

Glen Innes Severn Council Meeting

25 MARCH 2026

ANNEXURES

Annexures

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Action Sheets Report

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27/06/2024	7.14	Derry Place Road Closure	<p>15.06/24 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Proceeds to close the road corridor that holds Derry Place. Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street. Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer. <p>CARRIED</p>	31/03/2026	Woods, Colin	<p>16 Jul 2024 2:16pm Reid, Adam Due to illness of Property Officer, this has not progressed. Notification to service providers to be issued</p> <p>16 Jul 2024 2:18pm Reid, Adam - Target Date Revision Target date changed by Reid, Adam from 11 July 2024 to 31 January 2025 - Time required for process of road closure</p> <p>07 Aug 2024 11:24am Reid, Adam Notification period set for 15 August 2024 to 12 September 2024</p> <p>15 Aug 2024 2:54pm Reid, Adam Notification sent to all notifiable authorities, adjoining land holders, local newspapers, and Council website on 15 August 2024 for a period of 28 days</p> <p>18 Oct 2024 1:52pm Reid, Adam New England Surveying and Engineering have been engaged to complete the road closure on behalf of Council in tandem with the land owners subdivision plans. Negotiations surrounding the payment to Council for the land to be acquired and exchanged will be held at the time of subdivision</p> <p>04 Nov 2024 3:02pm Reid, Adam Property Officer awaiting quote for closure of road corridor to on bill to Land owners</p> <p>03 Jan 2025 1:53pm Reid, Adam Property Officer waiting on confirmation of payment for the oncost for survey works</p> <p>21 Jan 2025 3:33pm Reid, Adam Received payment from Allcrete on 20/01/2025. Notification sent to New England Surveying and Engineering to begin process.</p> <p>21 Jan 2025 4:03pm Reid, Adam - Target Date Revision Target date changed by Reid, Adam from 31 January 2025 to 30 June 2025 - Payment received to start survey work received 20/01/2025</p> <p>10 Feb 2025 8:36am Duffell, Debbie - Reallocation Action reassigned to Hunt, David by Duffell, Debbie - Resignation of Officer.</p>

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

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						<p>amounts required for the transfer of land. Action still progressing.</p> <p>19 Nov 2025 8:11am Hunt, David - Reallocation Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p>03 Dec 2025 8:17am Woods, Colin - Target Date Revision Target date changed by Woods, Colin from 31 December 2025 to 31 January 2026 - Currently with the design team</p> <p>05 Feb 2026 8:21am Woods, Colin Design Team is currently finalizing plans for Cul-de-sac. Once this is done, the process of preparing for public consultation will commence.</p> <p>12 Feb 2026 8:05am Woods, Colin - Target Date Revision Target date changed by Woods, Colin from 31 January 2026 to 31 March 2026 - Waiting to formalise public exhibition.</p>
28/11/2024	12.1	Purchase of Property	<p>24.11/24 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report. Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land. Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all associated and necessary disbursements, fees and duties. Raises the total loan borrowings of \$6,000,000 staged as required over a 2-year period commencing in the current financial year to fund the purchase and the necessary works to 	30/06/2027	Smith, Bernard	<p>11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve.</p> <p>15 May 2025 2:35pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 01 June 2025 to 31 December 2026 - Resolution includes raising the borrowings for the total project, this will occur in 2 loans and the second will not be raised until mid 2026.</p> <p>15 May 2025 2:40pm Smith, Bernard Sale contract finalised within 4 weeks, includes provisions relating to carpark design, works funded by vendor, other works to be undertaken by vendor., Brief for internal fitout design to be issued with 4 week., Draft plan of subdivision being prepared.</p> <p>10 Jun 2025 3:40pm Smith, Bernard Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised.</p> <p>21 Aug 2025 12:25pm Smith, Bernard Negotiations have been protracted however contract should be signed by the end of August</p> <p>18 Sep 2025 1:22pm Smith, Bernard</p>

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			<p>complete the project.</p> <p>5. Gives public notice of its intentions to classify the land as Operational Land in accordance with the provisions of Section 34 of the <i>Local Government Act 1993</i> and that submissions be received for a minimum period of 28 days closing at 4:00pm on 24 January 2025.</p> <p>6. That, if no objecting submissions are received, Council classifies the property being land owned by the Council that is shown as Lot 1 on Plan B as Operational Land in accordance with Section 31 of the <i>Local Government Act 1993</i>.</p> <p>7. Notes that the land currently used for carparking is to continue in that form.</p> <p>CARRIED</p>			<p>Negotiations still underway and very protracted regarding a range of matters.</p> <p>03 Nov 2025 11:42am Smith, Bernard</p> <p>Contract of sale signed in October, tender for design to be awarded at the November meeting</p> <p>08 Dec 2025 10:03am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 31 December 2026 to 30 June 2027 - Second round of borrowings will not occur until well into 2026</p> <p>30 Jan 2026 4:28pm Smith, Bernard</p> <p>Contract of sale entered into, design is progressing, vendor has to complete a number of actions including the subdivision of the land.</p> <p>18 Mar 2026 2:41pm Smith, Bernard</p> <p>Nothing further to add to the previous update.</p>
28/11/2024	9.5	Petition for Street Surveillance in the Central Business District	<p>21.11/24 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Receives and notes the petition. Notes the allocation in the current budget for CCTV for Council assets. Continues to apply for external funding. Works with the community to encourage property owners to install CCTV on their own premises. Develops a Public Safety and Asset Protection CCTV Strategy incorporating Council installed cameras, mobile cameras, lighting, and property owner installed cameras. Expresses its extreme concern regarding the impact on the community of crime particularly in public areas and makes a commitment to address the issue as much as possible, and that the General Manager be requested to bring back a comprehensive report to Council regarding the matter. 	30/05/2026	Sheridan, Riarna	<p>02 Dec 2024 3:52pm Smith, Bernard - Reallocation</p> <p>Action reassigned to Burley, Gayleen by Smith, Bernard - Leave it to you Gayleen to refer. Suggest a staged approach with a report to the February Workshop</p> <p>10 Dec 2024 4:34pm Burley, Gayleen - Reallocation</p> <p>Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV</p> <p>12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision</p> <p>Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise.</p> <p>15 May 2025 8:52am Duffell, Debbie - Reallocation</p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p>16 May 2025 11:23am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 27 June 2025 to 29 August 2025 - Progress is continuing in line with the resolution, with significant upgrades to Council's CCTV network scheduled to commence between late May and early June 2025. These works are being delivered within the allocated \$50,000 budget for the current financial year and include the installation of 16 new cameras in the</p>

