development Strategy. Council officers have continued to monitor grant opportunities, with no feasible funding sources identified in Q2.</p>	<p>Progressing</p>
<p>P1.1.1.2 Deliver the revised Glen Innes Highlands Economic Development Strategy and commence implementation of its action plan</p>	<p>DPG</p>	<p>95% The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted at Council's December 2025 Ordinary Meeting. Commencement of the respective action plans are scheduled to commence in January 2026.</p>	<p>Progressing</p>
<p>P1.1.2.1 Following finalisation of the Economic Development Strategy, develop a Glen Innes Severn Investment Prospectus.</p>	<p>DPG</p>	<p>5% Initial scoping and development of the content framework to inform development of the Glen Innes Severn Investment Prospectus commenced in December 2025. With the revised Glen Innes Highlands Economic Development Strategy 2026 - 2030 also adopted in December 2025, preparation of the Prospectus has been scheduled to be finalised by May 2026 (Q4). The prospectus will present priority projects, investment ready opportunities and regional strengths to attract investment within the Glen Innes Severn LGA.</p>	<p>Progressing</p>



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P1.1.2.2 Strategic management of Glen Innes Aggregates to ensure responsible resource management working in line with Environment Protection Authority (EPA) licence requirements.	DIS	60% Ongoing extraction management and monitoring is in place to ensure responsible, appropriate, strategic management with the use of aerial and ground surveys along with computer modelling and weighbridge quantity management. Additionally further work is planned to explore what strategic opportunities exist for increased sales with potential external developments.	Progressing
P1.1.2.3 Explore and develop new opportunities in accordance with stage 2 of the Airport masterplan and seek funding.	DIS	5% Staff capacity limitations have prevented any further progress in this area to date. Early discussions have been had with motorsport groups to gauge interest.	Progressing
P1.1.2.4 Update the draft Local Economic Leakage analysis report from REMPLAN and leverage to attract business and industry and enable further partnership and collaboration with the Glen Innes Business Chamber.	CEDT	5% Analysis with REMPLAN to inform the preparation of the Local Economic Leakage Analysis report has been booked to commence in January 2026 with the report anticipated to be delivered by April 2026.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>P1.1.3.1 Develop and deliver a development concierge service to attract new and significant developments in the LGA.</p>	<p>DPG</p>	<p>20% Initial scoping for a development concierge service commenced in December 2025, including meetings with key internal stakeholders to understand current processes and gather input on significant development applicant satisfaction to identify pain points. Preparation of the service framework is now scheduled to commence in February 2026 following adoption of the Economic Development Strategy, with the service to provide a streamlined single point of contact for investors and developers.</p>	<p>Progressing</p>
<p>P1.2.1.1 Advocate for the attraction of an Open University provider and support the establishment of a local tertiary hub that enables flexible, supported study options for the community.</p>	<p>DCCS</p>	<p>40% TAFE have indicated that they are happy to progress with the site however would like a shared lease with UNE for the facility. Communication with UNE has commenced and a meeting with all parties is scheduled for Feb 2026. Investigations have commenced with UNE regarding their partnership with Open Universities Australia and how GISC can leverage this partnership. We are also in the early stages of investigating the potential for forging a relationship with Southern Cross University who have campuses in Lismore and Coffs Harbour.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>P1.2.1.2 Establish partnerships and lead targeted initiatives with training providers, industry, and government to expand local vocational training and apprenticeship pathways for young people</p>	<p>DCCS</p>	<p>20% Work is progressing well on the School of Arts and Music pilot concept to increase opportunities and career pathways for prospective young music and arts teachers. Council continues to engage with NECOM as a cornerstone partner in bringing the concept to reality, which will provide a platform for developing and establishing career pathways in the music and arts sector. GISC was also successful in securing three new apprenticeship positions through OLG's Freshstart Program.</p>	<p>Progressing</p>
<p>P1.2.2.1 Implement recruitment, traineeships, and mentoring programs to increase Aboriginal and Torres Strait Islander employment within Council to levels that reflect the working-age population, in alignment with Council's Equal Employment Opportunity Policy.</p>	<p>MAHR</p>	<p>40% Council was successful in Q1 securing three new apprenticeship positions through the OLG Fresh Start Program. These positions are fully funded through the program. Council is also engaging with the Glen Innes High School and the Department of Education to increase participation in the School Based Apprenticeships and Traineeships (SBATs) program. This initiative will be progressed further in Q3. Aboriginal specific funding is also being explored.</p>	<p>Progressing</p>
<p>P1.3.1.1 Develop an advocacy program to improve accessible sustainable off grid housing solutions.</p>	<p>GM</p>	<p>0% To be progressed in the last quarter</p>	<p>Not Yet Commenced</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>P1.3.1.2 Identify, secure, and activate priority housing sites in collaboration with government and private sector partners to facilitate delivery of diverse and affordable housing options aligned with strategic growth priorities.</p>	<p>DPG</p>	<p>50% Scoping of priority housing sites within the Glen Innes LGA has been completed and informed the RFQ brief for the LEP and DCP updates. An in house feasibility study has commenced on a Council owned parcel south west of Glen Innes to assess delivery of a small number of residential lots without an LEP amendment, with completion anticipated by March 2026. The DAFF Housing Australia Future Fund Grant Program was released on 19 December 2025 and discussions with Home North are anticipated in early 2026 to identify any synergies to assist with the provision of affordable housing solutions.</p>	<p>Progressing</p>
<p>P1.3.2.1 Review and update Local Environmental Plan (LEP).</p>	<p>DPG</p>	<p>25% Progress was delayed due to the revised Economic Development Strategy not being adopted until December 2025, as the LEP review must align with its growth and housing priorities. Despite this, the full RFQ has been prepared and is scheduled for release in early January 2026 following the Christmas period, with the successful consultant to commence the LEP review thereafter.</p>	<p>Progressing</p>
<p>P1.3.3.1 Review the Development Service Plan to help facilitate housing development.</p>	<p>DIS</p>	<p>0% This action is scheduled for Q3.</p>	<p>Not Yet Commenced</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

P1.3.3.2 Undertake a review of Council owned vacant land appropriate to future housing development.	DPG	70% A review of Council owned vacant land appropriate for future housing development has been completed and relevant parcels identified in the upcoming LEP review for potential rezoning to residential land. Any rezoning will be progressed through the Planning Proposal process, which includes statutory assessment and community consultation. In addition, work on the small unused and appropriately zoned road reserve parcel has progressed, with an in house feasibility study underway to assess costs, constraints and delivery of a small number of residential housing sites.	Progressing
T1.1.1.1 Advocate on behalf of community to secure funding to attract more specialists and general health care.	GM	40% Advocacy continues with ongoing liason with HNEH, the PHN and local providers.	Progressing
T1.1.1.2 Identify and provide accommodation options for healthcare professionals	GM	0% Action needs to be revisited to determine how to proceed, the direct provision of accommodation for healthcare professionals is a long term project possibly best served by Council facilitating more generally the provision of housing.	Not Yet Commenced



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>T1.1.2.1 Strengthen partnerships with education providers to provide school readiness and school to work pathways.</p>	<p>DCCS</p>	<p>25% Council has been successful in securing seven new traineeship/apprenticeship positions through the OLG Freshstart Program. These positions are fully funded through the program. Two positions have been filled in Q2 and another two are imminent; with the remaining three positions to be filled in Q3. Council has also engaged with the GIHS and the Dept Education to participate in the School Based Apprenticeships and Traineeships (SBATs) program. This program will be reviewed by ELT shortly and progressed should there be opportunities identified to place trainees (ie school students).</p>	<p>Progressing</p>
<p>T1.1.2.2 Finalise and implement the Youth Strategy</p>	<p>MCS</p>	<p>40% The Youth Strategy Development Project has successfully completed the stakeholder engagement phase. The comprehensive consultation programme engaged young people aged 12-24, service providers, and the broader community through surveys, workshops and targeted consultations. The project is now progressing into the analysis and strategy development phase, where collected feedback will be analysed to develop the strategic framework and action plan, followed by public exhibition and final refinement.</p>	<p>Progressing</p>



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<p>T1.1.2.3 Maintain adequate external funding agreements to provide capacity building and engaging activities for early childhood and youth.</p>	<p>MCS</p>	<p>100%</p> <p>Glen Innes Severn Council has secured \$387,359 in funding from the NSW Department of Communities and Justice to continue delivering vital community strengthening services through The Youth Booth for the next five and a half years, representing a more than three-fold increase in annual funding.</p> <p>A secondary funding contract will support the continuation and expansion of Aboriginal Playgroups, which will be delivered weekly with a focus on cultural safety and Aboriginal-led service delivery.</p>	<p>Completed</p>
<p>T1.1.3.1 Plan and advocate for improved public transport options.</p>	<p>DIS</p>	<p>75%</p> <p>Council has attended workshops with Transport for NSW to discuss the needs of our community the types of transport links that are required. Additionally Council submitted a response to the TfNSW New England and North West - Strategic Regional Integrated Transport Plan.</p>	<p>Progressing</p>
<p>T1.1.3.2 Facilitate information to the community on available transport options within the local government area</p>	<p>DCCS</p>	<p>50%</p> <p>The initial barrier of individual funding eligibility requirements identified in Q1 continues to impact uptake of the expanded Access Bus service to Deepwater, Emmaville, Glencoe, and Red Range. The second wave of community engagement is being redesigned to address these concerns and better communicate available transport options and funding pathways to these rural communities.</p>	<p>Progressing</p>



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<p>T1.1.3.3 Expand current transport services to clients throughout the LGA.</p>	<p>MCS</p>	<p>50% The Access Bus continues operating through CHSP as an accredited Point to Point provider, delivering weekly CBD transport, special event trips, and individual services to residents 65+ (50+ for Aboriginal and Torres Strait Islander people). Council attended Transport for NSW briefing on New England and North West Strategic Regional Integrated Transport Plans, providing opportunity to advocate for improved LGA connectivity and inform future transport expansion for the region.</p>	<p>Progressing</p>
<p>T1.1.4.1 Finalise and adopt a National Broadband Network (NBN) Connectivity Strategy.</p>	<p>CEDT</p>	<p>10% A meeting with NBN Co is scheduled for 27 January 2026, during which Council officers will work collaboratively to develop an action plan to finalise the Draft Digital Connectivity Plan. The draft was originally prepared with NBN Co in May 2024. The update will align the document with Council's CSP 2025–2035 and reflect recent network upgrades. It is anticipated that the finalised plan will be presented to Council at its April 2026 meeting.</p>	<p>Progressing</p>
<p>T1.1.4.2 Identify digital blackspots and advocate for additional mobile towers in the LGA.</p>	<p>CEDT</p>	<p>35% Council officers are continuing to monitor for mobile black spot program grant opportunities to build on Council executing 4 leases with Amplitel Pty Ltd from 31 October 2025 until 30 October 2045 for a mobile phone tower located on land at the Wattle Vale Quarry to improve digital coverage between Glen Innes and Inverell.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>T1.2.1.1 Develop partnerships to contribute to NAIDOC Week events.</p>	<p>CEDT</p>	<p>100% As per Q1 25/26 update, this action has been completed. Copy of Q1 commentary provided for reference. Council partnered with Armajun Health, Boorabee and Cooramah Aboriginal Corporations to deliver NAIDOC activities, supported road closures, banners, VIC displays and planning meetings, and facilitated weaving and cultural photography at The Willows. These actions strengthened partnerships, with further collaboration planned for NAIDOC Week 2026.</p>	<p>Completed</p>
<p>T1.2.1.2 Deliver the Australian Celtic Festival annual event.</p>	<p>CEDT</p>	<p>65% Contractors, performers, honoured guests and cultural events have been secured, and the festival program is in its final stages of development. Ticket sales and invoicing have commenced. Community and volunteer opportunities are being promoted, and the marketing plan is being implemented. Grant applications for glamping accommodation and larger support acts were unsuccessful in a highly competitive funding environment; however, notification is still pending for a Crown Lands infrastructure grant for Centennial Parklands, which will benefit the festival overall.</p>	<p>Progressing</p>
<p>T1.2.1.3 Deliver the Minerama Fossicking Gem &amp; Jewellery Show annual event.</p>	<p>CEDT</p>	<p>80% Planning remains on track to deliver the festival as scheduled. Contractors, traders and activities have been confirmed; the website has been updated and marketing commenced. Invoicing has begun, fossicking trips have been released, community groups are engaged, and volunteer recruitment is underway.</p>	<p>Progressing</p>



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<p>T1.2.1.4 Deliver the Christmas in the Highlands annual event.</p>	<p>CEDT</p>	<p>100% The event was successfully delivered with strong placemaking outcomes and community engagement and the grant acquittal has been completed. It was nominated for Community Event of Year at the the Australia Day Awards at the Glen Innes ceremony, highlighting its community support and success. Supported by a \$350,000 Open Streets grant (Transport for NSW), Christmas in the Highlands Illuminations (29 Nov 2025) featured immersive light trails, live music, artisan markets, children's activities, and Santa with reindeer. Community lighting workshops also supported the event.</p>	<p>Completed</p>
<p>T1.2.1.5 Deliver the Harmony Day annual event.</p>	<p>MCS</p>	<p>20% preparations have commenced for Harmony Day event. Discussions have been held with the Glen Innes and District Community Centre to deliver the event in partnership with Council. A partnership agreement has been developed, and both parties will work in collaboration to the deliver the event.</p>	<p>Progressing</p>



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T1.2.1.6 Develop an annual library program of activities and events based on community, cultural interests, community diversity and service needs.	MLLC	70% During October, November and December the following events were organised: <ul style="list-style-type: none"> <li>• School Holiday Program – six events engaged children with Yogi, movies and activities.</li> <li>• Spring Regional Youth Holiday Break Program co-hosted with The Youth Booth delivered Beginner Yogi, silk painting with Kim Michelle Toft and LGBTQIA+ Awareness Disco.</li> <li>• Two author visits from Peter Watt and local author Joanne Austen Brown were well attended.</li> <li>• Two NSW State Consultants visited the library and attended a luncheon with the Glen Innes Mayor, Council management and community library stakeholders.</li> </ul>	Progressing
T1.2.1.7 Review Council's Cultural Plan through community consultation to capture and report on all planned cultural projects and events.	MLLC	0%	Not Yet Commenced
T1.2.1.8 Investigate and seek grant funding to implement the Glen Innes Severn Learning Centre Strategic Plan	MLLC	50% Participated with Council's Community Services section 'The Youth Booth' to deliver a successful grant submission for the Spring Regional Youth Holiday Break Program that delivered three events that increased skills and cultural awareness for young people.	Progressing
T1.2.1.9 Review and renew the Strategic Plan for Deepwater Emmaville and Glencoe library services.	MLLC	90% The Strategic Plan for Deepwater, Emmaville, and Glencoe Library Service is awaiting approval from ELT to progress to a General Business Meeting.	Progressing.



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T1.2.2.1 Deliver a volunteer recognition event.	MLLC	15% National Volunteer Week is Monday, 18 May to Sunday, 24 May 2026, with the theme 'Your Year to Volunteer'. This event has been placed on the Library's Annual Program and planning will commence closer to the event.	Progressing
T1.2.2.2 Prepare and implement a Volunteer Attraction Program.	MAHR	0% Further information is required from relevant stakeholders before work can commence on this.	Not Yet Commenced
T1.2.3.1 Update and implement the Disability Inclusion Action Plan (DIAP) in consultation with key stakeholders.	MCS	25% An RFQ was released to engage external consultants to update the DIAP in consultation with key stakeholders. To date, no responses have been received. Given the lack of external expertise available, the project will not proceed with in-house development at this time. Instead, existing frameworks from the Aged and Disability Strategy will be utilised to guide disability inclusion initiatives.	Progressing
T1.2.3.2 Implement the Aged and Disability Strategy.	MCS	50% Implementation of the Aged and Disability Strategy is underway and progressing as planned. Key activities this quarter include baseline data collection, and establishment of cross-departmental information sharing protocols. The first progress report will be presented to ELT in March 2026, detailing milestone achievements, identified challenges, and recommended actions for implementation phases.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>T1.2.3.3 Maintain support for local domestic violence support groups with a particular focus on raising awareness with young people.</p>	<p>MCS</p>	<p>100% Council continues to support the Safe In Our Town (SIOT) Committee through various initiatives. During Q2, we partnered with SIOT to supply crisis bags to the Youth Booth. These bags contain essential items and resources for those experiencing or at risk of domestic violence. This collaboration demonstrates Council's commitment to supporting local domestic violence support organisations, with focus on raising awareness and providing practical assistance to young people in our community.</p>	<p>Completed</p>
<p>T1.2.3.4 Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) provider and deliver corresponding NDIS services to the community.</p>	<p>MCS</p>	<p>100% Life Choices Support Services successfully completed its Mid-Term NDIS Practice Standards Audit conducted by Platinum Certification AQA Pty Ltd. Full conformity achieved across all applicable NDIS Practice Standards Continuing certification recommended. No corrective actions required with zero major or minor non-conformities. All quality indicators rated as conforming. Continuing certification recommended. No corrective actions required.</p>	<p>Completed</p>
<p>T1.2.3.5 Maintain Council's registration as an approved in-home aged care provider and deliver corresponding aged care services to the community.</p>	<p>MCS</p>	<p>65% Council successfully transitioned to the Support at Home Programme under the New Aged Care Act 2024 from 1 November 2025. We implemented a new client database system to meet registration and compliance requirements. Throughout Q2, comprehensive staff training was prioritised to support our team through this reform. Our focus remained on delivering quality care, ensuring all participants received continued support during this transformation to Australia's new in-home aged care system.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

T1.2.3.6 Maintain Council's registration with the appropriate governing bodies to provide out of school hours care and vacation care programs.	MCS	75% CAFS has achieved 'Meeting NQS' status following the December 2025 Department of Education audit—a significant advancement from 'Working Towards NQS' held since 2019. Draft findings confirm compliance across all National Quality Standards areas. We anticipate formal ACEQCA endorsement of this milestone outcome in the coming period. This reflects our ongoing commitment to quality improvement.	Progressing
T1.2.3.7 Develop a Reconciliation Action Plan	MCS	45% Development of a Reconciliation Action Plan has not commenced due to resourcing limitations in the community development space. As a foundational step, the Community Cultural Relations Policy (last reviewed June 2022) has undergone significant revision. The updated policy will be presented to ELT before being submitted to Council for public exhibition and community feedback prior to adoption. This review addresses current legislative requirements and establishes a framework for future cultural relations initiatives.	Progressing
T1.3.1.1 Undertake a review of the Glen Innes Sporting Facilities Master Plan.	DPG	60% Steady progress continues on the in-house review of the Glen Innes Sporting Facilities Master Plan including completion of an audit of actions and preparatory work on revised content and scoping of new actions. Due to final document graphic design timeframes, the revised plan is now anticipated to be completed and put to Council's May 2026 meeting for consideration / adoption.	Progressing



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>T1.3.2.1 Conduct a feasibility study and marketing plan into geotourism.</p>	<p>CEDT</p>	<p>15% Works have commenced on the geotourism feasibility study and marketing plan through delivery of foundational actions that test market positioning and future viability. This includes creation of a dedicated Geotourism webpage, positioning the Visitor Information Centre as the gateway to the geotourism story, which complements the geotrails audit to inform site selection, trail development and future marketing, which will progress in early 2026.</p>	<p>Progressing</p>
<p>T1.3.2.2 Identify and promote geotrails to attract nature-based tourism.</p>	<p>CEDT</p>	<p>30% A dedicated Geotourism webpage has been published highlighting the Skywalk, with the Australian Standing Stones as a trail anchor. The Visitor Information Centre is being reviewed to become the gateway to the geotourism story. Mayor, Cr Margot Davis is scheduled to present at the Australian Earth Sciences Convention in Melbourne (Feb 26,) promoting the Glen Innes GeoRegion and Skywalk Geotrail. Further geotrail development will progress in 2026 subject to funding, including Emmaville and Ottery Mine trails and rebranding the Miners Way in line with the completed Geotrails audit.</p>	<p>Progressing</p>
<p>T1.3.3.1 Promote community awareness of wellbeing and support facilitation services available at Life Choices Support Services, Children and Family Services and Youth Services.</p>	<p>MCS</p>	<p>50% GISC sustained promotion of wellbeing services across Life Choices Support Services, Children and Family Services, and Youth Services. LC-SS Facebook achieved 12,000+ views (16 Oct 2025 - 13 Jan 2026), demonstrating strong community engagement. Youth Booth social media reached 5,464 views during the same period, with a 48% decrease directly attributed to Australia's historic under-16 social media ban implemented 10 December 2025, restricting youth access to major platforms including Facebook.</p>	<p>Progressing</p>



Periodic Review of the 2025-2026 Operational Plan (Q2)

<p>T1.3.3.2 Maintain adequate external funding agreements to provide capacity building and engaging activities for youth.</p>	<p>MCS</p>	<p>100%</p> <p>Glen Innes Severn Council has secured \$387,359 in funding from the NSW Department of Communities and Justice to continue delivering vital community strengthening services through The Youth Booth for the next five and a half years, representing a more than three-fold increase in annual funding.</p> <p>A secondary funding contract will support the continuation and expansion of Aboriginal Playgroups, which will be delivered weekly with a focus on cultural safety and Aboriginal-led service delivery.</p>	<p>Completed</p>
<p>T1.3.3.3 Research and plan for an enclosed outdoor sustainable sensory garden space at the library.</p>	<p>MLLC</p>	<p>50%</p> <p>The Library team organised and coordinated the plans for two events at the Oasis Community Garden for school children and the regional youth holiday program which focussed on sustainable gardening, eating healthy and enjoying social connections in the garden.</p>	<p>Progressing</p>





# Periodic Review 2024-2025 Operational Plan



Periodic Review of the 2024-2025 Operational Plan

Operational Plan Action	Responsibility	Progression	Progress Update	Status
Implement the adopted Tourism Signage Plan and review as required to improve the visitor experience giving more reason to stop, explore, stay longer and spend more.	DPG	80%	This project is progressing well. The signage audit has been completed and preparatory work for the updated signage and wayfinding strategy has commenced. Finalisation of the strategy is pending the outcome of the proposed Council name change to Glen Innes Highlands Council to ensure branding consistency and avoid rework.  Subject to that outcome, the strategy will be finalised and sign procurement is anticipated to occur prior to 30 June 2026.	Progressing
Develop a new 5 year Australian Celtic Festival Strategy.	DPG	95%	This is progressing, however timeframe to complete has been extended due to competing priorities and staff resourcing constraints The Draft 5 year Strategy is earmarked for completion end of February 2026 and will proceed to Council for exhibition / adoption following the internal review process accordingly.	Progressing
Develop a Minerama 5-year Strategic Plan	DPG	70%	Completion date extended due to resourcing constraints. Draft Strategic Plan anticipated to be completed by end of April 2026.	Progressing
Undertake a review to determine the preferred operating model of the Glen Innes Saleyards.	DPG	60%	This is progressing. Consultant provided the Options Paper and staff are conducting an internal review with a Councillor Workshop and report to Council to follow in February 2026.	Progressing



Periodic Review of the 2024-2025 Operational Plan

Review and update Local Environmental Plan, Development Contribution Plans and Development Control Plan as budget permits.	DPG	90%	RFQ to engage a consultant(s) to carry out the LEP & DCP reviews in complete and a consultant anticipated to be engaged in January 2026. Contributions Plan is earmarked to be completed by 30 June 2026, subject to adequate resourcing, with report to Council and subsequent exhibition and adoption to follow in 26/27.	Progressing
Finalise and present the draft Emissions Reduction Plan to Council by 30 June 2025.	DPG	20%	This project has not progressed. Manager of Sustainability and Animal Services to investigate and report on whether feasible to deliver plan.	Progressing
Present the draft Renewable Energy Action Plan to Council for endorsement.	DPG & DIS	40%	Feasibility Study for VEN has now been completed and initial meeting with consultants held. Manager of Sustainability and Animal Services to recommence project with DIS as partner in early 2026.	Progressing
Improve security on staged approach at the landfills within the local government area.	DPG	50%	Project is continuing with fencing to be erected around Emmaville and Glen Innes landfills first by 30 June 2026, in line with available budget allocations.	Progressing
Provide waste education and recycling programs to increase diversion rates into the landfill in conjunction with Northern Inland Regional Waste Group.	DPG	50%	Waste education and recycling education programs / campaigns will be designed and delivered sporadically over the remainder of 25/26 and 26/27. A full education program will be included in the contract for new waste collection service tender which will see the appointed tenderer commence in 2027.	Progressing



Periodic Review of the 2024-2025 Operational Plan

Review Council's Integrated Water Cycle Management Plan.	DIS	65%	NSW Public Works Advisory are continuing on the development of Councils Integrated Water Cycle Management Plan (IWCM) The latest update provided to Council is that completion of is now expected by the end of 2026. This additional delay has been attributed to groundwater investigation work and inconsistencies with the water model.	Progressing
Implement a new Electronic Document and Records Management System (EDRMS) or upgrade the existing Technology One system to the latest cloud version.	DCCS	75%	RecordPoint has been selected as the preferred vendor, with the implementation project commencing in February 2026. The expected project duration is two to three months.	Progressing
Review and further develop a retention strategy for the 35 – 54 year cohort of employees.	DCCS	0%	No further work has occurred on this goal. It will be addressed as part of Council's new culture improvement program.	Not yet commenced
Migrate data from on premise network drives into SharePoint and OneDrive cloud drives and set up all required networking, security and backup protocols.	DCCS	60%	All home drive folders have been successfully migrated to OneDrive and additional backup software implemented to protect the data.  Progress on shared drive migrations has been impacted by transition to the new EDRMS system, which has actually provided Council with additional and better options. Work on this will continue during 2026, with an expected completion date in the latter half of the year.	Progressing



## Office of Local Government QBRs 25-26 Quarter 2

Return to: [qbrs@olg.nsw.gov.au](mailto:qbrs@olg.nsw.gov.au) in Excel format

Due Date: 28 February 2026

<b>Council Name:</b>	Glen Innes Severn Council
<b>Quarter end:</b>	31/12/2025

<b>Contact Name:</b>	Gary Mills
<b>Contact Phone:</b>	
<b>Contact Email:</b>	<a href="mailto:gmills@gisc.nsw.gov.au">gmills@gisc.nsw.gov.au</a>

**Comments on Return:**

Note: to insert line breaks in comment box, press Alt-Enter.

