

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Wednesday, 25 March 2026



Statement of Ethical Obligations

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

Conflicts of Interest

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

Recording of Council Meetings

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

Council meetings should be:

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



Notice is herewith given of an

ORDINARY MEETING

That will be held at the Glen Innes Severn Learning Centre,
William Gardner Conference Room, Grey Street, Glen Innes on:

Wednesday, 25 March 2026 at 9:00 AM

ORDER OF BUSINESS

1	ACKNOWLEDGEMENT OF COUNTRY.....	4
2	OPENING WITH PRAYER.....	4
3	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS	4
4	MINUTES OF PREVIOUS ORDINARY MEETING - 19 FEBRUARY 2026 AND EXTRAORDINARY MEETING - 9 MARCH 2026 TO BE CONFIRMED	4
5	DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON- PECUNIARY INTERESTS	4
6	MAYORAL MINUTE(S).....	4
7	REPORTS TO COUNCIL.....	5
	7.1 RESOLUTION TRACKING REPORT	5
	7.2 DELIVERY PLAN RESOURCING.....	8
	7.3 CHANGE OF DATE FOR JUNE 2026 ORDINARY COUNCIL MEETING	13
	7.4 PROPOSED NAME CHANGE - GLEN INNES HIGHLANDS COUNCIL ...	15
	7.5 AUSTRALIA DAY COMMITTEE - ELECTION OF COMMITTEE.....	26
	7.6 GLEN INNES COMMUNITY ACCESS COMMITTEE - ELECTION OF COMMITTEE	30

7.7	GLEN INNES SEVERN LIBRARY COMMITTEE - ELECTION OF COMMITTEE	34
7.8	GLENCOE HALL COMMITTEE - ELECTION OF COMMITTEE.....	38
7.9	SALEYARDS ADVISORY COMMITTEE - ELECTION OF COMMITTEE .	42
7.10	AUDIT, RISK AND IMPROVEMENT COMMITTEE QUARTERLY UPDATE	47
7.11	STRATEGIC REVIEW OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MARCH 2026	50
7.12	REVISED COMMUNITY CULTURAL RELATIONS POLICY	53
7.13	ROADS CONSULTATIVE COMMITTEE - TERMS OF REFERENCE - REVISED.....	56
7.14	GLEN INNES DISTRICT COMMUNITY CENTRE	59
7.15	INVESTMENTS REPORT - FEBRUARY 2026.....	61
7.16	CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 28 FEBRUARY 2026	67
7.17	FORMER GLEN INNES HIGHLANDS ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN AND DESTINATION MANAGEMENT PLAN COMPLETION REPORT	72
7.18	GLEN INNES HIGHLANDS HUB QUARTERLY REPORT - OCT - DEC 2025.....	82
7.19	DRAFT ROAD, BRIDGE AND PLACE NAMING POLICY	96
7.20	GLEN ELGIN SPORTSGROUNDS PLAN OF MANAGEMENT FOR PUBLIC EXHIBITION	98
8	NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE	101
8.1	QUESTION WITH NOTICE - LIFE CHOICES - SUPPORT SERVICES FINANCIAL PERFORMANCE	101
9	CORRESPONDENCE, MINUTES, PRESS RELEASES	104
9.1	CORRESPONDENCE AND PRESS RELEASES	104
9.2	MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION.....	105
10	REPORTS FROM DELEGATES.....	106
10.1	REPORTS FROM DELEGATES.....	106

- 11 MATTERS OF AN URGENT NATURE 109**
- 12 CONFIDENTIAL MATTERS 110**
 - 12.1 LAND PURCHASE 111**
 - 12.2 DEEPWATER RAILWAY STATION EXPRESSIONS OF INTEREST 111**
 - 12.3 GENERAL MANAGER PERFORMANCE REVIEW FOR 2025 111**

Bernard Smith
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 19 FEBRUARY 2026 AND EXTRAORDINARY MEETING - 9 MARCH 2026 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

7 REPORTS TO COUNCIL

REPORT TITLE: 7.1 RESOLUTION TRACKING REPORT

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the February 2026 Council Meeting	23
New actions assigned following February 2025 Council Meeting	22
Actions completed since the previous report	-16
Outstanding Actions as of Thursday, 19 March 2026	29

Annexure A provides the most recent comments, from the responsible officers, as of Thursday, 19 March 2026.

Annexure B outlines the seven Council Resolution actions that have been completed since the report presented to Council in February 2026.

Council at its last meeting resolved, *inter alia*,

4.02/26 RESOLUTION

THAT Council:

Notes the information contained in this report, and

- 1. Requests the General Manager to review and refine the internal process for allocation and tracking of Council resolutions to ensure that:
 - a. Where resolutions contain multiple actions capable of being progressed concurrently, those actions are assigned and delivered in parallel rather than sequentially,*
 - b. Clear responsibility is allocated to relevant officers for each action component, with appropriate coordination oversight,*
 - c. Robust internal checks are in place to confirm that all elements of a resolution have been fully completed before an item is marked as “completed” in the Resolution Tracking Report, and**

This has not yet been implemented, the action tracking function does not allow for resolutions to be split, therefore if three officers are involved in an action, each has to be sent the complete resolution for action and visibility over who else the action has gone to is difficult to determine.

The system does not merge the responses to the actions and effectively makes co-ordination oversight a manual process.

This approach has been tried previously but was discontinued in favour of assigning responsibility to a single officer. In most cases, only one officer is involved in an action so this method has generally proven more efficient.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

- Annexure A Outstanding Actions as at 19.3.26
- Annexure B Actions finalised between 14.2.26 to 19.3.26

REPORT TITLE: 7.2 DELIVERY PLAN RESOURCING

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is to respond to respond to a Council resolution from the meeting of 19 February 2026 regarding resourcing constraints.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

Council at its meeting held on 19 February 2026 resolved,

8.02/26 RESOLUTION

THAT Council:

- 1. Notes the information contained in the report, and*
- 2. Requests the General Manager to provide a report to Council outlining:*
 - a. Whether current workforce capacity is sufficient to deliver the endorsed four-year Delivery Program within this Council term, and*
 - b. The extent to which vacancies or recruitment timeframes are impacting delivery of endorsed strategies.*

Role of Delivery Program Strategies

The **Delivery Program (DP)** is Council's four-year plan aligned to the council term. It sets out Council's medium-term commitments arising from the Community Strategic Plan and is the primary document against which councillors hold the organisation accountable.

DP strategies define what Council is committing to do over four years. They are intended to be relatively stable across the council term and provide continuity of purpose, even as annual priorities and delivery approaches change.

Operational Plan actions

The **Operational Plan (OP)** is a one-year plan that gives effect to the Delivery Program. It identifies the specific actions, projects and activities Council will undertake in a particular financial year, together with the associated budget.

OP actions describe what Council is doing this year to deliver those four-year commitments.

OP actions are expected to change from year to year to reflect priorities, sequencing, risks and available capacity.

Alignment of Operational Plan actions with resources

Operational Plan actions must be realistic and deliverable, having regard to the resources available in the relevant year. Those resources may include:

- Internal staff capacity and capability,
- External resources such as consultants, contractors or delivery partners, and
- Financial resources approved through the annual budget.

Not all DP strategies will necessarily be progressed through major actions every year. In some years, progress may appropriately be limited to scoping, planning, policy development or enabling work, or have no progress, particularly where staffing capacity or funding is constrained.

Ensuring OP actions are matched to available resources reduces delivery risk and supports transparent and credible reporting to Council and the community.

Judgement in setting the level of Operational Plan actions

Setting the scale, scope and timing of OP actions requires informed managerial judgement. That judgement must balance:

- Council priorities and community expectations,
- Available staff resources and specialist skills,
- Competing statutory, operational and governance obligations, and
- Organisational sustainability and delivery risk.

The separation between DP strategies and OP actions is intentional. It allows Council to maintain clear long-term commitments while exercising flexibility and discipline in annual operational planning.

Well calibrated OPs reflect this judgement by setting actions at a level that can be confidently delivered within the year, using either internal or external resources as appropriate.

The OP actions for 2026/27 are currently being developed and a particular focus will be to ensuring that the actions proposed are able to be met with the current resourcing.

As to whether current workforce capacity is sufficient to deliver the endorsed four-year DP within this Council term? That will be a consideration each year when the actions are developed and will balance available resources, the ability to increase resourcing within budget constraints if that is what is required to meet the objective, and the extent of the action.

The DP Strategies are usually broad in scope and do enable flexibility. Current resourcing can deliver on the DP, the variable is to what extent.

Regarding the matter of whether vacancies and recruitment are impacting on OP delivery, in the report to the February meeting on the progress of the OP actions the following actions referenced resourcing issues,

E1.1.2.1 – Scope a program for sustainable biosecurity and identify available funding options

- Service continuity being maintained by a relief staff member due to a temporary vacancy in the substantive role.

Comment: The service is being maintained albeit via temporary resourcing.

F1.2.1.1 – Prepare recreation and open space strategic plan

- Due to resourcing constraints, the work has been held over to commence in Q3 2026, via RFQ to engage a consultant.

Comment: Whilst the role of Manager Parks has been temporarily filled, this has not facilitated the overseeing of the preparation of the plan.

F1.2.2.1 – Implement landscape plan for the Glen Innes Indoor Sports Centre

- No further progress in Q2 because the Open Spaces & Recreation Team prioritised time-critical, grant-funded projects (i.e., capacity diverted).

Comment: This was due to competing priorities.

F1.2.2.4 – Prepare scope and budget to upgrade Wilson Park to meet Australian Standards

- Scoping commenced but deferred due to resourcing being prioritised to meet grant-funded project completion requirements; work to recommence in Q3.

Comment: This was due to competing priorities.

O1.2.2.2 – Implement the Business Systems Improvement Roadmap as endorsed by Council

- Delays experienced due to other operational priorities and staff shortages, though still tracking to the 1 July 2026 go-live.

Comment: The difficulties in filling roles has been previously highlighted; the situation has now significantly eased.

O1.3.2.6 – Reduce outstanding debts to Council to ensure we meet OLG benchmark

- Council “suffered from staff shortages in the Finance Department”, specifically Rates Officer role vacant for many months, affecting focus on overdue rates debt.

Comment: The difficulties in filling roles has been previously highlighted; the situation has now significantly eased.

O1.3.3.9 – In line with Council’s Service Review Framework, undertake two Service Reviews – Financial Services and Customer Service

- The finance function review component “has been delayed due to operational priorities and staff absences” and rescheduled for completion in Q3.

Comment: With roles now being filled, this review is underway.

P1.1.2.3 – Explore and develop new opportunities in accordance with stage 2 of the Airport masterplan and seek funding

- “Staff capacity limitations have prevented any further progress” to date.

Comment: Due to a vacancy in this area which was difficult to fill.

T1.2.3.7 – Develop a Reconciliation Action Plan

- Has not commenced due to resourcing limitations in the community development space (with a policy review progressed as a foundational step instead).

Comment: Due to competing priorities.

In the 2024/2025 Operational Plan Outstanding Actions Review included in the same February annexures, these outstanding actions also explicitly reference resourcing constraints:

- **Develop a new 5 year Australian Celtic Festival Strategy** – timeframe extended due to “competing priorities and staff resourcing constraints.”

Comment: As per the comment.

- **Develop a Minerama 5-year Strategic Plan** – completion date extended due to “resourcing constraints.”

Comment: Due to competing priorities.

- **Review & update LEP / DCP etc. (as budget permits)** – contributions plan completion noted as subject to “adequate resourcing.”

Comment: Consultant about to be appointed.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

Nil.

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

It will be a focus to ensure that when the Operational Plan actions are prepared, they are matched to the available resources.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.3 CHANGE OF DATE FOR JUNE 2026 ORDINARY COUNCIL MEETING

REPORT FROM: General Manager’s Office

PURPOSE

The purpose of this report is to seek Council’s consideration of rescheduling the date of the June 2026 Ordinary Council Meeting.

RECOMMENDATION

That Council reschedules the June 2026 Ordinary Council Meeting to Thursday, 18 June 2026, to accommodate attendance at the 2026 Australian Local Government Association National General Assembly in Canberra.

REPORT

At its meeting held on 25 September 2025, Council resolved to set the dates and times for Ordinary Council Meetings from October 2025 through to September 2026. As part of that resolution, the June 2026 Ordinary Council Meeting was scheduled for 9:00 am on Thursday, 25 June.

Since that time, the date of the 2026 Australian Local Government Association (ALGA) National General Assembly (NGA) has been confirmed. The scheduled June Council Meeting coincides with the NGA, and Council has resolved that the Mayor, Councillor Elphick, Councillor Alt and the General Manager will attend. Attendance at the NGA is important to ensure Council is represented at a national level, to contribute to policy discussions, to engage with sector best practice, and to meet directly with key agencies and government departments on matters affecting local government.

It is also important that Council maintains its governance responsibilities through the timely conduct of Ordinary Council Meetings. To enable attendance at both the NGA and the Council Meeting, it is proposed that the June 2026 Ordinary Council Meeting be brought forward by one week, to Thursday, 18 June.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Section 365 of the *Local Government Act 1993* states the following:

“The Council is required to meet at least 10 times a year, each time in a different month.”

Risk

Nil.

Community Consultation

Nil.

Options (if applicable)

Council may choose to retain the original meeting dates or consider alternative dates.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

Adjusting the June 2026 Council Meeting date will ensure that elected representatives and senior staff can participate fully in a key external conference without compromising Council's meeting schedule. The change supports effective representation, advocacy, and engagement with government and industry stakeholders while maintaining regular governance commitments.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.4 PROPOSED NAME CHANGE - GLEN INNES HIGHLANDS COUNCIL

REPORT FROM: General Manager’s Office

PURPOSE

The purpose of this report is to consider a proposal to change the name of Glen Innes Severn Council to Glen Innes Highlands Council.

The proposed change seeks to align the Council’s organisational identity with the established Glen Innes Highlands destination brand.

RECOMMENDATION

THAT Council:

- 1. Places the proposal to change the name from Glen Innes Severn Council to Glen Innes Highlands Council on public exhibition for 28 days inviting community feedback.***
- 2. Receives a further report following the exhibition period to consider submissions and determine whether to proceed with a formal application to the Minister for Local Government.***

REPORT

At its Ordinary Council Meeting held in December 2025, Council considered a report proposing a change of Council’s name to Glen Innes Highlands Council. Council resolved to defer consideration of the proposal until the March 2026 Ordinary Council Meeting, with a Councillor Workshop to be held beforehand, and requested that the March report include:

- full and detailed cost implications, and
- the option for community consultation and engagement.

The Councillor Workshop was held on 12 March.

The Glen Innes Highlands destination brand has been in place since 2016 and has become the primary external identity used to promote the region.

Evidence of the brand’s recognition includes:

- strong tourism and visitor market recognition,
- high organic search performance online,
- adoption by tourism operators and local businesses,
- consistent use in regional marketing materials.

Council currently allocates approximately \$70,000 annually toward destination marketing activities promoting the Glen Innes Highlands brand.

However, the official organisational identity of the local government remains Glen Innes Severn Council, creating a dual-brand environment in which two different names represent the same place.

Identity Type	Brand
Economic Development and Destination Brand	Glen Innes Highlands
Government Brand	Glen Innes Severn

This creates a fragmented brand architecture in which the region is promoted externally under one name while governed under another.

As a result, marketing investment promoting Glen Innes Highlands is not reinforced by Council communications, infrastructure or institutional presence. Aligning the Council name with the destination brand would allow every Council interaction with the outside world to reinforce the same regional identity.

Creation of the Glen Innes Highlands Brand

At its Ordinary Meeting on 15 December 2016, Council adopted the destination brand “Glen Innes Highlands” following a comprehensive review of the existing Australia’s Celtic Country branding.

The review was initiated after feedback from the Glen Innes Severn Tourist Association and Business in Glen that the Celtic Country theme, while historically important, had become too narrow to represent the broader visitor experience and range of attractions across the region.

Council engaged internationally recognised destination branding specialist Bill Baker of Total Destination Marketing to lead the review. The process included an online community survey (234 responses) and stakeholder workshops involving residents, tourism operators, businesses and community organisations.

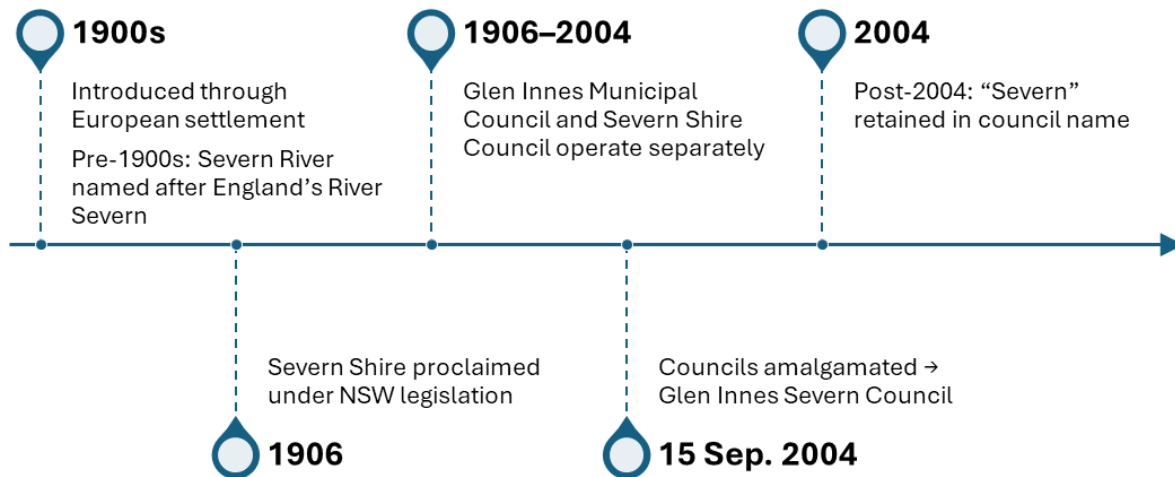
The review concluded that while Celtic heritage remained an important element of the region’s story, a broader place identity was required to reflect the region’s natural environment, four distinct seasons, high elevation, lifestyle experiences and cultural heritage.