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			<p>7. Notes the information presented to the meeting by Cr D Scott.</p> <p>CARRIED</p>			<p>CBD between Bourke and Meade Streets, 13 new cameras and system upgrades at the Town Hall, and the first-ever installation of CCTV at ANZAC Park.</p> <p>Development of the Public Safety and Asset Protection Strategy is also progressing internally, with initial scoping underway. A draft strategy is expected to be prepared for review by 29 August 2025.</p> <p>06 Jun 2025 8:35am Sheridan, Riarna</p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets), and 13 new cameras along with system upgrades at the Town Hall are on track to be installed by 30 June 2025. The Public Safety and Asset Protection Strategy also remains on track for preparation and review by 29 August 2025.</p> <p>10 Jul 2025 8:17pm Sheridan, Riarna</p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras along with system upgrades at the Town Hall are expected to be completed by 30 July. The Public Safety and Asset Protection Strategy remains on track for preparation and review by 29 August 2025.</p> <p>10 Aug 2025 6:54pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 29 August 2025 to 30 October 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall was delayed due to contractor illness and then weather, but is now continuing. The contractor has confirmed all works will be completed by the end of August at the latest.</p> <p>The Public Safety and Asset Protection (CCTV) Strategy has been paused to ensure it fully incorporates the upgraded infrastructure, aligns with community safety priorities and reflects best practice.</p> <p>17 Sep 2025 4:46pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 19 December 2025 - Progress continues in accordance with the Council</p>

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						<p>resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall has been completed and key staff trained in the use of the new system.</p> <p>A draft of the Public Safety and Asset Protection (CCTV) Strategy is now anticipated to be completed by December 2025 due to changes in staffing responsible for completion of the strategy.</p> <p>07 Oct 2025 8:43pm Sheridan, Riarna</p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station. Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is anticipated by December 2025 following staffing changes.</p> <p>13 Nov 2025 2:06pm Sheridan, Riarna</p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station - awaiting quotations. Still awaiting Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is still anticipated by December 2025 following staffing changes.</p> <p>06 Dec 2025 3:21pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Quotations for Stage 2 of the Grey Street CCTV upgrade have been received and are now being assessed, with a preferred supplier expected to be selected prior to 19 December 2025 and upgrade works to commence early in 2026.</p> <p>NSW Police are yet to provide a template Memorandum of Understanding used by other councils, which is required to inform the development of a local CCTV viewing agreement.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy has been completed and will be presented to Council at its February 2026 meeting following the standard internal review process. This internal review could not be finalised in time for inclusion in the December</p>

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						<p>agenda due to the meeting being brought forward by one week and competing operational priorities within existing staff capacity.</p> <p>12 Feb 2026 8:50am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 May 2026 - Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Stage 2 of the Grey Street CCTV upgrade with the successful supplier engaged and works anticipated to commence in late February 2026. Discussions with NSW Police regarding a viewing screen are also anticipated to be concluded in late February 2026.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy will now be put to Council's March meeting due to resourcing limitations throughout the Christmas and January period.</p> <p>19 Mar 2026 12:34am Sheridan, Riarna</p> <p>Progress is continuing in line with Council's resolution. The engaged supplier has placed orders for the Stage 2 CCTV equipment, with installation expected to commence in mid April and completion anticipated in May.</p> <p>Council has also reached agreement with NSW Police (Glen Innes Police Station) to install a dedicated monitoring screen within the station, enabling real time surveillance of Grey Street. This approach is consistent with arrangements implemented by other councils across NSW.</p> <p>The draft Public Safety and Asset Protection CCTV Strategy is currently under review and is scheduled to be presented to Council at the April meeting.</p>
07/03/2025	4.1	Expression of Interest - Sale of 146 and 148 Church Street	<p>2.03/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Accepts the offer of \$250,000 from New England CT Pty Ltd and proceeds with the sale of 146 and 148 Church Street, incorporating the below items into the contract as applicable, and Creates a budget of \$10,000 to complete a subdivision of the rear area of 148 Church Street, allowing the front office area to be sold while retaining the historical elements of the building. 	30/05/2026	Sheridan, Riarna	<p>07 Apr 2025 9:21am Hunt, David</p> <p>Tenterfield Surveying engaged to prepare subdivision documents. APJ Law engaged to draft lease conditions and contract of sale.</p> <p>07 Apr 2025 9:22am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 21 March 2025 to 06 April 2025 - To allow further time to complete actions.</p> <p>08 Apr 2025 1:55pm Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 06 April 2025 to 30 June 2025 - Date revised to allow for subdivision to be prepared and</p>