Only WHITE cells need to be populated

**DO NOT ENTER N/A into Cells - leave blank if no data**

Questions relating to this return should be directed to:

**Office of Local Government**

Performance Team

(02) 4428 4100

QBRS FINANCIAL OVERVIEW											
Glen Innes Severn Council											
Budget review for the quarter ended 31/12/25											
DESCRIPTION	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD	
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review 0 1 \$000's	Review 0 2 \$000's	Review 0 3 \$000's	Budget \$000's	for council resolution \$000's	Result 2025/26 \$000's	ORIGINAL Budget v PYE 2025/26 \$000's	2025/26 \$000's	
Net Operating Result before grants and contributions provided for capital purposes	General Fund	-6,938	-5,157	5	0	0	-5,152	436	-4,716	441	-3,408
	Water Fund	391	495	0	0	0	495	0	495	0	143
	Sewer Fund	814	288	0	0	0	288	0	288	0	960
	Consolidated	-986	1,238	5	0	0	1,243	436	1,679	441	-2,304
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	21,890	22,849	5	0	0	22,854	436	23,290	441	10,203
Borrowings	Total borrowings						0		0		0
Liquidity	External restrictions	28,251	27,639	0	0	0	27,639	0	27,639	0	18,762
	Internal Allocations	0	0	0	0	0	0	0	0	0	0
	Unallocated	-1,123	1,168	0	0	0	1,168	0	1,168	0	2,402
	Total Cash, Cash Equivalents and Inve	27,128	28,807	0	0	0	28,807	0	28,807	0	21,164
Capital	Capital Funding	18,248	33,811	0	0	0	33,811	-2,168	31,643	-2,168	9,581
	Capital Expenditure	18,248	33,811	0	0	0	33,811	-2,168	31,643	-2,168	9,581
	Net Capital	0	0	0	0	0	0	0	0	0	0
		Opening Balance As at 1 July 2025 \$000's	Total Cash Contributions Received As at this Q \$000's	Total Interest Earned As at this Q \$000's	Total Expended As at this Q \$000's	Total Internal Borrowings (to)/from As at this Q \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal borrowings (to)/from As at this Q \$000's			
Developer Contribution	Total Developer Contributions	1,323	115	0	0	0	1,438	0			

Income and Expenses Budget Review Statement										
Glen Innes Severn Council										
Budget review for the quarter ended 31/12/2025										
Consolidated Fund										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
<b>INCOME</b>										
Rates and Annual Charges	13,868	15,675	0			15,675		15,675	0	15,001
User Charges and Fees	3,363	9,562	0			9,562		9,562	0	3,745
Other Revenue	900	510	0			510		510	0	331
Grants and Contributions - Operating	9,245	10,054	0			10,054		10,054	0	3,842
Grants and Contributions - Capital	15,177	13,000	0			13,000		13,000	0	7,264
Interest and Investment Income	1,038	1,103	0			1,103		1,103	0	512
Other Income	216	423	0			423		423	0	242
Net gain from disposal of assets	2,760	3,700	0			3,700		3,700	0	
<b>Total Income from continuing operations</b>	<b>46,567</b>	<b>54,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,027</b>	<b>0</b>	<b>54,027</b>	<b>0</b>	<b>30,937</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	13,582	15,590	6			15,596	-367	15,229	-361	9,144
Materials & Services	8,844	14,301	-11			14,290	-69	14,221	-80	10,893
Borrowing Costs	420	375	0			375		375	0	211
Other Expenses	1,247	912	0			912		912	0	486
Net Loss from Disposal of Assets	584	0	0			0		0	0	0
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>24,677</b>	<b>31,178</b>	<b>-5</b>	<b>0</b>	<b>0</b>	<b>31,173</b>	<b>-436</b>	<b>30,737</b>	<b>-441</b>	<b>20,734</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>21,890</b>	<b>22,849</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>22,854</b>	<b>436</b>	<b>23,290</b>	<b>441</b>	<b>10,203</b>
Depreciation, amortisation and impairment of non financial assets	7,699	8,611	0			8,611		8,611	0	5,243
<b>Operating result from continuing Operations</b>	<b>14,191</b>	<b>14,238</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>14,243</b>	<b>436</b>	<b>14,679</b>	<b>441</b>	<b>4,960</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>-986</b>	<b>1,238</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1,243</b>	<b>436</b>	<b>1,679</b>	<b>441</b>	<b>-2,304</b>

**Notes**  
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget  
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:  
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan  
 2) any impacts of year to date expenditure on recommended changes to budget

**Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.**  
**The narrative is important in understanding why budget changes are necessary.**

Income and Expenses Budget Review Statement										
Glen Innes Severn Council										
Budget review for the quarter ended 31/12/2025										
General Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Original	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD
	2024/25	2025/26	Review	Review	Review	Budget	for council	(PYE)	budget v PYE	2025/26
	\$000's	\$000's	Q 1	Q 2	Q 3	\$000's	resolution	2025/26	2025/26	2025/26
			\$000's	\$000's	\$000's		\$000's	\$000's	\$000's	\$000's
<b>INCOME</b>										
Rates and Annual Charges	10,369	12,213				12,213		12,213	0	11,620
User Charges and Fees	2,516	7,472				7,472		7,472	0	3,282
Other Revenue	853	510				510		510	0	328
Grants and Contributions - Operating	9,052	9,774				9,774		9,774	0	3,835
Grants and Contributions - Capital	14,895	13,000				13,000		13,000	0	
Interest and Investment Income	945	1,093				1,093		1,093	0	405
Other Income	216	423				423		423	0	211
Net gain from disposal of assets						0		0	0	
<b>Total Income from continuing operations</b>	<b>38,846</b>	<b>44,485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,485</b>	<b>0</b>	<b>44,485</b>	<b>0</b>	<b>19,681</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	12,487	13,332	6			13,338	-367	12,971	-361	8,594
Materials & Services	8,476	13,424	-11			13,413	-69	13,344	-80	9,311
Borrowing Costs	396	363				363		363	0	174
Other Expenses	1,247	912				912		912	0	486
Net Loss from Disposal of Assets	584					0		0	0	
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>23,190</b>	<b>28,031</b>	<b>-5</b>	<b>0</b>	<b>0</b>	<b>28,026</b>	<b>-436</b>	<b>27,590</b>	<b>-441</b>	<b>18,565</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>15,656</b>	<b>16,454</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>16,459</b>	<b>436</b>	<b>16,895</b>	<b>441</b>	<b>1,116</b>
Depreciation, amortisation and impairment of non financial assets	7,699	8,611				8,611		8,611	0	4,524
<b>Operating result from continuing Operations</b>	<b>7,957</b>	<b>7,843</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7,848</b>	<b>436</b>	<b>8,284</b>	<b>441</b>	<b>-3,408</b>
<b>Net Operating Result before grants and contributions provided for capital purposes</b>	<b>-6,938</b>	<b>-5,157</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>-5,152</b>	<b>436</b>	<b>-4,716</b>	<b>441</b>	<b>-3,408</b>

**Notes**  
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget  
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The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to budget

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Income and Expenses Budget Review Statement										
Glen Innes Severn Council										
Budget review for the quarter ended 31/12/2025										
Water Fund										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	Result 2025/26 \$000's	ORIGINAL budget v PYE 2025/26 \$000's	2025/26 \$000's
<b>INCOME</b>										
Access Charges	1,515	1,457				1,457		1,457	0	1,414
User Charges	909	1,963				1,963		1,963	0	430
Fees	10					0		0	0	1
Grants & Contributions - Operating	193	270				270		270	0	3
Interest and Investment Income	112					0		0	0	42
Other Income	21	10				10		10	0	23
Net gain from disposal of assets						0		0	0	
<b>Total Income from continuing operations</b>	<b>2,760</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,700</b>	<b>0</b>	<b>3,700</b>	<b>0</b>	<b>1,913</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	408	475				475		475	0	338
Materials & Services	841	1,833				1,833		1,833	0	998
Borrowing Costs	101	94				94		94	0	32
Water purchase charges						0		0	0	
Calculated taxation equivalents						0		0	0	
Debt guarantee fee						0		0	0	
Other Expenses	197					0		0	0	
Net Loss from Disposal of Assets	4					0		0	0	
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>1,551</b>	<b>2,402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,402</b>	<b>0</b>	<b>2,402</b>	<b>0</b>	<b>1,368</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>1,209</b>	<b>1,298</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,298</b>	<b>0</b>	<b>1,298</b>	<b>0</b>	<b>545</b>
Depreciation, amortisation and impairment of non financial assets	818	803				803		803	0	402
<b>Surplus / (Deficit) from continuing operations before capital amounts</b>	<b>391</b>	<b>495</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>495</b>	<b>0</b>	<b>495</b>	<b>0</b>	<b>143</b>
Grants and Contributions - Capital						0		0	0	
<b>Surplus / (Deficit) from continuing operations after capital amounts</b>	<b>391</b>	<b>495</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>495</b>	<b>0</b>	<b>495</b>	<b>0</b>	<b>143</b>

**Notes**  
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget  
 Revised Budget +/- recommended changes this quarter = PROJECTED year results  
 The quarterly recommended changes to the revised budget are to include:  
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan  
 2) any impacts of year to date expenditure on recommended changes to budget  
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Income and Expenses Budget Review Statement										
Glen Innes Severn Council										
Budget review for the quarter ended 31/12/2025										
Sewer Fund										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	Result 2025/26 \$000's	ORIGINAL budget v PYE 2025/26 \$000's	2025/26 \$000's
<b>INCOME</b>										
Access charges	1,984	2,005				2,005		2,005	0	1,967
User charges	-62	127				127		127	0	33
Liquid trade-waste charges	37					0		0	0	2
Fees		10				10		10	0	
Grants and contributions - Operating	170					0		0	0	5
Interest and Investment Income	72					0		0	0	64
Other Income						0		0	0	8
Net gain from disposal of assets						0		0	0	
<b>Total Income from continuing operations</b>	<b>2,201</b>	<b>2,142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,142</b>	<b>0</b>	<b>2,142</b>	<b>0</b>	<b>2,079</b>
<b>EXPENSES</b>										
Employee benefits and on-costs	254	425				425		425	0	212
Materials & Services	267	783				783		783	0	584
Borrowing Costs	24	12				12		12	0	6
Calculated taxation equivalents						0		0	0	
Debt Guarantee fee						0		0	0	
Other Expenses	254					0		0	0	
Net Loss from Disposal of Assets	1					0		0	0	
<b>Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>800</b>	<b>1,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,220</b>	<b>0</b>	<b>1,220</b>	<b>0</b>	<b>802</b>
<b>Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets</b>	<b>1,401</b>	<b>922</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>922</b>	<b>0</b>	<b>922</b>	<b>0</b>	<b>1,277</b>
Depreciation, amortisation and impairment of non financial assets	587	634				634		634	0	317
<b>Surplus / (Deficit) from continuing operations before capital amounts</b>	<b>814</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288</b>	<b>0</b>	<b>288</b>	<b>0</b>	<b>960</b>
Grants and Contributions - Capital						0		0	0	
<b>Surplus/(Deficit) from continuing operations after capital amounts</b>	<b>814</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288</b>	<b>0</b>	<b>288</b>	<b>0</b>	<b>960</b>

**Notes**  
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget  
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to budget

**Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.**  
**The narrative is important in understanding why budget changes are necessary.**

Capital Budget Review Statement Glen Innes Severn Council Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	\$000's	for council resolution \$000's	(PYE) Result 2025/26 \$000's	budget v FYE 2025/26 \$000's	2025/26 \$000's
<b>CAPITAL FUNDING</b>										
Rates & other untied funding	2,498	4,579				4,579	2,061	6,640	2,061	682
Capital Grants & Contributions	14,895	19,469				19,469	-4,480	14,989	-4,480	7,264
Reserves - External Restrictions	855	3,763				3,763	251	4,014	251	1,635
Reserves - Internally Allocated						0		0	0	0
New Loans		6,000				6,000		6,000	0	0
Proceeds from sale of assets						0		0	0	0
Other						0		0	0	0
<b>Total Capital Funding</b>	<b>18,248</b>	<b>33,811</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,811</b>	<b>-2,168</b>	<b>31,643</b>	<b>-2,168</b>	<b>9,581</b>
<b>CAPITAL EXPENDITURE</b>										
WIP		10,000				10,000	-4,138	5,862	-4,138	5,207
New Assets	8,056	701				701	2,101	2,802	2,101	1,727
Asset Renewal	10,192	4,378				4,378	-60	4,318	-60	2,084
Other		18,732				18,732	-71	18,661	-71	563
<b>Total Capital Expenditure</b>	<b>18,248</b>	<b>33,811</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,811</b>	<b>-2,168</b>	<b>31,643</b>	<b>-2,168</b>	<b>9,581</b>
<b>Net Capital Funding - Surplus /(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes**  
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget  
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.  
 Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:  
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan  
 2) any impacts of year to date expenditure on recommended changes to budget

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**The narrative is important in understanding why budget changes are necessary.**

Cash and Investments Budget Review Statement										
Glen Innes Severn Council										
Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Original	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD
	2024/25	2025/26	Review	Review	Review	Budget	for council	Result	budget v PYE	2025/26
	\$000's	\$000's	Q 1	Q 2	Q 3	\$000's	resolution	2025/26	2025/26	2025/26
			\$000's	\$000's	\$000's			\$000's	\$000's	\$000's
<b>Total Cash, Cash Equivalents &amp; Inves</b>	27,128	28,807				28,807		28,807	0	21,164
<b>EXTERNALLY RESTRICTED</b>										
Water Fund	4,117	3,956				3,956		3,956	0	2,304
Sewer Fund	6,026	5,240				5,240		5,240	0	2,263
Developer contributions - General	1,323	1,323				1,323		1,323	0	1,323
Developer contributions - Water						0		0	0	
Developer contributions - Sewer						0		0	0	
Transport for NSW Contributions						0		0	0	
Domestic waste management	4,658	4,958				4,958		4,958	0	4,658
Stormwater management						0		0	0	1,186
Other	12,127	12,162				12,162		12,162	0	7,028
<b>Total Externally Restricted</b>	<b>28,251</b>	<b>27,639</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,639</b>	<b>0</b>	<b>27,639</b>	<b>0</b>	<b>18,762</b>
Cash, cash equivalents & investments not subject to external restrictions	-1,123	1,168	0	0	0	1,168	0	1,168	0	2,402
<b>INTERNAL ALLOCATIONS</b>										
Employee entitlements						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Other						0		0	0	
<b>Total Internally Allocated</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unallocated</b>	<b>-1,123</b>	<b>1,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,168</b>	<b>0</b>	<b>1,168</b>	<b>0</b>	<b>2,402</b>

restricts their use. Council may allocate or re-allocate any unallocated funds at its discretion of council.

Developer Contributions Summary																					
Glen Innes Severn Council																					
Budget review for the quarter ended 31/12/2025																					
Purpose	Opening Balance As at 1 July 2025 \$000's	Developer Contributions Received									Interest Earned Q1 \$000's	Interest Earned Q2 \$000's	Interest Earned Q3 \$000's	Monetary Amounts Expended Q1 \$000's	Monetary Amounts Expended Q2 \$000's	Monetary Amounts Expended Q3 \$000's	Internal Borrowings (to)/from Q1 \$000's	Internal Borrowings (to)/from Q2 \$000's	Internal Borrowings (to)/from Q3 \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal borrowings (to)/from As at this Q \$000's
		Cash	Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Other	Non-Cash Other	Non-Cash Other											
		Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's											
Drainage																					0
Roads	1,323	46	69																		1,438
Traffic facilities																					0
Parking																					0
Open space																					0
Community facilities																					0
Other																					0
<b>Total S7.11 Under plans</b>	<b>1,323</b>	<b>46</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,438</b>
S7.11 Not under plans																					0
S7.12 Levies																					0
S7.4 Planning agreements																					0
S64 Contributions																					0
Other																					0
<b>Total Developer Contributions</b>	<b>1,323</b>	<b>46</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,438</b>

**Notes**  
 All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when council gains control over the asset (cash or non cash).  
 Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4, s7.11 and s7.12 of the *Environmental Planning and Assessment Act 1979*.  
 Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.  
 "Monetary Amounts Expended" should only include monetary expenditure. Enter positive value when expended. The amounts recorded under "Non-cash Land" and "Non-cash Other" are not included in "Monetary Amounts Expended", as these represent





**Opex Detail Summary QBRs 2 December 2025**

Function	Activity Description	Proposed Amount	lv1	Job No	Activities Cc	Comments
Administration	Consulting & Contractors Costs	150000	Expenditure	5010S	2065	Transfer from wages 3802 due to staff shortages
Administration	S&W General	-150000	Expenditure	5010S	3802	To Cover Contractor expenses for Staff shortages transfer to 5010S 2065
Environment	S&W General	-22500	Expenditure	5044S	3802	To be allocated Waste S&W(5067S.3802). Email sent to payroll 28/1 to adjust staff timesheet to reflect actual hours.
Governance	Consulting & Contractors Costs	80000	Expenditure	5011S	2065	Transfer from wages to cover contractor costs for Staff shortage.
Governance	S&W General	-80000	Expenditure	5011S	3802	Transfer to Contractor costs to cover staff shortage.
Housing & Community Amenities	Consulting & Contractors Costs	10065	Expenditure	5064S	2065	Reallocate from 233001.5064S.2265
Housing & Community Amenities	Consulting & Contractors Costs	-1310	Expenditure	5064S	2065	Reallocate to 232001.5064S.2065
Housing & Community Amenities	Consulting & Contractors Costs	1310	Expenditure	5064S	2065	Reallocated from 233005064S.2065
Housing & Community Amenities	Consulting & Contractors Costs	-15000	Expenditure	5065S	2065	Move to Red Range - 233001.5068S2854
Housing & Community Amenities	M & R General	100000	Expenditure	5082S	2210	Move \$100k from unsealed road maintenacne 5089S
Housing & Community Amenities	MRF - Cardboard Operations	20000	Expenditure	5067S	2840	Allocate from 233001.5067S.2841
Housing & Community Amenities	MRF - Recycling Operations	-20000	Expenditure	5067S	2841	Allocate to 229510.5067S.2840
Housing & Community Amenities	Operating Expenses	-10065	Expenditure	5064S	2265	Reallocate to 232001.5064S.2065
Housing & Community Amenities	S&W General	22500	Expenditure	5067S	3802	Allocated from 5044S.3802. Email sent to payroll 28/1 to adjust staff timesheet to reflect actual hours.
Housing & Community Amenities	Waste: Tipping Fees & Charges	-4668	Expenditure	5067S	1720	Red Range costs - reallocate to 23301.5068S.2854
Public Order & Safety	Animal:Fines-Regulatory	-40000	Income	5039S	1402	Allocate to 5039S. 3820 - S&W Relief - Tim Tibbs 18 month retrospective companion animal charges.
Public Order & Safety	Animal:Sustenance Costs	-2000	Expenditure	5039S	2491	To 233001.5039S.2210
Public Order & Safety	M & R General	2000	Expenditure	5039S	2210	From 233001.5039S.2491
Public Order & Safety	S&W Relief	40000	Expenditure	5039S	3820	Allocate from 5039S.1402 Animal Fines (Tim Tibbs 18months retrospective charging of companion animal fees)
Recreation & Culture	Light Vehicle/plant	-140000	Expenditure	5051S	2180	Costings and budget allocated to 2210. Budget not required on this line.
Transport & Communication	Bridges: Timber Maintenance	-25950	Expenditure	5079S	4095	No further works planned FY25-26
Transport & Communication	General Bridge Work	-11939.55	Expenditure	5079S	4090	No further works planned this FY.
Transport & Communication	Heavy Grade	-100000	Expenditure	5089S	4030	Move to 5082S
Transport & Communication	Pothole Repair - Patching	-80000	Expenditure	5090S	4015	Forecast \$80000 undersend
Transport & Communication	Routine Inspection	102	Expenditure	5079S	4005	Budget from 4095 to cover actuals
Transport & Communication	Routine Inspection	18445	Expenditure	5079S	4005	No Further works planned this FY
Transport & Communication	Routine Inspection	5	Expenditure	5079S	4005	transfer from 4095 to cover actuals

**Opex Detail Summary QBRs 2 December 2025**

Transport & Communication	S&W General	-2953.3 Expenditure	5079S	3802	No Further works planned this FY
Transport & Communication	S&W General	-146587.8 Expenditure	5079S	3802	Transfert to actuals and remove remaining as no further works planned this FY
Transport & Communication	S&W General	-50000 Expenditure	5086S	3802	Budget not required
Transport & Communication	S&W-Bridges: Timber Maintenance	18445.22 Expenditure	5079S	3839	Budget from 3802 to cover Actuals
Transport & Communication	S&W-General Bridge Work	1218.84 Expenditure	5079S	3835	Budget from 3802 to cover Actuals
Transport & Communication	S&W-Routine Inspection	2626.65 Expenditure	5079S	3836	Budget from 3802 to cover Actuals
<b>Total</b>		<b><u>-436255.94</u></b>			

**Capex Detail Summary QBRs 2 December 2025**

Note	QBR Classification	Job Desc	Proposed Amount	Manger	Job	Comments
1	New SEWER	Capital Renewal - Sewer	\$160,000.00	MIWS	7415C26	increase to match completed project costs
2	Replacement Roads, bridges, footpaths	R2R - Eimers Road Causeway	\$41,000.00	MID	7442C26-PROPOSED	New project approved by Capital Board for Submission into QBR Grant project variation.
3	New Land & Buildings	Sale of 23 Bourke Street Deepwater	\$10,692.31	MAS	7897C24	To match actual received.
4	Replacement SEWER	Capital Renewal - Sewer	\$12,959.79	MIWS	7349C25	Adjusted to match expense
5	Replacement Plant & Equipment	2313 Kubota Outfront Mover Replacement	-\$5,000.00	MAS	7422C26	Expected Capital expenditure less than budget. Budget transferred to new proposed project - Eimers Road causeway
6	New roads, bridges, footpaths	25/26 R2R reseal program	-\$41,000.00	MID	7400C26	
7	Equipment	1587 Leaseback Cat 3 Replacement	-\$0.01	MAS	7421C26	To match expenditure
8	Replacement Roads, bridges, footpaths	AGRN1034 - Rangers Valley Road HP EPAR	\$77,562.00	MID	7407C26	Adjusted to match actual expenditure. All expenditure to be reimbursed in full by grant body. Project to be completed at a later date, Reallocate to OPEX for New Job: LEP review
9	other	CBD Roundabout Landscaping AGRN1034 - Rangers Valley Road HP EPAR	-\$71,000.00		7027C22	
10	Replacement Road\ Replacement Plant &	EPAR	-\$200,000.00		7407C26	Market response has come back under budget
11	Equipment	1556 Holden Colorado 4WD Replacement	\$613.18		7420C26	Increase in vehicle costs.
12	Replacement Plant & Equipment	1587 Leaseback Cat 3 Replacement	\$1,513.93		7421C26	Increase due to CPI Increase in leaseback allowance not budgeted.
13	Replacement Plant & Equipment	2518 Holden Colorado Replacement	\$1,260.00		7425C26	Increase due to CPI increase on leaseback vehicle allowance not taken into account in budgeting process.
14	Replacement Plant & Equipment	2544 Leaseback Cat 3 Replacement	\$1,264.00		7426C26	Increase due to CPI increase in leaseback allowance not accounted for in original budget.
15	Replacement Plant & Equipment	2546 Leaseback Cat 3 Replacement	\$3,716.13		7427C26	Increase due to CPI increase on leaseback vehicle allowance not accounted for in budgeting process. Additional increase due to towbar and roof racks that Manager paid for on previous leaseback as per Policy.
16	Replacement Plant & Equipment	2552 Leaseback Cat 3 Replacement	\$1,264.00		7428C26	Increase due to cpi increase on leaseback vehicle allowance not accounted for in budgeting process.
17	Replacement Plant & Equipment	2582 Leaseback Cat 3 Replacement	\$2,764.00		7429C26	process. Additional \$1500.00 for towbar also not budgeted for.
18	Replacement Plant & Equipment	3505 Holden Colorado 4 X 4 Replacement	\$1,367.27		7430C26	Due to increase in vehicle costs.
19	Equipment	3570 Electric Vehicle Replacement	-\$35.06		7431C26	To match actual.
21	New Land & Buildings	Co Location Building	\$2,000,000.00		7439C25	As per the adopted operational plan, omitted from budget figures
22	New Plant & Equipment	RB80 Rock Breaker to suit Kobelco Excavator	\$9,860.00		7440C26	More efficient way for teams to break dense rock during road construction.

**Capex Detail Summary QBRs 2 December 2025**

23	New Plant & Equipment	K9 Cube	\$32,000.00	7441C26	Safer way to transport animals. High-risk identified when WHS review was conducted
24	WIP/Other	Budget adjustment from Capitalisation	-\$4,209,000.00	Various	Budgets from Capitalisation were reduced to account for year end adjustments.
			-\$2,328,198.46		

Department of Planning, Housing and Infrastructure  
Office of Local Government



Our Ref: A975786  
Your ref: BS

Mr Bernard Smith  
General Manager  
Glen Innes Severn Council  
PO Box 61  
GLEN INNES NSW 2370

Via email: [bsmith@gisc.nsw.gov.au](mailto:bsmith@gisc.nsw.gov.au)

22 December 2025

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**Subject: Application for Internal Loan**

Dear Mr Smith,

Thank you for Glen Innes Severn Council's (Council) letter of 15 August 2025 to the Hon. Ron Hoenig MP, Minister for Local Government, applying for an internal loan from Council's sewer and water funds to the general fund, subject to section 410(3) of the *Local Government Act 1993* (the Act).

Council's application requests approval for the general fund to borrow a total of \$5 million from the water and sewer fund, which will be used to ensure the general fund's unrestricted balance remains positive. Council has specifically asked for approval for the general fund to borrow up to \$2 million from the water fund and up to \$3 million from the sewer fund. The loan was requested for a 2-year term on an interest only basis. Thank you for providing the information requested in November 2025 for the Office of Local Government (OLG) to make the assessment about your request.

I have been delegated authority to exercise the Minister's approval function under section 410(3) and 410(4) of the Act.

Having carefully considered Council's application I have approved it, subject to certain conditions. The approval and conditions are documented in the attached Instrument.

The loan terms are essentially the same as those suggested in Council's request. However, the repayment structure will be based on principal and interest with quarterly repayments. The interest rate will align with T Corp's 3-year fixed rate as advertised on 8 December 2025 which was 4.68%.

While the loan terms are generally consistent with those suggested in Council's request, I have added three additional conditions.

Locked Bag 3015 Nowra NSW 2541  
[olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)

02 4428 4100  
[www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

The first is to do with the implementation of the correct probity and procurement guidelines.

The second requires Council to ensure that the loan will not adversely affect its ability to maintain its water and sewer infrastructure and provide the necessary services. If at any time Council believes that its sewer or water operations have been compromised as a result of providing the loan, then I expect it to manage this appropriately and if necessary, amend the repayment schedule to rectify that fund's position.

The third condition requires Council to provide OLG a report by the 21st of each month advising:

- the cash and investment balances for each fund (general, water, sewer) classified into its externally restricted, internally allocated and unrestricted amounts.

Please note that this approval should not be construed to be an endorsement of the project for which the funds have been sought. Council should continue to rely on its own advice as to the merits and the appropriate management of these projects.

If you have any questions regarding the above please contact Mr Francis D'lima, Director, Delivery and Performance, at the Office of Local Government on (02) 4428 4161 or via email at [francis.dlima@olg.nsw.gov.au](mailto:francis.dlima@olg.nsw.gov.au).

Yours sincerely,



**Erica van den Honert**  
**Acting Deputy Secretary**  
**Office of Local Government**

Encl: Instrument

**LOCAL GOVERNMENT ACT 1993**

**Sections 410(3) and 410(4)**

**Approval for alternative use of money (by way of loan)  
raised by special rates or charges**

**Glen Innes Severn Council**

I, Erica van den Honert, Acting Deputy Secretary, Local Government, a delegate of the Minister for Local Government, hereby approve, pursuant to section 410(3) of the Local Government Act 1993, Glen Innes Severn Council making the following internal loan:

1. Up to \$3,000,000 from money within the Glen Innes Severn Council Sewer Fund and up to \$2,000,000 from money within the Glen Innes Severn Council Water Fund which has been raised by way of a special rate or charge, to its General Fund, for the purpose of providing short term liquidity.

In accordance with section 410(4) of the Act, this approval is given subject to the following conditions:

1. The loan is for a period of 2 years from the date of drawdown and quarterly repayments of interest and principal are to be made.
2. Interest shall be payable on the loan at the rate of 4.68%.
3. Council has implemented and continues to implement the correct procurement and probity guidelines as required.
4. The loan arrangements will not adversely affect Council's ability to maintain and provide the necessary sewer and water infrastructure and services.
5. While the loan is outstanding Council will provide the Office of Local Government by the 21<sup>st</sup> of each month a report advising:
  - a. the cash and investment balances in each of the funds (general, water, sewer) classified into externally restricted, internally allocated and unrestricted amounts.