Workshop participants unanimously recommended the adoption of “Glen Innes Highlands” as the destination brand, and Council subsequently resolved to adopt the name for all destination marketing and develop branding guidelines to ensure consistent use across organisations promoting the region.

Since its adoption in 2016, the Glen Innes Highlands brand has become widely used in tourism promotion and regional marketing and is now recognised externally as the primary identity of the region.

Importantly, the brand was never intended to be used solely for tourism marketing. The strategy recommended that “Glen Innes Highlands” become the shared place identity used by organisations promoting the region.

Historical Context of the Council Name



The name Glen Innes Severn Council originated following local government amalgamations more than two decades ago, when the former Severn Shire—which represented the surrounding rural areas and villages beyond the Glen Innes township—was combined with Glen Innes Municipal Council.

For many residents some of the outlying communities and villages, the name “Severn” continues to hold historical and community significance. It reflects the identity of those rural areas that formed the former “outer” council surrounding the township, and this legacy remains an important part of the region’s local government history and community identity. It must be stated though that the Severn River catchment is approximately one third of the Council area.

It is important to recognise that the proposal to align the Council name with the destination brand does not diminish or remove this history. The Severn name remains embedded in the geography, heritage and stories of the region, including features such as the Severn River as well as the historical development of the villages and rural communities that were once governed by Severn Shire.

Local community identities within the local government area would remain unchanged. Towns and villages such as Deepwater, Emmaville, Torrington, Red Range and other localities continue to retain their distinct identities and histories regardless of the administrative name of the governing council.

The proposed change should therefore be understood as an evolution in how the region presents itself externally rather than a removal of its history. The Severn name reflects an important chapter in the region’s governance and community development, while the

Glen Innes Highlands identity reflects how the region is now recognised and promoted beyond the local area.

While the Severn name retains meaning locally, its recognition outside the region is limited. From an external perspective, the name does not clearly convey the character, landscape or experiences of the region and provides little connection to the destination brand used to promote the area.

By contrast, Glen Innes Highlands has developed strong external recognition through nearly a decade of consistent use in destination marketing and communicates a clearer regional identity to visitors, investors and the broader public.

The proposed change therefore represents an evolution in how the region presents itself externally, rather than a change to the identity of local communities.

Brand Architecture and Marketing Effectiveness

Marketing and place-branding research consistently demonstrates that consistent naming across institutions improves brand recognition, recall and trust. When different names are used for the same place, audiences often interpret them as separate entities, weakening the effectiveness of marketing efforts.

Research in destination marketing and behavioural economics refers to this concept as “cognitive availability”—the likelihood that a place comes to mind when people are considering travel, investment or relocation decisions. Studies have shown that repeated exposure to a consistent place name across multiple contexts significantly strengthens recall and perceived legitimacy.

Under the current dual-brand structure, external audiences may encounter:

- tourism marketing promoting Glen Innes Highlands,
- infrastructure signage referencing Glen Innes Severn Council,
- media releases issued by Glen Innes Severn Council.

This creates cognitive friction where audiences may not immediately recognise that these references relate to the same place.

Aligning the Council name with the destination brand removes this fragmentation and ensures that all institutional communications reinforce a single place identity.

Amplifying the Marketing Investment

Council currently invests approximately \$70,000 per year in destination marketing.

In tourism marketing terms this is a relatively modest budget, meaning brand effectiveness relies heavily on consistency and amplification rather than large advertising expenditure.

Aligning the Council name with the destination brand ensures that all Council activities reinforce the same place identity, effectively multiplying the reach of existing marketing activity without increasing expenditure.

These touchpoints include:

- council media releases,
- local, state and national media coverage,
- infrastructure and project signage,
- economic development materials,
- planning documents,
- regional advocacy and government engagement,
- investment attraction initiatives,
- event promotion,
- recruitment, procurement and tender documentation,
- council website traffic and digital channels.

Under the current structure these interactions promote Glen Innes Severn Council, which does not reinforce the destination brand.

Following alignment, every interaction would reinforce Glen Innes Highlands, turning everyday council communications into place-marketing opportunities.

This concept—sometimes referred to in place branding as “institutional brand reinforcement”—is widely used by regions seeking to maximise marketing impact without increasing marketing budgets.

Economic Development Benefits

A clear and recognisable place identity is a key factor influencing regional competitiveness. Research by organisations such as the Regional Australia Institute and OECD highlights the importance of strong regional branding in attracting visitors, skilled workers, investment and events.

A clear regional identity contributes to:

Investment attraction - Clear and recognisable regional branding assists businesses and investors to understand and recognise a location.

Workforce attraction - Regional identity plays an increasingly important role in attracting skilled workers to regional communities, particularly where lifestyle and liveability are key factors in relocation decisions.

Event and conference attraction - Recognisable destination branding supports the ability to attract regional events and conferences.

Regional partnerships - A clear regional identity strengthens collaboration with neighbouring councils and regional organisations.

Civic pride – Residents want to feel good about where they live and have a sense of pride and connection, whilst some residents resonate with the name Severn, many do not and they simply want to be able to relate in a meaningful and tangible way with the name of their Council.

Aligning Council identity with the destination brand would strengthen initiatives already underway in the region, including:

- Highlands Hub innovation and co-working initiatives,
- Glen Innes Highlands GeoRegion development,
- Regional tourism growth strategies,
- Workforce attraction initiatives linked to regional liveability.

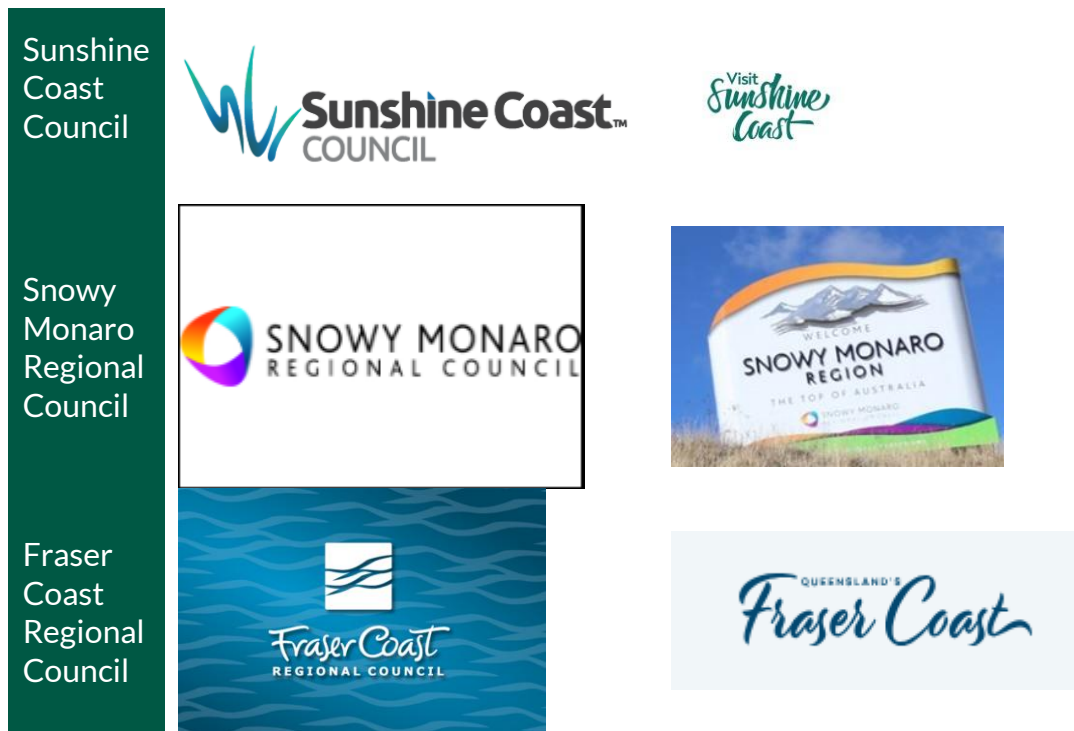
Evidence from Comparable Regions

Several Australian regions have successfully aligned their council identity with their destination brand to strengthen recognition and economic positioning. Examples include:

- Sunshine Coast Council (QLD) – where the council name aligns directly with the internationally recognised Sunshine Coast destination brand,
- Snowy Monaro Regional Council (NSW) – where the council name reinforces the globally recognised Snowy Mountains region,
- Fraser Coast Regional Council (QLD) – where council and destination branding are aligned to support tourism and regional investment.

In each case, alignment between destination identity and local government identity ensures that every government communication reinforces the regional brand, significantly strengthening place recognition over time.

These regions demonstrate how aligning local government identity with destination branding ensures that every government interaction reinforces the regional brand, significantly strengthening recognition over time.



The proposed draft logo is shown below.



Process

If Council resolves to proceed with the proposal, the process would involve:

1. Council resolving its intention to change the name and to place the proposal on public exhibition,
2. Reporting the outcomes of the exhibition to Council,
3. Council determining whether to proceed with a formal application to the Minister for Local Government under section 207 of the *Local Government Act 1993*.

KEY CONSIDERATIONS

Financial/Asset Management

A low cost and staged Business as usual (BAU) implementation is recommended, which includes a digital-first approach and existing assets being updated at natural replacement or renewal points. Cost is around \$5-10K as part of the existing operational budget allocation. The approach will be similar to that taken with the relatively recent introduction of the new logo. Much of the change work was electronic and it is now ever present and recognised notwithstanding we still have vehicles and uniforms with the old logo.

Cost category	Description	Cost treatment	Indicative impact
Administrative effort (internal resourcing)	Updating governance documents, registers, delegations and templates; configuration of IT systems and internal platforms; website naming, metadata and digital references; email display names and correspondence templates; notifications to State and Commonwealth agencies; review and update of reusable event and campaign templates, including materials displaying the GISC or combined GISC/GIH logo.	Managed internally as part of existing staff duties	Staff hours only (no direct financial outlay)
Business-as-usual costs (absorbed through normal cycles)	Building and facility signage replaced at refurbishment or renewal; fleet decals updated at vehicle replacement; stationery run-down and reprint as required; uniforms and PPE replaced through standard issue cycles; event and campaign materials refreshed at the next scheduled print run or event cycle.	Absorbed within existing operational and renewal budgets	Nil immediate cost (managed through BAU over time)
Direct expenditure	Limited website configuration or external support (if required); registration and management of website domains and redirects; statutory advertising where required by legislation.	One-off, tightly scoped expenditure	Approximately \$5,000
Indicative total financial impact	Low-cost, staged implementation with no accelerated asset replacement.		Approximately \$5,000

Costs Manageable Through Business-as-Usual

Category	BAU approach
Building signage	Replace at renewal or refurbishment
Fleet decals	Update at vehicle replacement
Stationery	Run down existing stock
Uniforms and PPE	Replace through normal cycles
Community collateral	Update during routine refresh

Policy

The proposed change to the Council’s name is governed by section 207 of the *Local Government Act 1993 (NSW)*, which provides that the Governor may, by proclamation, name or rename a local government area on the recommendation of the Minister for Local Government.

The proposal relates solely to the corporate and legal name of the Council and the local government area. It does not involve any change to suburb, locality or geographical feature names, or to local government boundaries.

Risk

- Reputational risk if community consultation is perceived as insufficient,
- Financial risk if costs exceed estimates due to unforeseen asset updates,
- Operational risk during transition period as systems and documents are updated.

Community Consultation

Council’s resolution of December 2025 requested that this report include the option for community consultation and engagement prior to determining whether to proceed with a formal application to the Minister for Local Government.

Consultation is not mandated under section 207 of the *Local Government Act 1993 (NSW)* for a Council or local government area name change, however the Minister will need to be satisfied that sufficient evidence of consultation exists.

Community consultation, if adopted, would be undertaken to inform Council’s decision-making and to provide an opportunity for community members to express views on the proposed name change prior to Council determining whether to proceed with a formal application.

It is proposed to undertake widespread consultation which incorporates media releases, OurCouncil editions, social media, and written feedback via HaveYourSay.

More extensive consultation including phone surveys etc could be undertaken however this would cost many times the cost of implementation of the name change.

Options

The options below do not alter the December 2025 Resolution but provide context for Council’s consideration of whether to proceed with public exhibition and, if so, the manner in which community consultation and engagement may be undertaken.

Option	Description
Option 1	Proceed in accordance with the unchanged recommendation, including placing the proposal on public exhibition and receiving a further report following the exhibition period.
Option 2	Do not proceed with the proposed name change at this time.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

This report provides the additional information requested by Council in December 2025, including cost implications and consultation options, following the Councillor Workshop. Council is now in a position to determine whether to proceed in accordance with the unchanged recommendation.

The Glen Innes Highlands destination brand was adopted by Council in 2016 following extensive community consultation and expert advice. Over the past decade it has become the recognised external identity used to promote the region. However, Council continues to operate under the separate name Glen Innes Severn Council, creating a dual-brand environment that fragments place recognition and reduces the effectiveness of Council’s marketing investment.

Aligning the Council name with the established destination brand would remove this fragmentation and ensure that all Council activities reinforce the same regional identity. In practical terms, it would strengthen brand recognition, maximise the impact of existing marketing expenditure and support tourism, investment attraction and workforce growth by improving the region’s visibility to visitors, businesses and potential residents.

The proposed change can be implemented at relatively low cost through a staged, business-as-usual approach, with most updates occurring through normal asset replacement cycles. Aligning the organisational name with the established Glen Innes Highlands identity therefore represents a logical progression of the branding strategy adopted by Council in 2016 and an opportunity to strengthen the region’s positioning into the future.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.5 AUSTRALIA DAY COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Australia Day Committee held on Wednesday, 4 March 2026.

RECOMMENDATION

THAT Council:

1. Endorses the following community representatives as members of the Australia Day Committee for the ensuing term, as elected at the AGM:

- *Robert Arthur,*
- *Karen Carr,*
- *Bev Edkins,*
- *Richard Edkins,*
- *Peter Haselwood,*
- *Mahri Koch,*
- *Jan Lemon,*
- *Kerrie Sturtridge, and*
- *Jenny Thomas.*

2. Endorses the election of the following office bearers of the Australia Day Committee, as resolved at the AGM:

- *Chair – Jan Lemon,*
- *Secretary – Mahri Koch.*

REPORT

Committee status and legislative framework

The Australia Day Committee is a community committee established under section 355 of the *Local Government Act 1993* to assist Council in the planning, coordination and delivery of Australia Day activities and events within the local government area.

The Committee operates with delegated authority as determined by Council, limited to advisory, coordination and approved operational functions associated with Australia Day celebrations.

Responsibility for strategic oversight, financial management, insurance, staffing, procurement and budget adoption remains with Council and authorised Council officers, consistent with the Local Government Act and Council's Community Committees of Council Manual.

In governance terms, the Committee operates within Council's local government framework. Its establishment, delegated functions, membership, meeting procedures and reporting obligations are administered in accordance with:

- Council's Community Committees of Council Manual, and
- Council's adopted policies, procedures and codes of conduct.

AGM process and membership

In accordance with the Community Committees of Council Manual, all community representative positions were declared vacant prior to the AGM and nominations were invited from interested members of the community.

At the AGM held on Wednesday, 4 March 2026, nine nominations were received from community members for appointment to the Committee (refer **Annexure A – AGM Minutes**).

The AGM resolved to recommend the nominated community representatives for Council endorsement and conducted the election of office bearers for the ensuing term.

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, the Council representative on the Australia Day Committee is Cr Andrew Parsons.

Community representatives who nominated for the Committee are aware of, and have agreed to, the conditions outlined in the Community Committees of Council Manual, including that:

- *Committee membership is on an annual basis, with members eligible to stand for re-election at each AGM;*
- *No formal qualifications are required, however members must demonstrate a commitment to the activities of the Committee, active participation, and attendance at any training provided by Council;*
- *Community representatives must be residents of the Local Government Area, carry out business within the LGA, or be employed within a business operating in the LGA; and*
- *Members of Community Committees are volunteers and do not receive remuneration for their services.*

The AGM minutes (**Annexure A**) recommend the following Committee membership and office bearers for Council endorsement:

Name	Role	Voting (Y/N)
Cr Andrew Parsons	Council Representative	Y
Robert Arthur	Community Member	Y
Karen Carr	Community Member	Y
Bev Edkins	Community Member	Y
Richard Edkins	Community Member	Y
Peter Haselwood	Community Member	Y
Mahri Koch	Secretary – Community Member	Y
Jan Lemon	Chair - Community Member	Y
Kerrie Sturtridge	Community Member	Y
Jenny Thomas	Community Member	Y

KEY CONSIDERATIONS

Financial/Asset Management

The Australia Day Committee exercises limited financial and operational delegations as approved by Council and set out in the Community Committees of Council Manual.