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			<p>and</p> <p>3. Includes as part of the subdivision, a realignment of the rear boundary of 146 Church Street (the dwelling site) to ensure adequate separation between the dwelling and retained rear section of 148 Church Street is provided, and</p> <p>4. Authorises the General Manager (or delegate) to negotiate lease terms with New England CT Pty Ltd for both properties for an 18-month period while the subdivision process is completed, ensuring the inclusion of the following:</p> <ul style="list-style-type: none"> ⊛ A clause requiring the Lessee to secure all the necessary approvals and licenses for the permitted use within three months of signing the lease, ⊛ A clause requiring the Lessee commence operation of the CT business within six months of obtaining the required approvals, ⊛ An option for the Lessee to purchase the properties 12 months after the subdivision is completed. <p>5. Authorises the General Manager to execute all necessary documentation to effect the lease and the Contract for the Sale of Land, and</p> <p>6. Requests that a report be brought back to the July 2025 Council Meeting outlining potential future uses for the rear section of 148 Church Street, which will be retained by Council.</p> <p>CARRIED</p>			<p>lodged.</p> <p>07 May 2025 9:33am Hunt, David Tenterfield Surveying engaged to proceed with subdivision requirements. Lease documents created and provided to lessee.</p> <p>02 Jun 2025 9:59am Hunt, David Tenterfield Surveying continuing with requirements for subdivision. Lease has been executed with New England CT.</p> <p>02 Jun 2025 10:22am Hunt, David - Reallocation Action reassigned to Sheridan, Riarna by Hunt, David - As requested by Director Sheridan. Actions assigned to MAS have been completed at stage.</p> <p>06 Jun 2025 8:54am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 June 2025 to 31 July 2025 - Progress to date includes finalisation and execution of the lease and lodgement of Development Applications for both subdivision and change of use to a Medical Centre (including associated alterations and additions). These applications are currently under assessment in accordance with Council's Conflict of Interest Policy (Dealing with Council-Related Development). The sale contract will be prepared closer to the date of sale, being 12 months post-subdivision in line with the resolution.</p> <p>A report is on track to be presented to the July 2025 Council Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p> <p>10 Jul 2025 8:27pm Sheridan, Riarna Further progress made in line with the resolution includes, a report for the Development Application for the change of use to a medical centre, including associated alterations and additions has been prepared for Council's consideration at the July 2025 Ordinary Meeting in accordance with Council's Conflict of Interest Policy – Dealing with Council-Related Development.</p> <p>The Development Application for subdivision is expected to be considered at the September 2025 Council Meeting. This was delayed to allow for a reconfiguration of the proposed lots, which now includes the existing dwelling site (146 Church Street) forming part of the front portion of the land to be subdivided at 148 Church Street.</p>

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						<p>To meet item 6 of the resolution, a separate report has been prepared for the July 2025 Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p> <p>15 Aug 2025 8:11am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 31 July 2025 to 31 October 2025 - Further progress in line with the resolution includes: the Construction Certificate for the CT Scanning facility has been lodged and is under assessment; the Development Application for the subdivision is on track for consideration at the September 2025 Council Meeting; and, following Council's July 2025 resolution, community consultation has commenced inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is also planned for September (date to be confirmed) to allow the public to visit the site and view the area firsthand to further inform submissions.</p> <p>17 Sep 2025 4:47pm Sheridan, Riarna</p> <p>Further progress in line with the resolution includes:</p> <p>Following issue of the Construction Certificate, New England CT has commenced fit-out works to the front portion of the Essential Energy building (148 Church Street) for the purpose-built CT Scanning Facility. Due to an unforeseen delay by the planning consultant, the Development Application for the subdivision will now be reported to Council in October. In line with Council's July 2025 resolution, community consultation continues, inviting submissions from the community on potential future uses for the rear portion of the site and heritage building to be retained by Council. An Open Day is scheduled to held on Saturday 20 September to allow the public to visit the site and view the area firsthand to inform submissions.</p> <p>07 Oct 2025 9:04pm Sheridan, Riarna</p> <p>Further progress continues in line with the Council resolution. A report recommending approval of the subdivision of 146-148 Church Street is included in the October Council Agenda. New England CT Pty Ltd has confirmed that internal fit-out works to the front portion of the Essential Energy building (148 Church Street) are progressing well. They are awaiting completion of Essential Energy's power upgrade, after which a soft launch is planned for late January 2026, followed by a full opening in February 2026, consistent with the resolution timeframe. Outcomes from the community consultation and Open Day on future uses of the rear portion of the site will be</p>