### Capital Projects January 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Aerodome	7127C23	Airport runway renewal - AGRN 1012	The airport project has been completed. The \$300k underspend will be utilised on a pavement rehabilitation in Railway Street. This has been approved with the grant body.	30/06/2026	\$1,000,000.00	\$ 700,640.88
	7249C24	Runway rehabilitation - Regional Airports Program	Project complete with the grant aquittal in progress.	29/01/2026	\$539,523.23	\$ 121,205.27
	7438C26	Regional Airports Program Round 4	(blank)		\$0.00	\$ -
<b>Aerodome Total</b>					<b>\$1,539,523.23</b>	<b>\$ 821,846.15</b>
Bridge	7208C24	Local Bridges - LIRS Accelerated Bridge Program	Project complete	1/07/2025	\$3,522.75	\$ 0.00
	7210C24	Fixing Country Bridges Round 2B-Cox's Rd	Project complete and final grant milestone claim submitted.	31/12/2025	\$912,000.00	\$ 869,221.39
<b>Bridge Total</b>					<b>\$915,522.75</b>	<b>\$ 869,221.39</b>
Building	7312C25	Depot Improvements	Project should be moved to Director DPG responsibility as remaining budget will be used for amenities upgrade.		\$150,000.00	\$ 107,217.35
	7897C24	Sale of 23 Bourke Street Deepwater	Vacant land has been listed for sale by Expression of Interest process. Council report prepared for August meeting with recommendations.	30/06/2026	-\$75,000.00	-\$ 64,307.69
	7416C26	Shed for pre-coat operations	Project should be moved to Quarry Manager responsibility as this is a quarry project.		\$100,000.00	\$ -
	7409C26	Depot Improvements	Project should be moved to Director DPG responsibility as remaining budget will be used for amenities upgrade.		\$300,000.00	\$ -
	7439C25	Co Location Building	Not a project being managed by Manager of Asset Services.		\$2,000,000.00	\$ 170,000.00
<b>Building Total</b>					<b>\$2,475,000.00</b>	<b>\$ 212,909.66</b>
Drainage	7301C25	Capital Renewal - Urban Stormwater	Onsite work has commenced on the Church Street drainage upgrade. The underspend will be moved to the 26 capital project to be spent if needed.	30/12/2025	\$150,000.00	\$ 56,474.65
	7408C26	Kerb and Gutter Renewals	Kerb and gutter has been repaired and replaced in Hunter Street, Clarke Street, Elizabeth Street and Lindsay Avenue.	30/06/2026	\$200,000.00	\$ 78,053.50
<b>Drainage Total</b>					<b>\$350,000.00</b>	<b>\$ 134,528.15</b>
Economic Development	7030C22	Upgrade Dumaresq Street Industrial Estate	Awaiting final design for electricity before electricity can be provided for lots of land.	30/06/2026	\$283,446.00	\$ 260,362.35
	7117C23	Signage Upgrades	The signage audit has been completed and review is due to be completed by 30 January 2026 to progress to next steps of scoping and prioritising signage upgrades.	30/11/2025	\$80,000.00	\$ 4,204.23
	7118C23	Public Art Projects	The Public Art Advisory Committee is scheduled to reconvene in early 2026 to assess and progress Public Art initiatives within the LGA.	30/06/2026	\$100,000.00	\$ 107.62

**Capital Projects January 2026**

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7311C25	LED Sign at the VIC	Updated quotes / alternative options for LED sign replacement have recommenced and on track to be received by mid-December 2025 with review to occur late December 2025.	31/12/2025	\$20,000.00	\$ -
	7314C25	TCP Signage upgrade for ACF	PROJECT COMPLETED IN 24/25.	30/06/2025	\$15,000.00	\$ -
	7357C25	New England Rail Trail	No further progress made. Outcome of grant application still outstanding.		\$170,000.00	\$ 29,681.67
<b>Economic Development Total</b>					<b>\$668,446.00</b>	<b>\$ 294,355.87</b>
Flood Recovery & Natural Disasters	7128C23A	Old Grafton Road slips EPAR	Rectification works completed at batter slip on Diehard Creek, and design work and the REF completed for the next portion of work due to start in late Feb 2026.	30/04/2026	\$389,136.00	\$ 160,187.25
<b>Flood Recovery &amp; Natural Disasters Total</b>					<b>\$389,136.00</b>	<b>\$ 160,187.25</b>
IT	7361C24	Power App for Finance	(blank)		\$80,000.00	\$ 53,000.00
	7437C26	Ongoing Project - CCTV	Stage 2 of the CCTV upgrade continues with quotes received now being reviewed in preparation to select the preferred supplier and award the contract before end of December 2025. This stage will include extending the cameras along Grey Street and potentially installing viewing screens in Glen Innes Police Station.	30/01/2026	\$50,000.00	\$ -
<b>IT Total</b>					<b>\$130,000.00</b>	<b>\$ 53,000.00</b>
Library	7253C24	Library - Air-condition refurbishment	(blank)		\$10,750.93	\$ 9,454.55
<b>Library Total</b>					<b>\$10,750.93</b>	<b>\$ 9,454.55</b>
Life Choices	7033C22	Revote23 LCSS: Skillion Carport	Waiting asset disposal.		\$12,763.00	\$ 11,602.73
	7124C23	CAFS Sun Shade for playground equipment	RFQ completed. Funding variation particulars to be finalised prior to commencement of works.		\$50,000.00	\$ 34,890.00
	7181C23	Stronger Country Comm - OOSH Sund Shade	Waiting asset disposal.		\$50,000.00	\$ 18,670.00
	7182C23	Stronger Country Comm - Sensory Garden	Works commenced 12/02/2025		\$50,000.00	\$ 87,395.66
<b>Life Choices Total</b>					<b>\$162,763.00</b>	<b>\$ 152,558.39</b>
	7027C22	CBD Roundabout Landscaping	CBD Roundabout Landscaping Council resolved at the November 2025 meeting to reallocate the unspent funds from this already completed project towards the LEP Review. Council's finance team is understood to be finalising this process to reallocate the money, accordingly	30/06/2024	\$12,672.71	\$ 12,029.86
	7166C23	SCCF Rd 5 Stage 1 - Anzac Park	Anzac Park All site prep and concrete works have been completed. 100% of the equipment has been delivered and 75% has been installed, with the remainder expected to be installed by the end of this month. Landscaping works have also commenced. The playground is on track to open by first week in February	13/02/2026	\$600,000.00	\$ 562,081.36

### Capital Projects January 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)	
Open Spaces & Recreational	7168C23	SCCF Rd 5 - Aquatic Centre	- Aquatic Centre Project remains on track to be fully delivered by the February 2026 Emmaville shelter is completed and ready for use over the busy school holiday period Roof replacement at glen innes aquatic centre is complete and the new solar system is installed and working well	28/02/2026	\$332,710.00	\$ 169,119.64	
	7173C23	Shade and Landscaping ISC	Shade and Landscaping ISC Given the Parks Team now has a full complement of staff, project encompassing landscaping at the Stadium is scheduled to commence in early 2026.	30/06/2026	\$50,000.00	\$ 10,772.54	
	7252C24	Learning Centre - 2 x glass sliding doors mechanical motor	(blank)			\$20,000.00	\$ 7,524.77
	7303C25	Installation of two(2) Beams at GI Cemetery.	Quotes are being reviewed and hoping to have works completed by march 2026	31/03/2026	\$25,000.00	\$ 15,185.46	
	7304C25	Installation of new Cemetery Beam Emm. Cemetery			\$15,000.00	\$ 4,058.18	
	7306C25	CCTV	finished	29/08/2025	\$50,000.00	\$ 52,280.00	
	7307C25	Fencing Wilson Park	complete	30/09/2025	\$0.00	\$ 24,505.90	
	7310C25	Off Leash Dog Park Area	Off Leash Dog Park Area RFQ process is being finalised	31/03/2026	\$37,685.90	\$ 3,711.78	
	7362C24	Indoor Stadium Dirt Removal	Works to commence late January early February dirt is being use at the lower training field at meade park for landscaping and drainage and an extra \$50000 from nswrl has been secured to finish training fields	30/06/2026	\$50,000.00	\$ 3,137.00	
	7367C25	ANZAC Park Stage 2	Anzac Park All site prep and concrete works have been completed. 100% of the equipment has been delivered and 75% has been installed, with the remainder expected to be installed by the end of this month. Landscaping works have also commenced. The playground is on track to open by first week in February	13/02/2026	\$600,000.00	\$ 600,000.00	
	7369C25	B6864 - Indoor Sports Centre Stage 4	The Request for Quote for the supply of lighting infrastructure for the Glen Innes Outdoor Multi-purpope Courts has been completed, with a preferred supplier selected and equipment ordered. All equipment is scheduled for delivery in February 2026. The Request for Quote for installation of the equipment was released on 28/11 and will close on 23/12. The preferred suppliers will be notified by 23/01/26 and installation works expected to commence in Feb 26.	31/03/2026	\$148,928.00	\$ 39,217.50	
	7365C25	LSCA708 - Centennial Parklands Picnic Shelter	Centennial Parklands Picnic Shelter Slab work is complete. Shelter construction is complete . Existing shelter expected to be demolished following the turf being laid	28/02/2026	\$44,000.00	-\$ 733.69	

**Capital Projects January 2026**

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7436C26	Quarantine/Overflow Comp Animal Cages	The project has commenced, with Waste and Animal Services staff preparing a preliminary cage design. Final design documentation and technical plans suitable for quotation are anticipated to be completed by March 2026. Subject to engagement of a successful	30/06/2026	\$50,000.00	\$ -
<b>Open Spaces &amp; Recreational Total</b>					<b>\$2,035,996.61</b>	<b>\$ 1,502,890.30</b>
	7237C24	Transfer pump trailer - IWS	Quotes received. Awaiting further advice from team on proposed solution.	30/06/2026	\$30,000.00	\$ -
	7421C26	1587 Leaseback Cat 3 Replacement	Project completed.	31/10/2025	\$54,192.93	\$ 54,192.92
	7433C26	Quarry Loader Replacement	Quotes received through Vendor Panel.	30/06/2026	\$492,000.00	\$ -
	7420C26	1556 Holden Colorado 4WD Replacement	Project completed.	18/10/2025	\$45,613.18	\$ 45,613.18
	7417C26	1106 Hino Replacement	Quotes received through Vendor Panel.	31/03/2026	\$230,000.00	\$ 227,174.00
	7430C26	3505 Holden Colorado 4 X 4 Replacement	Project completed.	31/08/2025	\$44,367.27	\$ 44,367.27
	7429C26	2582 Leaseback Cat 3 Replacement	Plant Ordered. Expected delivery February 2026. Ordered against Job 7427C26. Finance have been notified to create correction journal.	30/06/2026	\$55,443.00	\$ -
	7422C26	2313 Kubota Outfront Mover Replacement	Plant ordered. Expected delivery March 2026.	30/04/2026	\$43,000.00	\$ 35,427.27
	7428C26	2552 Leaseback Cat 3 Replacement	Project not yet commenced.	30/06/2026	\$53,943.00	\$ -
	7419C26	1549 Leaseback Cat 2 Replacement			\$65,848.00	\$ -
<b>Plant</b>	7425C26	2518 Holden Colorado Replacement	Project completed.	30/09/2025	\$44,260.00	\$ 44,260.00
	7432C26	5214 Lorry 9 Volvo Replacement	Quotes received through Vendor Panel.	31/05/2026	\$240,000.00	\$ -
	7427C26	2546 Leaseback Cat 3 Replacement	Project complete. Plant ordered for 7429C26 ordered under this Job number hence the overspend. Finance have been notified to create correction journal.	31/07/2025	\$56,395.13	\$ 108,861.55
	7423C26	1533 LCSS Operation Vehicle Disposal	Project complete.	30/11/2025	\$0.00	\$ -
	7426C26	2544 Leaseback Cat 3 Replacement	Project completed. Project will come in line with budget when a reimbursement from the leaseback holder is completed, as per policy.	31/05/2026	\$53,943.00	\$ 52,893.93
	7424C26	2517 Ford Ranger Disposal	Project completed.	28/02/2026	\$0.00	\$ -
	7418C26	1108 Lorry 8 Replacement	Quotes received through Vendor Panel.	31/01/2026	\$240,000.00	\$ -
	7431C26	3570 Electric Vehicle Replacement	Project complete.	21/09/2025	\$34,964.94	\$ 34,964.94
	7440C26	RB80 Rock Breaker to suit Kobelco Excavator	Project completed.		\$10,000.00	\$ 9,860.00
	7441C26	K9 Cube	Quotes received. Working with team to decide on the most appropriate solution.		\$32,000.00	\$ -
<b>Plant Total</b>					<b>\$1,825,970.45</b>	<b>\$ 657,615.06</b>
<b>Quarry</b>	7054C22	Revote23 Wattle Vale Establishment	These funds will be used toward internal components of the Wattle Vale quarry project after the external intersection works are completed. Site office to be ordered		\$74,225.00	\$ 2,891.64

### Capital Projects January 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)	
	7211C24	Quarry Development -Wattle Vale Establishment	Internal road works and signage still ongoing. Fence line also in need of replacement	30/06/2025	\$200,000.00	\$ 198,725.27	
	7346C25	Quarry pit water pump	Quote for replacement motor for old pit water pump.	28/11/2025	\$55,000.00	\$ -	
	<b>Quarry Total</b>				<b>\$329,225.00</b>	<b>\$ 201,616.91</b>	
Roads	7002C23	Roads of Strategic Importance - Bald Nob Upgrade	Project complete.	29/08/2025	\$173,956.50	\$ 149,229.49	
	7110C23	Heavy Patching Program	Council are focusing on expending grant funded heavy patching programs with expenditure deadlines prior to this project.	31/12/2026	\$281,714.39	\$ 18,831.74	
	7146C23	New Bitumen Seals - Blue Hills/Rodgers Road	Project complete.	31/12/2025	\$300,000.00	\$ 377,969.16	
	7202C24	LRCI Rnd 4 - Main Street Refurb/RAbout	PROJECT COMPLETED IN 24/25.	8/09/2025	\$872,429.00	\$ 897,291.95	
	7207C24	RRTRP Reg. Roads Betterment	This project has reached practical completion, with pavement rehabilitation work on Emmaville Road and Wellington Vale Road finishing in Dec 2025. The grant will be acquitted once final costs are established.	30/01/2026	\$2,876,850.49	\$ 2,864,350.08	
	7254C24	Regional Emergency Road Repair Fund	Heavy patching works ongoing in the local road network.	18/12/2026	\$1,553,635.62	\$ 782,600.94	
	7258C24	RRTRP - Local Roads Betterment	The project is progressing well with the Rangers Valley Road rehab completed in Decmeber 2025 and the Maybole Road project well underway due for completion in February 2026.	29/01/2026	\$6,948,263.10	\$ 3,772,194.57	
	7309C25	Urban street rehabilitation	The Bourke Street upgrade project has commenced in Jan 2026.	30/05/2026	\$365,512.81	\$ 16,488.86	
	7315C25	R2R Urban Roads Heavy Patching and Reseals	Project complete.	29/08/2025	\$180,209.83	\$ 171,690.35	
	7323C25	Traffic Facilities 24/25	Project completed in FY2425	1/07/2025	\$76,000.00	-\$ 0.00	
	7403C26	5/26 R2R Hamels Lane gravel re-sheet	Project not started	1/06/2026	\$270,000.00	\$ -	
	7402C26	25/26 R2R Wycliffe Road gravel re-sheet	Project complete	30/10/2025	\$275,000.00	\$ 279,628.64	
	7404C26	25/26 Reg Roads Block Gr pavement rehab	Heavy patching and pavement stabilisation works have been completed on Emmaville Road Segment 90, Segment 160 and Segment 200. Reseals are scheduled for January and February 2026	30/04/2026	\$450,000.00	\$ 349,540.81	
	7407C26	AGRN1034 - Rangers Valley Road HP EPAR	This project is complete pending final invoicing and grant aquittal. All costs to be reimbursed in full, the QBR2 budget is adjusted to reflect actual expenditure anticipated at project completion, of \$330k.	30/01/2026	\$252,438.00	\$ 326,644.55	
		7401C26	R2R Nant Park Road gravel re-sheet	Project not started	19/06/2026	\$261,734.00	\$ -
		7400C26	25/26 R2R reseal program	Project to commence in February 2026.	31/03/2026	\$850,891.00	\$ -
	7405C26	25/26 Traffic Facilities	Project complete	19/12/2025	\$76,000.00	\$ 75,520.97	
	<b>Roads Total</b>				<b>\$16,064,634.74</b>	<b>\$ 10,081,982.11</b>	
	7349C25	Capital Renewal - Sewer	This Project is complete. The relining is now fully completed	30/11/2025	\$604,318.00	\$ 617,277.79	
	7412C26	New Mains - Sewer Private Works			\$10,000.00	\$ 8,665.30	

### Capital Projects January 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Sewer	7413C26	New Services- Sewer Private Works	Work completed as needed	30/06/2026	\$15,000.00	\$ 9,105.47
	7415C26	Capital Renewal - Sewer	This Project is complete. The relining is now fully completed. QBR 2 to adjust the budget		\$734,627.00	\$ 884,107.15
	<b>Sewer Total</b>				<b>\$1,363,945.00</b>	<b>\$ 1,519,155.71</b>
Waste	7261C24	landfill Upgrade - multiyear project	Quotations are scheduled to be obtained in early 2026 to engage a consultant to prepare a fire safety compliance report for the Glen Innes Waste Facility, with scope to include the Rural Village Landfills. The report will confirm current fire safety wate		\$200,000.00	\$ 161,363.64
	7350C25	New Waste Transfer Station GI landfill	Access road construction and seal work completed January 2026 - photos attached. Fencing / entry gate work to be included in combined RFQ Fencing. RFQ in progress. Internal construction costs not reflected in December.	30/06/2026	\$200,000.00	\$ 19,733.53
	7351C25	fencing and CCTV at all 4 landfills	To achieve cost efficiencies and streamline procurement, it was identified that Project 7351C25 – Fencing and CCTV at all four landfills be combined with Project 7435C26 – Glen Innes Waste Transfer Station Security Fencing and CCTV.		\$100,000.00	\$ -
	7435C26	GIWTS Security Fencing and CCTV	To achieve cost efficiencies and streamline procurement, this project has been combined with Project 7351C25 – Fencing and CCTV at all four landfills. A consolidated Request for Quotation is currently being prepared and is anticipated to be released soon	31/03/2026	\$100,000.00	\$ -
	7434C26	Prelim Design Waste Transfer St.	This project will commence following the release of the Waste Issues Paper which will inform the deisgn of the transfer station. The Issue Paper is anticipated to be finalised in Februrary 2026.	30/06/2026	\$20,000.00	\$ -
	<b>Waste Total</b>				<b>\$620,000.00</b>	<b>\$ 181,097.17</b>
Water	7105C22	Truck Wash Upgrade	Budget will be completed in Feb 26, overspend will be adjusted in QBR 2	24/02/2026	\$142,000.00	\$ 154,831.94
	7217C24	SCADA Upgrade	FDS is being produced by SGA, Contractors will be onsite in Jan 26 to perform electrical audit to help assist with full design of the SCADA system. Electrical Audit has been completed. Proposed network layout has been finalised and PLC hardware list has been confirmed	30/06/2026	\$649,889.67	\$ 426,840.39
	7355C25		Work has been completed on stage 1 of the Bourke Street water main upgrade	30/11/2025	\$573,052.00	\$ 378,113.62
	7414C26	Capital Renewal - Water	RFQ has been sourced from BECA water to assist with plant upgrade planning for this budget. Planning works for the Water Upgrade on Wentworth Street are underway	30/06/2026	\$965,740.00	\$ 141,447.05
	7410C26	New Service - Water Private Works	Work completed as needed		\$15,000.00	\$ 11,854.86

### Capital Projects January 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
	7406C26	Capital Renewal - Urban Stormwater	Stormwater upgrade works have commenced in Bourke Street between macquarie Stret and West Avenue.	30/04/2026	\$150,000.00	\$ 2,550.00
	7411C26	New Mains - Water Private Works	Work completed as needed	30/06/2026	\$10,000.00	\$ 981.33
		<b>Water Total</b>			<b>\$2,505,681.67</b>	<b>\$ 1,116,619.19</b>
(blank)	7442C26-PROPOSED	R2R - Eimers Road Causeway	(blank)		\$0.00	\$ -
		<b>(blank) Total</b>			<b>\$0.00</b>	<b>\$ -</b>
		<b>Grand Total</b>			<b>\$31,386,595.38</b>	<b>\$ 17,969,037.86</b>



Current grant applications submitted and awaiting assessment and decision	Allocation Request	Co Contribution	Status
NSW Government – Crown Reserves Improvement Fund – Centennial Parklands Safety and Accessibility Upgrades – Awnings, Children’s Playground Shade Cover, Covered Picnic Shelters, and Shared Pathways – DPG Economic Development & Tourism, and Recreation and Open Spaces.	\$668,000	NIL	Under assessment. Awaiting decision.
NSW Government – Crown Reserves Improvement Fund – Centennial Parklands Drainage Infrastructure Improvement - DPG Recreation and Open Spaces, and Economic Development & Tourism	\$96,000	NIL	Under assessment. Awaiting decision.
NSW Rugby League – NSWRL Infrastructure Investment Fund – Kerry Mead Park Fields Upgrades and Irrigation - DPG Recreation and Open Spaces	\$50,000	\$50,000	Application successful. Deed Agreement Process underway.
NSW Government – Holiday Break Program – Summer 2025/26 – CCS The Youth Booth and Glen Innes Severn Library & Learning Centre	\$5,000	\$766 youth worker staff wages plus \$800 in-kind Glen Innes & Emmaville pools hire	Application successful. Deed agreement executed
NSW Government – NSW Seniors Festival Program 2026 – GISC Economic Development and Tourism, Glen Innes Severn Public Library activities - DPG Economic Development & Tourism, and CCS Glen Innes Severn Library & Learning Centre	\$10,000	NIL	Application successful. Deed Agreement executed.
NSW Government – Get NSW Active. New Active Strategy to replace current Pedestrian Access and Mobility Plan (PAMP) – Infrastructure Directorate	\$99,360	NIL	Under assessment. Awaiting decision.
NSW Government – NSW Weeds Action Program 2025-2029 – DPG Sustainability and Compliance.	\$346,920	\$444,000 in-kind	Under assessment. Awaiting decision.

Annexure B  
Item 7.8

NSW Government – Community and Family Support Program (CAFS) - Renewed funding for The Youth Booth - CCS Department of Community Services/Life Choices.	\$387,359	N/A	Application successful.
NSW Government - Community and Family Support Program (CAFS) - Aboriginal Supported Playgroup 5.5 Years - CCS Department of Community Services/Life Choices.	\$278,117	N/A	Application successful.
Australian Government - Support at Home - Thin Markets (rural, remote, and specialised) Round 2 - CCS Department of Community Services/Life Choices.	\$29,959	NIL	Under assessment. Awaiting decision.
NSW Government - Regional Precincts and Partnerships Program New England Rail Trail, Glen Innes to Ben Lomond - Infrastructure Directorate	\$11.9million	\$170,000 (allocated in FY24/25 Budget).	Under assessment. Awaiting decision.
National Australia Day Council Limited- 2026 Australia Day Community Events Grant Program - GISC 355 Australia Day Committee.	\$10,000	\$6,150 annual GISC allocation	Application successful. Deed agreement executed.
Australian Government – Festivals Australia Program – 2026 Australian Celtic Festival – Cultural Ambassadors - DPG Economic Development and Tourism.	\$45,000	NIL	Application unsuccessful. Australia-wide high demand. 141 stream applications received with only 21 approved nation-wide
Communities and Justice Office for Youth – Holiday Break Autumn & Winter 2026 – DCCS (Library, Youth Booth)	\$10,000	NIL	Application submitted awaiting decision
NSW State Library Infrastructure Grant – Refurbishment and Renovation of the Library and Learning Centre.	\$500,000	\$17,75.17 – Library Subsidy Grant 2025-26	Under assessment. Awaiting decision.



# Project Pipeline Register

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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Beardy Waters	This site has been somewhat neglected in recent times. A determination needs to be made as to the best use for the site and what is needed to achieve a community outcome.	T1.3.2 Expand outdoor and nature-based activities through the development of Geotrails, adventure activities and accessible green spaces.	Masterplan required, not commenced.	MANEX / Councillor Workshop	DPG / Economic Development and Tourism.
Glen Innes Railway Station	An important heritage site which needs activation. This can be independent of the Rail Trail.	E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to Geotourism.	Investigations not commenced, will require establishment of a lease.	MANEX / Councillor Workshop	DPG & Infrastructure.
Rail Trail	Vital to stimulating visitation and economic activity.	E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to Geotourism.	Awaiting outcome of funding applications.	MANEX / Councillor Workshop	Infrastructure & DPG.



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Central Parks, (ANZAC, Veness etc)	A unique heritage and recreational asset which have run down in recent years.	F1.2.2 Create vibrant and well-designed public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical activity, community engagement and wellbeing.	Draft Masterplan prepared, once finalised will form the basis for grant applications.	MANEX / Councillor Workshop.	DPG / Open Space & Recreation.
Stonehenge Reserve	A unique site with potential for a range of uses and ideally located beside the rail corridor.	T1.3.2 Expand outdoor and nature-based activities through the development of Geotrails, adventure activities and accessible green spaces	Masterplan required, not commenced.	MANEX / Councillor Workshop.	DPG / Infrastructure.
Town Hall Masterplan	With the vacating of the site a determination needs to be made of its future usage and the work required not only in terms of additional facilities but also restoring the building itself.	F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place-based capital principles and solutions.	Masterplan required, not commenced.	MANEX / Councillor Workshop.	GMO / DCCS.



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Townships Upgrade	The program will through consultation identify the works needed which engender pride and improve liveability.	F1.2.1.3 Develop and deliver a precincts and activations framework and strategy for rural villages.	Consultation to commence this financial year.	MANEX / Councillor Workshop.	DPG.
Pump Track	A key youth facility.	F1.2.2.3 Develop detailed design plans for the establishment of a pump track, skate park extension and amenities.	Design needs to be prepared.	MANEX / Councillor Workshop.	DPG / Open Recreation and Open Spaces.
Equestrian Centre Review	The previous study identified a need however had a unrealisable outcome. Alternate more realistic options need to be investigated.	T1.3.1 Maintain access to sport and recreation through investing in local facilities whilst providing support to community-driven initiatives and programs that promote active and healthy lifestyles.	About to commence.	MANEX / Councillor Workshop.	DPG.



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Emmaville Museum	Needs a masterplan and a strategy going forward	F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place-based capital principles and solutions	Masterplan required, not commenced.		DPG.
Glen Innes Community Centre	Following a needs analysis of existing services and providers, the provision of a purpose-built centre will significantly improve outcomes.	T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents alongside creating community leadership and advocacy programs to support community-driven and civic initiatives.	Service scoping and needs analysis will commence soon.		DCCS.



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Anzac Park Amenities	Upgrade required following the completion of playground.	F1.3 Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.	Design not commenced.		DPG / Open Space & Recreation.



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Essential Energy Building.	Process underway to assist in identifying future uses which leverage of its current features.	F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place-based capital principles and solutions.	Community consultation completed 30 September 2025. Report outlining submissions received and recommended next steps to be presented to Council’s November 2025 Ordinary Meeting.	Council.	DPG.