Policy

The Committee operates in accordance with:

- Council’s Community Committees of Council Manual, and
- Council’s adopted governance policies, meeting procedures and codes of conduct.

As a community committee exercising delegated authority, members are required to act lawfully, ethically and in the public interest, and to exercise delegations responsibly, transparently and within the limits approved by Council.

Risk

As a community committee exercising delegated authority, the primary governance risks relate to:

- conflicts of interest in decision-making,
- misuse or misunderstanding of delegated powers,
- financial accountability, and
- compliance with Council policies and legislative requirements.

Members of the Australia Day Committee are subject to Council’s Code of Conduct, including the disclosure and management of pecuniary and non-pecuniary interests at meetings in accordance with clause 4.16 of Council’s adopted Code of Conduct framework.

These risks are mitigated through:

- clear articulation of delegations approved by Council,
- adherence to Council’s Code of Conduct and meeting procedures,
- accurate recording and reporting of minutes and decisions to Council, and
- ongoing oversight by Council staff.

Community Consultation

Notice of the AGM was published through Council communication channels, including *Our Council* and Council’s website, in accordance with the Community Committees of Council Manual.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Australia Day Committee conducted its AGM on 4 March 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and to continue exercising its delegated responsibilities.

ATTACHMENTS

Annexure A Minutes - Australia Day Committee AGM - 4.3.26

REPORT TITLE: 7.6 GLEN INNES COMMUNITY ACCESS COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Glen Innes Community Access Committee held on Monday, 2 March 2026, in accordance with Council’s Community Committees of Council Manual, and the *Local Government Act 1993*.

RECOMMENDATION

THAT Council:

1. Endorses the following community representatives as members of the Glen Innes Community Access Committee, as elected at the AGM:

- *Maryann Brookfield,*
- *Jo-Anne Cooper,*
- *Lyn Cregan,*
- *Leonie Lee,*
- *Kerrie Sturtridge,*
- *Julie Teal, and*
- *David Thomas.*

2. Endorses the election of the following office bearers of the Glen Innes Community Access Committee, as resolved at the AGM:

- *President- Jo-Anne Cooper,*
- *Vice President- David Thomas.*

REPORT

Committee status and legislative framework

The Glen Innes Community Access Committee is an advisory committee established by Council. The Committee provides a forum to inform, discuss and advise Council on accessibility matters in the community.

In governance terms, the Committee operates within Council’s local government framework. Its establishment, membership, meeting procedures and reporting obligations are administered in accordance with:

- the Community Committees of Council Manual, and
- Council’s adopted policies and codes of conduct.

AGM process and membership

In accordance with the Community Committees of Council Manual, all community representative positions were declared vacant prior to the AGM and nominations were invited from interested members of the community.

At the AGM held on Monday, 2 March 2026, seven nominations were received from community members for appointment to the Committee (**Annexure A – AGM Minutes**).

The AGM resolved to recommend the above community representatives for Council endorsement and conducted the election of office bearers for the ensuing term.

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, Council representatives on the Committee are the Deputy Mayor Cr Carol Sparks and Cr Anne Vosper.

Council staff attend the Committee in a support and advisory capacity, including the Manager of Community Services and the Director of Infrastructure Services, who participate as non-voting members, consistent with the advisory nature of the Committee.

The representatives who nominated for the Glen Innes Severn Library Committee are aware of the conditions as outlined in the **Community Committees of Council Manual (the Manual)**, including:

- 13.(1) *A Community Committee will comprise of those people endorsed by the General Manager or Council. Committee membership is on an annual basis. Members may stand for re-election at each AGM.*
- 13.(4) *No qualifications are necessary for membership, though a commitment to the activities of the committee, a willingness to be actively involved in committee issues, and a willingness to attend training provided by Council, are essential.*
- 13.(8) *Community representatives nominated for a Committee are to be residents of the LGA, carry out business with the LGA, or an employee in a business with the LGA.*
- 13.(10) *Members of Community Committees are volunteers, therefore, do not receive payment for services.*

In addition to Council Representatives (Cr Carol Sparks and Cr Anne Vosper) appointed in accordance with Council's resolution 5.09/25, dated Thursday, 25 September 2025, the Minutes of the Glen Innes Community Access Committee AGM (Annexure A) include the following recommendations, for Committee membership and Officer Bearers, for consideration by Council:

Name	Role	Voting (Y/N)
Maryann Brookfield	Community Member	Y
Jo-Anne Cooper	President – Community Member	Y
Lyn Cregan	Community Member	Y
Leonie Lee	Community Member	Y
Kerrie Sturtridge	Community Member	Y
Julie Teal	Community Member	Y
David Thomas	Vice President – Community Member	Y
Alan Butler	Staff – Director of Infrastructure Services - Management Representative	N*
Ellie Brackenborough	Staff - Manager of Community Services - Management Representative	N*
Gregory Ford	Minute Secretary – Council Officer	N*

* In accordance with clause 28(2) of the Community Committees of Council Manual, staff delegates do not have voting rights.

KEY CONSIDERATIONS

Financial/Asset Management

The Glen Innes Community Access Committee is a wholly advisory committee of Council and has no financial or asset management delegations. All financial decisions, budget adoption and expenditure authority rest with Council and authorised Council officers.

Policy

The Committee operates in accordance with the Community Committees of Council Manual and Council's adopted policies.

As an advisory committee, the Community Access Committee does not exercise delegated functions; however, members are expected to act consistently with Council's governance standards, ethical principles and meeting procedures.

The manual includes this provision:

- 11.(4) *Community Committees with advisory functions only, must:*
- (a) *Always put the public interest ahead of personal interest,*
 - (b) *Act respectfully, courteously, properly, ethically, legally and not engage in conduct that constitutes bullying or harassment, and*
 - (c) *Provide impartial advice.*

Risk

As a wholly advisory committee, the primary governance risks relate to conflicts of interest, conduct at meetings, and the integrity of advice provided to Council.

Members of wholly advisory committees are subject to Council’s Code of Conduct for the purposes of managing conflicts of interest at meetings, including the disclosure and management of pecuniary and non-pecuniary interests under clause 4.16 of Council’s adopted Code of Conduct framework. This ensures that conflicts are declared and appropriately managed, and that advice to Council is provided in an impartial and ethical manner, consistent with the standards expected under the *Local Government Act 1993*.

These risks are mitigated through:

- adherence to Council’s Code of Conduct and meeting procedures,
- proper recording and reporting of minutes to Council, and
- clear delineation between advisory functions and Council decision-making authority.

Community Consultation

Notice of the AGM was published through Council communication channels, including *Our Council* and Council’s website, in accordance with the Community Committees of Council Manual.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Community Access Committee conducted its AGM on 2 March 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and continue to provide informed, ethical and transparent advice to Council on accessibility matters.

ATTACHMENTS

Annexure A Minutes - Community Access Committee AGM - 2.3.26

REPORT TITLE: 7.7 GLEN INNES SEVERN LIBRARY COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: General Manager's Office

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Glen Innes Severn Library Committee held on Tuesday, 17 February 2026, in accordance with Council's Community Committees of Council Manual, the *Library Act 1939*, and the *Local Government Act 1993*.

RECOMMENDATION

THAT Council:

- 1. Endorses the following community representatives as members of the Glen Innes Severn Library Committee for the ensuing term, as elected at the AGM:**
 - **Kerry Muir,**
 - **Byron Sansom,**
 - **Jenny Sloman, and**
 - **Lindy Stevenson.**

- 2. Endorses the election of the following office bearers of the Glen Innes Severn Library Committee, as resolved at the AGM:**
 - **Chair – Kerry Muir,**
 - **Vice Chair – Lindy Stevenson,**
 - **Minute Secretary – Jenny Sloman.**

REPORT

Committee status and legislative framework

The Glen Innes Severn Library Committee is an advisory committee established by Council in connection with its library functions under section 11 of the *Library Act 1939*. The Committee provides a forum to inform, discuss and advise Council on library management and community-related library matters.

The Committee does not exercise delegated authority. Responsibility for library operations, staffing, financial management and budget adoption remains with Council and Council staff, consistent with the *Local Government Act 1993*.

In governance terms, the Committee operates within Council's local government framework. Its establishment, membership, meeting procedures and reporting obligations are administered in accordance with:

- the Community Committees of Council Manual, and

- Council's adopted policies and codes of conduct, while fulfilling the subject-matter intent of the *Library Act 1939*.

AGM process and membership

In accordance with the Community Committees of Council Manual, all community representative positions were declared vacant prior to the AGM and nominations were invited from interested members of the community.

At the AGM held on Tuesday, 17 February 2026, four nominations were received from community members for appointment to the Committee (***Annexure A – AGM Minutes***).

The AGM resolved to recommend the above community representatives for Council endorsement and conducted the election of office bearers for the ensuing term.

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, Council representatives on the Committee are the Mayor, Cr Margot Davies, and Cr Anne Vosper.

Council staff attend the Committee in a support and advisory capacity, including the Centre Librarian and relevant senior management representatives. External or partner representatives, such as the Senior TAFE Librarian, participate as non-voting members, consistent with the advisory nature of the Committee.

At the AGM held on Tuesday, 17 February, four nominations from community members were received for appointment to the committee.

The representatives who nominated for the Glen Innes Severn Library Committee are aware of the conditions as outlined in the **Community Committees of Council Manual (the Manual)**, including:

- 13.(1) *A Community Committee will comprise of those people endorsed by the General Manager or Council. Committee membership is on an annual basis. Members may stand for re-election at each AGM.*
- 13.(4) *No qualifications are necessary for membership, though a commitment to the activities of the committee, a willingness to be actively involved in committee issues, and a willingness to attend training provided by Council, are essential.*
- 13.(8) *Community representatives nominated for a Committee are to be residents of the LGA, carry out business with the LGA, or an employee in a business with the LGA.*
- 13.(10) *Members of Community Committees are volunteers, therefore, do not receive payment for services.*

In addition to Council Representatives (Cr Margot Davis and Cr Anne Vosper) appointed in accordance with Council's resolution 5.09/25, dated Thursday, 25 September 2025, the Minutes of the Glen Innes Severn Library Committee AGM (Annexure A) include the following recommendations, for Committee membership and Officer Bearers, for consideration by Council:

Name	Role	Voting (Y/N)
Cr Margot Davis	Council Representative	Y
Cr Anne Vosper	Council Representative	Y
Kerry Muir	Chair - Community Member	Y
Byron Sansom	Youth Representative / Community Member	Y
Jenny Sloman	Minute Secretary - Community Member	Y
Lindy Stevenson	Vice Chair - Community Member	Y
Sarah Wilson	Senior TAFE Librarian	N
Kerry Byrne	Staff – Librarian *	N
Lindsay Woodland	Staff – Management Representative *	N

* In accordance with clause 28(2) of the Community Committees of Council Manual, staff delegates do not have voting rights.

KEY CONSIDERATIONS

Financial/Asset Management

The Glen Innes Severn Library Committee is a wholly advisory committee of Council and has no financial or asset management delegations. All financial decisions, budget adoption and expenditure authority rest with Council and authorised Council officers.

Policy

The Committee operates in accordance with the Community Committees of Council Manual and Council's adopted policies.

As an advisory committee, the Library Committee does not exercise delegated functions; however, members are expected to act consistently with Council's governance standards, ethical principles and meeting procedures.

The manual includes this provision:

- 11.(4) *Community Committees with advisory functions only, must:*
- (a) *Always put the public interest ahead of personal interest,*
 - (b) *Act respectfully, courteously, properly, ethically, legally and not engage in conduct that constitutes bullying or harassment, and*
 - (c) *Provide impartial advice.*

Risk

As a wholly advisory committee, the primary governance risks relate to conflicts of interest, conduct at meetings, and the integrity of advice provided to Council.

Members of wholly advisory committees are subject to Council’s Code of Conduct for the purposes of managing conflicts of interest at meetings, including the disclosure and management of pecuniary and non-pecuniary interests under clause 4.16 of Council’s adopted Code of Conduct framework. This ensures that conflicts are declared and appropriately managed, and that advice to Council is provided in an impartial and ethical manner, consistent with the standards expected under the *Local Government Act 1993*.

These risks are mitigated through:

- adherence to Council’s Code of Conduct and meeting procedures,
- proper recording and reporting of minutes to Council, and
- clear delineation between advisory functions and Council decision-making authority.

Community Consultation

Notice of the AGM was published through Council communication channels, including *Our Council* and Council’s website, in accordance with the Community Committees of Council Manual.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Glen Innes Severn Library Committee conducted its AGM on 17 February 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and continue to provide informed, ethical and transparent advice to Council on library matters.

ATTACHMENTS

Annexure A Minutes - Glen Innes Severn Library Committee AGM - 17.2.26

REPORT TITLE: 7.8 GLENCOE HALL COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Glencoe Committee held on Saturday, 7 February 2026.

RECOMMENDATION

THAT Council:

1. Endorses the following community representatives as members of the Glencoe Hall Committee for the ensuing term, as elected at the AGM:

- ***Lesley (Caren) Donald,***
- ***Helen Gunther,***
- ***Andrew Irwin,***
- ***Glenda Laughton,***
- ***Selena McMullen,***
- ***Evelyn Scott,***
- ***Robert Walker,***
- ***Rachel Welstead, and***
- ***Julie Wright.***

2. Endorses the election of the following office bearers of the Glencoe Hall Committee, as resolved at the AGM:

- ***Chair – Rachel Welstead,***
- ***Vice Chair – Andrew Irwin,***
- ***Secretary – Helen Gunther,***
- ***Treasurer – Julie Wright.***

REPORT

Committee status and legislative framework

The Glencoe Hall Committee is a community committee established under section 355 of the *Local Government Act 1993* (LGA) in connection with Council’s management of the Glencoe Hall.

The Committee exercises delegated authority as determined by Council, including responsibility for the day-to-day management and operation of the Glencoe Hall, such as managing bookings and providing local oversight, within the scope of delegations approved by Council.

Responsibility for asset ownership, strategic financial management, insurance, staffing and budget adoption remains with Council and authorised Council officers, consistent with the LGA and Council’s Community Committees of Council Manual.

In governance terms, the Committee operates within Council’s local government framework. Its establishment, delegated functions, membership, meeting procedures and reporting obligations are administered in accordance with:

- Council’s Community Committees of Council Manual, and
- Council’s adopted policies, procedures and codes of conduct.

AGM process and membership

In accordance with the Community Committees of Council Manual, all community representative positions were declared vacant prior to the AGM and nominations were invited from interested members of the community.

At the AGM held on Saturday, 7 February 2026, nine nominations were received from community members for appointment to the Committee (refer **Annexure A – AGM Minutes**).

The AGM resolved to recommend the nominated community representatives for Council endorsement and conducted the election of office bearers for the ensuing term.

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, the Council representative on the Glencoe Hall Committee is Cr Max Elphick.

Community representatives who nominated for the Committee are aware of, and have agreed to, the conditions outlined in the Community Committees of Council Manual, including that:

- *Committee membership is on an annual basis, with members eligible to stand for re-election at each AGM;*
- *No formal qualifications are required, however members must demonstrate a commitment to the activities of the Committee, active participation, and attendance at any training provided by Council;*
- *Community representatives must be residents of the Local Government Area, carry out business within the LGA, or be employed within a business operating in the LGA; and*
- *Members of Community Committees are volunteers and do not receive remuneration for their services.*

The AGM minutes (**Annexure A**) recommend the following Committee membership and office bearers for Council endorsement:

Name	Role	Voting (Y/N)
Cr Max Elphick	Council Representative	Y
Lesley (Caren) Donald	Community Member	Y
Helen Gunther	Secretary – Community Member	Y
Andrew Irwin	Vice Chair – Community Member	Y
Glenda Laughton	Community Member	Y
Selena McMullen	Community Member	Y
Evelyn Scott	Community Member	Y
Robert Walker	Community Member	Y
Rachel Welstead	Chair - Community Member	Y
Julie Wright	Treasurer – Community Member	Y

KEY CONSIDERATIONS

Financial/Asset Management

The Glencoe Hall Committee exercises limited financial and operational delegations as approved by Council and set out in the Community Committees of Council Manual.

While ownership of the Glencoe Hall and overall financial control remain with Council, the Committee may exercise its delegated authority in relation to hall bookings and approved operational matters, subject to Council policy, procedures and reporting requirements.

Policy

The Committee operates in accordance with:

- Council’s Community Committees of Council Manual, and
- Council’s adopted governance policies, meeting procedures and codes of conduct.

As a community committee exercising delegated authority, members are required to act lawfully, ethically and in the public interest, and to exercise delegations responsibly, transparently and within the limits approved by Council.

Risk

As a community committee exercising delegated authority, the primary governance risks relate to:

- conflicts of interest in decision-making,
- misuse or misunderstanding of delegated powers,
- financial accountability, and
- compliance with Council policies and legislative requirements.