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						<p>reported to Council’s November meeting.</p> <p>13 Nov 2025 2:14pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 October 2025 to 31 December 2025 - Works continue to progress in accordance with the resolution. The Development Application for the subdivision has been approved, and Council is now awaiting lodgement of the Subdivision Certificate by the contracted land surveyor to enable the subdivision process to proceed through to registration. All other components of the resolution have been completed.</p> <p>06 Dec 2025 3:30pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 December 2025 to 30 May 2026 - Subdivision Certificate application is anticipated to be submitted to Council by the surveyor in late December 2025 or January 2025. All other items of the resolution are complete.</p> <p>12 Feb 2026 12:14pm Sheridan, Riarna Preparation of the Subdivision Certificate application remains underway. The surveyor has advised that final plan refinements and supporting documentation are being completed prior to lodgement to ensure compliance with NSW Land Registry Services requirements. Lodgement is anticipated late February 2026. All other components of the resolution have been completed.</p> <p>19 Mar 2026 12:51am Sheridan, Riarna Preparation of the Subdivision Certificate application continues. The surveyor has advised that final plan refinements and supporting documentation are being completed prior to lodgement to ensure compliance with NSW Land Registry Services requirements. Lodgement is anticipated late March 2026. All other components of the resolution have been completed. New England CT has lodged their Occupation Certificate application, along with the CT scanning machine being installed in mid-March, ready for opening very soon.</p>
24/04/2025	11.1	Illegal Trade of Tobacco in Glen Innes	<p>25.04/25 RESOLUTION</p> <p>That That this council must act to hinder if not close the illegal trade of tobacco in Glen Innes. By,</p> <p>1. Enforcing no smoking rules within our Main Street.</p>	30/06/2026	Sheridan, Riarna	<p>08 May 2025 12:13pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 08 May 2025 to 30 June 2025 - Council officers have completed initial investigations. Updated 'No Smoking' signage is being ordered and installed in the CBD to support enforcement under Council’s Smoke Free Outdoor Environment Policy. Compliance action has commenced with tobacco retailers, and concerns have been referred to NSW Health. Council is</p>

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			<p>2. Ensuring the tobacco shops in Glen Innes Strictly adhere to our councils Development. Control Plan and remove the shop window facade blocking visibility into shopfronts.</p> <p>3. Reporting the presence and effects of these shops and products to NSW Health and demand action.</p> <p>4. Work with local police to eliminate the sale of illegal tobacco products in our town. And,</p> <p>5. Demand action by state and federal governments to stop these products ending up in the hands of our children.</p> <p>CARRIED</p>			<p>also working with Police on illegal tobacco sales and advocating to other levels of government.</p> <p>06 Jun 2025 9:34am Sheridan, Riarna</p> <p>Progress continues to be made. Updated 'No Smoking' signage is on track for installation in the CBD by 30 June, supporting enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p>10 Jul 2025 8:46pm Sheridan, Riarna</p> <p>Progress continues to be made. Updated 'No Smoking' signage has been ordered and is still awaiting production. Date of installation extended to 30 August to allow for production and delivery to Council. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p>10 Jul 2025 8:49pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 30 August 2025 - To allow for signage to be produced and installed and compliance action with tobacco retailers to be finalised.</p> <p>15 Aug 2025 8:25am Sheridan, Riarna</p> <p>Further progress has been made in line with the resolution, with updated no-smoking signage for the CBD now delivered and scheduled for installation before 30 August 2025. The new signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p>18 Sep 2025 6:43am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 August 2025 to 30 September 2025 - The updated no-smoking signage for the CBD is now scheduled for installation before 30 September 2025, following minor delays caused by resourcing constraints. Once installed, the signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p>09 Oct 2025 12:41pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 14</p>

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						<p>October 2025 - Installation of the updated no-smoking signage in the CBD is now scheduled for completion by 14 October 2025, following minor delays due to staffing constraints. The signage is ready for installation and, once in place, will enable Council to issue penalty infringement notices for non-compliance.</p> <p>14 Nov 2025 6:26am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 14 October 2025 to 30 December 2025 - Updated no smoking signs have now been installed across the CBD, enabling authorised Council officers to issue Penalty Infringement Notices in line with policy and legislation. Public communications about the new signage and enforcement approach are scheduled for completion before 30 November. Compliance action has already led to one retailer removing unlawful signage, with the remaining matter ongoing and expected to be resolved in the coming weeks.</p> <p>07 Dec 2025 10:08am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 28 February 2026 - Communications notifying the public of the new no-smoking signs installed throughout the CBD have been prepared and are scheduled for release before the end of December 2025. Compliance action on unauthorised signage on one of the tobacco shops continues, and Council has been invited to speak at the mid-December Legislative Assembly Inquiry into the Illegal Trade of Tobacco, following its submission to the Inquiry.</p> <p>19 Mar 2026 1:16am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Following Council's submission to the Inquiry into the Illegal Tobacco Trade, General Manager Bernard Smith attended NSW Parliament on 17 December 2025 and addressed the Legislative Assembly, outlining Council's concerns and advocating for stronger action to address and prevent the ongoing illegal trade of tobacco.</p> <p>The Inquiry remains ongoing, with the NSW Government lodging its submission on 10 March 2026. The submission identifies a number of measures to be strengthened in relation to compliance and enforcement, including expanded inspection and enforcement activities, significantly increased penalties, the introduction and use of short and long-term closure orders for non-compliant premises, and enhanced coordination between NSW Health, NSW Police and federal agencies. The submission also reinforces new regulatory powers that</p>