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Women's Shed	<p>Women's Shed proposed by Maxine Gay-Page (resident of Glen Innes). Council advised Ms Gay-Page that we would look for potential grant opportunities and also advised she may be able to contact the Showground Trust for assistance who currently host the Men's Shed group.</p> <p>NOTE – This is not a Council funded project or one that Council will manage – we will pass on any available grant opportunities to Ms Gay-Page via the below contact details:</p> <p><a href="mailto:page.maxine@gmail.com">page.maxine@gmail.com</a></p>	<p><b>T1.3.3</b> Strengthen wellbeing support through community wellbeing programs, multi-use spaces, local employer programs and social cohesion activities.</p>	<p>Look for suitable community grants available.</p>	<p>DPG / DCCS.</p>	<p>DPG / DCCS.</p>



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Centennial Parklands – Safety and Accessibility Upgrades.	Identified DPG community infrastructure need. Centennial parklands Crown reserve is managed by Glen Innes Severn Council. The regionally significant parklands is heavily used by residents, tourists, and small to large event attendees. The site is home to the Australian Stones Stone National Monument, Glen Innes Highlands Skywalk, annual Australian Celtic Festival, Crofters Cottage Cafe, Children's, Glen Innes Highlands Tours, and other tourism attractions.	Funding opportunity sourced that requires no Council co-contribution.	Specific Crown Reserves Infrastructure Improvement grant stream opportunity sourced. NSW Government. Application submitted 5 December 2025 for assessment.	MANEX.	DPG. Economic Development and Tourism/ Recreation and Open Spaces.



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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Centennial Parklands – Drainage Infrastructure Upgrades	<p>Due to current inadequate drainage, stormwater, heavy rain are creating erosion, subsidence and ground cover damage. Water is pooling across the parklands after a rain event. Upgraded drainage infrastructure will address this issue.</p> <p>The regionally significant parklands are heavily used by residents, tourists, and small to large event attendees. The site is home to the Australian Stones Stone National Monument, Glen Innes Highlands Skywalk, annual Australian Celtic Festival, Crofters Cottage Cafe, Children's, Glen Innes Highlands Tours, and other tourism attractions.</p>	Funding opportunity sourced that requires no Council co-contribution.	Specific Crown Reserves Infrastructure Improvement grant stream opportunity sourced. NSW Government. Application submitted 5 December 2025 for assessment.	MANEX	DPG. Recreation and Open Spaces/. Economic Development and Tourism/.



# Project Pipeline Register

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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Glen Innes Powerhouse Project. Full business case study.	<p>A Community consultation has been completed, showing strong community interest.</p> <p>Council requests the preparation of a full business case and feasibility assessment incorporating:</p> <ul style="list-style-type: none"> <li>: heritage and engineering due diligence</li> <li>: capital and operational capital model</li> <li>: financial viability testing</li> <li>: WHS and risk analysis</li> <li>: governance and partnerships options</li> <li>: staging and funding pathways aligned with grant availability</li> </ul>	Council Resolution 17.11/25.	<p>Business case to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> <li>: inclusion in the 2026/27 Operational Budget</li> <li>: co-funding through external grants programs</li> <li>: wholly funded through successful grant applications</li> <li>: Funding pathways subject to suitable grant availability.</li> </ul>	<p>Council Resolution 17.11/25</p> <p>27 November 2025 Council Meeting.</p>	DPG. Economic Development and Tourism.



## Project Pipeline Register

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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
Replace current Pedestrian Access and Mobility Plan (PAMP) – Infrastructure Directorate	Current 2017 PAMP is outdated. Objective is to replace with comprehensive new Active Strategy.	Not applicable	Grant application submitted. NSW Government - Get NSW Active Stream.	MANEX	Infrastructure Directorate.
Two additional playing fields upgrades completion from current partially completed two fields at Kerry Meade Park.	Seek funding opportunities to complete two partially completed playing fields at Kerry Mead Park and implement soil removal (not suitable for playing fields) from Sporting Princinct (Herbert Street – Glen Innes Indoor Sports Centre)	Capital budget approved \$50,000 co-contribution to remove soil from Sporting Princinct (Herbert Street – Glen Innes Indoor Sports Centre)	Grant application submitted and approved. NSW Rugby League Infrastructure fund	MANEX	Place and Growth Directorate – Recreation and Open Spaces
Refurbishment and Renovation of Glen Innes Severn Library and Learning Centre.	Library infrastructure upgrades	Not applicable	Grant application submitted. NSW State Library Infrastructure Grant.	To be advised	Glen Innes Severn Library and Learning Centre
Weeds Action Program	Resource funding for multiple years Weeds Action Program.	Not applicable	Grant application submitted. NSW Government – NSW	MANEX	Place and Growth Directorate –



## Project Pipeline Register

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Project	Background	DP and OP Reference	Status	Endorsed By	Project Owner
			Weeds Action Program 2025-2029		Sustainability and Compliance.



# Internal Audit Charter

DRAFT

Endorsed by ARIC: 10 December 2025  
Adopted by Council:



**INTERNAL AUDIT CHARTER**

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## INTERNAL AUDIT CHARTER

### 1. ACKNOWLEDGEMENT OF COUNTRY

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

### 2. INTERNAL AUDIT CHARTER

Glen Innes Severn Council (Council) has established the Internal Audit Function as a key component of Council's governance and assurance framework, in compliance with the *Local Government (General) Regulation 2021*, and the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW.

This Charter provides the framework for the conduct of the internal audit function at Council and has been adopted by the governing body having regard to advice of Council's Audit, Risk and Improvement Committee (ARIC).

### 3. PURPOSE OF INTERNAL AUDIT

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve Council's operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, the General Manager and ARIC about Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists Council to improve its business performance.

### 4. ROLE

The Internal Audit Function is to support the ARIC to review and provide independent advice to Council in accordance with section 428A of the *Local Government Act 1993* (LGA). This includes conducting Internal Audits of Council and monitoring the implementation of recommendations.

The Internal Audit Function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The Internal Audit Function has no direct authority or responsibility for the activities it reviews.

The Internal Audit Function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Council functions or activities (except in carrying out its own functions).

## INTERNAL AUDIT CHARTER

**5. INTERNAL AUDIT COORDINATOR**

In accordance with 216P of the *Local Government (General) Regulation 2021*, the General Manager must appoint a member of staff of the Council to be the Internal Audit Coordinator. The General Manager has appointed the Manager of Governance to be the Glen Innes Severn Council Internal Audit Coordinator.

The Manager of Governance is functionally accountable for Council's policy framework and governance structure, and risk management framework.

The Manager of Governance insofar as that position's responsibilities relate to the Internal Audit Function, will report to and comply with the direction of the ARIC.

The Manager of Governance must have sufficient skills, knowledge and experience to ensure the Internal Auditor can fulfil its role and responsibilities to Council and the ARIC. The Manager of Governance must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

In supporting the Internal Auditor, the Manager of Governance will be responsible for:

- contract management
- managing the Internal Audit budget
- ensuring the external provider completes Internal Audits in line with the annual work plan and four-year strategic work plan
- forwarding audit reports by the Internal Auditor to the ARIC
- acting as a liaison between the Internal Auditor and the ARIC
- monitoring Council's implementation of actions that arise from the findings of audits and reporting progress to the ARIC, and
- assisting the ARIC to ensure Council's Internal Audit activities comply with the Guidelines for Risk Management and Internal Audit for Local Government in NSW.

**Safeguards in place to manage any real or perceived bias or conflicts of interest**

To ensure the independence of the Manager of Governance, where there is an audit being conducted into a service area under the Manager of Governance responsibility, that Manager will step aside and the General Manager will identify a suitable alternative officer to oversight that audit.

The General Manager will provide an annual report to the ARIC which includes an annual attestation on Internal Audit independence and compliance with Internal Audit standards.

**6. OUTSOURCED INTERNAL AUDIT PROVIDER**

Council is to contract an external third-party provider to undertake its Internal Audit activities. To ensure the independence of the external provider, the Internal Audit Coordinator is to ensure the external provider:

- does not conduct any audits on specific Council operations or areas that they have worked on in an advisory capacity within the last two years
- is not the same provider conducting Council's external audit
- is not the auditor of any contractors of Council that may be subject to the Internal Audit, and

## INTERNAL AUDIT CHARTER

- can meet Council’s obligations under the Guidelines for risk management and Internal Audit for local government in NSW.

The Internal Audit Coordinator must consult with the ARIC and the General Manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by Council.

## 7. PERFORMING INTERNAL AUDIT ACTIVITIES

The work of the Internal Auditor is to be thoroughly planned and executed. Council's Internal Audit Function, overseen by the ARIC, must develop a strategic work plan every four years to ensure that the matters listed in **Schedule 1** are considered by the Internal Audit Function when developing their risk-based program of Internal Audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The ARIC oversees and approves the development of an annual risk-based work plan, which is prepared by the Internal Audit Function.

All Internal Audit activities are to be performed in a manner that is consistent with relevant professional standards including the Global Internal Audit Standards issued by the Institute of Internal Auditors and the current Australian risk management standard (AS ISO 31000:2018).

The Internal Audit Function is to provide the findings and recommendations of Internal Audits to the ARIC at the end of each audit. Each report is to include a response from the relevant Manager.

The Internal Audit Coordinator is to establish an ongoing monitoring system to follow up Council’s progress in implementing actions to audit recommendations.

The Internal Audit Coordinator, in consultation with the General Manager and the ARIC, is to develop and maintain policies and procedures to guide the operation of Council’s Internal Audit Function.

The Internal Audit Function is to ensure that ARIC is advised at each of the committee's meetings of the Internal Audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing actions to audit recommendations.

Upon completion of engagement delivery, the Internal Audit Function will provide copies of all engagement work papers and related documentation in conjunction with the Final Report.

On an annual basis the Internal Audit Function will provide a report to the Committee which:

- summarises the work and achievements of the Internal Audit Function for the year
- demonstrates the value delivered
- provides an opinion on the overall state of internal controls and any systemic issues identified
- includes the results of the quality assurance improvement program
- includes feedback from business units where Internal Audit work has been performed; and
- includes an annual assertion on the Internal Audit Function's independence and compliance with Internal Audit standards.

## 8. MANAGEMENT OBLIGATIONS

An Executive Sponsor will be nominated as the management owner of each audit.

Management and staff are obligated to professionally and constructively contribute to internal audit work, and implementation of audit actions in response to improvement opportunities and recommendations contained in internal audit reports.

Management has maximum of fourteen (14) working days from when they receive a draft internal audit report to provide management responses and proposed audit actions which should contain:

- Agreed, partially agreed or not agreed.
- If not agreed, why not.
- Action to be taken – these do not need to include lengthy comments or explanations – the action to be taken is all that is required.
- Responsible person.
- Timing.
- Interim control arrangements to be relied upon where there is a long lead time, such as waiting to close-out an audit action through implementation of a technology solution.

In exceptional circumstances, a longer time period for management responses may be agreed between the Internal Auditor and Executive Sponsor.

Where formal management responses and proposed audit action have not been received within 14 working days, the internal audit report will be provided to the ARIC, with a proposed timetable for audit action implementation to be pursued separately through the General Manager.

Where management responses to an audit recommendation is not considered adequate, the Internal Auditor will consult with management of the area audited and attempt to reach a mutually agreeable resolution. If agreement is not reached, the Internal Auditor will refer the matter to the General Manager for resolution. If agreement is still not reached, the final arbiter will be the ARIC.

The Internal Audit Coordinator will request regular updates from management on progress of audit action implementation. Timing will align to ARIC meetings.

There is one opportunity for the General Manager to revise the implementation date should this be necessary due to unexpected delay.

Where an original implementation date is passed, whether approved or not, the audit recommendation cannot be rated to be on track.

Where an audit recommendation rated high or above is not implemented and closed-out by its due date, the Executive Sponsor may be required to attend the next ARIC meeting and present details on why the audit action has not been fully implemented and closed-out, and how the associated risk is being addressed in the interim.

Where management seeks to accept a risk from an audit recommendation, a 'management acceptance of risk' form is to be completed that considers approved risk appetite and submit it to the ARIC for review and approval.

## 9. INDEPENDENCE

Council's Internal Audit Function is to be independent of Council so it can provide an unbiased assessment of Council's operations and risk and control activities.

The Internal Audit Function reports functionally to the ARIC on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the General Manager through the Internal Audit Coordinator / Director Corporate and Community Services to facilitate day-to-day operations. Internal Audit activities are not subject to direction by the governing body and Council's management has no role in the exercise of Council's Internal Audit activities.

The ARIC is responsible for communicating any Internal Audit issues or information to the governing body. Should the governing body require additional information, a request for the information may be made, by resolution, to the chair of ARIC. The chair is only required to provide the information requested by the governing body where the chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual Councillors are not entitled to request or receive information from ARIC.

The General Manager must consult with the chair of the ARIC before appointing or making decisions affecting the employment of the Internal Auditor or the Internal Audit Coordinator. If the Internal Auditor or the Internal Audit Coordinator is dismissed, the General Manager must report the reasons for their dismissal to the governing body.

Where the chair of the ARIC has any concerns about the treatment of the Internal Auditor, or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the governing body.

The Internal Auditor is to confirm at least annually to the ARIC the independence of Internal Audit activities from Council.

Internal Audit is to be independent and internal auditors are required to be objective.

Internal Audit has no direct authority or responsibility for the activities it reviews. Internal Audit has no responsibility for management of business activities, or for development or implementation of operational systems or procedures. The Internal Auditor is authorised to use their own professional judgement in determining how internal audit services will be delivered.

The strength of Internal Audit comes from being independent of management.

Where the Internal Auditor may be responsible for a non-audit activity such as investigations, there are independence safeguards in place:

- when responsible for non-audit activities, the Internal Auditor is not performing Line 3 internal audit duties when managing or performing those activities;
- review of the non-audit activities must be managed and performed independently of the Internal Auditor and reported direct to the ARIC;
- audit action monitoring and closure relating to the non-audit activities to be managed outside internal audit;
- periodic independent review of safeguards effectiveness;
- Internal Auditor annual declaration to the ARIC on any effect to Internal Auditor independence and objectivity from the non-audit activities; and
- ARIC approval.

## 10. CONFLICT OF INTERESTS AND IMPAIRMENT OF OBJECTIVITY

Conflict of interest is a situation in which an internal auditor, who is in a position of trust, has a competing professional or personal interest. Such competing interests can make it difficult to fulfil duties impartially. A conflict of interest exists even if no unethical or improper act results. A conflict of interest can create an appearance of impropriety that can undermine confidence in the internal auditor, the internal audit function and the profession. A conflict of interest could impair an individual's ability to perform his or her duties and responsibilities objectively.

Internal auditors are not to provide audit services for work for which they may previously have been responsible. The Institute of Internal Auditors provides guidance on this point and suggests a period of one year, but each instance should be carefully assessed.

When engaging internal audit service providers, the Internal Auditor shall take steps to identify, evaluate the significance, and manage any perceived, potential or actual conflict of interest that may impinge upon internal audit work performed by a service provider. Where an internal audit service provider may be requested to provide a non-internal audit service by another business area, prior written permission of the Internal Auditor is required before the service provider can be engaged.

Instances of perceived, potential or actual conflict of interest by Internal Audit staff and service providers shall immediately be reported to the Internal Auditor and the ARIC Chair.

## 11. AUTHORITY AND CONFIDENTIALITY

Council authorises the Internal Audit Function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Internal Auditor considers necessary for the Internal Auditor to undertake its responsibilities.

All records, documentation and information accessed while undertaking Internal Audit activities are to be used solely for the conduct of those activities. The Internal Audit Function, including outsourced Internal Audit providers and officers within Council, are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All Internal Audit documentation is to remain the property of Council, including where Internal Audit services are performed by an external third-party provider.

Internal Audit information and documents must not be disclosed to external parties without General Manager approval, or if the disclosure is required or authorised by or under law. The General Manager will consult with the ARIC before deciding on the disclosure of Internal Audit information and documents.

## 12. QUALITY ASSURANCE AND IMPROVEMENT PROGRAM

The Internal Audit Function is responsible for developing and maintaining a quality assurance and improvement program that includes:

- ongoing internal assessments;
- performance measures agreed by the ARIC;
- annual internal assessments against the 'Global Internal Audit Standards';
- annual assertion to the Audit Committee on compliance with internal audit standards; and

## INTERNAL AUDIT CHARTER

- independent external assessments performed at least once every five years by a qualified, independent assessor or assessment team from outside the organisation.

Internal Audit is encouraged to develop and maintain mutually beneficial relations with counterparts in other organisations, thought leaders, relevant professional bodies and networks with a view to:

- exchanging information on internal audit good practice; and
- exchanging information on emerging corporate governance, risk management and assurance matters.

### 13. PROFESSIONAL STANDARDS

Internal Audit will govern itself by adherence to mandatory guidance contained in the 'International Professional Practices Framework' (IPPF) and 'Global Internal Audit Standards' issued by the Institute of Internal Auditors (IIA). This includes internal audit work performed by service providers.

### 14. CONDUCT

The Internal Audit Function must comply with Council's Code of Conduct for Staff. Complaints about breaches of the Code of Conduct by the Internal Audit Function are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. The General Manager must consult with the ARIC before any disciplinary action is taken against the Internal Audit Function in response to a breach of the Code of Conduct.

The Internal Audit Function must also comply with principles and standards in the Ethics and Professionalism domain of the Global Internal Audit Standards issued by the Institute of Internal Auditors.

### 15. ADMINISTRATIVE ARRANGEMENTS

#### ARIC Meetings

The Internal Auditor will attend ARIC meetings as an independent non-voting observer. The Internal Auditor can be excluded from meetings by the committee at any time.

The Internal Auditor must meet separately with the ARIC at least once per year.

The Internal Auditor can meet with the chair of the ARIC at any time, as necessary, between committee meetings.

#### External Audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all Internal Audit plans, working papers and reports.

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### Dispute Resolution

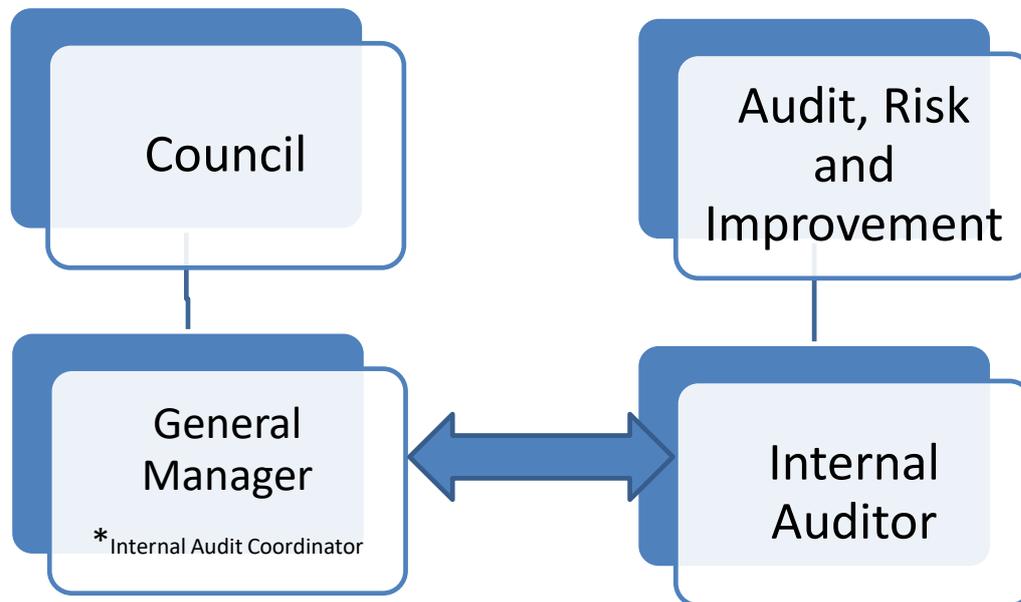
The Internal Auditor should maintain an effective working relationship with Council and the ARIC and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the Internal Auditor and Council, the dispute is to be resolved by the General Manager and/or the ARIC. Disputes between the Internal Auditor and the ARIC are to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive in writing.

### 16. INTERNAL AUDIT POSITIONING

Internal Audit is positioned within Glen Innes Severn Council as follows:



\* Appointed under clause 216P of the *Local Government (General) Regulation 2021*. The Internal Auditor retains the right to directly approach the General Manager and must meet regularly with the General Manager.

### 17. RELATIONSHIP WITH OTHER ASSURANCE ACTIVITIES

Glen Innes Severn Council uses the 3 Lines integrated assurance model to allocate responsibilities for risk management and control, recognising that:

- Line 1 – Management has ownership, responsibility and accountability for assessing, controlling and mitigating risks.
- Line 2 – Risk management facilitates and monitors implementation of effective risk management practices by management and assists risk owners in reporting adequate risk-related information up and down the organisation.
- Line 3 – Internal audit will, through a risk-based approach, provide assurance to the ARIC and management on how effectively Council assesses and manages its risks, including the manner in which the first and second lines operate. Internal auditing does not absolve management and staff from any of their risk management and control responsibilities.

## INTERNAL AUDIT CHARTER

Internal Audit will establish and maintain an open relationship with the external auditor and other assurance providers. Internal Audit will plan its activities to ensure adequacy of overall assurance coverage and to minimise duplication of assurance effort across Council.

External audit has full and free access to all internal audit plans, work papers and reports.

### 18. REVIEW ARRANGEMENTS

The ARIC must review the performance of the Internal Audit Function each year and report its findings to the governing body. This will include:

- results of the quality assurance and improvement program;
- results of Internal Audit performance measures previously approved by the ARIC;
- feedback from management of areas where internal audit work has been performed; and
- feedback from ARIC members.

The ARIC must review the performance and efficacy of the activities of the Internal Audit Function over each period of four years (Council term) and prepare a report for the governing body. The review should consider the views of an external party with a strong knowledge of Internal Audit.

ARIC will review this Charter annually in consultation with the General Manager and the Internal Audit Coordinator. Any substantive changes are to be approved by the governing body.

The governing body will review this Charter at least once each Council term.

### DOCUMENT AUTHORISATION

<b>RESPONSIBLE OFFICER:</b>		INTERNAL AUDIT COORDINATOR			
<b>REVIEWED BY:</b>		ARIC & MG			
<b>REVIEW DUE DATE:</b>		19 February 2026			
<b>VERSION NUMBER:</b>		4			
<b>DOCUMENT NUMBER:</b>		NA			
<b>VERSIONS:</b>	<b>DATE:</b>	<b>RESOLUTION NO:</b>	<b>DESCRIPTION OF AMENDMENTS:</b>	<b>AUTHOR / EDITOR:</b>	<b>APPROVED / ADOPTED BY:</b>
4	10/12/2025 19/02/2026	ARIC <b>INSERT</b>	Amended to include outsourced Internal Audit Function, reference to Internal Audit Coordinator, and Schedule of Internal Audit Responsibilities.	MG	ARIC - 10/12/2025  Council - <b>INSERT</b>
3	10/9/2024 & 22/5/25	ARIC & 8.05/25	Document updated complying with Internal standards	ICO MG	ARIC 10 Sept 24 Council May 25
2	24/3/2023	15.03/23	New document created from Office of Local Government Model internal audit charter	CAE	Council
1.1	25/6/2020	6.06/20	Creation of Charter	DCCS	Council



## 20. SCHEDULE 1 – INTERNAL AUDIT FUNCTION RESPONSIBILITIES

### 20.1 Audit

#### 20.1.1 Internal Audit

- a. Conduct Internal Audits as directed by ARIC.
- b. Oversight the development and implementation of Council's annual and strategic Internal Audit work plans.
- c. Monitor the implementation by Council of audit recommendations.
- d. Assist the Council to develop and maintain a culture of accountability and integrity.
- e. Facilitate the integration of risk management into day-to-day business activities and processes.
- f. Promote a culture of high ethical standards.

#### 20.1.2 External audit

- a. Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- b. Review all external plans and reports in respect of planned or completed audits and monitor Council's implementation of audit recommendations.
- c. Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

### 20.2 RISK

#### 20.2.1 Risk management (LGA s428A(2)(b))

The Internal Audit Function is mandated to review and advise on matters relating to risk and control. This includes:

- a. Providing assurance on risk management processes.
- b. Evaluating risk management processes.
- c. Reporting key risks.
- d. Reviewing the management of key risks.
- e. Performing the full audit cycle including risk management and control management over operations effectiveness, financial reliability and compliance with all applicable legislation and regulations.
- f. Consideration of risk in determining the Internal Audit scope and overseeing the development of the annual Internal Audit plan and four-year strategic workplan.

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**20.2.2 Internal controls**

Review and advise:

- a. Whether Council's approach to maintaining an effective Internal Audit framework, including over external parties such as contractors and advisors, is sound and effective.
- b. Whether Council has in place relevant policies and procedures and that these are periodically reviewed and updated.
- c. Whether appropriate policies and procedures are in place for the management and exercise of delegations.
- d. Whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with.
- e. If Council's monitoring and review of controls is sufficient.
- f. If internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

**20.2.3 Compliance (LGA s428A(2)(a))**

Review and advise on the adequacy and effectiveness of Council's compliance framework, including:

- b. If Council has appropriately considered legal and compliance risks as part of Council's risk management framework.
- c. How Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements.
- d. Whether appropriate processes are in place to assess compliance.

**20.2.4 Fraud and corruption (LGA s428A(2)(c))**

Review and advise on the adequacy and effectiveness of Council's fraud and corruption prevention framework and activities, including whether Council has:

- a. A fraud and corruption policy.
- b. Clearly defined responsibilities for managing fraud and corruption.
- c. Risk-based preventative and detective controls.
- d. Policies, systems and processes to respond to, investigate and report suspected fraud and corruption.
- e. Employee awareness/education measures.
- f. Robust third-party management systems.
- g. Appropriate processes and systems in place to capture and effectively investigate fraud- related information.
- h. Regular review of the fraud and corruption control framework and reporting.
- i. Implemented applicable guidance and other better practice measures by the independent Commission Against Corruption.

**20.2.5 Financial management (LGA s428A(2)(d))**

Review and advise:

**External accountability and financial reporting framework**

- a. If Council is complying with accounting standards and external accountability requirements.
- b. Of the appropriateness of Council's accounting policies and disclosures.
- c. Of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations.
- d. Whether Council's financial statement preparation procedures and timelines are sound.
- e. The accuracy of Council's annual financial statements prior to external audit, including:
  - i. management compliance/representations
  - ii. significant accounting and reporting issues
  - iii. the methods used by Council to account for significant or unusual transactions and areas of significant estimates or judgements
  - iv. appropriate management signoff on the statements.
- f. If effective processes are in place to ensure financial information included in Council's report is consistent with signed financial statements.

**Financial management framework**

- a. If Council's financial management processes are adequate.
- b. The adequacy of cash management policies and procedures.
- c. If there are adequate controls over financial processes, for example:
  - i. appropriate authorisation and approval of payments and transactions
  - ii. adequate segregation of duties
  - iii. timely reconciliation of accounts and balances
  - iv. review of unusual and high value purchases.

**Financial position and performance**

- a. If policies and procedures for management review and consideration of the financial position and performance of Council are adequate.

**Grants and tied funding policies and procedures**

- a. If Council's grants and tied funding policies and procedures are sound.

**20.2.6 Governance (LGA s428A(2)(e))**

Review and advise of the adequacy of Council's governance framework, including Council's:

- a. decision-making processes
- b. implementation of governance policies and procedures
- c. reporting lines and accountability
- d. assignment of key roles and responsibilities
- e. committee structure
- f. management oversight responsibilities

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- g. human resources and performance management activities
- h. reporting and communication activities
- i. information and communications technology (ICT) governance, and
- j. management and governance of the use of data, information and knowledge.