Members of the Glencoe Hall Committee are subject to Council’s Code of Conduct, including the disclosure and management of pecuniary and non-pecuniary interests at meetings in accordance with clause 4.16 of Council’s adopted Code of Conduct framework.

These risks are mitigated through:

- clear articulation of delegations approved by Council,
- adherence to Council’s Code of Conduct and meeting procedures,
- accurate recording and reporting of minutes and decisions to Council, and
- ongoing oversight by Council staff.

Community Consultation

Notice of the AGM was published through Council communication channels, including *Our Council* and Council’s website, in accordance with the Community Committees of Council Manual.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Glencoe Hall Committee conducted its AGM on 7 February 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and to continue exercising its delegated responsibilities for the management of the Glencoe Hall in a lawful, transparent and accountable manner.

ATTACHMENTS

Annexure A Minutes - Glencoe Hall Committee AGM - 7.2.26

REPORT TITLE: 7.9 SALEYARDS ADVISORY COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Saleyards Advisory Committee held on Wednesday, 11 February 2026 (**Annexure A - Minutes**).

RECOMMENDATION

THAT Council:

1. Endorses the following community representatives as members of the Saleyards Advisory Committee for the ensuing term, as elected at the AGM:

- ***Agent Representatives:***
 - ***Elders: Michael Lamph***
 - ***Colin Say & Co: Shad Bailey***
 - ***Newberry and te Velde: Terry te Velde***
 - ***Nutrien: Jim Ritchie***
- ***Landholder Representatives:***
 - ***Kurt Parker***
 - ***Lyle Perkins***
 - ***Angus Vivers***

2. Endorses the election of the following office bearer of the Saleyards Advisory Committee, as resolved at the AGM:

- ***Chair – Shad Bailey***

REPORT

Committee status and legislative framework

The Saleyards Advisory Committee is an advisory committee established by Council to provide advice and make recommendations in relation to the operation, management and future development of the Glen Innes Saleyards.

The Committee operates in accordance with:

- Council’s Community Committees of Council Manual,

- the Saleyards Advisory Committee Terms of Reference (*Annexure B*), and
- the *Local Government Act 1993*.

The purpose, role and scope of the Committee are defined in the Terms of Reference and include:

- providing advice to Council on the operation of the Glen Innes Saleyards,
- making recommendations on potential improvements and future development of the facility,
- considering the needs of all users of the Saleyards, including agents, landholders, buyers, vendors, suppliers and staff, and
- providing strategic advice to Council on matters affecting Saleyards operations.

Consistent with the Terms of Reference and the *Local Government Act 1993*, the Committee:

- is wholly advisory in nature,
- has no delegated authority, and
- has no power to direct Council staff, commit Council resources or make operational decisions.

Responsibility for Saleyards operations, staffing, financial management, fees and charges, budget adoption and expenditure authority remains with Council and authorised Council officers.

AGM process and membership

In accordance with the Community Committees of Council Manual, all community representative positions were declared vacant prior to the AGM and nominations were invited from interested members of the community.

At the AGM held on Wednesday, 11 February 2026, four nominations were received from Agent Representatives, and three nominations were received from Landholder Representatives, for appointment to the Committee (*Annexure A – AGM Minutes*).

The AGM resolved to recommend the above community representatives for Council endorsement and conducted the election of office bearers for the ensuing term.

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, Council representatives on the Committee are the Mayor, Cr Margot Davis, and Cr Tim Alt.

Consistent with the Terms of Reference, Council staff attend Committee meetings in a support, advisory and administrative capacity, including:

- the Saleyards Manager,
- relevant senior management representatives, and

- a Council minute secretary.

Council staff do not have voting rights, reflecting the advisory nature of the Committee.

Committee membership – AGM outcomes

At the AGM, nominations from community members were received for appointment to the committee.

The representatives who nominated for the Glen Innes Severn Library Committee are aware of the conditions as outlined in the **Community Committees of Council Manual (the Manual)**, including:

- 13.(1) *A Community Committee will comprise of those people endorsed by the General Manager or Council. Committee membership is on an annual basis. Members may stand for re-election at each AGM.*
- 13.(4) *No qualifications are necessary for membership, though a commitment to the activities of the committee, a willingness to be actively involved in committee issues, and a willingness to attend training provided by Council, are essential.*
- 13.(8) *Community representatives nominated for a Committee are to be residents of the LGA, carry out business with the LGA, or an employee in a business with the LGA.*
- 13.(10) *Members of Community Committees are volunteers, therefore, do not receive payment for services.*

In addition to Council Representatives (Cr Margot Davis and Cr Tim Alt) appointed in accordance with Council's resolution 5.09/25, dated Thursday, 25 September 2025, the Minutes of the Saleyards Advisory Committee AGM (Annexure A) include the following recommendations, for Committee membership and Officer Bearer, for consideration by Council:

Name	Role	Voting (Y/N)
Cr Margot Davis	Councillor Representative	Y
Cr Tim Alt	Councillor Representative	Y
Vacant	Councillor Representative	
Shad Bailey	Chair – Agent Representative: Colin Say & Co	Y
Michael Lamph	Agent Representative: Elders	Y
Jim Ritchie	Agent Representative: Nutrien	Y
Terry te Velde	Agent Representative: Newberry te Velde	Y
Kurt Parker	Landholder Representative	Y
Lyle Perkins	Landholder Representative	Y
Angus Vivers	Landholder Representative	Y
Vacant	Transport / Carrier Representative	
Vacant	Transport / Carrier Representative	

No nominations were received for the two transport/carrier representative positions provided for under the Terms of Reference, and Council has appointed only two Councillors to the Committee. These positions therefore remain vacant and may be filled in accordance with the Community Committees of Council Manual.

Consistent with the Terms of Reference, Council staff attend meetings (see table below) in a support and administrative capacity and may include the General Manager, Director of Place and Growth, Saleyards Manager, and the Executive Assistant to the Director of Place and Growth, who undertakes the role of Secretary. Council staff do not have voting rights.

KEY CONSIDERATIONS

Financial/Asset Management

The Saleyards Advisory Committee is a wholly advisory committee of Council and has no financial or asset management delegations. All financial decisions, budget adoption and expenditure authority rest with Council and authorised Council officers.

Policy

The Committee operates in accordance with the Community Committees of Council Manual and Council's adopted policies.

As an advisory committee, the Saleyards Advisory Committee does not exercise delegated functions; however, members are expected to act consistently with Council's governance standards, ethical principles and meeting procedures.

The manual includes this provision:

- 11.(4) *Community Committees with advisory functions only, must:*
- (a) *Always put the public interest ahead of personal interest,*
 - (b) *Act respectfully, courteously, properly, ethically, legally and not engage in conduct that constitutes bullying or harassment, and*
 - (c) *Provide impartial advice.*

Risk

As a wholly advisory committee, the primary governance risks relate to conflicts of interest, conduct at meetings, and the integrity of advice provided to Council.

Members of wholly advisory committees are subject to Council's Code of Conduct for the purposes of managing conflicts of interest at meetings, including the disclosure and management of pecuniary and non-pecuniary interests under clause 4.16 of Council's adopted Code of Conduct framework. This ensures that conflicts are declared and appropriately managed, and that advice to Council is provided in an impartial and ethical manner, consistent with the standards expected under the *Local Government Act 1993*.

These risks are mitigated through:

- adherence to Council's Code of Conduct and meeting procedures,
- proper recording and reporting of minutes to Council, and
- clear delineation between advisory functions and Council decision-making authority.

Community Consultation

Notice of the AGM was published through Council communication channels, including *Our Council* and Council’s website, in accordance with the Community Committees of Council Manual.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Saleyard Advisory Committee conducted its AGM on 11 February 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and continue to provide informed, ethical and transparent advice to Council on saleyards matters.

ATTACHMENTS

- Annexure A Minutes - Saleyards Advisory Committee AGM - 11.2.26
- Annexure B Saleyards Advisory Committee - Terms of Reference - Current

**REPORT TITLE: 7.10 AUDIT, RISK AND IMPROVEMENT COMMITTEE
QUARTERLY UPDATE**

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with the **Audit, Risk and Improvement Committee (ARIC)** quarterly update in the form of the Minutes from the 10 December 2025 ARIC meeting and the Draft Minutes from the 5 March 2026 ARIC Meeting (*Confidential Annexures A and B*).

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

The *Risk Management and Internal Audit Guidelines for Local Government NSW* (the Guidelines) require that the Council and the ARIC decide in what form the quarterly updates are to be provided to Council. Council decided (Resolution 8.05/24) that the ARIC Quarterly Report will be made by way of presenting Council with the ARIC Meeting Minutes (*Confidential*).

The ARIC Committee consists of:

1. Independent Chair – Steve Coates
2. Independent Member – Bill Middleton
3. Independent Member – Mel Jacobs
4. Councillor Member (non-voting) – Cr Elphick

The ARIC has held quarterly meetings on 10 December 2025 and 5 March 2026, and updates are provided accordingly.

At the 10 December 2025 ARIC meeting, the Chair Mr Stephen Coates and Ms Mel Jacobs were in attendance and Mr Middleton was an apology. At that meeting the ARIC dealt with the following topics of which details are included within the Minutes (Annexure A - confidential):

- Emerging risks,
- General Manager’s update,
- External Audit Update,
- Business Continuity Framework - Annual Update,
- Internal Audit Charter - revised,
- Legislative Compliance - Annual Update,

- Annual Report FY2024-2025,
- Capital Works Program Progress Report as at 31 October 2025,
- Operational Plan 2025-2026 Periodic Review (Q1),
- Quarterly Budget Review - September 2025,
- Work Health and Safety Report.

At the quarterly meeting held on 5 March 2026, the ARIC dealt with the following topics of which details are included within the Draft Minutes (Annexure B - confidential):

- Emerging risks,
- General Manager's update,
- Audit Opinion FY2024-2025,
- Capital Works Program Progress Report as at 31 January 2026,
- Strategic Review of the ARIC – March 2026,
- Internal Audit Plan – Strategic and Annual – 2026-2030,
- Operational Plan 2025-2026 Periodic Review (Q2),
- Quarterly Budget Review - December 2025,
- Investments Report – January 2026,
- ICT Governance Controls Update,
- Work Health and Safety Report,
- Media and Communications Governance Update,
- LC-SS NDIS Interim Review,
- Business Systems Update.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

- **Risk Management and Internal Audit Guidelines**
 - Ongoing reporting by the audit, risk and improvement committee to the governing body (and general manager) is essential for accountability and will ensure that the governing body is kept informed of matters considered by the committee and any emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.
 - Additionally, it will ensure strong linkages between the audit, risk and improvement committee, governing body and the general manager and lead to a better functioning assurance mechanism.

- The audit, risk and improvement committee must provide an update to the governing body of the council of its activities and opinions after every committee meeting.
 - Further, the audit, risk and improvement committee must provide its quarterly update to the general manager to ensure they are kept informed of issues raised and can answer any questions the governing body may have about the committee's opinions and recommendations.
 - The mayor can request to meet with the chairperson of the audit, risk and improvement committee at any time to discuss any issues relating to the work of the committee during the quarter.
 - The chairperson of the audit, risk and improvement committee can also request to meet with the mayor at any time.
- **The ARIC Terms of Reference**
 - Information and documents pertaining to the committee are confidential and are not to be made publicly available.

Risk

The ARIC keeps risk management under its appraisal and provides advice and levels of assurance to Council on all matters under its review.

Community Consultation

ARIC Chair and independent members.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The ARIC Meeting Minutes are provided as confidential annexures for Council's review and form the ARIC's quarterly update.

ATTACHMENTS

- Annexure A Minutes - ARIC - 10.12.25 (*Confidential*)
- Annexure B Minutes - ARIC - 5.3.26 (*Confidential*)

REPORT TITLE: 7.11 STRATEGIC REVIEW OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE - MARCH 2026

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present the outcomes of the independent strategic review of Council’s **Audit, Risk and Improvement Committee (ARIC)** and to seek Council endorsement of the recommendations and their implementation.

RECOMMENDATION

THAT Council:

- 1. Receives and notes the findings of the independent Strategic Review of the Audit, Risk and Improvement Committee undertaken in March 2026.*
- 2. Endorses the recommendations of the review and approves their implementation in accordance with the implementation plan at Table 1 of this report.*

REPORT

Background and legislative context

Section 428A of the *Local Government Act 1993* requires Council to establish and maintain an Audit, Risk and Improvement Committee with functions relating to governance, risk management, internal audit, external audit, financial management and continuous improvement.

The Office of Local Government’s Risk Management and Internal Audit Guidelines require the governing body to review the effectiveness of its Audit, Risk and Improvement Committee at least once each Council term. This strategic review represents Council’s first whole-of-term review of the Committee’s performance.

The draft report was considered by the ARIC at its meeting on 5 March 2026.

Review approach

The review was undertaken by an external reviewer and included:

- A review of ARIC governance documentation, meeting papers and reports,
- Assessment of compliance with legislative requirements and the OLG Guidelines,
- Interviews with key stakeholders, including Councillors, senior staff and ARIC members.

The review assessed the Committee’s effectiveness, independence, capability, and alignment with best practice.

Key findings

The review found that Council’s ARIC is broadly compliant with legislative requirements and is providing valuable independent assurance to Council. It also identified opportunities to strengthen:

- Performance measures and reporting,
- Induction and ongoing development of ARIC members,
- Secretariat and administrative support,
- Forward planning and agenda focus.

Recommendations and implementation

The review made a number of recommendations to enhance the effectiveness and maturity of the ARIC. Management supports the recommendations and proposes to implement them in a staged and practical manner.

Table 1 below outlines the recommended actions, responsible officers and indicative timeframes.

TABLE 1 – IMPLEMENTATION OF STRATEGIC REVIEW RECOMMENDATIONS

Recommendation	Key Action	Action Officer	Timing
Strengthen ARIC performance monitoring	Develop and adopt formal ARIC performance measures aligned with the OLG Guidelines	Manager Governance	By 30 June 2026
Enhance ARIC induction processes	Update and formalise the ARIC induction program and induction materials	Manager Governance	By 30 June 2026
Improve forward planning and agenda focus	Review and update the ARIC Forward Work Plan and Annual Agenda Planner	Manager Governance	By July 2026
Strengthen secretariat support	Formalise ARIC secretariat arrangements and role descriptions	Director Corporate & Community Services	By 30 June 2026
Clarify reporting and escalation pathways	Update ARIC reporting protocols to Council and the General Manager	Manager Governance	By July 2026
Periodic effectiveness reviews	Establish a schedule for future ARIC self-assessments and external reviews	Manager Governance	Ongoing – first review in 2027

KEY CONSIDERATIONS

Financial/Asset Management

There are no direct financial implications arising from this report. Any minor resourcing impacts associated with implementing the recommendations will be managed within existing budgets.

Policy

Implementation of the recommendations may require minor updates to the ARIC Terms of Reference and supporting governance documents, which will be reported separately if required.

Risk

Failure to implement the recommendations may reduce the effectiveness of the ARIC and increase governance and compliance risk. Implementation of the recommendations will strengthen Council's assurance framework.

Community Consultation

Community consultation is not required, as this report relates to internal governance arrangements.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The independent strategic review confirms that Council's Audit, Risk and Improvement Committee is operating effectively and in accordance with legislative requirements. Endorsing and implementing the review's recommendations will further strengthen Council's governance, assurance and continuous improvement framework.

ATTACHMENTS

Annexure A Review of ARIC Performance - March 2026

REPORT TITLE: 7.12 REVISED COMMUNITY CULTURAL RELATIONS POLICY
REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Community Cultural Relations Policy, for exhibition (**Annexure A**).

RECOMMENDATION

THAT Council:

- 1. Approves for the revised Community Cultural Relations Policy to be placed on public exhibition for 28 days from Monday, 30 March 2026.**
- 2. Displays the revised Community Cultural Relations Policy on Council's website, and that it be made available for viewing at the following locations:**
 - Council's Town Hall Office, and**
 - The Village Post Offices at Deepwater and Emmaville.**
- 3. Requests the Director Corporate and Community Services to prepare a further report to Council after the exhibition period in the event of Council receiving any substantive submissions regarding the Community Cultural Relations Policy; otherwise, that the Community Cultural Relations Policy be adopted by Council.**

REPORT

The Community Cultural Relations Policy was last adopted by Council on 23 June 2022. The document has recently been reviewed by Council's **Executive Leadership Team (ELT)** and is recommended for adoption.

The revised policy has been reviewed as part of Council's scheduled policy review cycle and has been updated to align with current legislation, Council's policy template, and contemporary multicultural inclusion practice.

The updated policy strengthens Council's governance approach to cultural inclusion, clarifies roles and responsibilities, and more clearly aligns Council's commitments with the multicultural principles set out in the Multicultural NSW Act 2000. The revised document also removes outdated material and modernises structure, language and supporting references.

A summary of the key changes is provided in Table 1.