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						<p>enable the closure of premises for up to 90 days (or up to 12 months through the courts) and introduces stronger accountability measures, including offences targeting landlords who knowingly permit illicit tobacco operations within leased premises.,</p> <p>In response to these strengthened legislative and enforcement settings, Council officers will undertake targeted follow up action at a local level. This includes making direct contact with NSW Health and real estate agencies known to manage premises associated with illegal tobacco retailing in Glen Innes, with a view to leveraging the strengthened compliance and enforcement powers.</p> <p>Local compliance action taken in relation to signage requirements under relevant legislation continues, with one identified operator now compliant. The remaining operator continues to be non-compliant, with further compliance and enforcement action scheduled to be undertaken prior to the end of March 2026.,</p> <p>Council officers will continue to monitor the progress of the Inquiry and any resulting legislative or policy changes, and will actively utilise strengthened compliance and enforcement mechanisms to support regulatory outcomes and reduce the impacts of illegal tobacco trade within the Glen Innes Severn Local Government Area.</p>
24/04/2025	7.13	Waste-to-Energy Technology - Costs, Benefits and Risks	<p>14.04/25 RESOLUTION</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Notes the contents of this report. 2. Creates a sub-committee of Council comprised of Councillors Davis, Scott, Arandale and Parsons, the General Manager, the Director of Place and Growth, John Winter and 3 SEATA directors to undertake further investigations and discussions regarding a potential Public Private Partnership (PPP), and to obtain legal advice to inform this process. 3. Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA. 4. Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including legal considerations, and estimated costs and returns to potentially 	30/06/2026	Sheridan, Riarna	<p>08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 September 2025 - Works are progressing in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee are currently being developed, with the first meeting scheduled to be held prior to 30 June 2025.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p>06 Jun 2025 9:29am Sheridan, Riarna</p> <p>Works continue to progress in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee have been developed and are being reviewed, with the first meeting still scheduled to be held prior to 30 June 2025, with invites to be sent out within the coming week.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released</p>

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			<p>progress the proposed agreement towards the ownership and means of operation of a SEATA plant by GISC, to also enable GISC to become a power producer and retailer.</p> <p>5. Makes recommendation for the amendment of the Draft Community Strategic Plan, Delivery Program and the Operational Plan to ensure there are no potential impediments for submissions to OLG.</p> <p>6. Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works.</p> <p>CARRIED</p>			<p>until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p>10 Jul 2025 8:42pm Sheridan, Riarna</p> <p>Works continue to progress in accordance with item 1 of the resolution. A sub-committee meeting has been scheduled for 4 August 2025 and will inform future progression of the project and allocation of \$75k for feedstock trial.</p> <p>15 Aug 2025 8:22am Sheridan, Riarna</p> <p>Works are progressing in line with the resolution, with a comprehensive report presented to Council's August meeting detailing progress to date, outcomes of the Sub-Committee meeting, the scheduled date for the independent feedstock trial, and the next steps to progress to a potential PPP.</p> <p>18 Sep 2025 6:24am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 September 2025 to 30 November 2025 - Following Council's August 2025 resolution (15.08/25), the Sub-Committee established under resolution 14.04/25 has been placed on hold to ensure probity and compliance with the Local Government Act 1993 and the OLG's PPP Guidelines. Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p>07 Oct 2025 9:09pm Sheridan, Riarna</p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p>13 Nov 2025 2:23pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these</p>

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						<p>responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p> <p>06 Dec 2025 3:33pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 January 2026 to 30 April 2026 - SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p> <p>12 Feb 2026 9:19am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 April 2026 to 30 June 2026 - In January 2026, Council officers provided biosolids and green waste samples to SEATA at their request to undertake benchtop trials in preparation for continuous testing of the Pilot Plant. The benchtop trial successfully produced high quality biochar and the process performed as expected.</p> <p>Independent laboratory analysis of inputs and outputs, including testing for solids, metals and PFAS, is underway. SEATA has advised that full results are expected by mid March due to extended PFAS analysis timeframes. The data will inform an indicative mass and energy balance to support full scale continuous testing, which is now anticipated to occur in April 2026.</p> <p>Pilot plant upgrades, including the elevator bucket feed in system, are nearing completion. Components have been constructed and factory acceptance tested, with installation now progressing on site.</p> <p>The Service Level Agreement has been finalised and forwarded to SEATA for review and execution.</p> <p>19 Mar 2026 12:55am Sheridan, Riarna Council is currently awaiting the results of SEATA's benchtop trials of green waste and biosolids undertaken in January 2026. SEATA is in the process of reviewing the Service Level Agreement (SLA) for the proposed feedstock trial provided by Council Officers, with commencement anticipated in April, subject to execution of the SLA and formal confirmation of the start date from SEATA.</p>