**20.3 IMPROVEMENT**

**20.3.1 Strategic planning (LGA s428A(2)(f))**

Review and advise:

- a. Of the adequacy and effectiveness of Council's integrated, planning and reporting (IP&R) processes.
- b. If appropriate reporting and monitoring mechanisms are in place to measure progress against objectives.
- c. Whether Council is successfully implementing and achieving its IP&R objectives and strategies.

**20.3.2 Service reviews and business improvement (LGA ss428A(2)(g) and 428A(3))**

Review and advise:

- a. If Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance.
- b. If appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance.
- c. How Council can improve its service delivery and Council's performance of its business and functions generally.

**20.3.3 Performance data and measurement (LGA s428A(2)(h))**

Review and advise:

- a. If Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives.
- b. If the performance indicators Council uses are effective.
- c. If the adequacy of performance data collection and reporting.



# **Policy Document Incorporating Guidelines for Councillor Workshops**

**DOCUMENT AUTHORISATION**

<b>RESPONSIBLE OFFICER:</b>		GENERAL MANAGER			
<b>REVIEWED BY:</b>		MANEX			
<b>REVIEW DUE DATE:</b>		October 2025			
<b>VERSION NUMBER:</b>		5			
<b>DOCUMENT NUMBER:</b>		NA			
<b>VERSIONS:</b>	<b>DATE:</b>	<b>RESOLUTION NO:</b>	<b>DESCRIPTION OF AMENDMENTS:</b>	<b>AUTHOR / EDITOR:</b>	<b>APPROVED / ADOPTED BY:</b>
5	28/10/2021	7.10/21	Minor additions.	General Manager	Council
4	22/10/2020	3.10/20		General Manager	Council
3	27/07/2017	10.07/17		General Manager	Council
2	28/02/2013	9.02/13		General Manager	Council
1	26/07/2007	4.07/2007		General Manager	Council

  
 .....  
 Acting General Manager

2-11-2021.....  
 .....  
 Date

## **PURPOSE**

The purpose of this policy is to:

- ensure that the primacy of the official monthly Ordinary Council Meeting is preserved as a decision-making forum;
- ensure that all Councillors have an opportunity, from time to time, to access information within a more informal and interactive forum with regards to the development of key strategic documents for Council;
- ensure that all Councillors have an opportunity, from time to time, to receive information by way of information sessions or briefings with regards to subject matters that are substantial and complex in nature.

## **APPLICABILITY**

This policy applies to:

- Councillors;
- The Management Executive Team (MANEX);
- Council Staff who present at the Councillor Workshops.

## **OUTCOMES**

This Policy Document and Guidelines have been developed to:

- provide for clear guidelines as to when Councillors would meet for the purposes of having a Councillor Workshop, in order for them to obtain information related to the development of key strategic documents for Council, as well as to receive information on matters that are substantial and complex in nature;
- provide for consistency in the approach to determine whether the holding of a particular Councillor Workshop is appropriate.

## **ROLES AND RESPONSIBILITIES**

The General Manager, in consultation with MANEX, will schedule Councillor Workshops as required.

Councillors are invited to attend Councillor Workshops, however, are under no obligation to attend.

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## DEFINITIONS

Nil.

## POLICY STATEMENT

All approvals for Councillor Workshops to be held will be determined by the General Manager, or in his/her absence, the Acting General Manager.

## GUIDELINES FOR COUNCILLOR WORKSHOPS

Council will consider the following guidelines to assist Council in determining whether it would be desirable for Councillors to hold a Workshop:

### **Acknowledgement of Broad Governance Principles Applicable to Local Government**

- Council acknowledges that it speaks by resolution and that the official Ordinary Council Meeting is the means by which Councillors should receive, consider and debate Council business;
  - Council acknowledges and supports the principle that all Council related business should be dealt with in an open and transparent manner and that members of the public should have access to all of Council's discussions, deliberations and debate, except in those instances where the *Local Government Act 1993* (sections 10A – 10D) makes provision for items to be considered in Closed Council;
  - Council acknowledges and supports the principle that members of the public should have an opportunity to formally address Council at Council Meetings, and Council will continue to provide for an opportunity to community members to address Council regarding Council related business before the actual monthly Council Meeting starts;
  - Council acknowledges and supports the principle that staff members are employed as professional specialists and as such enjoy independence in terms of Section 352 of the *Local Government Act 1993*, and are therefore not subject to direction by the Council or by a Councillor as to the content of any advice or recommendation made by staff members; and
  - Council also acknowledges that the above paragraph does not prevent the Council or the Mayor from directing the General Manager to provide the Council with advice or a recommendation about a particular matter as part of its official Business Paper.
-

### Particular Guidelines for Councillor Workshops

Given the increasing volume and complexity of material necessary to consider by Councillors, Council finds it necessary to, from time to time, implement a mechanism of Councillor Workshops to assist Councillors in developing a thorough understanding of the issues at stake within a more informal and interactive forum. These Councillor Workshops will, however, only be held under the following conditions:

- Where the particular subject matter to be dealt with at the Councillor Workshop is dealing with the development of key strategic documents; such as a strategic plan for Council. This, however, implies that there will be substantial further public consultation before Council would be able to finalise its position on these types of matters;
- Where the particular subject matter to be dealt with at the Council Workshop is of a substantial and complex nature and where it would assist Councillors to receive information by way of information sessions or briefings; such as the presentation of a draft budget and operational plan.
- Councillor Workshops have, as a focus, the provision and/or presentation of information in a structured way, whilst also providing for an opportunity for clarification of the material presented. Workshop papers will therefore contain information, but no recommendations;
- Councillor Workshops are not designed, or allowed, to become a substitute for open debate in the official monthly Ordinary Council Meeting;
- Councillor Workshops are not designed, or used by, or allowed to be used by any Councillor, to reach a pre-determined position on issues that will later be presented to, and be voted on at, an Ordinary Council Meeting. No agreement will therefore be sought from any Councillor during the course of the Workshop;
- Councillor Workshops are not used, or allowed to be used, as an avenue to influence staff or attempt to influence staff or to give direction to staff or to attempt to give direction to staff as to what the contents of their reports or recommendations to Council should be. No agreement will therefore be sought from any staff member during the course of the Workshop;
- Notice of Councillor Workshops to all Councillors and MANEX is given at least five (5) days in advance by the General Manager or Acting General Manager's Office – preferably by way of electronic communication – clearly indicating the subject matter or matters that are to be discussed;
- Councillors are under no obligation to attend Councillor Workshops;
- Councillor Workshops are chaired by the General Manager or in his/her absence another senior officer. This will assist in placing workshops in their proper perspective, that is, an information sharing forum, and avoid the appearance of a formal Council Meeting which carries the attendant risk of de facto decision-making; and
- Councillor Workshops will be conducted in an informal way, but with the necessary acknowledgement and respect shown to the Chair by all participants.

## COUNCIL'S VALUES

- Respect;
- Integrity;
- Courage;
- Honesty; and
- Transparency.

## LEGISLATION AND SUPPORTING DOCUMENTS

### Relevant Legislation, Regulations and Industry Standards include:

- *Local Government Act 1993* (Chapter 9 Part 2, Chapter 11 – particularly Section 352 – and Chapter 12 Part 2);
- *Local Government (General) Regulation 2005* (Part 10)) regarding the system, process and operation of Local Government and how matters should be dealt with by the Council in an open and transparent manner

### Relevant Council Policies and Procedures include:

- Meeting Practice Note developed by the then Department of Local Government (Practice Note No 16 of August 2009);
- Council's Code of Conduct for Councillors;
- Council's Code of Conduct for Staff;
- Letter of advice from the Department of Local Government dated 29 June 2007, within which it expressed its views with regards to Councillors Workshops;
- Circular Number 10-10, dated 21 May 2010 from the then Division of Local Government regarding the "Implementation of the Revised Meetings Practice Notes";
- Council's Code of Meeting Practice;
- Council's Payment of Expenses and Provision of Facilities to the Mayor and Councillors.

## VARIATION AND REVIEW

The Policy Document Incorporating Guidelines for Councillor Workshops will be reviewed every four (4) years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the Policy does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.



10 February 2025

The General Manager  
Glen Innes Severn Council  
Via email

Dear Sir,

**Community Centre Progress Report – February 2025**

I am delighted to inform you of the significant progress our Community Centre has made since the Council meeting in August 2025. I wanted to take this opportunity to update you on our achievements and to express our heartfelt gratitude for your invaluable support.

Over the past months, we have successfully resolved the staffing challenges that were previously impacting our operations. Our team is now fully established and committed to delivering excellent services to our community. In addition, we have undertaken a comprehensive overhaul of our financial structure. This thorough review has resulted in significantly improved financial stability and a much clearer path to sustainable operations going forward.

The management committee and staff would like to thank you for your generous in-kind support throughout our financial and governance review process. Your expertise, resources, and collaborative approach were influential in helping us navigate these challenges and emerge as a stronger, more resilient organisation. We are truly grateful for this partnership.

As we move forward, we remain committed to serving our community with excellence and transparency. We would welcome the opportunity to continue working closely with the Council in progressing towards a Community Service Hub.

Thank you once again for your continued support.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jo Cooper'. The signature is written in a cursive style with a large loop at the end.

**JO COOPER**

Coordinator  
Glen Innes & District Community Centre Inc.

**C/c:** Ms Margot Davis

---

Glen Innes & District Community Centre Inc.  
268 Grey Street, Glen Innes NSW 2370  
ABN 116 3725 7859

n: (02) 6722 1692 e: coordinator@aidc.org.au w: aidc.org.au

## GISC Community Benefit Fund Framework (CBFF)

### 1. PURPOSE AND OBJECTIVES

---

#### 1.1 Clear intent of the Fund

The Glen Innes Severn Community Benefit Fund (**Fund**) is established to ensure that communities directly and indirectly affected by renewable energy projects (**Projects**) approved within the New England Renewable Energy Zone (**REZ**) receive tangible, lasting public benefits.

The Fund provides a centralised, transparent, equitable mechanism for distributing monetary contributions from Voluntary Planning Agreements (**VPA**), towards projects that enhance community wellbeing, local infrastructure and environmental outcomes.

The Fund will consolidate these contributions to streamline management efficiency and allow co-contribution from all Projects to enable large-scale community benefit projects (**CBP**).

This Community Benefit Fund Framework (**CBFF**) provides the governance framework for management of the Fund.

#### 1.2 Principles of benefit sharing

The Fund is guided by the following principles:

- **Equity:** Benefits should be distributed fairly, with weighting for host communities most directly impacted by development.
- **Transparency:** Decision-making, allocation, and reporting processes must be open, consistent, and publicly accessible.
- **Public Purpose:** All funded initiatives must deliver measurable public benefit and align with Council's strategic priorities.
- **Community Participation:** Local communities should have meaningful input into priorities and project selection.
- **Accountability:** Funds must be managed responsibly, with strong governance, audit processes, and clear delegations.
- **Longevity:** Investments should create enduring community value rather than short-term or private gain.

### 2. LEGISLATIVE AND POLICY CONTEXT

---

#### 2.1 Environmental Planning and Assessment Act (NSW) 1979 (EP&A Act)

The EP&A Act provides the statutory framework for planning authorities to levy contributions from developers to be used for or applied to a public purpose. Section 7.4 of the EP&A Act provides the statutory basis for VPAs.

This CBFF establishes the framework for administration of these contributions.

## 2.2 Voluntary Planning Agreements (VPAs)

VPAs are negotiated agreements that may include monetary contributions, works-in-kind or land dedication.

Monetary contributions must be distributed in accordance with the public purpose as provided by the applicable VPAs.

Each VPA for Projects within the REZ will refer to the Fund as determining the allocation of the contribution for the public purpose.

## 2.3 Local Government Act (NSW) 1993 (LG Act)

The LG Act provides the lawful authority and rules that govern Council's operations including relevantly, Council's power to invest money, enter contracts, provide financial assistance to others, acquire land and procure assets.

The LG Act also governs Council's financial management, reporting obligations and use of restricted funds. The Fund must comply with all requirements relating to:

- financial governance;
- public accountability;
- procurement; and
- reporting.

## 2.4 NSW Benefit Sharing Guideline

This CBFF aligns with the NSW Government's Benefit Sharing Guideline by:

- establishing consistent benefit-sharing arrangements as standard practice;
- ensuring transparent governance;
- centralising administration;
- community involvement in benefit-sharing decision-making;
- prioritising Host-community benefit;
- embedding independent oversight; and
- applying consistent assessment criteria focussed on tangible outcomes.

## 2.5 Council policy alignment

The Fund will operate alongside Council's forthcoming Planning Agreements Policy, which will be developed to align with the NSW Guidelines and ensure consistency in negotiating, receiving, and allocating VPA contributions.

#### 2.6 Council plans

Funds will be allocated to CBPs identified in or consistent with:

- Community Strategic Plan (**CSP**): Establishes long-term community outcomes and priorities.
- Delivery Program (**DP**): Sets medium-term commitments and major projects.
- Operational Plan (**OP**): Identifies annual actions and capital works.

Council CBPs must be:

- for a public purpose;
- consistent with the CSP, DP and OP; and
- deliverable by Council.

### 3. FUND ESTABLISHMENT AND SCOPE

---

#### 3.1 What is the Fund?

- A dedicated, quarantined account for receiving and distributing monetary contributions from VPAs and other approved sources.
- A mechanism to deliver public-purpose infrastructure, programs and community benefits.
- A transparent, accountable structure for prioritising and allocating funds.

#### 3.2 The Fund is not:-

- a commercial investment vehicle;
- a substitute for Council's core operational budget;
- a mechanism for private benefit, developer marketing or political promotion.

#### 3.3 Eligible uses

Funds must be applied to assets or programs that:

- are publicly owned or publicly accessible;
- deliver measurable community benefit; and
- align with Council's strategic plans.

Section 7.3 of the EP&A Act requires contributions be distributed for the public purpose for which they were collected. Each VPA for renewable energy projects in the REZ will refer to the Fund as determining the public purpose for the contribution.

Examples include:

- Public open space upgrades
- Community facilities (halls, libraries, youth centres)
- Footpaths, cycleways, and public domain improvements
- Environmental restoration projects
- Community programs, events, and capacity-building initiatives
- Co-contributions to State/Federal grants for public-purpose projects

### 3.4 Ineligible uses

Examples include:

- Commercial ventures or revenue-generating private assets
- Operational staffing costs unrelated to project delivery
- Political campaigns or advocacy
- Private infrastructure or works
- Developer marketing or promotional activities

## 4. GOVERNANCE AND DECISION-MAKING STRUCTURE

---

### 4.1 Board and Panel roles

A Board and Panel will be established under s355 of the LG Act, as committees delegated with Council's decision-making powers in relation to distribution of contributions from the Fund.

#### The role of the Fund Board (strategic oversight)

- Set strategic priorities and ensures alignment with CSP/DP/OP.
- Responsible for investment and procurement decisions.
- Manages administration and reporting.
- Ensures compliance with legislation and guidelines.

**The role of the Assessment Panel (operational assessment)**

- Reviews grant applications and Council CBF proposals.
- Applies assessment criteria and prepares recommendations.
- Ensures community and host-area perspectives are incorporated.

This structure aligns with the NSW Benefit Sharing Guideline by embedding independence, transparency and community representation.

Board and Panel positions will be appointed in accordance with Council's "Community Committees of Council Manual" (version 7 dated 21.12.23, adopted by resolution no. 9.12/23).

**4.2 Board structure**

- Independent Chair
- Two Councillors
- One senior Council executive
- One independent community representative
- One representative from a directly impacted host-community (mandatory)

**4.3 Panel structure**

- Council staff (planning, community development, finance)
- Independent expert (e.g., infrastructure, community development, environment)
- One representative from a directly impacted host community (mandatory)

**4.4 Delegations and accountability**

- Board approves all Council CBPs and grants above \$100,000.
- Panel provides allocation of grants up to \$1000,000.
- Board has authority to provide energy rebates to residents in the form of vouchers.
- All decisions must be minuted and published on Council's website.

**4.5 Management of Conflict of interest**

- Mandatory declarations at each meeting.
- Exclusion from deliberations where conflicts exist.
- Public reporting of conflicts and recusals.

#### 4.6 Independent representation

Independent members ensure:

- impartiality;
- community trust; and
- alignment with best practice governance.

Independent members must not have any personal or financial connection to any Project. They must not be directly affected by a Project and/or be in receipt of any private agreement with any Project.

#### 4.7 Host-community representation

At least one representative from the directly impacted host-community must sit on the Board and/or Panel to ensure local perspectives shape decision-making.

Each host-community position will be a 12-month term. At the end of each financial year the board will appoint a new host-community representative from one of the Projects scheduled to contribute to the Fund for the first time in that succeeding financial year.

The Panel may expand up to 8 members to accommodate new host-community representatives.

### 5. FUNDING SOURCES AND CONTRIBUTIONS

---

#### 5.1 VPAs

Council will liaise with each proposed Project and the Department of Planning, Housing and Infrastructure (DPHI) during the assessment phase to ensure a condition of consent requiring the proponent to enter into a VPA.

The VPA will direct that contributions are directed the Fund.

#### 5.2 Any other contributions

May include:

- philanthropic donations,
- State/Federal government contributions,
- interest on Fund investments.

#### 5.3 Accounting and quarantining of funds

- Funds must be held in a restricted reserve.
- Separate accounting for each Project.

- Interest earned remains within the Fund.

Contributions from multiple Project VPAs may be used to co-contribute to a CBP. Accounts will record each allocation made each Project, for transparency and to allow each Project to promote their community benefits.

## **6. FUND DISTRIBUTION AND HOLDING**

---

### **6.1 Fund distribution**

The Fund's annual contributions (and any proceeds of investment) will be distributed as follows:

5% Administration of the Fund

85% Community Benefit Projects (**CBP**):

42.5% Council projects, and

42.5% Community grants

10% Capital Investment

### **6.2 Defined maximum holding period for unallocated funds**

Unallocated funds must be committed within 3 years.

### **6.3 Forward planning requirements**

The Board must maintain a rolling 4-year forward plan of proposed allocations aligned with the DP and OP.

### **6.4 Carry-over conditions**

Contributions may be held for up to 2 years in the following circumstances:

- (a) a suitable CBP has been identified (in accordance with Sections 7 and 8); and
- (b) the Fund has insufficient funds to enable the CBP to commence and/or continue throughout the applicable financial year; and
- (c) a new Project is expected to commence payment of contributions within the next financial year; or
- (d) subsequent annual contribution from existing Projects is required to fund a suitable CBP.

### **6.5 Safeguards**

- Annual review of unspent funds.

- Public reporting of reasons for delays.
- Automatic escalation to the Board if funds remain unallocated for more than 2 years.

## **7. ELIGIBLE PROJECT TYPES AND GRANT PROGRAMS**

---

### **7.1 Council projects**

Council CBPs will be selected from the DP and OP, including:

- parks and recreation upgrades;
- community buildings;
- environmental restoration/enhancement;
- transport and access improvements; and
- procurement of new public assets.

### **7.2 Community grants**

Grants may be issued to not-for-profit organisations to undertaken:

- small grants for community groups;
- capacity-building programs;
- environmental improvement programs; and
- cultural and social initiatives.

### **7.3 Co-contributors**

The Fund may be used to leverage:

- State Government grants;
- Federal Government grants;
- regional partnership programs; and
- programs and projects in other LGAs within the REZ.

## **8. ASSESSMENT AND PRIORITISATION PROCESS**

---

### **8.1 Distribution criteria**

Priority will be given to CBPs that address one or more of the following criteria:

- (a) direct benefit to host-community;
- (b) benefit to the community within 20km of a wind turbine;
- (c) conservation or enhancement of the natural environment;
- (d) provision of public domain infrastructure and services such as recreational, sporting and community facilities as well as disabled access, car parking, toilets, footpaths and streetscapes;
- (e) funds for improving rural community mobile phone and internet services;
- (f) support to assist local medical services;
- (g) indigenous support programs.

**8.2 Strategic alignment**

Projects must align with:

- CSP outcomes,
- DP commitments,
- OP actions,
- any additional VPA requirements.

**8.3 Community impact**

Assessment will consider:

- scale of benefit,
- longevity,
- accessibility,
- social, cultural, environmental outcomes.

**8.4 Geographic equity**

Distribution must consider:

- fairness across the LGA,
- weighting for host communities.

#### 8.5 **Host-community weighting**

Projects benefiting directly impacted communities receive priority.

### 9. **DELIVERY PATHWAYS**

---

#### 9.1 **Council delivery**

Funds will be distributed to Council to implement CBPs that involves works within Council's operational capabilities.

Council CBPs may include road upgrades, infrastructure improvements to public open space, improvements to public assets such as library, community centre, swimming pool.

#### 9.2 **Grants**

Community-based and not-for-profit organisations may apply to the Fund for grants to undertake a CBP.

Grant applications will be accepted in July of each year, with successful grant funds issued in August of that year.

#### 9.3 **Procurement pathways**

Council may procure assets for a public purpose, where they satisfy the criteria in Section 7 and 8. All procurement must comply with:

- LG Act;
- Council procurement policy; and
- probity and value-for-money principles.

Assets may include new public facilities (buildings, infrastructure) and property (for public recreation, open space, conservation).

### 10. **FINANCIAL MANAGEMENT AND CONTROLS**

---

#### 10.1 **Administrative caps**

Up to 5% of annual contributions will be allocated to Council's costs of administering the Fund.

#### 10.2 **Forward allocation**

The Board will budget for approved Project contributions in line with relevant construction notices provided in accordance with applicable VPAs.

Multi-year commitments must be documented and publicly reported.

#### 10.3 **Risk management**

The Board will assess and determine financial, delivery, and reputational risks prior to allocating any grant or Council CBP.

10.4 **Audit and compliance**

Council will conduct an annual internal audit of the Fund and report findings on Council's website.

**11. REPORTING, TRANSPARENCY, PROMOTION AND RECOGNITION**

---

11.1 **Public register**

Council will maintain a public register on Council's website of all contributions received and allocations made from the Fund.

The register will be updated:

- at the end of each financial year;
- upon issuance of grants and Council CBPs; and
- new Projects are approved within the REZ.

11.2 **Annual reporting**

An Annual Report will detail the financial performance of the Fund and the status of funded CBPs.

11.3 **Promotion and public recognition**

Proponents contributing to the Fund will have the opportunity to be acknowledged by their applicable CBPs.

Council may prepare guidelines for media releases, signage, and corporate promotional acknowledgements in relation to the Fund.

11.4 **Community communication protocols**

The inaugural Panel will draft community communication protocols to be endorsed by the Board.

Protocols will establish preferred mediums, minimum frequency and content of community communications.

**12. REVIEW AND CONTINUOUS IMPROVEMENT**

---

12.1 **Periodic independent review**

This CBFF must be reviewed within 2 years of adoption and every subsequent 4 years.

12.2 **Community feedback mechanisms**

Council will receive community feedback regarding the Fund via an online feedback platform.

The Panel will review all community feedback and provide recommendations to the Board. In the event the Board determines that changes to the CBFF is required, the Board will then report their recommendation to Council.

12.3 **Adjustment pathways**

CBFF updates may be made following review findings or state government policy or legislative changes.

13. **GLOSSARY**

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EP&A Act	<i>Environmental Planning and Assessment Act (NSW) 1979</i>
CBFF	Community Benefit Fund Framework
Fund	Glen Innes Severn Council Community Benefit Fund
Host-community	Suburb subject to the majority of physical impacts of a Project
LG Act	<i>Local Government Act (NSW) 1993</i>
Project	Renewable energy project approved within the REZ that provides contributions to the Fund
VPA	Voluntary Planning Agreement in accordance with section 7.4 of the <i>Environmental Planning and Assessment Act (NSW) 1979</i>
REZ	New England Renewable Energy Zone

**RENEWABLE ENERGY PROJECTS  
VOLUNTARY PLANNING AGREEMENT (VPA)**

Between

Glen Innes Severn Council

AND

[insert Developer Entity]

---

Date: [insert date]

  
Matthews Folbigg Pty Ltd  
"The Barrington" Level 7, 10-14 Smith Street Parramatta NSW 2150  
PO Box 248 Parramatta NSW 2124  
T 9635 7966 | E shayr@matthewsfolbigg.com.au | Ref: SRL:251455

\\admin.local\InfoCouncil\Attachments\1215\16464\Draft VPA 1.12.25 (8874346).docx(CJH)

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## VOLUNTARY PLANNING AGREEMENT (VPA)

Agreement dated 202#

### Parties

GLEN INNES SEVERN COUNCIL ABN XXX  
265 Grey Street, Glen Innes NSW 2370 (“Council”)

[INSERT DETAILS] (“Company”)

### Background

- A. The Company is the proponent of the development subject of development application [INSERT DA/SSD #] (“Development”).
- B. The Development proposes [INSERT DESCRIPTION], to be located [entirely/partly] within Council’s Local Government Area [OR located within XX Local Government Area with impacts including [INSERT] to be felt by residents at XXX within the Council’s local government area]
- C. On [INSERT DATE] the Development received consent from [Council/Minister]. Condition of consent [INSERT NUMBER] requires the Company enter into [a VPA/benefit sharing arrangement] in accordance with the offer made by the Company dated [INSERT].
- D. In accordance with Division 7.1 of Part 7 of the *Environmental Planning and Assessment Act 1979*, the Company and Council agrees to enter into a planning agreement to facilitate collection, management and distribution of financial contributions from the Company for the public benefit.

### Operative PART

#### 1. Definitions

In this Agreement unless the context otherwise requires, the following words have these meanings:

**Act** means the *Environmental Planning and Assessment Act 1979* (NSW).

**Agreement** means this voluntary planning agreement including any schedules and annexures.

**Approval** includes approval, consent, licence, permission or the like.

**Assignee** means a person, company or entity assigned the Company’s rights and obligations under this Agreement.

**Bank Guarantee** means an irrevocable and unconditional guarantee that is not limited in time and does not expire, provided by a major Australian trading bank, containing terms and conditions reasonably acceptable to the Council, to pay an amount or

amounts of money to the Council on demand in accordance with clause [17] of this Agreement.

**BESS** means battery energy storage system.

**Business Day** means a day on which banks are open for general business in Sydney excluding Saturdays, Sundays and public holidays in Sydney.

**Commencement Date** means the date on which this Agreement is executed by all Parties.

**Community Benefits Fund** means the combined account for receipt of Development Contributions from multiple renewable energy projects approved within the REZ, to be used for the Public Purpose.

**Community Benefits Fund Committee** means a committee established by resolution of the Council pursuant to section 355 of the *Local Government Act 1993* (NSW) in accordance with clause [14.2] of this Agreement.

**Community Benefits Fund Framework** means the governance framework for the Community Benefits Fund as adopted by Council resolution [INSERT] dated [INSERT].

**Construction** means construction of the development, including but not limited to, the carrying out of any earthworks on site, and the construction of the Development and ancillary infrastructure, but excludes road upgrades or maintenance to public road network and pre-construction minor works.

**Construction Commencement Date** means the date on which the Company proposes, as at the date of the notice issued under clause [10.4], to commence the Construction of any Development Stage.

**Construction Contribution** means the monetary contributions payable under clause 10.5 of this Agreement for each Development Stage, as calculated in accordance with clause 10.6 of this Agreement.

**Construction Phase** means for each wind turbine in a Development Stage, the period commencing on the date on which the relevant wind turbine commenced construction and ending on the date on which the relevant wind turbine first becomes operational.