Table 1: Key Changes to the Community Cultural Relations Policy (revised)

CHANGE	REASON FOR CHANGE
Fully restructured Policy Statement around the four multicultural principles in the <i>Multicultural NSW Act 2000</i> .	Strengthens legislative alignment and provides clearer articulation of Council's statutory multicultural obligations.
Removed outdated commentary (e.g., references to Harmony Day, Census commentary) and program-specific content.	Ensures the policy focuses on governance, not operational or event-based matters; reduces need for frequent amendments.
Expanded Roles and Responsibilities to include Councillors, General Manager, Directors, Managers, all staff, and specialist teams (Media and Communications, HR, Community Services & Economic Development).	Modernises governance clarity and clarifies accountability across the organisation.
Strengthened commitments relating to culturally and linguistically diverse (CALD) access, cultural competence, service equity, communication accessibility and interpreter/translation support.	Aligns with anti-discrimination legislation and modern inclusion standards.
Updated legislative references including <i>Anti-Discrimination Act 1977</i> , <i>Racial Discrimination Act 1975</i> (Cth), <i>Disability Discrimination Act 1992</i> (Cth), NSW Multicultural Charter, and IP&R requirements.	Ensures legislative completeness and compliance and reflects changes since the 2022 version.
Added explicit integration with Council's Community Strategic Plan, Delivery Program and Operational Plan.	Ensures alignment with Council's Integrated Planning and Reporting Framework.
Added supporting documents including current Council policies (Community Engagement Strategy, Sustainable Procurement and Contracts Policy, Equal Employment Opportunity Policy, Code of Conduct).	Ensures linkage to current governance documents and removes superseded references.

Implications for Council

The revised policy strengthens the requirement to integrate multicultural principles across Council's Integrated Planning and Reporting documents, including the Community Strategic Plan, Delivery Program and Operational Plan. Council must also ensure appropriate access to interpreter and translation services and improve the cultural accessibility of communications and customer-facing information. In addition, Councillors, the General Manager, Directors and staff now have clearer responsibilities to model culturally respectful behaviour, address discrimination, and ensure all community members have equitable access to Council services.

KEY CONSIDERATIONS

Financial/Asset Management

There are no direct financial impacts associated with this report. Any future multicultural initiatives arising from implementation of the policy will be undertaken within existing resources.

Policy

The proposed revisions bring the Community Cultural Relations Policy into alignment with Council’s current policy framework, legislative requirements, and best practice in cultural inclusion.

Risk

The revised policy mitigates legal, governance and reputational risks by ensuring compliance with the *Multicultural NSW Act 2000*, *Anti-Discrimination Act 1977*, *Local Government Act 1993*, and related obligations. Strengthened roles and responsibilities improve organisational assurance.

Community Consultation

The revised policy will be publicly exhibited for 28 days. Any substantive submissions will be reported back to Council.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program *Thriving and Connected Community Strategy T1.2.1 Support, organise, facilitate and/or incubate community events and cultural activities. SRV*

CONCLUSION

The revised Community Cultural Relations Policy provides a contemporary, governance-focused framework that strengthens Council’s commitment to cultural inclusion and compliance with multicultural legislation. It is presented for public exhibition to allow community feedback prior to adoption.

ATTACHMENTS

Annexure A Community Cultural Relations Policy - February 2026

REPORT TITLE: 7.13 ROADS CONSULTATIVE COMMITTEE - TERMS OF REFERENCE - REVISED

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to present to Council a revised Terms of Reference for the Roads Consultative Committee, prepared in response to Council’s resolution requesting clarification of the Committee’s advisory role, improved governance arrangements for officer reporting and information provision, and updated arrangements for the scheduling of the Committee’s Annual General Meeting and future meetings.

RECOMMENDATION

THAT Council:

- 1. Adopts the revised Roads Consultative Committee Terms of Reference.***
- 2. Notes that an Annual General Meeting of the Roads Consultative Committee is to be scheduled within three (3) months of this Council meeting, with subsequent Annual General Meetings to be scheduled in accordance with the adopted Terms of Reference.***

REPORT

At its meeting of 19 February 2026, Council resolved:

18.02/26 RESOLUTION

THAT Council:

- 1. Resolves to defer consideration of the dissolution of the Road Consultative Committee pending three (3) consecutive meetings at which a quorum is not achieved, to allow reasonable opportunity for continued participation.**
- 2. Requests the General Manager to prepare a draft revised Terms of Reference for the Road Consultative Committee for Council’s consideration which:**
 - a. clarifies the advisory role of the Committee in accordance with the Local Government Act 1993 and ensures alignment with Council’s adopted policies and governance framework;**
 - b. establishes clear expectations regarding the provision of appropriate officer reports and information to enable the Committee to provide informed advisory input to Council; and**
 - c. sets out arrangements for scheduling the Committee’s Annual General Meeting and future meetings, having regard to relevant agricultural industry cycles and key Council commitments to maximise participation.**

The revised Terms of Reference have been prepared to give effect to Council’s resolution and to ensure alignment with the *Local Government Act 1993*, Council’s adopted governance framework, and the Community Committees of Council Manual.

Additional text is shown in the revised Terms of Reference in **blue**. Deleted text is shown in **strikethrough**.

The current Terms of Reference are at **Annexure B**.

The key amendments and their rationale are summarised in the table below.

Change	Reason	Benefit
Clarified the Committee's role as a wholly advisory body with no delegated authority, including explicit confirmation that it does not direct staff or make operational decisions.	To implement Council's resolution to clarify the advisory role in accordance with the <i>Local Government Act 1993</i> and Council's governance framework.	Reduces governance and legal risk by removing ambiguity about authority and reinforcing the distinction between advisory input and Council decision-making.
Introduced a dedicated section setting expectations for officer reports and information provided to the Committee.	To respond to Council's direction to establish clear expectations regarding officer reporting.	Supports informed advisory input while maintaining appropriate management and governance boundaries.
Confirmed that the provision of information is subject to legislative requirements, privacy considerations, resource availability and Council policy.	To ensure compliance with legislation and good governance practice.	Manages risk associated with confidentiality, privacy and resourcing and avoids unintended entitlements.
Confirmed that requests for additional information are considered by the General Manager or delegate.	To reinforce the General Manager's statutory role and accountability.	Ensures consistent, controlled decision-making and avoids ad hoc commitments.
Updated meeting provisions to require scheduling to have regard to agricultural industry cycles, seasonal demands and key Council commitments.	To give effect to Council's resolution to maximise participation.	Improves participation and engagement, particularly for rural and agricultural representatives.

Fixed meeting dates have not been prescribed in the Terms of Reference, as this is not considered best practice; doing so reduces flexibility, can lead to unnecessary non-compliance when circumstances change, and is inconsistent with the Community Committees of Council Manual, which anticipates that meeting schedules are set and adjusted administratively.

KEY CONSIDERATIONS

Financial/Asset Management

There are no financial or asset management implications arising from the adoption of the revised Terms of Reference.

Policy

The revised Terms of Reference align with Council’s Community Committees of Council Manual and broader governance framework. No other Council policies are impacted.

Risk

The amendments reduce governance, legal and reputational risk by clarifying authority, roles and expectations, and by reinforcing appropriate management and information-sharing boundaries.

Community Consultation

No public exhibition is required. The Roads Consultative Committee is an advisory committee of Council, and amendments to its Terms of Reference are an internal governance matter.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The revised Terms of Reference implement Council’s resolution, strengthen governance clarity, and provide a flexible and participation-focused framework for the Roads Consultative Committee.

ATTACHMENTS

- Annexure A Draft Roads Consultative Committee - Terms of Reference
- Annexure B Current Roads Consultative Committee - Terms of Reference

REPORT TITLE: 7.14 GLEN INNES DISTRICT COMMUNITY CENTRE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to inform Council that **Glen Innes District Community Centre (GIDCC)** has successfully addressed its operational and financial challenges.

RECOMMENDATION

That Council notes advice provided by Glen Innes and District Community Centre that the \$20,000 one-off subsidy identified in Resolution 9.04/25 is no longer required.

REPORT

An update on authorised in-kind support provided to the Glen Innes and District Community Centre was reported to the February 2026 Ordinary Council Meeting, which resulted in the following resolution:

20.02/26 RESOLUTION

THAT Council:

1. Receives and notes the update report on the in-kind support provided to the Glen Innes and District Community Centre (GIDCC).
2. Notes that GIDCC has successfully addressed its operational and financial challenges and seeks advice from GIDCC as to whether they still require the \$20,000 one-off subsidy identified in Resolution 9.04/25.
3. Notes that Council officers will continue to work with GIDCC, Homes North, and other relevant stakeholders to progress the Community Service Hub concept and will provide a comprehensive report in due course.

On 24 February 2026, GIDCC Coordinator Jo-Anne Cooper, provided communication to Council confirming the \$20,000 one-off subsidy identified in Resolution 9.04/25 is no longer required (**Annexure A**).

KEY CONSIDERATIONS

Financial/Asset Management

GIDCC has confirmed that the \$20,000 one off subsidy by Council is no longer required.

Policy

Nil.

Risk

Nil.

Community Consultation

Glen Innes District Community Centre.

Options

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

GIDCC has advised that it has successfully resolved its operational and financial challenges and no longer requires the \$20,000 one-off subsidy from Council. This outcome reflects improved financial stability and effective management by GIDCC. Council is therefore asked to note the advice provided and acknowledge that no further financial assistance is required at this time.

ATTACHMENTS

Annexure A GIDCC - Communication - 24 February 2026

REPORT TITLE: 7.15 INVESTMENTS REPORT - FEBRUARY 2026

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

Council had **\$18.2M** invested in term deposits at the end of the reporting month.

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

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

SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	10/03/2026	4.58%	NAB	Yes	1,000,000	45,800
A2/A-	11/03/2026	4.28%	Rabobank	Yes	1,000,000	32,012
A3/BBB+	21/04/2026	3.90%	BOQ*	No	1,000,000	29,170
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	18/05/2026	4.45%	Westpac	Yes	1,700,000	18,446
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ*	No	1,000,000	40,389
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	07/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A1+/AA-	21/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A1+/AA-	05/09/2026	4.10%	NAB	Yes	1,000,000	41,000
A1+/AA-	29/10/2026	4.15%	NAB	Yes	1,000,000	41,500
A1+/AA-	14/12/2026	4.57%	Westpac **	Yes	1,000,000	45,950
Expected Return FY25		4.20%	Total Investments		18,200,000	676,009
Avg. Headline Rate Return		4.19%	Cash on Hand		2,891,927	
			Total Cash and Investments		21,091,927	

** green deposit/**no fossil

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

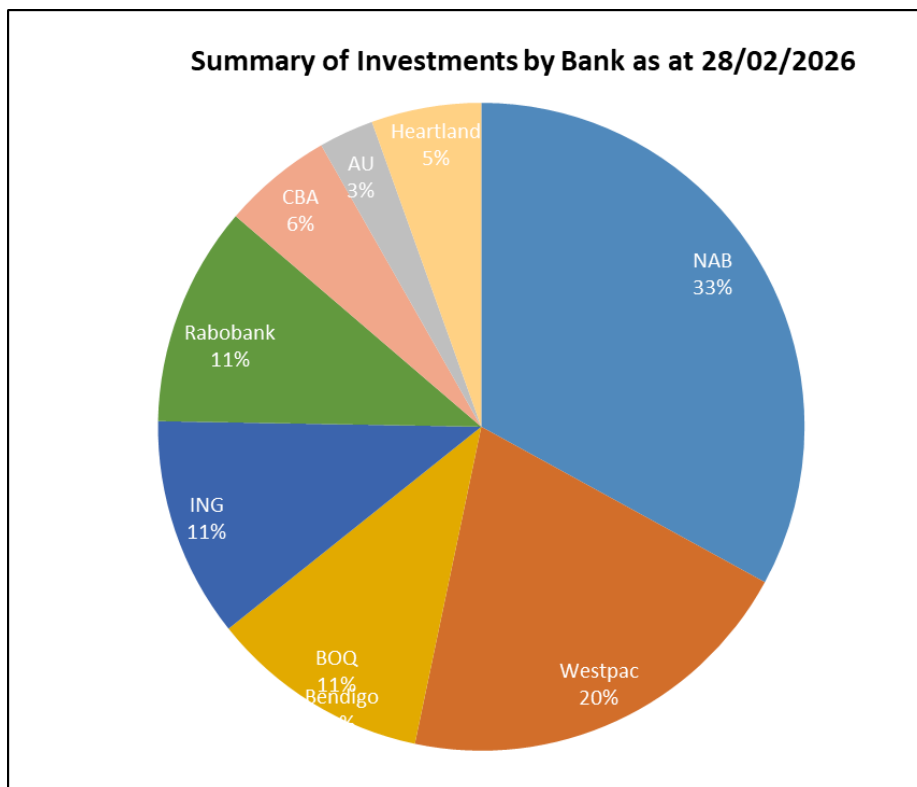
Investment Interest	
Interest received for year to 28 February	\$641,102.00

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

Investment Movements	
Opening Balance as at 1 February 2026	17,500,000
Less :	
Maturities (1)	1,000,000
Subtotal	16,500,000
Plus :	
Rollovers (0)	-
New Investments (1)	1,700,000
Current Balance as at 28 February 2026	18,200,000

During the reporting month, term deposit of \$1 million held with CBA bank matured and a \$1.7 million investments was made with Westpac.

The graph below shows the summary of investments by bank:



Unrestricted Cash Position

Restricted funds and trust funds are limited to a particular purpose and must be set aside for that purpose. Therefore, they may not be available to meet certain obligations, and this should be kept in mind when determining the short-term liquidity of Council. The table below is reporting restricted funds balances as of 28 February 2026.

Externally restricted cash, cash equivalents and investments as at 28 Feb 2026		
	\$'000	
Trust Funds	-	as at 28 Feb 2026
Included in Grant related contract liabilities	1,674	as at 28 Feb 2026
Developer contributions - Rangers Valley Feedlot S7.11	1,323	as at 30 Jun 2025
Water Fund	2,586	as at 28 Feb 2026
Sewer Fund	2,549	as at 28 Feb 2026
Waste management	4,658	as at 30 Jun 2025
Drainage	1,186	as at 30 Jun 2025
Council Committees	406	as at 30 Jun 2025
Specific purpose unexpended grants (general funds)	2,982	as at 28 Feb 2026
Total external restrictions	17,365	
Total Cash & investments as at 28 Feb 2026	21,604	
Unrestricted cash position (i.e. available after the above restrictions)	4,239	

The Contract Assets balance as at 28 Feb 2026

5,788,139

The unrestricted cash position reported as of 28 February 2026 is positive \$4.239M.

The increase in unrestricted cash is due to:

- Reclassification of an internal loan of \$5M comprising \$3M from Sewer and \$2M from Water Fund following ministerial approval in December 2025;
- A moderate decrease in General Fund operating cash movements, including payroll, throughout the month.
- Income was stronger than usual with February being a rates quarterly cycle income month and receipt of a FAG grant payment of \$760K.

We are still progressing the auditing and processing of 2024/2025 R2R. LRCI's grant audit has been completed and payments totalling \$1.6 million is expected to be made in March.

Certification

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

KEY CONSIDERATIONS

Financial/Asset Management

The **Reserve Bank of Australia (RBA)** has increased official interest rates by a further 0.25% to 4.10% on 14 March 2026, which should result in improved earnings over time. This will be reflected in future budget preparations and quarterly business reviews.

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

Investment Balances	This Year	Last Year
Opening Balance 1 February	17,500,000	17,400,000
Closing Balance 28 February	18,200,000	15,700,000

Credit Quality Portfolio Compliance

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

Compliant	Fit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	18,200,000
Yes	AA	64.3%	11,700,000	100%	6,500,000
Yes	A	13.7%	2,500,000	45%	5,690,000
Yes	BBB	22.0%	4,000,000	30%	1,460,000
Yes	Government	0.0%	-	100%	18,200,000
		100.0%	18,200,000		

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

Risk

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

RISK ASSESSMENT OF INVESTMENT PORTFOLIO

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	18,200,000	100%
Total			18,200,000	100%

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

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.16 CAPITAL WORKS PROGRAM PROGRESS REPORT AS AT 28 FEBRUARY 2026

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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

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

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

In respect of Council Resolution 11.02/26 from the Ordinary Council Meeting of 19 February 2026, moving forward from April 2026, there will be commentary provided on Points 2 a. b. and c. as described below.

11.02/26 RESOLUTION

THAT Council:

1. Notes the information contained in the Capital Works Program Progress Report, and
2. Requests that future Capital Works reporting include:
 - a. Clear identification of projects at risk of deferral or carryover and quantification of anticipated carryovers,
 - b. High-level commentary on delivery capacity and sequencing risks, and
 - c. Refinement of the Project Pipeline Register to include defined project maturity stages, progression milestones, and accountability measures to support structured advancement toward shovel-ready and grant-ready status.

Project Highlights

Hamels Lane Gravel Re-Sheet – Roads to Recovery

Council has completed the Hamels Lane re-sheet project in February as part of Councils 25/26 Roads to Recovery gravel roads re-sheeting program. The material was sourced from Councils Bullock Mountain Road pit which is now closing down and undergoing rehabilitation, and being supplemented from the Wattle Vale quarry.