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24/04/2025	7.8	Glen Innes Community and District Centre - In Kind Support	<p>9.04/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Advocates for Homes North to strengthen their support of Glen Innes and District Community Centre (GIDCC) operations and the client referral process. Authorises Council Officers to provide in-kind support through assistance with developing a 2025/26 Strategy document for the GIDCC. Authorises Council Officers to provide in-kind administrative support for the preparation of external grant applications for the GIDCC to improve the Centre's financial position. Requests the General Manager to investigate and determine the availability of up to \$20,000 within the current financial year budget, for the purpose of providing a one-off subsidy to support the debt repayment and running costs of the GIDCC; and Notes that this subsidy is intended to assist the Community Centre Committee in maintaining service continuity while they work to improve their financial sustainability. Supports in principle the concept of establishing a Community Service Hub in Glen Innes to improve access to coordinated services for vulnerable and disadvantaged members of the community; and Authorises the General Manager to engage with relevant local service providers, including Homes North, the Glen Innes & District Community Centre, and State and Federal Government agencies, to explore co-location opportunities and collaborative service delivery models; and Requests the General Manager to investigate potential Council-owned or leased facilities suitable for such a co-location, including operational, financial, and community benefits and constraints; and 	01/06/2026	Woodland, Lindsay	<p>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 08 May 2025 to 30 June 2025 - In Kind Support has commenced by way of:</p> <p>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - - Strategy Workshop Attendance</p> <p>15 May 2025 2:50pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - Support through determination of current NFP status and distribution identified grant opportunities.</p> <p>10 Jun 2025 2:49pm Brackenborough, Ellie - Completion</p> <p>Completed by Brackenborough, Ellie (action officer) on 10 June 2025 at 2:49:55 PM - In Kind Support has commenced by way of: - Strategy Workshop Attendance (MCS & AMG), - Offer of MCS to create graphic design of Strategy Document (Data context not yet received) , - Support through determination of current NFP status and distribution identified grant opportunities, - Offer of grant writing support for identified grants</p> <p>24 Feb 2026 11:19am Duffell, Debbie</p> <p>Action uncompleted - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p>24 Feb 2026 11:20am Duffell, Debbie - Completion</p> <p>Uncompleted by Duffell, Debbie</p> <p>24 Feb 2026 11:22am Duffell, Debbie - Reallocation</p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p>13 Mar 2026 1:44pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 June 2025 to 01 June 2026 - Items 1,2,3,4,5 have been completed. Items 6 and 7 are progressing with discussions already held over previous months with GIDCC and Homes North to confirm their respective support for the Glen Innes Community Services Hub concept. Moving forward the intention is to establish a Project Team with key stakeholders to progress with the development of a plan to establish the Community Services Hub.</p>

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			<p>9. Advocates to relevant government departments and funding bodies for support to progress a Community Service Hub in Glen Innes, including identification of grant opportunities and partnership models; and</p> <p>10. Receives a report outlining options, preliminary findings, and next steps for consideration at the August 2025 Ordinary Council Meeting.</p>			
22/05/2025	6.1	Managing Psychosocial Safety Risks for Councillors and Upholding Respectful Conduct in Council	<p>2.05/25 RESOLUTION</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the development of a “Councillor Psychosocial Safety and Wellbeing Framework” to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members. 2. Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to: <ol style="list-style-type: none"> a. Access to Employee Assistance Program (EAP) or equivalent mental health support for councillors b. Induction and ongoing training on managing conflict, abuse, and difficult community interactions c. Clear procedures for incident reporting, debriefing, and referral after public meetings or distressing events d. Communication protocols and standards to minimise hostility, bullying, and misinformation in Council forums and community platforms e. Guidance for risk assessments related to public meetings, online interactions, or site visits involving elected officials 	30/04/2026	Smith, Bernard	<p>10 Jun 2025 3:43pm Smith, Bernard</p> <p>A number of stakeholders have been contacted including LGNSW, LGPro, other Councils.</p> <p>13 Jun 2025 7:47am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 05 June 2025 to 29 August 2025 - Aligns with resolution</p> <p>21 Aug 2025 12:24pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 29 August 2025 to 29 August 2025</p> <p>21 Aug 2025 12:25pm Smith, Bernard</p> <p>Report going to August meeting</p> <p>18 Sep 2025 1:21pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 29 August 2025 to 31 October 2025 - Was deferred from listing on August agenda</p> <p>03 Nov 2025 11:41am Smith, Bernard - Completion</p> <p>Completed by Smith, Bernard (action officer) on 03 November 2025 at 11:41:19 AM - Foundation document adopted by Council at the October meeting.</p> <p>24 Feb 2026 11:25am Duffell, Debbie - Completion</p> <p>Uncompleted by Duffell, Debbie - check point 3 has been actioned, and add a comment.</p> <p>18 Mar 2026 2:47pm Smith, Bernard</p> <p>Psychosocial risks and data are discussed at every Staff WHS consultative committee meeting, a Risk Register Review has not been undertaken recently, no councillor incidents or risks have been</p>