**Dealing** means to sell, transfer, assign, novate or otherwise deal with the rights and obligations of this Agreement.

**Development** means [INSERT DESCRIPTION OF THE PROPOSED DEVELOPMENT] as approved under DA [INSERT REFERENCE] dated [INSERT]

**Development Application** has the same meaning as in the Act.

**Development Consent** has the same meaning as in the Act.

**Development Contributions** means the Construction Contribution and the Operations Contribution.

**Development Stage** means each separate stage of the Development as notified by the Company to the Council in accordance with clauses [10.2] of this Agreement which is proposed to be carried out within the GIS LGA. For the avoidance of doubt:

- (i) if the Development is proposed to be constructed in a single stage, there will only be one Development Stage for the purpose of this Agreement and all references in this agreement to a Development Stage will be taken to be a reference to the whole of the Development; and
- (ii) each stage will only be a Development Stage if it includes any wind turbines within the GIS LGA of the Council.

**Explanatory Note** means the note exhibited with a copy of this Agreement, when this Agreement is made available for inspection by the public in accordance with the Act, as contemplated by clause 205 of the Regulation.

**Final MW Capacity** means for each Installed Turbine within a Development Stage, the final energy output, in MW, of that Installed Turbine.

**GIS LGA** means the Council's Local Government Area

**GST** has the same meaning as in the GST Law.

**Installed Turbine** means in relation to each Development Stage in which wind turbines are to be Constructed within the GIS LGA, each wind turbine installed on the Land which has successfully completed commission tests and is capable of exporting electricity.

**Intended MW Capacity** means for each wind turbine which the Company proposes to install within a Development Stage, the intended energy output, in MW, of each wind turbine, as notified by the Company to the Council in accordance with clauses [10.2] or [10.3] of this Agreement.

**Interest Rate** means the Bank Bill Swap rate as administered by ASX Limited plus a margin of 2%.

**Land** means the 'site' as defined in the development consent.

**Law** means:

- (a) any law applicable including legislation, ordinances, regulations, by-laws and other subordinate legislation;
- (b) any Approval, including any condition or requirement under it; and
- (c) any fees and charges payable in connection with the things referred to in paragraphs (a) and (b).

**Operation** means the carrying out of the Development following completion of construction (of the whole or part of the development), but does not include commissioning, trials of equipment or the use of Temporary Facilities.

**Operations Contribution** means the monetary contributions payable for any part or all of the Development that is operational.

**Operations Phase** means the period commencing on the date on which the relevant part of the Development begins Operation and ending on the date on which the relevant part of the Development permanently ceases to generate electricity into the transmission network.

**Pre-construction minor works** includes the following activities:

- (a) building/road dilapidation surveys;
- (b) investigative drilling or excavation;
- (c) minor clearing or` translocation of native vegetation;
- (d) establishing temporary site office;
- (e) installation of environmental management measures, fencing, enabling works; and and
- (f) minor access roads and minor adjustments to services/utilities.

**Regulation** means the Environmental Planning and Assessment Regulation 2021.

**Public Purpose** has the meaning given at section 7.4(2) of the Act.

**Regulation** means the Environmental Planning and Assessment Regulation 2021.

**Related Body Corporate** means in relation to the Company:

- (a) a related body corporate as defined in the *Corporations Act 2001* (Cth); and
- (b) an entity that directly or indirectly through one or more intermediaries controls, is controlled by, or is under common control with, the Company.

**REZ** means the New England Renewable Energy Zone as Gazetted by NSW Government on 10 December 2021.

**Temporary facilities** means facilities used for the construction, upgrading and/or decommissioning of the Development, including but not limited to temporary site offices and compounds, materials storage compounds, maintenance workshops, material stockpiles laydown areas and parking spaces.

## 2. Interpretation

In the interpretation of this Agreement, the following provisions apply unless the context otherwise requires:

- (i) Headings are inserted for convenience only and do not affect the interpretation of this Agreement.
- (ii) If the day in which any act, matter or thing is to be done under this Agreement is not a Business Day, the act, matter or thing must be done on the next Business Day.
- (iii) A reference in this Agreement to 'dollars' or '\$' means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars.
- (iv) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.

- (v) A reference in this Agreement to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- (vi) A reference to a clause, part or schedule is a reference to a clause, a part or a schedule of this Agreement.
- (vii) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
- (viii) Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
- (ix) A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
- (x) References to the word 'include' or 'including' are to be construed without limitation.
- (xi) A reference to this Agreement includes the agreement recorded in this Agreement.
- (xii) A reference to a party to this Agreement includes a reference to the servants, agents, and contractors of the party, and the party's successors and assigns.
- (xiii) Any schedules or tables form part of this Agreement.
- (xiv) In the event of any inconsistency between this Agreement and the Development Consent, the Development Consent prevails to the extent of any inconsistency.

### **3. Planning Agreement under the Act**

The Parties agree that this Agreement is a planning agreement within the meaning of s7.4(1) of the Act.

### **4. Application of this Agreement**

This Agreement applies to:

- (a) the Development; and
- (b) the Land.

### **5. Commencement**

This Agreement commences on the Commencement Date.

### **6. Termination**

This Agreement remains in force until:

- (a) it is terminated by operation of Law;
- (b) the Parties agree in writing to terminate this Agreement; or
- (c) all the Company's obligations under this Agreement have been performed and satisfied.

**7. Application of s7.11, 7.12 and s7.24 of the Act**

- 7.1 This Agreement excludes the application of s7.11 and s7.12 of the Act to the Development.
- 7.2 This Agreement does not exclude the operation of s7.24 to the Development.

**8. Modification of this Agreement**

- 8.1 The terms of this Agreement are to be reviewed and modified on the occurrence of:
  - (a) any material changes to the NSW Government's "Benefit-Sharing Guideline" (November 2024); or
  - (b) MW capacity of the Development is materially different to that approved by the Development Consent; or
  - (c) other change of law or circumstance that materially affects the operation of this Agreement.
- 8.2 No modification of this Agreement will be of any force or effect unless it is in writing and signed by all Parties to this Agreement and publicly notified in accordance with the Act and Regulation.

**9. Development Contributions**

- 9.1 Development Contributions will be paid by the Company to Council, into a Community Benefits Fund in accordance with this Agreement.
- 9.2 The Company acknowledges the Community Benefits Fund will be a consolidated account for the collection and distribution of Development Contributions from multiple renewable energy projects within the REZ.
- 9.3 The amount of monetary Development Contributions is to be indexed in accordance with clause [13].
- 9.4 For the avoidance of doubt, the Company's compliance with any obligation under this Agreement is not subject to the Community Benefits Fund being established.

[Insert as applicable]

**10. Wind Projects**

*Notification of Staging*

- 10.1 The Company and Council acknowledge and agree that the Development may be constructed and operated in two or more stages as authorised by condition [INSERT] of the Development Consent.

- 10.2. Before commencing Construction, the Company must notify the Council in writing of the following:
- (a) details of any staging proposed for the Development (including the total number of stages proposed to construct the Development and the number of wind turbines proposed in each stage within the GIS LGA); and
  - (b) confirmation of the Intended MW Capacity of each proposed wind turbine in each Development Stage.
- 10.3. If the Company makes any updates to the staging of the Development following the issue of a notice to the Council under clause [10.2] the Company must provide the Council with an updated notification of the revised Development Staging and any updates to the Intended MW Capacity of each proposed wind turbine in each Development Stage.

*Construction Contribution*

- 10.4. Prior to commencing Construction, the Company must notify the Council in writing. The notification must include confirmation of the proposed Construction Commencement Date.
- 10.5. Subject to clause [20.3] ('Assignment'), the Company must pay to the Council the Construction Contribution for each wind turbine within a Development Stage, calculated in accordance with clauses [10.6] and [10.7] to the Council in arrears from 1 July each year for the duration of the Construction Phase of the relevant wind turbine within the Development Stage.
- 10.6. The Construction Contribution means, for each wind turbine within a Development Stage that is in the Construction Phase, an amount calculated in accordance with the following formula:

$$CC = A \times B$$

Where:

**CC** means the Construction Contribution in Australian dollars;

**A** means \$105.00 as adjusted in accordance with clause [13] of this Agreement; and

**B** means the Intended MW Capacity of the relevant wind turbine.

- 10.7. Where the Construction Phase of the relevant wind turbine covers only part of a relevant year, the Construction Contribution in respect of that wind turbine and year will be calculated on a pro-rata basis.

*Operations Contribution*

- 10.8. Prior to commencing Operation of the first Installed Turbine within a Development Stage, the Company must:
- (a) notify the Council in writing of:
    - (i) the proposed date on which all the Installed Turbines within the Development Stage will become Operational; and

- (ii) if it is proposed that the turbines installed within the Development Stage will become Operational on a staggered basis, the timing of that staggering including the Intended MW Capacity per turbine.
- 10.9. Upon all Installed Turbines within a Development Stage becoming ready for Operation, but prior to commencing Operation of all Installed Turbines within the Development Stage, the Company must:
- (a) provide the Council with a report containing the information required by clause [10.18] for the Development Stage; and
  - (b) notify Council in writing of the Final MW Capacity per Installed Turbine as evidenced by the report.
- 10.10. Subject to clause [20.3] ('Assignment'), the Company must pay Operations Contributions for each Installed Turbine within a Development Stage, calculated in accordance with clause [10.11, 10.12 and 10.13], to the Council in arrears on 1 July each year for the duration of the Operations Phase for each Installed Turbine within the Development Stage.
- 10.11. The Operations Contribution means, for each Installed Turbine within a Development Stage that is in the Operations Phase, an amount calculated in accordance with the following formula:
- $$OC = A \times B$$
- Where:
- OC** means the Operations Contribution in Australian dollars;
- A** means \$1,050 as adjusted in accordance with clause [13] of this Agreement; and
- B** means the Final MW Capacity per year of each Installed Turbine.
- 10.12. Where the Operations Phase of the relevant Installed Turbine covers only part of a relevant year, the Operations Contribution in respect of that Installed Turbine and year will be calculated on a pro-rata basis.
- 10.13. Where the turbines for any Development Stage become operational at different times during any relevant year, the Operations Contributions in respect of that Development Stage and year will be calculated on a pro-rata basis according to when each Installed Turbine became operational during that year.
- 10.14. Where the turbines for any Development Stage become operational at different times, the Construction Contribution will continue to apply to the portion of wind turbines within the Development Stage not yet operational.
- 10.15. The Company must notify the Council of the commencement of decommissioning of any Installed Turbines within a Development Stage within the GIS LGA.

*General*

- 10.16. The Company's liability to make Development Contributions under this Agreement in relation to any Development Stage will:

- (a) reduce proportionally if any Installed Turbines within the GIS LGA forming part of that Development Stage permanently cease to generate electricity into the transmission network; and
  - (b) end on the 1 July after the date on which all of the Installed Turbines within the GIS LGA forming part of that Development Stage permanently cease to generate electricity into the transmission network.
- 10.17. The Development Contributions are paid for the purposes of this Agreement when cleared funds are deposited by means of electronic funds transfer by the Company into a bank account nominated by the Council.

*Reporting on Final MW Capacity of all Installed Turbines in a Development Stage*

- 10.18. The report required under clause [10.9] must include:
- (a) confirmation of the number of Installed Turbines for the relevant Development Stage;
  - (b) written certification by a registered professional engineer confirming the Final MW Capacity per Installed Turbine in the relevant Development Stage; and
  - (c) a calculation (showing workings) of the Operations Contributions for all the Installed Turbines in the relevant Development Stage.

**11. Solar Projects**

*Operations Contribution*

- 11.1. Prior to commencing Operation of the solar panels, the Company must notify the Council in writing of the proposed date on which all the solar panels will become Operational.
- 11.2. Subject to clause [20.3] ('Assignment'), the Company must pay Operations Contribution for each operational solar panel, calculated in accordance with clauses [11.3, 11.4 and 11.5] to the Council in arrears on 1 July each year for the duration of the Operation.
- 11.3. The Operations Contribution means an amount calculated in accordance with the following formula:

$$OC = A \times B$$

Where:

**OC** means the Operations Contribution in Australian dollars;

**A** means \$850 as adjusted in accordance with clause [13] of this Agreement; and

**B** means the MW Capacity per year of the installed solar panels.

- 11.4. Where the Operations Phase of the Development covers only part of a relevant year, the Operations Contribution will be calculated on a pro-rata basis.

- 11.5. Where the solar panels become operational at different times during any relevant year, the Operations Contribution in respect of that year will be calculated on a pro-rata basis according to when the solar panels became operational during that year.
- 11.6. The Company must notify the Council of the commencement of decommissioning of any solar panels.

*General*

- 11.7. The Company's liability to make Development Contributions under this Agreement will:
  - (a) reduce proportionally if any solar panels permanently cease to generate electricity into the transmission network; and
  - (b) end on 1 July after the date on which all of the solar panels permanently cease to generate electricity into the transmission network.
- 11.8. The Development Contributions are paid for the purposes of this Agreement when cleared funds are deposited by means of electronic funds transfer by the Company into a bank account nominated by the Council.

**12. BESS Projects**

*Operations Contribution*

- 12.1. Prior to commencing Operation of the BESS, the Company must notify the Council in writing of the proposed date on which BESS will become Operational.
- 12.2. Subject to clause [20.3] ('Assignment'), the Company must pay Operations Contribution calculated in accordance with clause [12.3 and 12.4] to the Council in arrears on 1 July each year for the duration of the Operations Phase for the BESS.
- 12.3. The Operations Contribution means an amount calculated in accordance with the following formula:

$$OC = A \times B$$

Where:

**OC** means the Operations Contribution in Australian dollars;

**A** means \$150 as adjusted in accordance with clause [13] of this Agreement; and

**B** means the MW hour per year of the BESS Project.

- 12.4. Where the Operations Phase covers only part of a relevant year, the Operations Contribution for that year will be calculated on a pro-rata basis.
- 12.5. The Company must notify the Council of the commencement of decommissioning of the Development.

*General*

- 12.6. The Company's liability to make Development Contributions under this Agreement will:

- (a) reduce proportionally if the part of the Development permanently ceases to generate electricity into the transmission network; and
  - (b) end on 1 July after the date on which the entire Development permanently cease to generate electricity into the transmission network.
- 12.7. The Development Contributions are paid for the purposes of this Agreement when cleared funds are deposited by means of electronic funds transfer by the Company into a bank account nominated by the Council.

**13. Indexation of Development Contributions**

Subject to clause [8], the Development Contributions will be reviewed on 1 July of each year following the Commencement Date in accordance with the following formula:

$$A = B \times C/D$$

Where:

- A** = the amount of the Construction Contribution and the Operations Contribution (as the case may be) payable for that year, in Australian dollars.
- B** = the amount of the Construction Contribution and the Operations Contribution (as the case may be) payable for the previous year, in Australian dollars.
- C** = the CPI most recently published before 1 July in the current year.
- D** = the CPI most recently published before 1 July in the previous year.
- (i) For the avoidance of doubt, if C is less than D (that is, if there has been deflation over the relevant period), then A will not change.

**14. Distribution of Development Contributions**

- 14.1. Development Contributions shall be allocated as follows:
- (a) 5% Administration of the Community Benefits Fund
  - (b) 85% Community Benefit:
    - 42.5% Council Projects
    - 42.5% Community-based grants
  - (c) 10% Investment
- 14.2. Council agrees to establish a Community Benefit Funds committee to assist with the administration of the Community Benefits Fund in accordance with Council’s Community Benefits Fund Framework as adopted by Council [INSERT DATE].
- 14.3. The Community Benefits Fund Committee(s) will distribute contributions for the Public Purpose in accordance with a set of established criteria as provided in their terms of reference.

**15. Promotion of projects funded by Community Benefits Fund**

- 15.1. The Council agrees to acknowledge the Company in any public communications promoting projects, programs, grants or other activities funded by Development Contributions under this Agreement. The form of acknowledgment is to be agreed by the Council and the Company (acting reasonably) but may include the inclusion of the Company's logo on any public facing documents prepared by the Council relating to projects, programs, grants or other activities funded by Development Contributions under this Agreement, along with a statement to the effect that funding was provided by the Development Contributions made for the Development.
- 15.2. The Council gives permission for the Company to publicly promote projects, programs, grants or other activities funded by Development Contributions made under this Agreement.

**16. Dispute resolution**

- 16.1. In the event of a dispute between the Parties in relation to this Agreement, the dispute is to be resolved through the following process in this Part.
- 16.2. A Party claiming a dispute has arisen is to give the other Party written notice specifying the particulars of the dispute ("**Dispute Notice**").
- 16.3. If notice is given under clause [16.2], the Parties are to meet in good faith (in person or via AVL) within 10 Business Days of the notice in an attempt to resolve the dispute.
- 16.4. If the Parties do not resolve the dispute within 21 Business Days of receipt of the notice, or any such longer period as agreed in writing between the Parties, the parties are to mediate the dispute in accordance with the Mediation Rules of the Law Society of NSW.
- 16.5. If the dispute is not resolved by mediation within a further 21 Business Days, or such longer period as may be agreed to by the Parties, then the Parties may, in writing, terminate the dispute resolution process and exercise their legal rights in relation to the dispute, including commencing legal proceedings in a court of competent jurisdiction in New South Wales.
- 16.6. Each Party is to bear its own costs arising from or in connection with appointment of a mediator and the mediation, unless the mediator determines otherwise.

**17. Enforcement***General Security*

- 17.1. The Company is to provide to Council a Bank Guarantee of \$100,000 within 5 days of receipt of the first construction certificate for the Development.
- 17.2. The Company is to ensure each Bank Guarantee is indexed by CPI.
- 17.3. The Council is to hold the Bank Guarantee as security for the Company performing its obligations under this Agreement.
- 17.4. The Company must not cancel any Bank Guarantee provided under this clause [17] or do anything to cause the Bank Guarantee to be ineffective unless the Council has provided written notice the Bank Guarantee can be cancelled.

- 17.5. The Council must release the Bank Guarantee or any unused part of it to the Company within 25 Business Days of the termination of the Agreement made in accordance with clause [6].

*Enforcement*

- 17.6. Without limiting the remedies available to Parties, this Agreement may be enforced by any Party in any court of competent jurisdiction.

- 17.7. For the avoidance of doubt, nothing in this Agreement prevents:

- (a) a Party from bringing proceedings in the Land and Environment Court to enforce any aspect of this Agreement or any matters to which this Agreement relates; or
- (b) the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Agreement or any matter to which this Agreement relates.

**18. Interest on unpaid contributions**

The Company agrees to pay interest to the Council on any amount of the Development Contributions from 28 days after it becomes due for payment, during the period that it remains unpaid, on demand or at time determined by Council, calculated on daily balances. The rate to be applied to each daily balance is the Interest Rate.

**19. Breach of Obligations**

- 19.1. If the Council reasonably considers that the Company is in breach of its obligation to pay the Development Contributions under this Agreement, it may give a written notice to the Company (“**Breach Notice**”):

- (a) specifying the nature and extent of the breach;
- (b) requiring the Company to pay the outstanding monetary Development Contributions; and
- (c) specifying the period within which the outstanding monetary Development Contributions are to be paid, being a period that is reasonable in the circumstances and not being less than 21 Business Days from the date of the Breach Notice.

- 19.2. If the Company fails to fully comply with a Breach Notice, the Council may call-up and apply the proceeds of a Bank Guarantee provided under this Agreement in satisfaction of:

- (a) any amount due and payable by the Company under this Agreement;
- (b) any obligation of the Company under this Agreement to pay the Development Contributions; and
- (c) any associated liability, loss, cost, charge or expense directly incurred by the Council because of the failure by the Company to comply with this Agreement.

- 19.3. Nothing in this clause [19] prevents or restricts Council from exercising any rights it may have at law or equity in relation to a breach of this Agreement by the Company, including but not limited to seeking relief in an appropriate court.

**20. General**

*Registration of the Agreement*

- 20.1. Pursuant to section 7.6 of the Act, the Parties agree that the existence of this Agreement will not be registered on titles to the Land.

*Reporting*

- 20.2. The Company must provide to Council an annual report detailing:
- (a) all Developer Contributions made pursuant to this Agreement;
  - (b) all Developer Contributions due to be made by the Company pursuant to this Agreement in the next 12 month period; and
  - (c) all Bank Guarantees provided by the Company to the Council and held by Council under this Agreement during the reporting period, and the current value of each security.

*Assignment*

- 20.3. The Company must not Deal with its rights or obligations under this Agreement, unless prior to the Dealing, the Company procures the Assignee to execute and deliver to Council a deed in Council's favour whereby:
- (a) the Company's rights and obligations under this Agreement are assigned or novated to the Assignee on and from the date of the deed of assignment or novation or any other date specified in the deed (being the 'date of assignment');
  - (b) the Assignee undertakes to pay all obligations of the Company under Agreement arising on and from the date of assignment or novation; and
  - (c) the Assignee undertakes to pay the Council's reasonable costs in relation to the assignment or novation; and
  - (d) a replacement Bank Guarantee is provided by the Assignee in accordance with clause [20.3].
- 20.4. If the Company complies with [20.3] the Council will be deemed to have released the Company from any further obligation under this Agreement on and from the date of assignment or novation.

**21. Notices**

- 21.1. Any notice, consent, information, application or request that must or may be given or made to a Party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
- (a) delivered or posted to that Party at its address set out below; or
  - (a) emailed to that Party at its email address set out below.

**Glen Innes Severn Council**

Attention: The General Manager  
Address: PO Box 61, Glen Innes NSW 2370  
Email: [council@gisc.nsw.gov.au](mailto:council@gisc.nsw.gov.au)

**Company**

Attention: [INSERT]  
Address: [INSERT]  
Email: [INSERT]

- 21.2. If a Party gives the other Party three Business Days' notice of a change of its address, or email address:
- (a) any notice, consent, or invoice is only given or made by that Party if it is served or posted by way of registered post to the latest address;
  - (b) any information, application or request is only given or made by that other Party if it is emailed to the latest email address.
- 21.3. Any notice, consent, information, application or request is to be treated as given, made or received at the following time:
- (a) if it is delivered by process server, when it is served at the relevant address;
  - (b) if it is sent by registered post, 2 Business Days after it is posted; or
    - (A) if it is sent by email, and sender not notified of a delivery failure 24 hours after sending.
- 21.4. If any notice, consent, information, application or request is physically delivered, or an email delivery receipt in relation to it is received, on a day that is not a Business Day, or if on a Business Day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next Business Day.

**22. Costs**

- 22.1. The Company agrees to pay the Council's costs of preparing, negotiating and executing this agreement as follows: \$5,000 (including GST) within seven days of the Commencement Date.
- 22.2. Council may serve a notice in writing on the Company ("**Enforcement Costs Notice**") requiring the Company pay all reasonable costs and expenses incurred by Council in connection with:
- (a) investigating a non-compliance by the Company with this Agreement; and
  - (b) enforcing compliance by the Company with this Agreement.

- 22.3. An Enforcement Costs Notice s to be specify the amount required to be paid to the Council buy the Company and the date by which the amount is to be paid.

**23. Entire Agreement**

- 23.1. This Agreement contains everything to which the Parties have agreed in relation to the matters it deals with. No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Agreement was executed except as permitted by law.
- 23.2. Pursuant to clause 205(5) of the Regulation, the Parties agree that the Explanatory Note is not to be used to assist in construing this Agreement.

**24. Approvals and Consents**

- 24.1. Except as otherwise set out in this Agreement, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Agreement in that Party's absolute discretion and subject to any conditions determined by the Party.
- 24.2. A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

**25. Further Acts**

Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

**26. Governing Law and Jurisdiction**

This Agreement is governed by the law of New South Wales. The Parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

**27. No Fetter**

Nothing in this Agreement shall be construed as requiring the Council to do anything that would cause it to be in breach of any of its obligations at law, and without limitation, nothing shall be construed as limiting or fettering in any way the exercise of any statutory discretion or duty.

**28. Joint and individual liability and benefits**

Except as otherwise set out in this Agreement, any agreement, covenant, representation or warranty under this Agreement by two or more persons binds them jointly and each of them individually, and any benefit in favour of two or more persons is for the benefit of them jointly and each of them individually.

**29. Representations and Warranties**

- 29.1. Each of the Parties represents and warrants to the other Party that it has power to enter this Agreement and comply with its obligations under this Agreement and that entry into this Agreement will not result in the breach by it of any law applicable to it.

- 29.2. Each Party warrants to each other Party that this Agreement creates a legal, valid and binding obligation, enforceable against the relevant Party in accordance with its terms.

**30. Severability**

- 30.1. If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way.

- 30.2. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of the Agreement is not affected.

**31. Waiver**

- 31.1. The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.

- 31.2. A waiver by a Party is only effective if it is in writing.

- 31.3. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given and is not to be taken as an implied waiver of that obligation or breach in relation to any other occasion.

**32. GST**

If any Party reasonably decides that it is liable to pay GST on a supply made to another Party under this Agreement and the supply was not priced to include GST, then the recipient of the supply must pay an additional amount equal to the GST on that supply.

**33. Counterparties**

This document may consist of a number of counterparts and, if so, the counterparts taken together constitute one document.

**Executed as a Deed**

Executed by [INSERT] in accordance with section 127(1) of the Corporations Act 2001 (Cth) by:

.....	.....
Director	Secretary
.....	.....
Date	Date

Executed by Glen Innes Severn Council by its authorised delegate in accordance with a resolution of the Council [INSERT REF] dated [INSERT] in the presence of:

<b>Witness</b>	<b>Authorised delegate</b>
----------------	----------------------------

.....	.....
Signature	Signature
.....	.....
Name and position	Name and position
.....	.....
Date	Date



**AUSTRALIA DAY COMMITTEE  
MINUTES OF Ordinary MEETING  
HELD ON: 5/11/2025**

**MEETING OPENED:** 1905

**PRESENT:** Jan Lemon (Chairperson), Mahri Koch (Secretary), Kerrie Sturtridge, Jenny Thomas, Peter Haselwood, Karen Carr, Bev Edkins, Richard Edkins, Cr Andrew Parsons, David Scott (guest)

**APOLOGIES:** Robert Arthur, Kerry Strong

Moved Bev Edkins, seconded Mahri Koch that the apologies be accepted.

**CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:**  
NIL

**MINUTES OF THE PREVIOUS MEETING:**

Moved **Kerrie Sturtridge**, seconded **Peter Haselwood** that the minutes of the previous meeting, dated **October 2025** be accepted.

**CARRIED**

Item No.	Item	Action
1	<b>BUSINESS ARISING:</b>	
	Suggested occasional articles about 2024 winners be written and contributed to Glen Innes News to encourage community to submit nominations for 2025.	<b>Mahri to liaise with Glen Innes News to share such writings.</b>
	2 shields yet to be returned. Further requests to be made now.	<b>Jan to call to 2024 young citizen and Emergency services winner to request return of their shields to Jan for updating for 2025 winners.</b>
	Committee requested letter to Council partially drafted at October 2025 meeting be completed and forwarded to Council	<b>Mahri to complete and forward to Council</b>
2	<b>TREASURER REPORT</b>	
	No Grant monies yet spent. \$6150 Balance Council grant. \$10,000 Aus Day Australia grant.	
3	<b>CORRESPONDENCE:</b>	
	Council forwarded email regarding extension to Ambassador application. Jan received emails from national Australia Day organisation re our grant and Ambassador.	