Grey Street rehabilitation – Regional Emergency Road Repair Fund (RERRF)

As part of the ongoing heavy patching works and small-scale rehabilitation projects funded through Council’s RERRF allocation Council has rehabilitated the section of Grey Street and Rusden Street between the New England Highway and Grafton Street. The construction team encountered some challenges including oversized rock in the old base pavement that was brought to the surface during the pavement recycling and stabilisation process but persevered and by trimming out the excess rock and adding additional granite fines a quality finish was achieved. Council’s asset records indicating the base pavement was last replaced in 1944 and after 82 years of service it was due for a well-deserved refresh.



Grants Update

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

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

GRANTS Pipeline Register

Refer to *Annexure B*.

CONSIDERATIONS**Financial/Asset Management**

The following table provides a summary of the adopted budget, the actual and committed amounts as of 28 February 2026, along with the percentage of the actual and committed expenditure when compared to adopted budgets.

Project Type	Projects Count	FY2025-26	Total Spent	Expenditures %
Aerodome	3	\$1,539,523.23	\$826,346.15	53.68%
Bridge	2	\$915,522.75	\$867,616.39	94.77%
Building	5	\$2,485,692.31	\$216,241.64	8.70%
Drainage	2	\$350,000.00	\$134,229.26	38.35%
Economic Development	6	\$668,446.00	\$302,959.59	45.32%
Flood Recovery & Natural Disasters	1	\$389,136.00	\$160,187.25	41.16%
IT	2	\$130,000.00	\$53,000.00	40.77%
Library	1	\$10,750.93	\$9,454.55	87.94%
Life Choices	4	\$162,763.00	\$152,558.39	93.73%
Open Spaces & Recreational	15	\$2,035,996.61	\$1,457,182.16	71.57%
Plant	20	\$1,820,830.44	\$723,515.60	39.74%
Quarry	3	\$329,225.00	\$201,616.91	61.24%
Roads	18	\$16,142,196.74	\$11,260,468.29	69.76%
Sewer	4	\$1,536,904.79	\$1,523,783.29	99.15%
Waste	5	\$620,000.00	\$192,980.97	31.13%
Water	7	\$2,505,681.67	\$1,202,857.07	48.01%
Grand Total	98	\$31,642,669.47	\$19,284,997.51	60.95%

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

Policy

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

Risk

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

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

- Annexure A Capital Projects February 2026
- Annexure B Grants Pipeline Report

REPORT TITLE: 7.17 FORMER GLEN INNES HIGHLANDS ECONOMIC DEVELOPMENT STRATEGY AND ACTION PLAN AND DESTINATION MANAGEMENT PLAN COMPLETION REPORT

REPORT FROM: Place and Growth

PURPOSE

To provide Council with a close-out report on the implementation of the Glen Innes Highlands **Economic Development Strategy (EDS) 2020–2040**, its supporting Action Plan 2020 – 2025 (**Annexure A**) and the Glen Innes Highlands **Destination Management Plan (DMP) 2021–2026 (Annexure B)**.

The report provides an action level assessment of delivery (refer **Annexures C and D**), identifies completed, ongoing and constrained initiatives and outlines how some actions have informed and transitioned into the current, adopted Glen Innes Highlands Economic Development Strategy 2026–2030 and Destination Management Plan 2026–2030.

RECOMMENDATION

That Council receives and notes the close-out report on the implementation of the former Glen Innes Highlands Economic Development Strategy 2020–2040 and its supporting Action Plan 2020–2025, and the Glen Innes Highlands Destination Management Plan 2021–2026.

REPORT

BACKGROUND

The Economic Development Strategy 2020–2040 and Destination Management Plan 2021–2026 established a coordinated framework to strengthen economic resilience, diversify industry and grow the visitor economy.

Both strategies guided:

- Council work programs,
- Grant funding priorities,
- Partnerships and advocacy, and
- Infrastructure and service planning.

This report provides formal close-out reporting and demonstrates how actions have been completed, progressed, or transitioned.

SUMMARY OF OUTCOMES

This report provides a structured, action-by-action assessment of delivery against the former EDS and DMP, supported by detailed completion tables at Annexures C and D. These annexures should be read alongside this section, as they provide the full detail, including completion status and commentary for each action.

Overall, the review demonstrates that the majority of actions have been delivered, with strong outcomes achieved in areas where Council has a direct role, including workforce development, business support, destination marketing, digital capability, partnerships and visitor servicing.

Where actions have not been fully completed, the annexures clearly identify the reasons, which are predominantly linked to funding constraints, the scale and complexity of infrastructure projects, or reliance on external partners and delivery mechanisms. In many cases, these actions have been partially progressed or have informed future work rather than remaining outstanding.

Importantly, the report also shows a clear line of continuity between the former and current strategies. Actions have not been lost, but have either been completed, embedded into ongoing operations, or carried forward into the Economic Development Strategy 2026–2030 and Destination Management Plan 2026–2030.

Overall, the findings indicate a shift from strategy development to implementation, with delivery now more embedded, place-based and integrated across Council operations.

METHODOLOGY

The status assessment was undertaken through:

- Reviewing all actions, timeframes and intended outcomes within each strategy,
- Cross-referencing actions against Council delivery, projects and programs undertaken during the strategy period,
- Identifying evidence of delivery against defined measures and outputs, where applicable, and
- Assessing how actions have progressed, evolved, or been incorporated into current strategies.

Actions were categorised using the terminology applied within the action tables, as follows:

1. Completed.
2. Ongoing.
3. Investigated.
4. Not Completed (where actions were not delivered, typically due to funding, scale or external dependencies).
5. Carried Forward into Current Strategies.

A detailed summary of each action completion assessment follows overpage.

GLEN INNES HIGHLANDS ECONOMIC DEVELOPMENT STRATEGY 2020 – 2040 & ACTION PLAN 2020 – 2025 (EDS) – ACTION DELIVERY SUMMARY



- **Total Actions:** 40
- **Completed:** 34 (85%)
- **Not Completed:** 3 (7.5%)
- **Transitioned / Ongoing:** 3 (7.5%)
- A detailed breakdown of each action is provided at Annexure C.

EDS FINDINGS AND PERFORMANCE INSIGHTS

A detailed action-by-action assessment is provided at Annexure C (EDS Action Completion Tables) and should be read in conjunction with this summary.

The EDS completion tables show strong delivery across the majority of actions, particularly in workforce development, business support, digital capability, connectivity and regional collaboration.

EDS ACTIONS COMPLETED

Some of the key actions recorded as **Completed** include, for example:

- **Workforce and skills development**
 - Local Jobs and Skills Gap Analysis (EDS Action: People – Local Jobs Program),
 - Workforce Attraction Strategy (EDS Action: People – Local Jobs Program).

- **Highlands Hub establishment and activation**
 - Digital platform delivery and transition to Highlands Hub (EDS Action: Highlands Hub – Education & Jobs),
 - Delivery of programs, workshops and business engagement (EDS Actions: Highlands Hub suite).
- **Business support and capability building**
 - Grant funded programs and business workshops (EDS Actions: Highlands Hub / Business Support).
- **Digital capability and connectivity**
 - Mobile blackspot advocacy and telecommunications engagement (EDS Action: Digital Connectivity),
 - Broadband and infrastructure improvements (EDS Action: Digital Connectivity).
- **Marketing and regional partnerships**
 - Delivery of campaigns and collaboration with NEHC and regional partners (EDS Action: Marketing & Promotion).

These actions demonstrate delivery of Council's core economic development functions and their integration into ongoing operations.

EDS ACTIONS TRANSITIONED TO CURRENT STRATEGY

As detailed in Annexure C, a number of actions have not only been completed or progressed but have directly informed and transitioned into the Glen Innes Highlands Economic Development Strategy 2026–2030.

These include:

- **Business innovation and enterprise development**
 - Continued delivery through Highlands Hub programs and business support initiatives.
- **Workforce and skills development**
 - Ongoing focus on workforce attraction, training and skills alignment.
- **Digital capability and connectivity**
 - Continued advocacy and infrastructure improvements.
- **Place activation and infrastructure planning**
 - Progression of projects identified through earlier strategy work.

- **Partnerships and investment attraction**
 - Strengthened regional collaboration and funding alignment.

These actions demonstrate continuity of strategic intent, with delivery evolving into ongoing programs and priorities within the current strategy.

EDS ACTIONS NOT COMPLETED

Actions recorded as **not completed** in Annexure C are limited and relate to:

1. Large-scale or infrastructure-dependent initiatives

These include actions requiring significant capital investment, external funding or multi agency delivery. For example, elements of asset-based tourism development, major infrastructure projects and broader implementation of initiatives such as signage or destination infrastructure were dependent on funding availability and delivery partnerships, as reflected in the action tables (Annexure C).

2. Initiatives requiring sustained external or market-driven participation

Some actions relied on formal partnerships, funding programs or ongoing market participation. For example, elements such as structured startup incubation, migration tracking and formalised mentoring programs were investigated or progressed through initiatives such as the Highlands Hub and Grow Glen Innes Think Tank, however, were not established as standalone programs.

3. Actions progressed through alternative delivery approaches

A number of actions were not delivered as originally scoped but were achieved in principle through broader initiatives. This includes population attraction, workforce development and youth engagement actions, which were progressed through integrated programs, advocacy and research rather than discrete policies or standalone outputs.

Importantly, the EDS completion status tables report (Annexure C) demonstrates that these actions were not abandoned, but were either progressed in part, embedded into operational delivery, or carried forward into the current strategies.

EDS STRATEGIC OUTCOME

Overall, the Strategy is considered to have successfully transitioned from a planning document into an embedded operational framework, particularly through:

- Highlands Hub delivery model,
- Workforce and business ecosystem development, and
- Ongoing partnerships and advocacy.

The Glen Innes Highlands Destination Management Plan 2021 - 2026 (DMP) Action Delivery Summary is provided on the following pages.

GLEN INNES HIGHLANDS DESTINATION MANAGEMENT PLAN 2021 - 2026 (DMP) ACTION DELIVERY SUMMARY



- **Total Actions:** 37
- **Completed:** 30 (81.1%)
- **Not Completed:** 4 (10.8%)
- **Transitioned:** 3 (8.1%)
- **Refer Annexure D for full action detail.**

DMP FINDINGS AND PERFORMANCE INSIGHTS

A detailed action-by-action assessment is provided at Annexure D and should be read in conjunction with this summary.

The DMP completion tables show strong delivery across the majority of actions, particularly in destination marketing, visitor servicing, digital promotion, event development and regional collaboration.

DMP ACTIONS COMPLETED

Actions recorded as **Completed** include, for example:

- **Marketing, branding and digital promotion**
 - Annual marketing campaigns and content delivery (DMP Action: 2.1.1),

- Website optimisation and digital engagement improvements (DMP Action: 2.1.2),
- Partnership driven campaigns and content (DMP Actions: 2.2.2, 2.2.3).
- **Visitor servicing and experience improvements**
 - VIC accreditation review (DMP Action: 1.3.1),
 - Digital customer experience improvements (DMP Action: 1.3.3),
 - Online booking and information access enhancements (DMP Action: 1.3.4).
- **Events and product development**
 - Event planning framework and local event delivery (DMP Action: 3.2.2),
 - Event partnerships and annual calendar growth (DMP Action: 3.3.4),
 - Goodness Gravel and cycling related initiatives (DMP Action: 4.3.2).
- **Infrastructure planning and regional collaboration**
 - Disused Asset Audit (DMP Action: 3.1.1),
 - LGA facilities audit and upgrades (DMP Actions: 1.4.1, 1.4.2),
 - Collaboration with New England High Country (DMP Action: 3.2.3),
 - New England Rail Trail advocacy and branding (DMP Action: 4.1.2).
- **Geotourism and destination positioning**
 - GeoRegion investigation and development (DMP Actions: 4.4.1–4.4.3).

These actions reflect consistent delivery of Council’s core tourism functions. The completion tables confirm that the majority of marketing, promotion and partnership actions have been completed, with others recorded as ongoing, reflecting their nature as continuous delivery functions rather than one-off actions.

DMP ACTIONS TRANSITIONED TO CURRENT PLAN

As detailed in Annexure D, a number of actions have informed and been carried forward into the Destination Management Plan 2026–2030.

These include:

- Destination branding and marketing
 - Continued refinement of Glen Innes Highlands positioning and digital promotion.
- Visitor servicing and experience development
 - Ongoing improvements to visitor experience and length of stay.
- Tourism infrastructure and asset development

- Continued planning and prioritisation of key tourism assets.
- Event development and destination positioning
 - Expansion of events aligned to brand and visitor economy growth.
- Geotourism and GeoRegion positioning
 - Further development of geotourism as a key strategic direction.

These actions demonstrate a clear progression from the former plan into a more integrated and experience-led approach within the current Destination Management Plan.

DMP ACTIONS NOT COMPLETED

The limited number of actions recorded as **Not completed** in Annexure D are limited and relate to:

1. Digital platform and product development initiatives

Actions relating to the development of new digital platforms, including tourism itinerary and packaging tools, were not delivered as standalone outputs. The completion commentary identifies that while elements were explored, delivery was constrained by funding and resourcing, and these initiatives did not progress beyond investigation or partial development.

2. Large scale tourism infrastructure and asset-based development

Actions involving new or upgraded tourism infrastructure, or the activation of underutilised assets, were dependent on external funding, project feasibility and partnership delivery. The tables indicate these were either not progressed or remain ongoing due to their scale and reliance on capital investment.

3. Actions requiring broader coordination or formalised delivery models

Some actions, such as the disused asset audit and coordinated tourism product development, required cross functional or multi agency collaboration. The completion tables show these were explored or partially progressed, however not delivered as discrete, completed outputs within the strategy timeframe.

DMP STRATEGIC OUTCOME

The completion of DMP actions demonstrates a clear evolution in Council's approach to tourism, with a shift toward experience-led tourism, place-based delivery and GeoRegion positioning.

This reflects a maturing visitor economy framework, where delivery has progressed from individual initiatives to a more integrated and strategic approach embedded across Council operations.

KEY CONSIDERATIONS

Financial/Asset Management

This report is informational in nature and does not seek additional budget allocation. Implementation of previous strategy actions was delivered through existing operational budgets, grant funding, partnerships, and advocacy activities. No direct asset acquisition or disposal results from this report.

Policy

This report aligns with Council's Integrated Planning and Reporting Framework and supports good governance through transparent monitoring of adopted strategies. It demonstrates alignment between previous strategic documents and the newly adopted Economic Development Strategy and Destination Management Plan.

Risk

Nil.

Community Consultation

Community consultation informed both the original strategies and ongoing implementation through stakeholder engagement, industry collaboration, workshops, and ongoing interaction with local businesses, tourism operators, and community groups.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council's Delivery Program *Thriving and Connected Community* Strategy T1.2.1 Support, organise, facilitate and/or incubate community events and cultural activities. SRV

This report links to Council's Delivery Program *Prosperous and Diverse Economy* Strategy P1.1.1 Enable sustainable and regenerative economic practices through investment in circular economy models, renewable energy projects, local supply chains, and ethical business practices to future-proof the economy. SRV

This report links to Council's Delivery Program *Fit for the Future Infrastructure* Strategy 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. SRV

This report links to Council’s Delivery Program *Protected and Enhanced Environment Strategy* E1.3.1 Advocate for geotourism to create a regional point of difference aligned to transformative and nature-based travel trends and the holistic framework of the National Geotourism Strategy.

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

CONCLUSION

The former EDS and DMP have delivered strong and measurable outcomes across economic development and tourism.

The majority of actions have been completed or embedded into operations, with remaining actions clearly explained and either progressed or incorporated into current strategies.

The supporting annexures demonstrate that Council has actively implemented its adopted strategies while responding to funding constraints, external dependencies and evolving opportunities.

The current strategies build directly on this foundation, positioning Council to deliver more integrated, place-based and outcome-driven results.

ATTACHMENTS

- Annexure A Glen Innes Highlands Economic Development Strategy 2020 - 2040 and Action Plan 2020 - 2025
- Annexure B Glen Innes Highlands Destination Management Plan 2020 - 2025
- Annexure C Former EDS Action Completion Status Tables Report
- Annexure D Former DMP Action Completion Status Tables Report

REPORT TITLE: 7.18 GLEN INNES HIGHLANDS HUB QUARTERLY REPORT - OCT - DEC 2025

REPORT FROM: Place and Growth

PURPOSE

To provide Council with a quarterly progress update on the operation, utilisation and development of the Glen Innes Highlands Hub for the period 1 October to 31 December 2025, in accordance with Council’s resolution 16.09/25, including progress against the Temporary Marketing & Engagement Plan.

RECOMMENDATION

That Council notes the Highlands Hub Quarterly Progress Report for the period October–December 2025.

REPORT

BACKGROUND

The Glen Innes Highlands Hub is a collaborative workspace designed to support enterprise development, professional collaboration, training and community engagement. The Hub provides flexible workspace infrastructure including coworking desks, private offices, meeting rooms, boardroom and training room.

At its Ordinary Meeting, held 19 September 2025, Council resolved (16.09/25) to receive quarterly progress reports on the Hub for the duration of its operation and to strengthen reporting and performance measurement, including prioritised implementation of the Temporary Marketing & Engagement Plan and improved integration of booking system data.

A copy of the resolution is provided below overpage as **Figure 1**.

This report has been prepared to respond directly to that resolution for the reporting period October–December 2025.