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			<p>3. Includes psychosocial safety as a standing consideration in Council's quarterly WHS reporting and Risk Register reviews, including any identified councillor-specific incidents or risks.</p> <p>4. Advocates through LGNSW and regional groupings for the development of state-wide resources and shared frameworks to support the mental health and psychosocial safety of elected representatives.</p> <p>CARRIED</p>			<p>reported or identified.</p> <p>18 Mar 2026 2:50pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 31 October 2025 to 30 April 2026</p>
24/07/2025	12.2	Taronga Mines - Mine Camp at Glen Innes Airport - Final Terms to form Binding Heads of Agreement	<p>37.07/25 RESOLUTION</p> <p>THAT Council:</p> <p>1. Endorses the final terms as contained in Annexure 1 of this report to form the Binding Heads of Agreement with Taronga Mines Pty Ltd for the lease of part of the Glen Innes Airport site to establish a mine camp supporting the Taronga tin mine at Emmaville;</p> <p>2. Notes that Taronga will be responsible for preparing the Heads of Agreement and lease documentation;</p> <p>3. Approves the execution of the Heads of Agreement, subject to all relevant terms and conditions being met;</p> <p>4. Approves the execution of the lease, as prepared in accordance with the terms of the executed Heads of Agreement.</p> <p>CARRIED</p>	30/04/2026	Sheridan, Riarna	<p>15 Aug 2025 8:37am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 30 November 2025 - The final Heads of Agreement has been received by Taronga for execution by the General Manager in line with the resolution. Taronga has confirmed that the lease agreement will be prepared once the Heads of Agreement has been executed.</p> <p>18 Sep 2025 6:53am Sheridan, Riarna The final Heads of Agreement has been executed by the General Manager. Council is now awaiting Taronga to provide a copy of the lease, which will be prepared in line with the resolution.</p> <p>07 Oct 2025 9:35pm Sheridan, Riarna No change since the previous update. The final Heads of Agreement has been executed by the General Manager, and Council is now awaiting Taronga to prepare and provide a copy of the lease, which will be drafted in accordance with the terms outlined in the resolution.</p> <p>14 Nov 2025 7:02am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Some progress has been made. Taronga's consultant has provided a draft plan of subdivision consistent with the Heads of Agreement. This subdivision is required to clearly define the land parcel for lease registration with NSW Land Registry Services. To be clear, no land is being sold, and Council will retain full ownership of the site.</p> <p>Further work on the subdivision cannot proceed until the land is reclassified from Community to Operational, which is anticipated to</p>

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						<p>occur in December 2025. Taronga is still to provide a copy of the proposed lease, noting that the lease cannot be executed or registered until the reclassification process is complete in accordance with legislative requirements.</p> <p>07 Dec 2025 3:09pm Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 January 2026 to 06 March 2026 - No further progress has been made since the November 2025 update. NSW DPHI is still finalising the land reclassification Planning Proposal (from Community to Operational Land) which is required to enable the subdivision and Taronga's lease over the subdivided portion of land to be finalised. It is now anticipated the reclassification will be finalised in either late December 2025 or January 2026.</p> <p>12 Feb 2026 9:57am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 06 March 2026 to 30 April 2026 - NSW DPHI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.</p> <p>DPHI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026. Once published, this will enable subdivision of the relevant portion of land at the airport upon which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to allow the lease to Taronga to be registered on title and to finalise the lease arrangements in accordance with Council's resolution.</p> <p>19 Mar 2026 1:28am Sheridan, Riarna Progress continues on the Land Reclassification Planning Proposal, which must be finalised prior to Taronga Mines progressing the subdivision of land required to establish a Mine Camp at the Glen Innes Airport.</p> <p>NSW DPHI has advised that the final instrument has been received from the Parliamentary Counsel's Office, with an outcome anticipated in late March or early April. Following this, the updated Local Environmental Plan (LEP) will be published on the NSW Legislation website.</p>

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28/08/2025	12.1	Waste-To-Energy - Public Private Partnership Progress Update And Next Steps	<p>15.08/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes that the Sub-Committee established under resolution 14.04/25 has been paused to ensure probity and full compliance with the <i>Local Government Act 1993</i> and the OLG's Public Private Partnership (PPP) Guidelines. Determines that the PPP initial assessment documentation will not be prepared or submitted to the OLG until the independent feedstock trial is completed and results are available to confirm the technology's viability enabling evidence-based due diligence, risk assessment, and project scoping. Receives a further report following the feedstock trial, outlining the results and providing recommendations on whether to proceed with a potential PPP process in line with statutory and probity requirements. <p>CARRIED</p>	30/06/2026	Sheridan, Riarna	<p>Once published, this will enable subdivision of the relevant portion of land at the airport on which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to facilitate registration of the lease to Taronga on title and to finalise lease arrangements in accordance with Council's resolution.</p> <p>18 Sep 2025 6:27am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 11 September 2025 to 28 November 2025 - Progress in line with the resolution has been made - Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p>07 Oct 2025 9:37pm Sheridan, Riarna</p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p>14 Nov 2025 7:06am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 November 2025 to 28 February 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p> <p>07 Dec 2025 3:13pm Sheridan, Riarna</p> <p>SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p>