Item No.	Item	Action
4	<b>STANDING ITEMS:</b>	
	NIL	
5	<b>GENERAL BUSINESS:</b>	
5.1	<b>Ambassador</b>	
	Discussion followed on various places within short distance of town for accommodation for Ambassador. It was agreed to await the news as to who the Ambassador will be, and if there are other people travelling / arriving with the Ambassador.	<b>Jan to book suitable accommodation once we are advised of who the Ambassador is.</b>
5.2	<b>Grant</b>	
	Granted by the national organisation!! \$10,000 – thank you to Jan for her successful annual work applying for the grant.	
5.3	<b>Ambassador dinner</b>	
	Kerrie Sturtridge to organise the ambassador dinner, free morning tea and liaise with the Stones restaurant. Kerrie has organised the purchase of awardees plants for 2026.	<b>Kerrie to organise a caterer for the cake design and implementation.</b>
5.4	<b>Entertainment sound</b>	
	Gary Kiefer has agreed to manage the sound elements for the Awards ceremony.	
5.5	<b>Bagpiper Paul Hanson</b>	
	If Paul is well enough on the day, he has agreed to be the bagpipe player for the Awards Ceremony.	
5.6	<b>Organise catering – confirm Red Range</b>	
	Jan to continue to liaise with Red Range hall to confirm its committee’s participation and needs for the breakfast.	<b>Jan to continue to contact key hall members.</b>
5.7	<b>Photography</b>	
	Paul Jopson has quoted for photograph of the days’ events – Jan has received his quote via Jenny – and it is accepted.	
5.8	<b>Arrange with Nathan for storage site for committee gear</b>	
		<b>Mahri to contact Nathan at VIC to arrange new storage site for committee gear.</b>

MEETING CLOSED: 2130  
 NEXT MEETING: 3 December 2025

.....  
 Chairperson

.....  
 Date



**AUSTRALIA DAY COMMITTEE  
MINUTES OF *Ordinary* MEETING  
HELD ON: 10/12/2025**

**MEETING OPENED:** 1900

**PRESENT:** Jan Lemon (Chairperson), Mahri Koch (Secretary), Kerrie Sturtridge, Jenny Thomas, Peter Haselwood, Karen Carr, Richard Edkins, Robert Arthur

**APOLOGIES:** Bev Edkins, Cr Andrew Parsons, Kerry Strong (Kerrie Sturtridge to deliver hard copy of nominations to her).

Moved Mahri Koch, seconded Kerrie Sturtridge that the apologies be accepted.

**CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:**  
NIL

**MINUTES OF THE PREVIOUS MEETING:**

Moved Kerrie Sturtridge, seconded Peter Haselwood that the minutes of the previous meeting, dated **November 2025** be accepted.

**CARRIED**

Item No.	Item	Action
1	<b>BUSINESS ARISING:</b>	
1.1	Chair's Letter to Lioness Lions meeting last Tuesday to ask if they wish to attend the free morning tea and post awards dinner.	
1.2		Mahri to locate confirmation email from Council of receiving of November 2025 meeting approved letter to General Manager and mayor and resend to all committee members.
1.3		<b>Mahri to call again for shields to be returned: emergency services and young citizen of the year.</b>
2	<b>TREASURER REPORT</b>	
	\$650 for advertising 2CBD – balance \$9350 \$6215 – Council grant balance	
3	<b>CORRESPONDENCE:</b>	
3.1	Emails of articles to Glen Innes News.	<b>Mahri to write letters to nominees.</b>
3.2	Jan – emails to/from Australia Day Council and GISC re ambassador and grant.	<b>Mahri: locate email auto response from Council re staff and mayor to pay for their meals. Send out to members.</b>
4	<b>STANDING ITEMS:</b>	
5	<b>GENERAL BUSINESS:</b>	

Annexure B  
Item 9.2

Item No.	Item	Action
5.1	<b>NOMINATIONS</b>	
	Nominations received from Council today 10/12/2025 - printed and delegated out to committee members for assessment and decision making in January 2026 meeting.	
6	<b>AMBASSADOR</b>	
	Committee still awaiting news about an ambassador	
	Jan spoke to New England Lodge - happy to accommodate the ambassador.	
7	<b>PHOTO BOOK/PHOTOGRAPHER</b>	
	Paul Jopson is happy to set up the live streaming and will take photographs and put together the photo books. His invoice approved at November 2025 meeting.	
8	<b>BREAKFAST</b>	
	Jan speaking with Rachel and Mr O'Brien at Red Range Hall - waiting to find out if steak or sausages will be on the menu there.	<b>Kerrie to liaise with Cr Parsons to discover what type of meat will be purchased for the free breakfast.</b>
9	<b>MORNING TEA /DINNER 26TH</b>	
9.1	Kerrie Sturtridge reported assessment of \$550 for 100 attendees for morning tea (Stones restaurant). <b>Pricing and numbers accepted by the committee.</b>	
9.2	Kerrie quoted \$30 per head for 2 course meal for Ambassador dinner. Lioness Lions to provide. <b>Pricing approved by the committee.</b>	
10	<b>ENTERTAINMENT</b>	
10.1	Matt Sculyan (check spelling) for Australia Day awards ceremony for first hour at \$1,000	
10.2	Dance spectacular dancers from Glen Innes: Give them a donation to dance at awards ceremony.	<b>Motion: Moved Mahri Koch. Seconded Peter Haselwood and CARRIED: Committee agreed Jan to contact Lindy Alt for her dancers at cake cutting part of the ceremony.</b>
10.3	Fred Blair's son Nakoa available for Welcome to Country. .	
11	<b>ADVERT FOR GLEN INNES NEWS</b>	
11.1	And mahri's articles: 6 written so far at editor's request and more to follow until February 2026 for Glen Innes News.	

Item No.	Item	Action
11.2	Jan provided draft advertisement for committee approval: Australia Day Awards ceremony and entertainment. Approved by committee .  Advertising to be provided to GISC by Jan in appointment with Sybilla	
12	<b>MERCHANDISE</b>  Extra street banners to be purchased. A tablecloth and aprons for awards ceremony morning tea. Stickons for kids.	
13	<b>GRANT</b>  Grant money has arrived and is being assessed by committee for items of expenditure. Cake cost \$500 is approved and will be created by Eileen Halloran.	
14	<b>MISSING NOMINATION</b>  Members discovered at the meeting that nomination for Danny Armstrong - missing nomination lodged with Council 3/12/2025 - ask Council where is it.? Done and submitted online by Janine McConnell . for Senior sportsperson or senior citizen. Janine advised by text during the meeting that she will hand a copy of her submitted nomination that was submitted to Debbie Duffell Thursday 11/12/2025.	

**MEETING CLOSED:** 2010  
**NEXT MEETING:** 7<sup>th</sup> January 2026

.....  
Chairperson

.....  
Date



**AUSTRALIA DAY COMMITTEE  
MINUTES OF *Ordinary* MEETING  
HELD ON: 7/1/2026**

**MEETING OPENED:** 1900

**PRESENT:** Jan Lemon (Chairperson), Mahri Koch (Secretary), Kerrie Sturtridge, Jenny Thomas, Peter Haselwood, Karen Carr (online via telephone), Kerry Strong, Bev Edkins, Richard Edkins, Cr Andrew Parsons, Cr David Scott

Visitors (Red Range Hall Committee): Rachel Tunamena, Todd Quinn, Glenn Roberts

**APOLOGIES:** Robert Arthur

Moved Mahri Koch, seconded Kerrie Sturtridge that the apologies be accepted.

**CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:**  
NIL

**MINUTES OF THE PREVIOUS MEETING:**

Moved **Jan Lemon**, seconded **Bev Edkins** that the minutes of the previous meeting, dated **December 2025**, be accepted.

**CARRIED**

Item No.	Item	Action
<b>1</b>	<b>BUSINESS ARISING:</b>	
	Paul Neil Photography Quotation received and presented to meeting by Jan (\$1,850).	
	Jan has booked accommodation for the Ambassador at New England Lodge.	
	Bob Blair has advised Jan that either he or his brother may be available for Welcome to Country.	Mahri to contact Alkira Bain for Welcome to Country
	Lioness Lions members will provide morning tea at the Awards ceremony and the 26/1 dinner at Church of England Hall.	
<b>2</b>	<b>TREASURER REPORT</b>	

Item No.	Item	Action
	Council funding PO's to be arranged for: ceremony cake \$500; \$1850 for photographer payment; Advertising \$125 and \$460; \$517 for Ambassador accommodation.	Payment for plants for awardees yet to be received and paid.
<b>3</b>	<b>CORRESPONDENCE:</b>	
	Mahri's emails and letters mailed out to all nominees advising of their nomination and event details. Jan received Photograph quote from Paul Neil Photography.	Mahri to write letters to General Manager, Councillors, Mayor: invitation to event and 25/1 dinner at Services Club.
		Mahri to send some photos to Jan for creation of event advertisement A4.
<b>4</b>	<b>STANDING ITEMS:</b>	
<b>5</b>	<b>GENERAL BUSINESS:</b>	
<b>5.1</b>	<b>Breakfast arrangements Red Range Jan</b> Committee members of the Hall attended the meeting briefly to discuss what the committee will do on the day, what food and drink will be provided, etc. Jan advised the committee what is required for the 8am start to free breakfast and advised she will provide this week a large poster to go up at the front of the hall.	Jan to drop off to committee poster for front of hall.  Jan to take committee member shopping on 25/1 for food for Australia Day free breakfast.
<b>5.2</b>	<b>Certificates</b>	
	Jan is arranging for printing of certificates.	
<b>5.3</b>	<b>Program</b>	
	Program is being designed in partnership with Council staff and provided to Glen Innes News for A4 publishing.	Jan to send on the completed advertisement to David Scott when it is ready.

Annexure C  
Item 9.2

Item No.	Item	Action
5.4	<b>Poster</b>	
	Jan is arranging the compilation of the poster with relevant Council staff. It will be then shared to committee and Glen Innes News.	
5.5	<p><b>Members: Setting up/ packing up days and times.</b></p> <p>Club has advised the following: we will only have access to the auditorium on 25/1 at 10.30am to unload equipment into Club.</p> <p>Club will set up chairs in theatre style on the dance floor.</p> <p>Garry wont be back to town until late afternoon 25/1 so the stage will NOT be free for us to set up until Monday morning 26/1 Club access from 9am.</p>	<p>Committee members who are free and available to assist Mahri unload equipment 10.30am 25/1 would be highly valued.</p> <p>Committee members also needed at 9am 26/1 to complete setting up for morning tea and Awards ceremony.</p>
5.6	<p><b>Ambassador accommodation and caretaking</b></p> <p>Jan has booked accommodation.</p>	
5.7	<b>Judging of Nominations</b>	
	<b>Citizen of the Year</b>	Narelle Pietsch
	<b>Junior Citizen of the Year Junior</b>	
	<p>No nominations were received for this category.</p>	
	<p><b>Emergency Services Volunteer of the Year</b></p> <p>Discussion conclusion: Irwin nominations cannot be accepted as they were each granted this award in 2024.</p> <p>There were no other nominations for this category outside of the Irwin family.</p>	Jan to call nominator and explain why the nominations cannot go ahead.
	<b>Senior Sportsperson of the Year</b>	Danny Armstrong
	<b>Junior Sportsperson of the Year</b>	Isobel King





Item No.	Item	Action
	Moved Helen Gunther Seconded Andrew Irwin <b>CARRIED</b> Helen will complete the consent form.	Helen

**MEETING CLOSED:** 4:15pm

*Andrew Irwin*

.....  
Treasurer

9/12/25

.....  
Date



SALEYARDS ADVISORY COMMITTEE  
 MINUTES OF *ordinary* MEETING  
 HELD ON: 3/9/2025

**MEETING OPENED:** 3:30 PM

**PRESENT:** Riarna Sheridan (Director of Place and Growth), Aaron Campbell (Saleyards Manager), Barry Grob, Andrew Grob, Lyle Perkins, Angus Vivers, Jim Ritchie, Mayor Margot Davis, Cr Max Elphick, Kelly Willcocks (Minute Taker)

**OPEN/WELCOME**

The meeting was declared open, and attendees were welcomed.

**APOLOGIES:** Cr Tim Alt, Michael Lamph, Terry teVelde and Shad Bailey **Moved:** Lyle Perkins **Seconded:** Jim Ritchie ; **Carried**

**DECLARATIONS OF CONFLICT OF INTEREST:**

Members were invited to declare any conflicts of interest. None recorded.

**MINUTES OF THE PREVIOUS MEETING:**

The minutes of the previous meeting were tabled.

Amendment: Add Terry TeVelde as an apology for the meeting held on 5/3/25.

Resolution: That the minutes of the previous meeting, as amended, be confirmed. **Moved:** Mayor Margot Davis **Seconded:** Angus Vivers ; **Carried.**

**CORRESPONDENCE**

Outgoing:

Glen Innes Saleyards Consultation Results

Item No.	Item
6	<b>Business Arising:</b>
	<p><b>6.1 Working with Children Check (WWCC)</b></p> <p><b>Decision:</b> Agents and Employers must provide a copy of their WWCC to Council.</p> <p><b>Motion:</b> That Agents and Employers provide a copy of their WWCC to Council, and that the Saleyards induction document be updated to reflect these requirements. <b>Moved:</b> Cr Mayor Margot Davis; <b>Seconded:</b> Cr Max Elphick; <b>Carried.</b></p>
7	<b>General Business</b>
	<p><b>7.1 Committee Position on Saleyards</b></p> <p>Consensus of the Committee is to keep the saleyards open.</p> <p><b>Resolution:</b> That the Committee's position remains to retain the Glen Innes Saleyards in operation (<b>carried by consensus</b>).</p>

Item No.	Item
	<p><b>7.2 Use of Yards, Monitoring &amp; Infrastructure</b></p> <p>Discussions covered usage frequency, estimating cattle throughput out of hours, and the need to monitor truck registrations.</p> <p>Proposal to install cameras/equipment to capture vehicle registration plates; cameras at each ramp require electricity; indicative cost \$20,000+. Current cameras lack sufficient resolution for registration monitoring.</p> <p><b>7.3 Options Paper, Reporting &amp; Consultation</b></p> <p><b>Next Steps:</b> An Options Paper is being generated, however it has been delayed due to consultant illness. A report will be prepared for the December 2025 or February 2026 Council meeting with recommendation for the paper to be put on public consultation.</p> <p><b>7.4 Fees, Charges &amp; Operating Model</b></p> <p>Annual agents' fees noted at ~\$3,000.</p> <p>Discussed per-head cattle fee for service model; maintenance costs; and potential store sales.</p> <p><b>7.5 Benchmarking &amp; Site Visit</b></p> <p>Director Place and Growth advised a site visit at the Inverell Saleyards was conducted as part of Saleyards Options Paper process for the purposes of benchmarking.</p> <p><b>7.6 Stakeholder Consultation Survey Results – Saleyards Options Paper</b></p> <p>Committee agreed that the Saleyards Options Paper stakeholder consultation survey results provided are an accurate representation.</p> <p><b>Motion:</b> That the survey results be accepted as a true and accurate representation.  <b>Moved:</b> Max Elphick; <b>Seconded:</b> Barry Grob; <b>Carried.</b></p> <p><b>7.7 Membership Nominations</b></p> <p><b>New nominations:</b> Barry Grob and Andrew Grob.</p> <p><b>Motion:</b> That Barry Grob and Andrew Grob be appointed as members of the Saleyards Advisory Committee. <b>Moved:</b> Max Elphick; <b>Seconded:</b> Cr Mayor Margot Davis; <b>Carried.</b></p> <p><b>7.8 Community Engagement &amp; Consultation Reach</b></p> <p>Feedback noted that consultation via Brad Willis (consultant) was not widely disseminated, which did result in the online survey being extended by 5 weeks and pushed out to the wider agricultural community by GLENRAC. <b>Suggestions:</b> Members suggested for future consultations to include letter drop; flyers; Town Hall exhibition; broader advertising. Director of Place and Growth reiterated that community consultation is recommended to occur when the paper is put to Council for consideration, which will definitely include a range of consultation mediums including the Our Council newsletter, copies at the library, post office etc.</p> <p><b>7.9 Future Hereford Sales</b></p> <p>Angus Vivers discussed Hereford Sales; Committee requires clarity for future sales planning given the Options Paper that will be considered later in the year or early next year. Director of Place and Growth confirmed sales for next year will go ahead regardless of the Options Paper and any outcomes that arise.</p>

Item No.	Item
	<b>Action:</b> Hereford Committee to provide a letter outlining requirements for next year's sales so Council can accommodate.

**Action Register**

#	Action	Owner	Due
1	Obtain WWCC copies from Agents and Employers	Council staff / Agents & Employers	ASAP
2	Update Saleyards induction document to include WWCC changes	Council staff	ASAP
4	Prepare Options Paper, Council report, and public consultation plan	Council staff	December 2025 or February 2026
8	Validate and expand Saleyards contact register	Council comms	Immediate
9	Obtain requirements letter from Hereford Committee for 2026 sales	Hereford Committee	ASAP

MEETING CLOSED: TIME 4:30

NEXT MEETING: TBA



# THE COUNTRY MAYORS ASSOCIATION OF NSW INC

*“What we want is nothing more than equity”*

*Chairman: Cr Rick Firman OAM  
C/- Temora Shire Council,  
PO Box 262, Temora NSW 2666  
Email: admin@nswcountrymayors.com.au*

## MINUTES

The General Meeting of the Country Mayors Association of NSW Inc was held on **Friday 14 November 2025, in the Theatre, Parliament House, Macquarie Street from 8:20am until 1pm (inclusive of the CMA’s 2025 AGM). The meeting had a Skills and Education theme.**

The attendance and apologies are listed at the end of the minutes.

**8:20am** The meeting commenced with a welcome from CMA Chairman Mayor Rick Firman OAM and his introduction of the first guest speaker NSW Premier, the Hon. Chris Minns MP.

### **8:30am Presentation and Q&A – NSW Premier, the Hon. Chris Minns MP**

The Premier commended the work of CMA Chairman and the Country Mayors Association in general. He emphasised how “country councils are like the canaries in the coal mine, whether it be crime or water.” In addressing the underfunding of Councils, Premier Minns said that “NSW has 1/3 of the population but we get a disproportionate share of the federal tax dollar – it just has to go up”.

Q. Mayor Sharon Cadwallader (Byron Shire) asked about Councils paying for roads in Crown Lands.

Premier: We support your call for Federal Financial Assistance Grants to return to 1% (of tax revenue) but I don’t see that as a justification for Councils bearing additional costs. I will look into the matter.

Q. Mayor Jasmin Jones (Yass Valley Council) asked about REZ burdens.

Premier: The Premier described scenario with the coal power station shutdowns. It is not about whether you believe in climate change. We need to produce energy. We need to produce NSW gas – I understand it’s unpopular but we must act to meet the State’s energy needs, to keep the lights on.

We cannot slow down the roll out of renewable energy projects.

Mayor Jones: If we can talk about capacity building.

Then: No local council input in the planning and development approval process.

Premier: Local Planning panels should have local involvement.

Mayor Patricia White (Shoalhaven City Council): Thank you for visiting the Shoalhaven. At one stage, we were \$35mil in the red, due to slow disaster payments. Would you consider some of the Queensland measures?

Premier: We work with the Federal Government and we are still waiting on the Lismore flood reimbursement from the Federal Government (from four years ago). We are looking at nicking ideas from Queensland to speed up the delivery of funds.

Q: Mayor Sarah Ndiaye (Byron Shire): There are Mayors working full-time for \$33,000pa. We are given a stipend and not a wage so a Mayor cannot even get Centrelink maternity leave.  
Premier: I hope that my respect for those in Local Government has been evident. When you go to Coles or Wollies, it takes you three times as long. I know you do it because you believe you need to. I am prepared to look at it.  
Mayor Lachlan Ford (Bourke Shire): Thanks for the youth funding. The growth of National Parks has been a real concern for our Shire and western NSW. It has reduced the productivity of our LGA.  
Premier: We spent two years developing the policy. The land clearing policy was not rushed.  
Mayor Ford: We were never spoken to and \$80mil. GDP has been lost from our Shire.

Mayor Paul Culhane (Upper Lachlan Shire): We have less than one person / square km. We could contribute to low-cost housing and the housing crisis.  
Premier: We are limited by capacities, in communities and the building sector.

Premier Minns concluded with news that will help with Police numbers: We've had a 70% increase in applications for the Police Academy, thanks to a great recruitment campaign promoting the ability of new officers to work in their home towns.

A thank you gift was presented by CMA Chairman Mayor Rick Firman OAM

**9:10am Presentation and Q&A – Federal Shadow Local Government Minister, Dr. Anne Webster MP**

Dr. Webster commended and thanked the CMA, especially for Governor's reception, saying it was a very memorable night.  
The Federal Shadow Local Minister is a regional MP and described how "lowering the default speed limit would greatly impact us in the country, our productivity."  
Dr. Webster also discussed Federal funding programs. Regarding FA Grants, Dr Webster spoke with NSW Local Government Minister Ron Hoenig and NSW Shadow Local Government Minister Chris Rath and we do need something to change. FA grants for metro Councils are like dessert, nice to have but not really necessary. 5% of Sydney councils actually need the FA Grants. Local Councils are responsible for 77% of roads but it's 90% in country NSW. NSW has seen a reduction on nearly \$6Billion in funding from the Federal Government.  
Dr. Webster also discussed the Red fleet issue and Mobile black spots. She encouraged CMA Members to advise her office of issues they encounter.

Q: Mayor Petrie (Tenterfield Shire): NSW is receiving over \$12Billion less GST but Victoria is getting more back than that State pays. Can you do something there?

Dr. Webster: I will take that on notice.

Q: Mayor Coupland (Armidale Regional Council): NSW Local Government is set up to fail but not in QLD. Local Government needs to be empowered and uncapping (of rates) needs to occur.

Dr. Webster: That is a question for the Premier. I would support that but my passion is the FA Grants and I don't see any appetite (for change) from Minister McBain and King.

Q: Mayor John Harvie (Murray River Council): We'd like a commitment to return to 1%. Would the Coalition take that to the next election?

Dr. Webster: We need to know if the 1% is the answer to financial unsustainability.

Q: Mayor Tiffany Galvin (Gwydir Shire): We have times when we have no mobile service at all. It's dangerous.

Dr. Webster: Please tell me these stories in writing. What we are hearing is just not good enough. It's inequity.

Q: Mayor Robert Bell (Uralla Shire): The 1% is key. Truck drivers pay so much (in taxes) for using our roads and don't see much going to roads.

Q: Mayor Brian Monaghan (Bland Shire) also commented on the inadequate funding and need for funding certainty, if Government leaders are to be trusted.

A thank you gift was presented by CMA Deputy Chairman Mayor Russell Fitzpatrick

**9:30am      Excelling Council Presentation – Gwydir Shire Council**

Gwydir Shire Mayor Tiffany Galvin and GM Leeah Daley spoke with pride of their Council's initiatives to upskill local talent and support training that would not otherwise exist in the local area.

The Council is a RTO and provides heavy vehicle driver training. The Council has been awarded for The Living Classroom – 150 hectares of little used town common that was turned into a food production wonderland for training programs and community benefit.

The GM embodies the Council's support for local talent. She grew up from a trainee in administration with the Council.

*Presentation supplied.*

A thank you gift was presented by CMA Board Member Mayor Sam Coupland.

**Excelling Council Presentation – Queanbeyan-Palerang Regional Council**

Mayor Kenrick Winchester also spoke with pride about what QPRC was able to achieve, greatly improving DA assessment efficiencies and customer service. He expressed appreciation for Council's GM, Director and the Planning Assessment Team for their commitment to changing the culture and implementing the DA Action Plan.

Ms Ryan explained how QPRC went about addressing their housing shortage by working smarter and with better resourcing in the Council's planning department. DA Assessment timeframes were more than halved in a financial year.

*Presentation supplied.*

A thank you gift was presented by CMA Board Member Mayor Russell Webb.

**9:50am      Chairman of the NSW Grants Commission Linda Scott**

In an unscheduled but welcome presentation, NSW Grants Commission Chairman and former LGNSW and ALGA President Linda Scott announced that the NSW Grants Commission is going to review the formula for the distribution of FA Grants. She welcomed the support from Dr. Webster for the increasing of FA Grants. We will be conducting a comprehensive process to get from you what should be factored into a new formula or process. We will be in touch regarding the process and how you can provide input.

**10:00am      Presentation and Q&A – (then) Leader of the NSW Opposition, the Hon Mark Speakman SC MP**

Everything is called a crisis these days but housing *really* is a crisis.

We believe the planning reforms will help. But the focus has been a bit Sydney-centric. We've been lobbying to reduce building costs.

Apprenticeships have continued to decline and that impacts building sector skills capacities.

Employers need to be incentivised; initially there is no money in it employers who have apprentices learning on the job.

We understand that the biodiversity Offsets Scheme is another blockage of concern for you.

Modular homes should be catered for in our planning and approvals system.

We would fund university pre-school funding. The Government has been building public preschools but community pre-schools currently face financial feasibility challenges. A

Community Pre-School director would probably get paid less than an entry level primary school teacher. Pre-school desserts could broaden.

Q: Mayor Jasmin Jones (Yass Valley Council) Raised the issue of decline access to maternity services.

Mr Speakman: Part of the cause there has been unfunded wage increase promises.

Q: Mayor Julia Ham (Snowy Valleys Council) Said that she works in the early childhood sector and appreciated the focus. Pay parity for early childhood educators must happen. State funded pre-schools are going to lure staff with better pay and they will close.

Mr Speakman: The pay gap will be about 30%. I doubt the Government's target of building 100 pre-schools by 2030 will be achieved.

CMA Chairman Mayor Rick Firman (Temora Shire): The financial sustainability challenge to Local Government.... What could the NSW Coalition do to improve on the status quo?

Mr Speakman: I don't have promises on hand. I do have concerns that the Government will shrink their infrastructure spend and pass more costs onto you (country Councils).

I'll be interested to see what the Government does with the emergency services levy.

A thank you gift was presented by CMA Board Member Mayor Sharon Cadwallader.

**10:30am Morning Tea** was held in the Fountain Courtyard (due to a record attendance). More than a needed break, cup of coffee and snack, this was a valued networking session between members, as well as a broad cross-section of NSW Parliamentarians.

**11:00am Presentation – NSW Nationals Leader Mr. Dugald Saunders MP was scheduled to address the meeting but called in sick. Nationals MP Gurmeh Singh replaced him (and replaced him as NSW National Party Leader less than a week later).**

Mr Singh said that housing is not just in crisis in terms of supply but also (as a consequence) affordability. Of course they're linked but seeing home prices become out of reach for first-home buyers is a major concern.

The different between community and corporate preschools is day and night, so we need to support them.

For us on the coast, we did not realise the rolling drought in the south west but it has dried out on the coast now also.

We have been pushing for transport subsidies and there should also be support for Councils.

Helping Councils with the delivery of enabling infrastructure is one of the ways the Government can help address the housing crisis. We don't have the rate base in the regions but a thriving regional NSW is crucial and we need homes and the Government has a role to play.

Regarding the new Koala National Park – tourism benefits have been overstated. The Mid North Coast is a massive tourism destination and we don't know what trails will remain open with the new National Park. We will lobby for a lot more funding for the transition over the next 9-12 months.

Regional Crime is getting worse. Our communities are living in fear. QLD and Victorian Governments have led with strength.

A thank you gift was presented by CMA Board Member Mayor Josh.

**11:15am Presentation – Country Education Foundation of Australia (CEF) Chief Executive Officer, Ms Wendy Mason**

Ms Mason said that she was grateful for the opportunity to address a room full of distinguished mayors and General Managers.

Investing in youth education and training pathways, the CEF has channelled over \$20mil in funding to students. Ms Mason said that the backing of the local community is critical.

There are now 55 individual local foundations. Ms Mason said that she is keen to hear from Councils who would like one in their community.

Our support addresses the financial pressure. 98% of our students are on track to complete their training. We have been responsible for 619 students in NSW.