Moved Cr T Alt Seconded Cr C Sparks

16.09/25 RESOLUTION

THAT Council:

1. Notes the strong progress achieved in implementing Resolution 8.03/25, with measurable outcomes across marketing, stakeholder engagement, staffing and facility improvements at the Highlands Hub.
2. Requests that quarterly progress reports on the Highlands Hub be provided to Council for the duration of its operation.
3. Sets strategic direction for the Temporary Marketing & Engagement Plan, and prioritise implementation before the next quarterly report, to:
 - a. Measure what matters with a simple KPI dashboard (utilisation, conversion, repeat use, yield) with clear baselines and definitions;
 - b. Tell a more impactful story online by adopting value propositions for key customer segments and reflecting these across the website and marketing channels;
 - c. Integrate the booking platform functions and leverage its capabilities to increase booking conversions and improve engagement.
4. Confirms any fee and charges will proceed through the 2026/27 Fees & Charges process and public exhibition.

A division was called for, voting on which was as follows:

<p>For</p> <p>Cr M Davis Cr C Sparks Cr T Alt Cr M Elphick Cr A Parsons Cr D Scott Cr A Vosper</p>	<p>Against</p> <p>Nil</p>
--	---------------------------

The division was declared carried by 7 votes to 0.

CARRIED

Figure 1 – Copy of Resolution 16.09/25

STRUCTURE OF THIS REPORT & PERFORMANCE SNAPSHOT

The structure of the report reflects the key matters identified in resolution 16.09/25, including utilisation of the Hub, performance indicators, marketing and engagement activity and progress against the Highlands Hub Temporary Marketing & Engagement Plan 2025/26 as follows:

- **Section 1** outlines operational use of the Hub supported by booking platform data.

- **Section 2** presents the KPI dashboard requested by Council, including indicators for utilisation, conversion, repeat use and yield.
- **Section 3** provides further analysis of utilisation and revenue performance during the reporting period.
- **Section 4** reports on marketing, engagement and partnership activity and provide a structured update on progress against the four pillars of the Temporary Marketing & Engagement Plan.
- **Sections 5 and 6** includes opportunities identified in the quarter for further development and facility / infrastructure works carried out during the period.

HIGHLANDS HUB PERFORMANCE SNAPSHOT – OCTOBER – DECEMBER 2025

As shown in **Table 1** below, the following indicators provide a high-level summary of Highlands Hub activity during the reporting period and demonstrate the level of utilisation, engagement and service delivery occurring through the facility.

Key Indicator	Q1 Jul-Sep 2025 (Baseline)	Q2 Oct-Dec 2025
Businesses / organisations utilising the Hub	~62	~74
Total bookings	136	163
Total booked hours	1,390.3	2,162.8
*Booking value generated	\$5,326.16	\$8,099.60
Invoiced income incl. GST	\$6,071.66	\$5,327.15

Table 1 – Highlands Hub Performance Snapshot – October – December 2025

These indicators demonstrate that the Highlands Hub continues to function as a professional meeting, training and service delivery facility supporting business activity, professional services and community engagement within the Glen Innes region. Further performance metrics including conversion activity, engagement outcomes and detailed utilisation indicators are provided in the KPI dashboard in Section 4 of this report.

Booking value represents the total value of bookings created during the reporting period, while invoiced income reflects bookings that have been invoiced and finalised in that period. It is important to report both measures as they serve different purposes. Booking value indicates total activity recorded through the platform, while invoiced income reflects realised revenue for the reporting period.

A review of system reports confirms that any variance is primarily due to invoicing timing (particularly late-period bookings), as well as credits, adjustments and bookings not yet invoiced within the quarter.

1. OPERATIONAL CONTEXT AND USE PATTERNS

This section outlines how Hub spaces were utilised during the reporting period based on Nexodus booking platform data (*please refer to **Annexure A** for aggregated Nexodus data extracts and supplementary metrics report*).

Data from the Nexodus booking platform indicates that the Hub is currently utilised primarily for meetings, training sessions, professional services and flexible workspace bookings.

The highest utilised resources during the reporting period were as follows:

Resource	Bookings	Hours	Booking Value
Switched On Training Room	24	127.5	\$3,245.50
Cloak Meeting Room	27	87.5	\$327.30
Labyrinth Meeting Room	19	80.5	\$267.20
Key Room	18	159.3	\$672.25
Gateway Boardroom	13	29.5	\$798.00
Hot Desk Work Desk	21	160.0	\$360.00
Book Room	3	881.0	\$901.60

The data indicates two clear usage patterns during the quarter.

Firstly, meeting rooms such as the Cloak Meeting Room and Labyrinth Meeting Room recorded frequent bookings with lower hours and lower booking values, indicating regular short duration use for meetings, consultations and appointments.

Secondly, spaces such as the Switched On Training Room and Book Room recorded materially higher hours or value, indicating longer duration bookings associated with workshops, training delivery and sustained professional use.

This is a positive operational indicator for Council, as it demonstrates that the Hub is supporting a mix of day-to-day activity and longer, higher value bookings. It also shows that the facility is being used for the types of purposes anticipated when the Hub was established, namely professional meetings, training, service delivery and collaborative workspace.

2. KPI DASHBOARD AND PERFORMANCE REPORTING

Consistent with Council Resolution 16.09/25, the following KPI dashboard (shown overpage in Table 2.1), provides a structured framework for monitoring Highlands Hub performance across reporting periods.

TABLE 2.1 – KPI Dashboard

KPI Category	Indicator	Oct-Dec 2024 Same Quarter Previous Year	Q1 Jul-Sep 2025 (Baseline)	Q2 Oct-Dec 2025	Commentary
Utilisation	Businesses / organisations utilising the Hub	~58	~62	~74	Demonstrates breadth of Hub users
Utilisation	Total bookings	136	136	163	Indicates regular facility use
Utilisation	Total booked hours	1,178.3	1,390.3	2,162.8	Reflects overall duration of Hub use
Utilisation	Coworking / workspace bookings	~20+	~25+	30+	Demonstrates demand for flexible workspace
Conversion	Organisations contacted / engaged	No Data Available	No Data Available	89	Engagement activity undertaken during period
Conversion	Confirmed bookings / usage outcomes	No Data Available	No Data Available	56	Direct utilisation outcomes from engagement
Conversion	Contact to booking conversion rate	No Data Available	No Data Available	~63%	Indicates strong engagement conversion
Yield	Booking value*	\$7,452.98	\$5,326.16	\$8,099.60	Total value of bookings generated
Yield	Invoiced income incl. GST	\$5,892.98	\$6,071.66	\$5,327.15	Gross invoiced revenue

For the purposes of this report:

- **Utilisation** is measured through bookings, booked hours and activity across Hub spaces.
- **Conversion** is measured through engagement activity resulting in confirmed bookings or use of the facility.
- **Yield** is measured through both booking value and invoiced income.
- **Repeat use** is relevant to the reporting framework, although further refinement of repeat client reporting through the booking platform remains ongoing.

KPI Dashboard – Interpretation:

The KPI results for the October to December 2025 quarter demonstrate strong growth in utilisation compared to both the previous quarter and the same quarter in the previous year. Total booked hours increased from 1,178.3 hours in October–December 2024 to 2,162.8 hours in the current reporting period, representing an increase of approximately 84%. This indicates a material uplift in utilisation intensity, with the Hub being used more frequently and for longer duration bookings.

Growth in the number of businesses and organisations utilising the Hub, together with an increase in coworking and flexible workspace bookings, indicates expanding awareness and repeat use of the facility. Conversion data further demonstrates that engagement activity is translating into confirmed bookings, with approximately 63% of contacted organisations progressing to Hub use.

3. UTILISATION AND REVENUE ANALYSIS

This section provides a summary of monthly booking activity and invoiced income for the reporting period.

TABLE 3.1 - Monthly Activity

Month	Bookings	Hours	Booking Value	Total Invoiced
October 2025	40	683.3	\$2,349.75	\$242.86
November 2025	64	623.8	\$2,938.95	\$3,135.58
December 2025	59	855.8	\$2,810.90	\$1,948.71
Total	163	2,162.8	\$8,099.60	\$5,327.15

TABLE 3.2 - Quarter Comparison

Metric	Oct–Dec 2024 Same Quarter Previous Year	Q1 Jul–Sep 2025 (Baseline)	Q2 Oct–Dec 2025
Total bookings	136	136	163
Total booked hours	1,178.3	1,390.3	2,162.8
Booking value*	\$7,452.98	\$5,326.16	\$8,099.60
Invoiced income incl. GST	\$5,892.98	\$6,071.66	\$5,327.15

Utilisation and Revenue Analysis – Interpretation:

The October to December 2025 quarter demonstrates strong growth in Highlands Hub utilisation across all key indicators. Total bookings increased to 163 (up from 136 in both the previous quarter and the same period last year), while total booked hours rose significantly to 2,162.8 hours – an increase of approximately 56% from Q1 and 84% year on year. This reflects both increased frequency of use and a shift toward longer duration bookings.

Monthly trends show differing usage patterns, with November recording the highest number of bookings and December the highest number of booked hours. This indicates a transition from higher turnover, shorter bookings earlier in the quarter to longer, more intensive use later in the period, consistent with training, workshops and extended professional use.

Booking value increased to \$8,099.60, reflecting higher activity levels. However, invoiced income totalled \$5,327.15 (including GST), lower than both the previous quarter and the same period in 2024. This reflects the timing of invoicing, credits and adjustments, as well as the current pricing structure.

From an economic perspective, demand for the facility is strengthening, with utilisation growth outpacing revenue growth. This is typical of a facility in an early to maturing phase, where increased awareness and usage precede optimisation of pricing and revenue capture. The continued growth in booked hours indicates the Hub is becoming embedded as a functional workspace and service delivery location within the local economy.

Marketing, Engagement and Digital Performance

This section summarises marketing, engagement and digital activity undertaken during the reporting period and the outcomes generated from that activity.

TABLE 3.3 - Engagement Outcomes

Engagement Metric	Result
Organisations / professionals contacted or engaged	89
Confirmed bookings or usage outcomes	56
Contact to booking conversion rate	~63%

The conversion rate indicates that engagement activity undertaken during the quarter is translating into confirmed use of the Hub.

TABLE 3.4 - Hub Activity Mix

Activity Type	Estimated Activity Level
Community meetings	10+
Professional service sessions	20–25
Training workshops	8–12
Coworking / flexible workspace bookings	30+

These figures demonstrate that the Hub continues to support a mix of professional services, training activity, business meetings and flexible workspace use.

Digital Engagement

Facebook analytics for the reporting period recorded approximately:

- 10,646 views,
- 107 interactions,
- 72 reactions,
- 12 shares, and
- 23 comments.

Digital Engagement - Interpretation

The digital engagement (Facebook analytics) data (**Annexure B**) indicates that:

- promotional activity is reaching beyond existing audiences, with approximately 69% of views generated from non-followers,
- photo-based content is the primary driver of engagement, and
- there is opportunity to increase video and dynamic content to improve engagement further.

These results support the broader utilisation trends observed during the reporting period, indicating that increased awareness is contributing to increased use of the Hub. This aligns with the objectives of the Highlands Hub Temporary Marketing & Engagement Plan, which focuses on increasing awareness, strengthening partnerships and improving utilisation of the facility.

4. TEMPORARY MARKETING & ENGAGEMENT PLAN IMPLEMENTATION UPDATE

The Highlands Hub Temporary Marketing & Engagement Plan 2025–26 (*refer Annexure D*) provides the strategic framework for promoting, activating and strengthening utilisation of the Highlands Hub.

The Plan is structured around four strategic pillars:

- Branding & Positioning,
- Digital Presence & Content,
- Community & Business Engagement / Partnerships, and
- Sustainability & Growth.

Table 4.1 (overpage) provides a direct status update against the specific actions scheduled for the October–December 2025 period within the Plan.

Of the 17 actions scheduled for the October–December implementation period, two have been completed, eight are progressing, four are in early stages of development and three are scheduled for delivery in the next phase of the Plan.

TABLE 4.1 – Marketing & Engagement Plan Implementation Status
(Actions scheduled for October–December 2025)

Pillar	Action from Marketing Plan	Progress During Reporting Period	Status
Branding & Positioning	Prepare case studies for local media	Six case studies of Highlands Hub users and activities were developed. These document examples of businesses, service providers and organisations utilising the Hub for meetings, training, collaboration and professional services. The case studies provide material for future media stories and digital promotion.	Completed
	Undertake brand audit and marketing collateral tidy-up	Marketing imagery was refreshed and additional photography was obtained for website and promotional use. Reporting documentation and communications relating to the Hub were also improved to strengthen positioning of the facility as an economic development and collaboration space.	Progressing
Digital Presence & Content	Deliver social media reels and member stories campaign	Hub activities have continued to be promoted through Council communication channels and community engagement activities. Digital promotion has occurred intermittently through existing Council platforms while further social media content planning is being developed.	Partially completed

Pillar	Action from Marketing Plan	Progress During Reporting Period	Status
	Undertake SEO improvements and booking user experience checks	The Hub booking platform continues to operate as the primary interface for enquiries and reservations. Ongoing internal review of the system has been undertaken to improve enquiry tracking, booking management and reporting capability.	Progressing
	Deliver monthly newsletters and basic campaign testing	A newsletter template has been developed to support stakeholder communications. Regular monthly newsletters had not yet commenced during the reporting period.	In development
Community & Business Engagement / Partnerships	Deliver second Highlands Hub Open Day	A formal Open Day was not delivered during the reporting period. However, the Hub was used for several engagement activities, including planning workshops associated with Christmas in the Highlands which increased awareness of the facility among local businesses and community organisations.	Partially delivered
	Commence workshop and networking session program	The Hub hosted multiple training workshops, professional meetings and service delivery sessions during the period, including consulting services and community meetings. While these activities occurred, a structured workshop and networking program has not yet been fully implemented.	Progressing
	Schedule free or low-cost coworking days	Informal coworking access has occurred through existing bookings. A structured program of promotional coworking days has not yet been formally implemented.	Not yet implemented
	Continue targeted marketing and publish survey insights	Ongoing engagement with businesses, service providers and organisations has occurred through direct outreach and use of the Hub for meetings and consultations. Survey work to identify user needs is planned but had not been finalised during the reporting period. This is on track to be completed by next period however.	Progressing

Item 7.18

Pillar	Action from Marketing Plan	Progress During Reporting Period	Status
	Draft MOUs with priority partners and commence partnership planning	Engagement with allied health providers and visiting services has occurred, with several utilising the Hub for service delivery and consultations. Formal partnership agreements are yet to be finalised.	Progressing
	Launch cross-promotion with accommodation providers	Initial discussions regarding cross-promotion opportunities have occurred. Formal cross-promotion arrangements were not finalised during the reporting period.	Early stages
Sustainability & Growth	Design premium services including hosted training and facilitated events	Concept development has commenced for hosted training and enterprise programs. These initiatives are intended to be implemented in later phases of the Plan.	Early stages
	Design corporate and community packages	Corporate and Community pricing for some rooms / areas is included within the pricing strategy review (Appendix D)	Completed
	Design membership and loyalty offers for repeat clients	Membership-style offerings are being explored as part of longer-term sustainability planning for the Hub, however as discounts for week / month hiring has been incorporated into the pricing strategy, full review and any proposed changes will be held over to 27/28.	Early stages
	Commence engagement to establish revenue-based partnerships	Engagement with allied health providers and service organisations has increased, with some utilising the Hub for consultations and meetings. Formal revenue partnership arrangements are yet to be established.	Progressing
	Identify grants and sponsorship opportunities	Council continues to monitor grant opportunities that may support programming and equipment associated with the Hub.	Ongoing
	Prepare pricing review for	A full review of Highlands Hub pricing has been completed and prepared for consideration through	Completed

Pillar	Action from Marketing Plan	Progress During Reporting Period	Status
	2026/27 Fees and Charges	the 2026/27 Fees and Charges process. The review establishes a tiered pricing model to support improved revenue sustainability while maintaining community accessibility. Please refer to Appendix C for a copy of the pricing review report.	

Implementation Commentary

Implementation of the Temporary Marketing & Engagement Plan is progressing across all four pillars, with key actions completed or underway.

The completion of the Highlands Hub Pricing Review for the 2026/27 Fees and Charges process (refer **Annexure C**) is a key milestone, providing a structured pricing model to better align utilisation with revenue while maintaining accessibility.

Utilisation and engagement have continued to increase, with the Hub supporting a growing mix of businesses, service providers and community organisations. Increased use by allied health and visiting services further reinforces the Hub’s role in local service delivery.

Brand positioning and promotion have progressed through updated marketing materials, new photography and development of user case studies.

Several initiatives remain in early stages, including structured programming, partnerships, newsletters and membership offerings, and will be progressed in the next phase.

Overall, implementation is progressing as expected and supporting the Hub’s continued development as a key economic and collaboration space.

5. OPPORTUNITIES FOR FURTHER DEVELOPMENT

Opportunities identified through the reporting period include:

- expanding workshops, networking sessions and training programs,
- continuing development of case studies and promotional content,
- progressing partnerships with education providers and service organisations, and
- further leveraging booking platform data to improve utilisation and conversion outcomes.

These opportunities align with the Temporary Marketing & Engagement Plan and will inform ongoing refinement of the Hub’s operating model.