*Presentation supplied.*

A thank you gift was presented by CMA Board Member Mayor Sue Moore.

## **AGM**

**1. Chairman Mayor Firman OAM welcome members to the CMA AGM.**

**2. Apologies**

**Recommendation: That the apologies be accepted and noted.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor Sarah Ndiaye (Byron Shire) – carried unanimously.

**3. Minutes of last AGM**

**Recommendation: That the 15 November 2024 Minutes be accepted as a true record.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor John Medcalf OAM (Lachlan Shire) – carried unanimously.

**4. Matters arising (from the Minutes)**

Nil

**5. Correspondence relating to the AGM**

Nil

**6. Annual Reports:**

· **Chairman's Annual Report 2024/25**

- The Chairman's report was supplied but Mayor Firman made special mention of the past CMA Chairmen present and the PRRRAC, which would not have happened without the CMA's advocacy and cordial influence.

**Recommendation: That the CMA Chairman's Annual Report be received and noted.**

The Chairman made a presentation of thanks to the CMA Board and staff members.

Moved by: Mayor Nina Dillon (Goulburn Mulwaree Council). Seconded by: Mayor Sharon Cadwallader (Ballina Shire) – carried unanimously.

- **Annual Financial Report 2024/25 – presented by CMA Secretary Ms Melissa Boxall (GM, Temora Shire), who noted the 'above and beyond' work on CMA accounts undertaken by Temora Shire's Mrs Elizabeth Smith.**

**Recommendation: That the CMA’s Annual Financial Report be received and noted.** Moved by: Mayor Kenrick Winchester (QPRC). Seconded by: Mayor Russell Fitzpatrick (Bega Valley Shire) – carried unanimously.

7. It was noted that there are no Board Elections required (current two-year terms conclude in November 2026, with Board elections to occur then).

8. Secretariat / Executive Officer position

**CMA Board Recommendation:**

That the Executive Officer position be left vacant and that the status quo remains in relation to the delivery of Secretariat and Policy Advisor services provided to CMA up to 30 November 2026.

AND FURTHER

That the Chairman be delegated authority to engage:

1. Regional Development Australia Northern Inland (RDANI) to deliver secretariat services for 30 hours / week, at a cost of \$80,000 (excl. GST) per annum from 1 December 2025 to 30 November 2026.
2. JBMS Consulting (JBMS) to deliver Policy Advisor Services, at a cost of \$30,000 (plus GST) per annum, from 1 December 2025 to 30 November 2026.

AND FURTHER

That the Secretary send letters to unsuccessful applicants.

Moved by: Mayor Mayor Russell Fitzpatrick (Bega Valley Shire). Seconded by: Mayor Sharon Cadwallader (Ballina Shire) – carried unanimously.

9. Setting of annual membership fees

**Board Recommendation: That the CMA increase membership fees by 10%, in light of the increasing workload with advocacy to Government Inquiries. This 10% increase would result in the fees for the 2026 calendar year becoming \$1,815 for Councils with a population of 10,000 and over, and Councils with a population of less than 10,000 paying 75% of the full fee, becoming \$1,361.25, which would also be the new fee for not-for-profit Associate Membership, while for-profit Associate Membership would become \$3,630 per year.**

The Board foreshadows another increase in the next year, given the added costs of pre-meeting workshops. However, the Board is ever mindful of Councils’ tight budgets and costs incurred in traveling to and accommodating in Sydney.

Moved by: Mayor Nina Dillon (Goulburn Mulwaree Council) Seconded by: Mayor Kenrick Winchester (QPRC) - carried unanimously.

10. Meeting Dates for 2026

Aligning CMA meetings with NSW Parliament sitting dates is an approach that the Board considers successful and wishes to continue, as it is convenient for NSW Ministers and Parliamentarians to visit our meetings. Fridays are commonly preferred.

The following dates were approved by the Board for CMA meetings and workshops in 2026, allowing for optional mid-afternoon two-hour workshops during the Thursday preceding the Sydney meetings (except for May, with 7 May being the LGNSW Regional Summit). The CMA will continue to organised evening functions prior to Sydney meetings, with engaging guest speakers:

**Board Recommendation: That the CMA lock-in the following meeting dates for 2026:**

- **26 - 27 March**
- **8 May**
- **27 - 28 August**
- **12 - 13 November**

Moved by Mayor Mayor Steve Allan (Bellingen Shire). Seconded by Mayor Sarah Ndiaye (Byron Shire) – carried unanimously.

**The 2026 CMA Regional Meeting**

From a top quality field of applications to host the 2026 Regional Meeting of the CMA, the Board selected Ballina Shire Council.

**Board Recommendation: That the CMA Executive, in collaboration with the host Council select a date between the CMA’s May and August meetings, then advise the membership, as soon as can be managed.**

Moved by Mayor Sarah Ndiaye (Byron Shire). Seconded by Mayor John Medcalf OAM (Lachlan Shire) – Carried unanimously.

#### **11. CMA Constitution**

The CMA Policy Advisor Mrs Julie Briggs and Secretary Ms Melissa Boxall have refined the CMA NSW Constitution, which was provided to members two months in advance of this endorsement vote.

The Board recommends the adoption of amended CMA NSW Constitution.

**Board Recommendation: That the Country Mayors of New South Wales (CMA) members adopt the amended CMA NSW Constitution.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor John Harvie (Murray River Council) – carried unanimously.

#### **12. Other Urgent Business without notice, for the AGM.**

Nil.

**AGM concluded 12:02pm**

## **General Meeting**

### **1. Apologies**

**Recommendation: That the apologies be accepted and noted.**

Moved by: Mayor John Medcalf OAM (Lachlan Shire). Seconded by: Mayor Adam Shultz (Lake Macquarie City Council) – carried unanimously.

### **2. Adoption of Minutes from the 8 August 2025 meeting**

**Recommendation: That the 8 August 2025 Minutes be accepted as a true record.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor Steve Allan (Bellingen Shire) – carried unanimously.

**3. Matters arising from 8 August 2025 Minutes**

Nil

**4. Correspondence [since 8 August 2025]****Outward**

Federal Local Government Minister, the Hon Catherine King MP	Sturt Highway Strategic Direction Doc.
Federal Local Government Minister, the Hon Minister Kristy McBain MP	Sturt Highway Strategic Direction Doc.
Mayor Tom Kennedy, Broken Hill City Council	Thank you for hospitality to CMA
Dan Newlan, Exec. GM – Corporate Relations and Community, Squadron Energy	Declining request to speak to CMA Membership
Mayor Lachlan Ford, Bourke Shire Council	Response re proliferation of national parks in western NSW.
Royal Flyer Doctor Service	Thank you for hosting CMA.
Minister for Emergency Services, the Hon Jihad Dib	Thank you for meeting and reiterating CMA support for the RFS recommendations
Leader of the NSW Nationals, Mr Dugald Saunders MP	Invitation to present at the 14 Nov. 2025 CMA meeting.
NSW Opposition Leader, Mr Mark Speakman	Invitation to present at the 14 Nov. 2025 CMA meeting.
Dep. Sec. of the OLG, Mr Brett Whitworth PSM	Invitation to present at the 14 Nov. 2025 CMA meeting.
NSW Housing Minister, the Hon Rose Jackson MLC	Invitation to present at the 14 Nov. 2025 CMA meeting.
NSW Dep Premier and Minister for Education, the Hon Prue Car MP	Invitation to present at the 14 Nov. 2025 CMA meeting.
Minister for Skills, TAFE and Tertiary Education, the Hon Steve Whan MP	Invitation to present at the 14 Nov. 2025 CMA meeting.
NSW Minister Planning the Hon Paul Scully MP	CMA concerns regarding planning reform Bill
Police Commissioner Mal Lanyon	Congratulations on his appointment
Forbes Shire Mayor Cr. Phyllis Miller OAM	Condolences regarding Steve Loane
Federation Councillor and former CMA Board member Pat Bourke	Condolences regarding his father, Tom Bourke
Mr. Jamie Chaffey MP Federal Member for Parkes Shadow Assistant Minister for Agriculture Shadow Assistant Minister for Resources And Ms. Trish Cook MP Federal Member for Bullwinkel	Congratulations regarding the Parliamentary Friends of Local Government initiative in Federal Parliament.
Mayor Jarrod Marsden, Cobar Shire Council	Condolences regarding the mining tragedy in late October, 2025.
NSW Local Government Minister the Hon Ron Hoenig MP	Proposed amendment to the Code of Meeting Practice to enable remote participation in Council meetings where

extreme weather events has made getting to a meeting unsafe.
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**Inward**

Dr. Joe McGirr MP	Rural Health Action Plan
Lauren Andrews, Head of Corporate Affairs, Bendigo Bank	Response to CMA letter re Bendigo Bank Agency closures
The Hon Ryan Park MP, NSW Minister for Health, Minister for Regional Health	Response to CMA Ambulance paramedic concerns
The Hon Chris Minns MP, NSW Premier	Preliminary notice re advisory council
Mayor John Medcalf OAM, Lachlan Shire Council	Loss of local financial services - concerns and impacts
The Hon Penny Sharpe MLC, NSW Environment Minister	Thanking CMA members for their input at the Biodiversity Offsets and waste workshop, 7 August
Mayor Lachlan Ford, Bourke Shire	The proliferation of national parks in western NSW.
Dan Newlan, Exec. GM – Corporate Relations and Community, Squadron Energy	Seeking to address CMA Members
The Hon. Tara Moriarty MLC, NSW Agriculture Minister	Response to CMA Fire Ant concerns and request to ban turf crossing the border from Queensland.
Scott Charlton, Sydney Airport CEO	Seeking input into the Sydney Airport Master Plan
Annabey Whitehead, Executive General Manager, Corporate Affairs and Fundraising Royal Flyer Doctor Service	Thanking the CMA Chairman and Secretary for visiting their base at Broken Hill and inviting other CMA members to visit Broken Hill or Dubbo sites.
Agriculture Minister the Hon Tara Moriarty	REROC Urgent call for Action - Southern NSW Drought Summit Recommendations
Federal Local Government Minister, the Hon Catherine King MP	Sturt Highway Strategic Direction Doc.
Dubbo Regional Council	Lack of enforcement of strategies and requirements regarding renewable energy projects
Mayor Lachlan Ford, Bourke Shire	Regional Rural and Remote Advisory Council
David Webb, GM – Hay Shire Council	Continuation of the Regional and Local Roads Repair Program
Mayors of Cootamundra Gundagai, Yass Valley, Snowy Valleys and City of Wagga Wagga	Southern NSW Drought Position Paper
David Webb, GM – Hay Shire Council	Rural Aged-care Sustainability

**Recommendation: That the correspondence be received and noted.**

Moved by: Mayor Paul Culhane (Upper Lachlan Shire). Seconded by: Mayor Cheryl Cook (Federation Council) – carried unanimously.

## 5. Media Releases

[Country Mayors given good news on crime, RFS](#)  
[Country Mayors welcome new council meeting rule book](#)  
[NSW Country Mayors slam bank branch closures and job cuts](#)  
[NSW Country Mayors welcome new Police Commissioner](#)  
[NSW COUNTRY MAYORS RAISE CONCERNS ABOUT CENTRALISED PLANNING FOR RURAL NSW](#)  
[NSW Country Mayors: NSW Road funding on the right track](#)  
[NSW Country Mayors commends Westpac for regional opening](#)  
[NSW Local Government Minister Honours Mayor Phyllis Miller OAM](#)  
[NSW Country Mayors oppose Federal Speed limit lowering proposal](#)

## 6. Reports

### Report from Chairman Mayor Rick Firman OAM

**Previously dealt with in the Chairman’s Annual Report.** However, Mayor Firman further updated members that following his CMA advocacy, the Joint Chiefs of Staff will address the courtesy expectation that Ministers visiting an LGA will notify the relevant Council. The Chairman also advised that Minister Moriarty has agreed to a Zoom meeting about the Sustainable Communities program.

**Recommendation: That the Report be received and noted.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor Daniel Linklater (Wentworth Shire) – carried unanimously.

### Finance Report – Ms. Melissa Boxall (CMA Secretary)

**Recommendation: that the Report be received and noted, as read.**

Moved by: Mayor Sharon Cadwallader (Ballina Shire). Seconded by: Mayor Daniel Linklater (Wentworth Shire) – carried unanimously.

### Report from ALGA President Mayor Matt Burnett

Mayor Burnett thanked the ALGA board members from NSW for their work and the CMA for the reception at Government House.

We’ve proposed a phased-in return to 1%.

I’m a regional mayor too. I know how much the costs have gone up and the revenue has not. We want to take funds from Canberra, not the cities – that can come later.

**Recommendation: that the ALGA Report be received and noted.**

Moved by: Mayor Kenrick Winchester (QPRC). Seconded by: Mayor Nina Dillon (Goulburn Mulwaree Council) – carried unanimously.

### **Report from President of LGNSW – Mayor Phyllis Miller OAM**

**Recommendation: That the Report be received and noted.**

Moved by: Mayor Claire Pontin (Midcoast Council). Seconded by: Mayor Bronwyn Petrie (Tenterfield Shire Council) – carried unanimously.

### **Policy Advisor’s Report – Mrs. Julie Briggs**

**Recommendation: that the Report be received and noted and that the recommendations therein be endorsed.**

**Recommendation: that the recommendations contained in the Policy Advisor’s Report be adopted.**

Moved by: Mayor John Medcalf OAM (Lachlan Shire). Seconded by: Mayor Gilgandra Shire (Gilgandra Shire) – carried unanimously.

## **Business with Notice**

**Byron Shire Council recommendations. Mayor Sarah Ndiaye spoke to her motions...**

**That the CMA advocates to:**

- 1. Urge the NSW Government to review and overhaul the current remuneration framework, including the removal of Section 242A, to enable benchmarking.**
- 2. Support legislative reform to provide mayors and councillors with access to paid maternity, paternity, carers, and sick leave.**
- 3. Ensure acting mayors and deputy mayors are appropriately remunerated during periods of leave without financial penalty to the incumbent.**
- 4. Write to the Minister for Local Government, relevant State and Federal MPs, and the Fair Work Ombudsman to advocate for these reforms.**

In summarising the briefing document distributed to members, Mayor Ndiaye said that the system is flawed and made for a different time.

Narrabri Shire Mayor Darrell Tiemens seconded the motion.

Mayor Winchester: I had two months off last year because of a heart attack and got no pay. He said that he supported the motion, so long as it did not look like the CMA sought pay rates comparable to State MPs.

The motions were passed unanimously.

### **7. Urgent business without notice**

#### **Planning reforms – Local Planning Panels**

**MOTIONS:**

- That the CMA challenges the decision of the State Government to remove elected Local Councils from Development Application considerations and call for the immediate inclusion of Local Councillor representation in Local Planning Panels (LLPs).
- Any decision-making powers that had previously been vested with Councillors in relation to DAs will now be vested in LPPs.
- At no stage had we ever been told that an aspect of these reforms would strip the ability of elected Councillors from being able to consider DAs within their LGA.
- We call upon the Premier and Ministers for Planning and Local Government to work with CMA to ensure this specific change can be reviewed, with the aim of providing Councils with the opportunity to retain elected Councillors having a role in actively representing their communities by being involved in the determination of DA's.

The planning reforms motions were moved by Goulburn Mulwaree Council Mayor Dillon and QPRC Mayor Kenrick Winchester seconded the motion. The motions were passed unanimously.

**There being no further business to discuss, the Chairman closed the meeting at 12:50pm**

The next CMA meeting will be **27 March 2026**, in the NSW Parliament House Theatre – 8:20am-1pm.

Fortunately, we have secured the Theatre for all four Sydney meetings again next year.

**On behalf of the Chairman, Deputy Chairman, Board Members, the Secretary, Policy Advisor & Secretariat – we wish you, your families and Councillors, staff & communities a very Merry Christmas. We look forward to a productive and enjoyable 2026 for CMA NSW!**

**Attendance**

Cr. Doug Batten	Mayor	Gilgandra Shire Council
David Neeves	GM	Gilgandra Shire Council
Cr. Darrell Tiemens	Mayor	Narrabri Shire Council
Eloise Chaplain	GM	Narrabri Shire Council
Cr. Julia Ham	Mayor	Snowy Valleys Council
Kate Barker	Interim EO	Central NSW JO
Meredith Macpherson		Central NSW JO
Cr. Ruth McRae OAM	Mayor	Murrumbidgee Council
John Scarce	GM	Murrumbidgee Council
Cr. Jasmin Jones	Mayor	Yass Valley Council
Gayleen Burley	CEO	Yass Valley Council
Ben Taylor	CEO	Wollondilly Shire Council
Cr. Matt Gould	Mayor	Wollondilly Shire Council
Cr. Greg Whiteley	Mayor	Warren Shire Council
Gary Woodman	GM	Warren Shire Council
Cr. Doug Curran	Mayor	Griffith City Council
Scott Grant	GM	Griffith City Council

Cr. Sue Moore	Mayor	Singleton Council
Cr. Cheryl Cook	Mayor	Federation Council
Adrian Butler	GM	Federation Council
Cr. Daniel Linklater	Mayor	Wentworth Shire Council
Cr. Peter Crisp	Deputy Mayor	Wentworth Shire Council
Cr. Kenrick Winchester	Mayor	Queanbeyan-Palerang Regional Council
Rebecca Ryan	GM	Queanbeyan-Palerang Regional Council
Cr. John Medcalf OAM	Mayor	Lachlan Shire Council
Alan Stoneham	Acting General Manager	Lachlan Shire Council
Cr. Margot Davis	Mayor	Glen Innes Severn Council
Bernard Smith	GM	Glen Innes Severn Council
Cr. Brian Ingram	Mayor	Hilltops Council
Anthony O'Reilly	GM	Hilltops Council
Cr. Chris Hanna	Mayor	Snowy Monaro Regional Council
Noreen Vu	CEO	Snowy Monaro Regional Council
Cr. Kevin Mack	Mayor	Albury City Council
Cr. Digby Rayward	Mayor	Dungog Shire Council
Gareth Curtis	GM	Dungog Shire Council
Cr. Kevin Beatty	Mayor	Cabonne Shire Council
Brad Byrnes	GM	Cabonne Shire Council
Cr. Kathryn Rindfleish	Mayor	Warrumbungle Shire Council
Nicole Benson	Acting General Manager	Warrumbungle Shire Council
Cr. Matt Burnett	President	ALGA
Cr. Leah Anderson	Mayor	Port Stephens Council
Cr. Steve Krieg	Mayor	Lismore City Council
Cr. Ray Smith	Mayor	Clarence Valley Council
Cr. Paul Culhane	Mayor	Upper Lachlan Shire Council
Alex Waldron	CEO	Upper Lachlan Shire Council
Cr. David McCann	Mayor	Coolamon Shire Council
Tony Donoghue	GM	Coolamon Shire Council
Cr. Bruce Reynolds	Mayor	Blayney Shire Council
Mark Dicker	GM	Blayney Shire Council
Julie Briggs	Policy Advisor	CMA
Gary Fry	Secretariat	CMA
Cr. Rick Firman	Mayor	Temora Shire Council
Melissa Boxall	GM	Temora Shire Council
Cr. Russell Fitzpatrick	Mayor	Bega Valley Shire Council
Anthony McMahon	CEO	Bega Valley Shire Council
Cr. Susannah Pearse	Mayor	Moree Plains Shire Council
Natalia Cowley	GM	Moree Plains Shire Council
Cr. Melissa Matters	Deputy Mayor	Kiama Council
Jane Stroud	CEO	Kiama Council
Adrian Panuccio	GM	Midcoast Council
Cr. Claire Pontin	Mayor	Midcoast Council
Cr. Nina Dillon	Mayor	Goulburn Mulwaree Council
Scott Gallacher	GM	Goulburn Mulwaree Council
Cr. Adam Shultz	Mayor	Lake Macquarie City Council
Cr. Russell Webb	Mayor	Tamworth Regional Council
Cr. Sarah Ndiaye	Mayor	Byron Shire Council

**Annexure A**  
**Item 9.3**

Mark Arnold	GM	Byron Shire Council
Cr. George Weston	Mayor	Leeton Shire Council
Michael Kidd	Deputy Mayor	Leeton Shire Council
Cr Nikki Williams	Mayor	Coffs Harbour City Council
Ian Fitzgibbon	Acting General Manager	Coffs Harbour City Council
Stephen Dunshea	Interim GM	Forbes Shire Council
Cr. Jenny Webb	Councillor	Forbes Shire Council
Cr. Kate Dight	Mayor	Inverell Shire Council
Brett McInnes	GM	Inverell Shire Council
Cr. Brian Monaghan	Mayor	Bland Shire Council
Grant Baker	GM	Bland Shire Council
Cr. Tiffany Galvin	Mayor	Gwydir Shire Council
Leeah Daley	GM	Gwydir Shire Council
Justin Fitzpatrick-Barr	GM	Singleton Council
Maurice Collison	Mayor	Upper Hunter Shire Council
Greg McDonald	GM	Upper Hunter Shire Council
Cr. Ashley Hall	Mayor	Edward River Council
Jack Bond	CEO	Edward River Council
Kate Barker	CEO	CNSWJO
Meredith Macpherson		CNSWJO
Andrew McKibbin	Mayor	Oberon Council
Gary Wallace	GM	Oberon Council
Cr. Patricia White	Mayor	Shoalhaven City Council
Andrew Constance	CEO	Shoalhaven City Council
Cr. Robert Bell	Mayor	Uralla Shire Council
Toni Averay	GM	Uralla Shire Council
Cr. Damian Loone	Deputy Mayor	Ballina Shire Council
Cr. Sharon Cadwallader	Mayor	Ballina Shire Council
Cr. Bronwyn Petrie	Mayor	Tenterfield Shire Council
Dr. Richard Colbran	CEO	Rural Doctors Network
Katie McDonell	Community Solutions Manager	Rural Doctors Network
Mike Edwards	Chief Operating Officer	Rural Doctors Network
Cr. Erik Noakes	Mayor	Walcha Council
Stephen Parry	GM	Walcha Council
Cr. Sam Coupland	Mayor	Armidale Regional Council
Darren Schaefer	Acting GM	Armidale Regional Council
Cr. Steve Allan	Mayor	Bellingen Shire Council
Mark Griffioen	GM	Bellingen Shire Council
Cr. Lachlan Ford	Mayor	Bourke Shire Council
Leonie Brown	GM	Bourke Shire Council
Cr. Julia Cornwell		
McKean	Mayor	Berrigan Shire Council
Mark Dupé	Interim CEO	Berrigan Shire Council
Bob Stewart	Administrator	Central Darling Shire Council
Greg Hill	GM	Central Darling Shire Council
Paul Smith	Mayor	Cowra Council
Paul Devery	GM	Cowra Council
Cr. Peter Sharp	Mayor	Lockhart Shire Council
Gavin Rhodes	GM	Lockhart Shire Council
Cr. Ken Cudmore	Mayor	Liverpool Plains Shire Council
Cian Middleton	GM	Liverpool Plains Shire Council

Cr. Peter Sharp	Mayor	Lockhart Shire Council
Gavin Rhodes	GM	Lockhart Shire Council
Cr. Robert Taylor	Mayor	Bathurst Regional Council
Cr. Louie Zaffina	Mayor	Balranald Shire Council
Terry Dodds	CEO	Balranald Shire Council
Cr. John Harvie	Mayor	Murray River Council
Stacy Williams	CEO	Murray River Council
Cr. Jeff Drayton	Mayor	Muswellbrook Shire Council
Derek Finnigan	GM	Muswellbrook Shire Council
Cr. Marg Applebee	Deputy Mayor	Parkes Shire Council
Cr. Neil Westcott	Mayor	Parkes Shire Council
Cr. Tony Mileto	Mayor	Orange City Council
Ross Gurney	GM	Lithgow City Council
Cr. Cassandra Coleman	Mayor	Lithgow City Council
Cr. Adam Roberts	Mayor	Port Macquarie Hastings Council
Cr. Des Kennedy	Mayor	Mid-Western Regional Council
Brad Cam	GM	Mid-Western Regional Council
Megan Mulrooney	CEO	REROC
Andrew Brown	GM	Walgett Shire Council
	Director of Planning, Environment and Economy	Walgett Shire Council
Donna Ausling		Walgett Shire Council
Cr. Jasen Ramien	Mayor	Weddin Shire Council
Cr. Paul Best	Mayor	Weddin Shire Council
Luke Sheehan	Acting GM	Dubbo Regional Council
Cr. Josh Black	Mayor	Dubbo Regional Council
Luke Ryan	Infrastructure Director	LGNSW
David Reynolds	CEO	Eurobodalla Shire Council
Cr. Mathew Hatcher	Mayor	Eurobodalla Shire Council
Mark Ferguson	GM	Balranald Shire Council
Cr. Louie Zaffina	Mayor	Balranald Shire Council
Terry Dodds	CEO	Richmond Valley Council
Cr. Robert Mustow	Mayor	Richmond Valley Council
Vaughan Macdonald	GM	Coonamble Shire Council
Cr. Daniel Keady	Mayor	Coonamble Shire Council
Adam Cohen	Councillor	Kempsey Shire Council
Cr. Kinne Ring	Mayor	Kempsey Shire Council
Andrew Meddle	CEO	
	Manager, Council Engagement - Greater Sydney Area	OLG
Virginia Errington		OLG
Louise Taylor	Council Engagement Manager	Country Education Foundation of Australia (CEF)
Wendy Mason	CEO	
	Federal Shadow Local Government Minister	Australian Government - Opposition
Dr. Anne Webster	Minister	Inner West Council
Cr. Darcy Bryne	Mayor	NSW Grants Commission
Linda Scott	Chair	
	Chairman of the Shooters, Fishers and Farmers Party	MLC
Robert Borsak MLC		
Robert Dwyer MP		
Ben Taylor	CEO	Wollondilly Shire Council
Cr. Ewen Jones	Mayor	Narromine Shire Council
Jane Redden	GM	Narromine Shire Council

Bronwen Regan	Government Relations Manager	LGNSW
Kelli Wells	Senior Media Officer	LGNSW

**Apologies**

Lisa Miscamble	GM	Wingecarribee Shire Council
Cr. Jesse Fitzpatrick	Mayor	Wingecarribee Shire Council
Cr. Colleen Fuller	Mayor	Gunnedah Shire Council
Eric Groth	GM	Gunnedah Shire Council
Laura Black	GM	Clarence Valley Council
Mr. Brett Whitworth PSM	Deputy Secretary	OLG
Cr. Lea Parker	Mayor	Greater Hume Council
Colin Kane	GM	Greater Hume Council
Frank Zaknich	CEO	Albury City Council
David Webb	GM	Hay Shire Council
Cr. Carol Oataway		Hay Shire Council
Cr. Tania Brown	Lord Mayor	Wollongong City Council
Paul Bennett	GM	Tamworth Regional Council
Cr. Abb McAlister	Mayor	Cootamundra-Gundagai Regional Council
		Cootamundra-Gundagai Regional Council
Roger Bailey	Interim GM	Kyogle Council
Cr Danielle Mulholland	Mayor	Junee Shire Council
Bob Callow	Mayor	Junee Shire Council
James Davis	GM	Narrandera Shire Council
Cr. Neville Kschenka	Mayor	Narrandera Shire Council
Tim Coote	GM	Orange City Council
Barry Omundson	Interim CEO	Bogan Shire Council
Cr. Glen Neill	Mayor	Cobar Shire Council
Cr. Jarrod Marsden	Mayor	
Jay Nankivell	GM	Broken Hill City Council
Cr. Dallas Tout	Mayor	Wagga Wagga City Council
	Acting General	
Kulwant Singh-Pangly	Manager	Lismore City Council

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