6. FACILITY MAINTENANCE AND IMPROVEMENTS

The following improvements were completed during the reporting period:

- installation of an exhaust fan to improve ventilation in an internal office following user feedback, and
- rectification of roof and water ingress issues by the building owner.

These works, while minor, contribute to maintaining a functional, professional and user-ready facility.

KEY CONSIDERATIONS

Financial / Asset Management

The Hub generated **\$5,327.15 including GST** during the reporting period.

Financial performance will continue to be monitored alongside utilisation, engagement and economic development outcomes and reported quarterly to Council. The completed pricing review provides an important framework for Council's consideration of proposed Hub pricing in the 2026/27 Fees and Charges process.

Policy

Nil.

Risk

Key risks relate to awareness, utilisation levels, revenue performance and longer-term financial sustainability.

Implementation of the Temporary Marketing & Engagement Plan, improved booking data and the completed pricing review will assist Council in continuing to manage these matters. Further refinement of repeat use reporting and quarter specific digital metrics will strengthen future monitoring.

Community Consultation

Nil specific to this report.

Options

Council may:

1. Note the contents of this report (**this is the preferred option**).
2. Request further refinement of performance indicators in future reports.

CONCLUSION

The Glen Innes Highlands Hub continues to demonstrate strong performance as a key economic and community facility. During the October to December 2025 quarter, the Hub recorded 163 bookings and 2,162.8 booked hours, representing a significant increase in utilisation compared to previous periods.

The facility supported approximately 74 businesses and organisations, with activity spanning meetings, training, professional services and flexible workspace use. Booking value reached \$8,099.60, reflecting growing demand and increased use of the facility.

Implementation of the Temporary Marketing & Engagement Plan is supporting this growth, while the completed pricing review provides a clear pathway to improving revenue performance and long-term sustainability.

Overall, the results indicate that the Hub is becoming an increasingly well-utilised and valued facility, supporting business activity, service delivery and community outcomes across the Glen Innes region. It does need to be acknowledged however that there is still significant scope to increase the utilisation.

ATTACHMENTS

Annexure A	Nexodus Aggregated Data & Supplementary Metrics
Annexure B	Facebook Analytics Report Oct 25 - Dec 25
Annexure C	Highlands Hub Pricing Review Report (2026 - 2027)
Annexure D	Highlands Hub Temporary Marketing Strategy

REPORT TITLE: 7.19 DRAFT ROAD, BRIDGE AND PLACE NAMING POLICY

REPORT FROM: Infrastructure Services

PURPOSE

The purpose of this report is to present Council with the Draft Road, Bridge and Place Naming Policy.

RECOMMENDATION

THAT:

- 1. Council approves for the Draft Road, Bridge and Place Naming Policy to be placed on public exhibition for 28 days from Monday, 23 February 2026.***
- 2. Council displays the Draft Road, Bridge and Place Naming Policy on Council's website, and that it be made available for viewing at the following locations:***
 - Council's Town Hall Office, and***
 - The Village Post Offices at Deepwater and Emmaville.***
- 3. A further report to Council be prepared after the exhibition period in the event of Council receiving any substantive submissions regarding the Draft Road, Bridge and Place Naming Policy; otherwise, that the Draft Road, Bridge and Place Naming Policy be adopted by Council.***
- 4. The 2021 Roads Consultative Committee recommendation and subsequent Council resolution (28.01/22) is to be rescinded, and the new policy is to be applied to the naming of the Shannon Vale Road bridge over the Mann River.***

REPORT

At present, Council has no formal policy framework or procedural guidelines for the naming of roads, bridges, or places within the **Local Government Area (LGA)**. Many councils have a formal policy to provide a framework, transparency and procedural fairness.

The proposed policy would provide Council with a consistent, transparent, and equitable approach to naming requests, ensuring community engagement and reducing the likelihood for disputes and dissatisfaction.

Previously an ad hoc and potentially inconsistent process was being followed via the Roads Consultative Committee that at times raised questions around consultation and transparency. This new policy, if adopted, will ensure that reoccurrence of these will not occur.

In November 2021, under the recommendation of the Roads Consultative Committee, Council endorsed the naming of a newly constructed bridge over the Mann River on Shannon Vale Road as “Dowling Bridge.” The name was proposed by local landowner and resident, Mr. Peter Dowling. Following the installation of signage, significant concern and dissatisfaction arose within the Shannon Vale community. Several residents contacted Council questioning the process, citing a lack of open community consultation or an **Expression of Interest (EOI)** process prior to the endorsement. Community discontent was further demonstrated by the immediate removal of the installed bridge signage by a unknown member of the community. To date, the “Dowling Bridge” sign has not been replaced, due to the community sentiment and the likelihood of the sign being removed or vandalised again. Application of the new policy in this instance would avoid this controversy.

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

The policy provides clear scope for approved naming conventions when it comes to roads, bridges and places and how this information is applied to records and communicated with the wider community to offer transparency and an appropriate procedure to explain the process how residents can lodge an application for a road, bridge or place name suggestion.

Risk

The policy mitigates the risk to naming Roads, Bridges and Places in the Glen Innes Severn LGA and provides consistent guidelines for developers, the community and Council when allocating new road names, or re-naming existing roads; allocating bridge names and allocating place names; and to ensure that names are allocated that will stand the test of time or are of local or historical significance.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The proposed Policy would provide Council with a consistent, transparent, and equitable approach to naming requests, ensuring community engagement and reducing the risk of controversy, and will ensure that names are allocated that will stand the test of time or are of local or historical significance.

ATTACHMENTS

Annexure A Draft Road, Bridge and Placed Naming Policy

REPORT TITLE: 7.20 GLEN ELGIN SPORTSGROUNDS PLAN OF MANAGEMENT FOR PUBLIC EXHIBITION

REPORT FROM: Infrastructure Services

PURPOSE

The purpose of this report is to present Council with the *Draft Glen Elgin Sports Grounds Plan of Management*, for public hearing (**Annexure A**).

RECOMMENDATION

THAT Council:

- 1. Resolves to hold a public hearing in accordance with section 40A of the Local Government Act 1993 in respect of the Draft Glen Elgin Sports Grounds Plan of Management; and***
- 2. Authorises the General Manager to arrange and publicly notify the public hearing, including fixing the date, time and venue; and***
- 3. Requests that a further report be prepared to Council after the public hearing, in the event of Council receiving any substantial submissions regarding the Draft Glen Elgin Sports Grounds Plan of Management; otherwise, that the Draft Glen Elgin Sports Grounds Plan of Management be adopted by Council.***

REPORT

In 2023 discussions were held about the future of the Section 355 Committee of Council known as the Glen Elgin Federation Sports Committee, and associated land at 1072 Glen Elgin Road, also known as the Glen Elgin Sports Grounds (the Grounds). It was discussed with the committee that the Section 355 committee be disbanded, and the grounds returned to the previous owner who effectively donated the land for the purpose.

The primary reason for this is to remove liability from Council with regard to horse events that may be seen to be run by a committee of Council, when this function is not within the delegations of the committee or covered by Council's insurance policies.

The Grounds were originally purchased by the Severn Shire Council from Beverley Cheers on 11 November 1999 for the nominal price of \$1. Having been used by the group for many years, and due to the pressure arising from the large insurance costs to use as an equestrian sportsground, an arrangement was made for the owner to sell the land to Council as Community Land and install a Section 355 Committee of Council to manage the future use of the Grounds.

The intention behind the sale contract was for the Grounds to continue to be used as a camp draft facility for as long as interest existed. An option to resell the land back to the vendor at a peppercorn price was included in the contract.

The wording of this contract has, however, proven to be problematic as Community Land cannot lawfully be sold.

The land had been incorrectly identified as Operational Land in Council records (but not in the Local Environment Plan (LEP) and, as such, a **Plan of Management (PoM)** (Annexure A) has not previously been prepared.

In the absence of the option to exercise the resale clause, it was proposed that the Section 355 committee be wound up and become a new community group, using the grounds under a lease arrangement. It should be noted that the PoM was drafted to allow for either that proposed option, or for the existing arrangements under a Section 355 committee.

A PoM outlines the categories and purposes that Community Land serves and authorises certain activities on the land in question. In particular, a PoM is required if the land is to be leased. Given the inability to exercise the resale clause in the original contract, and horse sports not being permitted to be run by a Section 355 committee, leasing the site to a new entity is now the most pragmatic pathway to lawfully continue the current use of the site.

The draft Glen Elgin Sports Grounds Plan of Management was publicly exhibited from 2 November to 29 November 2023 in accordance with section 38 of the *Local Government Act 1993*. No submissions were received during the exhibition period.

While some time has elapsed since exhibition, the draft Plan has not been materially amended since that time, and there have been no changes to land categorisation, permitted uses, lease or licence authorisations, or management objectives. In these circumstances and noting the Act does not prescribe a specific timeframe between exhibition and adoption, it is considered appropriate and lawful for Council to rely on the outcomes of the 2023 exhibition and proceed to determine the Plan without further public exhibition.

As the PoM is categorising the Community Land for the first time, under Section 40A of the *Local Government Act 1993*, a public hearing must be held.

Due to the uncertainty regarding Council's insurance adequately covering the use of the Glen Elgin Sportsground, namely horse sports, the public hearing for the draft Plan of Management was placed on hold. The insurance issue has now been resolved with the current Council 355 committee being wound up and a new community group proposing to lease the grounds so that horse events can continue to be held. With this change a public hearing can now be held after which Council may decide to amend the draft plan or adopt it without amendment.

KEY CONSIDERATIONS

Financial/Asset Management

Council has received a quote from Locale Consulting for the cost of holding the public hearing. The quoted cost is \$2,500 plus GST.

Policy

The issues surrounding the drafting, public display, hearing, and adoption of a PoM comes under the *LG Act*:

- All Community Land managed by Council must have a PoM (Sec 36),
- A PoM must categorise the land and its management must conform with the objectives of the categorisation (Sec 36A-36N),
- Before adoption, public notice of a draft PoM must last a minimum period of 28 days with 42 days after the date on which the draft plan is placed on public exhibition allowed for public submissions (Sec 38),
- As this PoM effects a new categorisation of Community Land under the *LG Act Sec 36(4)*, a public hearing is required to be held after the public exhibition time period and before the final adoption by Council (Sec 40A), this allows an opportunity for the community to hold a public discussion and put forth questions, and
- After community consultation is held and reviewed, Council may adopt the final PoM (Sec 40).

Risk

Without a PoM in place, Council incurs a risk of being non-compliant with legislation.

Community Consultation

Glen Elgin Federation Committee Representatives.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

To comply with legislation, Council must continue to develop and review PoM for all Community Land under its management. As there is no current PoM in place for this land, a site-specific PoM has been prepared for urgent adoption once the Public Hearing has been completed.

ATTACHMENTS

Annexure A Draft Plan of Management Glen Elgin Sports Grounds

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

REPORT TITLE: 8.1 QUESTION WITH NOTICE - LIFE CHOICES - SUPPORT SERVICES FINANCIAL PERFORMANCE

REPORT FROM: Councillors

On 12 March 2026, Councillor Scott submitted the following question with notice to the General Manager:

In relation to the Life Choices Support Services program, can the General Manager provide:

- *a detailed profit and loss statement for 2024–2025,*
- *what is the gross operating turnover of the Life Choices program, and has Council assessed whether it triggers the competitive neutrality reporting threshold?*
- *A table showing the numbers of:*
 - *clients, FTE staff and fleet vehicles in the last 3 financial years.*
 - *the direct cost of insurance and superannuation attributed to this business.*
- *a breakdown of revenue sources (from NDIS, grants, and other sources), operating expenditure, and any subsidies from Council including cross-subsidisation from general rates or reserves, and*
- *the projected financial performance for 2025–2026 and the net surplus or deficit, including whether the program is expected to operate on a commercially sustainable basis moving forward into FY2025-26?*

Officer response:

LCSS is a Council-operated community service delivering aged care and disability support services, including services funded through the National Disability Insurance Scheme (NDIS), Commonwealth aged care programs, and other grants and user-pay arrangements. The program operates within a regulated environment and is subject to both financial and service delivery oversight requirements.

Financial Reporting at Program Level

Council's financial statements and Annual Report are prepared in accordance with legislative and accounting requirements. Consistent with those requirements:

- Council does not report financial performance at an individual service or program level, except where activities are formally declared business activities, and
- There is no existing published profit and loss statement, turnover disclosure, or cost attribution for Life Choices Support Services.

Neither the *Local Government Act 1993* nor the *Local Government (General) Regulation 2021* requires Council to prepare or publish program-level profit and loss statements for non-declared activities.

The information sought in the Question with Notice would require the extraction and compilation of internal management information, rather than disclosure of existing public or audited material.

Competitive Neutrality Considerations

LCSS has not been declared as a Category 1 or Category 2 business activity under the NSW competitive neutrality framework and has not been reported as such in Council's Annual Report.

Under the NSW Treasury Policy Statement on the Application of Competitive Neutrality (TPP02-1), competitive neutrality is intended to apply where a government entity is undertaking a significant business activity and where non-application could reasonably be expected to materially distort competition.

Having regard to the criteria set out in TPP02-1, LCSS has historically been treated as a Council community service, rather than a commercial business activity. In particular, the service:

- is delivered primarily to meet social and community objectives,
- operates within highly regulated funding and pricing frameworks (including NDIS and aged care),
- does not operate with commercial pricing discretion or profit-seeking intent, and
- has historically been governed, budgeted, and reported as part of Council's community services function.

Although LCSS operates in a contestable environment, contestability alone does not determine whether an activity is required to be declared for competitive neutrality purposes. On the information available to date, the service has not previously been assessed as meeting the threshold of a significant business activity requiring formal declaration.

The treatment of LCSS as a non-declared activity has not been raised as an issue in internal or external audit reporting to Council.

Disclosure in Open Council vs Closed Forum

Under the Code of Meeting Practice, open Council meetings are intended for matters appropriate for public consideration. Detailed internal financial performance information, including cost attribution and forward projections for non-declared activities:

- is not reported publicly in Council's financial statements,
- may involve commercially sensitive information, and
- is appropriately treated as commercial-in-confidence to Council.

For these reasons, detailed financial performance information for LCSS would not be disclosed in open Council. Any such information, once compiled, should be provided to councillors through a briefing, workshop, or confidential session, subject to confidentiality obligations.

ATTACHMENTS

There are no annexures to this report.

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Councillor updates from the General Manager,
- Australia and New Zealand National Council (AFAC) - Seasonal Bushfire Outlook,
- Country Mayors Association – Little Wings,
- Local Government NSW – newsletter,
- Member for Northern Tablelands, Mr Brendan Moylan MP – weekly reports,
- NSW Department of Customer Service – NSW Women’s Week,
- NSW Health Department – Glen Innes Hospital Redevelopment, and
- Office of Local Government – monthly newsletter.

Press Releases

- Country Mayors Association of NSW, and
- Member for Northern Tablelands, Mr Brendan Moylan MP.

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

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

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A Australia Day Committee - 4/02/26
Annexure B Glencoe Hall Committee - 7/02/26
Annexure C Library Committee - 17/02/26

Item 9.2

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

REPORT FROM: General Manager's Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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

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

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

5.09/25 RESOLUTION

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

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

Date	Committee	Councillor Delegate	Attendance
3.2.26	Glen Innes & District Community Centre Inc.	Cr C Sparks	Yes
4.2.26	Australia Day Committee	Cr A Parsons	No
7.2.26	Glencoe Hall Committee AGM	Cr M Elphick	Yes
11.2.26	Glen Innes Saleyard Advisory Committee	Cr M Davis Cr T Alt	Yes Apology
11.2.26	Public Art Advisory Group	Cr M Davis Cr C Sparks	Apology Yes
17.2.26	Glen Innes Severn Library Committee AGM	Cr M Davis Cr A Vosper	Apology Yes
18.2.26	Australian Standing Stones Management Board	Cr M Davis	Apology
19.2.26	Emmaville Mining Museum Committee AGM	Cr T Alt Cr A Vosper*	Apology Yes
23.2.26	Aboriginal Consultative Committee AGM	Cr M Davis Cr C Sparks	Yes Yes
25.2.26	Emmaville War Memorial Hall Committee AGM (no quorum)	Cr T Alt	Yes
26.2.26	Audit, Risk and Improvement Committee meeting of members with Auditor	Cr M Elphick	Yes
27.2.26	GLENRAC	Cr M Elphick	Yes

*Delegate for Cr Alt

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Manual for Community Committees of Council.

Risk

Nil.

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

11 MATTERS OF AN URGENT NATURE

12 CONFIDENTIAL MATTERS

CLOSED COUNCIL

To consider Confidential Reports

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

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

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

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

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

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

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

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

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

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

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

RECOMMENDATION

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

<i>Item</i>	<i>Report</i>	<i>Reason</i>
12.1	<i>Land Purchase</i>	<i>(d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.</i>
12.2	<i>Deepwater Railway Station Expressions of Interest</i>	<i>(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.</i>
12.3	<i>General Manager Performance Review for 2025</i>	<i>(a) personnel matters concerning particular individuals (other than councillors).</i>

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

RECOMMENDATION

That Council moves out of Closed Council into Open Council.

RECOMMENDATION

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