<p>Division:</p> <p>Committee: Council</p> <p>Officer:</p> <p>Action Sheets Report</p>	<p>Date From:</p> <p>Date To:</p> <p>Printed: Thursday, 19 March 2026 8:56:29 AM</p>
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						<p>12 Feb 2026 9:59am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Awaiting full-scale continuous feedstock trial to occur and results provided to progress this resolution. SEATA confirmed the full-scale trial is anticipated to now occur in April 2026 following the receipt of benchtop trial analysis results in March 2026 and completion of plant upgrades to allow the trial.</p> <p>19 Mar 2026 1:30am Sheridan, Riarna</p> <p>Council is currently awaiting the results of SEATA's benchtop trials of green waste and biosolids undertaken in January 2026. SEATA is in the process of reviewing the Service Level Agreement (SLA) for the proposed feedstock trial provided by Council Officers, with commencement anticipated in April, subject to execution of the SLA and formal confirmation of the start date from SEATA.</p>
28/08/2025	8.1	Notice of Motion - Former Glen Innes Ambulance Station - Proposed Return to Community Ownership	<p>11.08/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the community interest and historic value of the former Ambulance Station at 104 Bourke Street, Glen Innes. Supports the Mayor to continue enquiries with the State Government regarding its future use and ownership. Defers any formal request for transfer until a clear and suitable plan for use and funding is identified. <p>CARRIED</p>	30/06/2026	Smith, Bernard	<p>18 Sep 2025 1:20pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 11 September 2025 to 22 December 2025 - Ongoing advocacy</p> <p>20 Nov 2025 2:16pm Smith, Bernard</p> <p>Mayor has written to Minister and raised with local member</p> <p>30 Jan 2026 4:24pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 22 December 2025 to 30 June 2026 - Response yet to be received from the Minister, advocacy to be ongoing.</p> <p>18 Mar 2026 2:30pm Smith, Bernard</p> <p>Matter still under consideration by the state, attempts made to illicit a response.</p>
28/08/2025	7.5	Financial Assistance Grants - Letter from Local Government Grants Commission	<p>7.08/25 RESOLUTION</p> <p>That Council prepares a submission to the Local Government Grants Commission during the consultation process, highlighting the impact of the current methodology on Glen Innes Severn Council and advocating for reforms that provide more equitable outcomes for rural and regional councils.</p> <p>CARRIED</p>	30/06/2026	Woodland, Lindsay	<p>18 Sep 2025 3:18pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 11 September 2025 to 31 October 2025 - Formal consultation process has not yet commenced. LW will clarify with the Grants Commission the timing of consultation and make a submission accordingly.</p> <p>18 Nov 2025 11:46am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 31 October 2025 to 19 December 2025 - WE have yet to hear from the Grants Commission about their engagement process.</p>

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						<p>11 Dec 2025 10:51am Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 19 December 2025 to 30 January 2026 - Our request for information to the Department on the likely timing of the consultation has confirmed that the consultation has not yet commenced as the Commission is still in the planning/scoping stage. It appears likely that the consultation process will commence in the new calendar year.</p> <p>04 Feb 2026 12:22pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 30 January 2026 to 30 March 2026 - Council Officers have previously contacted the Grants Commission to seek advice on when the proposed consultation process will commence. The Commission's response did not provide a commencement date for the consultation. No further information on the consultation process is available at this time.</p> <p>13 Mar 2026 2:58pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 30 March 2026 to 30 June 2026 - No information can be found on the Grant Commission's website on the FAG Grant consultation. Will continue to monitor.</p>
25/09/2025	12.2	Sale of Council-owned land at Dumaresq Street, Glen Innes - Sale and Marketing Options	<p>23.09/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Authorises the listing of 186 Dumaresq Street, Glen Innes at \$330,000 inclusive of GST for a maximum period of six months. 2. Authorises the listing of 194 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 3. Authorises the listing of 196 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 4. Authorises the listing of 198 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 5. Authorises the Common Seal of Council to be affixed to the contract of sale for any of the above lots if the minimum listing price is achieved within the six-month period. 	30/06/2026	Woods, Colin	<p>09 Oct 2025 8:41am Hunt, David - Target Date Revision Target date changed by Hunt, David from 09 October 2025 to 30 June 2026 - Work to commence on selection the most appropriate agent to list the vacant lots of land. Agent expected to be selected by the middle of November 2025 to allow for marketing and sale of the land.</p> <p>10 Nov 2025 12:54pm Hunt, David Submissions from Real Estate Agents received. Successful agent to be appointed by 15th of November.</p> <p>19 Nov 2025 8:12am Hunt, David Country Wide Property selected to market and sell vacant land at market values as per Council Resolution.</p> <p>19 Nov 2025 8:13am Hunt, David - Reallocation Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p>09 Dec 2025 3:17pm Woods, Colin Exclusive selling agent agreements with Country Wide Property have been signed and the properties have been listed on their website.</p>

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			<p>6. Requests that a report be presented to a Council Meeting, outlining additional options for selling any of the specified lots that remain unsold after the six-month period. Additionally, the General Manager may bring to Council offers which warrant consideration.</p> <p>CARRIED</p>			<p>There has been no correspondence from CWP since listing.</p> <p>05 Feb 2026 8:25am Woods, Colin</p> <p>The properties continue to be listed with Country Wide Property. The agent advises that interest has been minimal with the only enquiries being interested in residential property.</p>
16/10/2025	7.9	Planning Proposal - PP-2025-373 - Reclassification of Council Owned Land	<p>10.10/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the independent facilitator's report on the outcomes of the public exhibition and public hearing held 10 September 2025 (Annexure A). Endorses the planning proposal (Annexure B), having considered the outcomes of the public exhibition and hearing, and authorises its submission to the Department of Planning, Housing and Infrastructure with a request to amend the Glen Innes Severn Local Environmental Plan 2012 accordingly. Records its appreciation to community members who made submissions or attended the public hearing. <p>CARRIED</p>	30/05/2026	Sheridan, Riarna	<p>20 Nov 2025 8:03am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 30 December 2025 - The Planning Proposal has been finalised and uploaded to the Department via the NSW Planning Portal for updating of the LEP accordingly. It is anticipated that the update will be finalised by the Department by end of December in line with the original dates recorded with the PP application.</p> <p>07 Dec 2025 3:35pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 31 January 2026 - The Planning Proposal is still being finalised by the Department. At this stage, it is now anticipated to be finalised in either late December 2025 or January 2026.</p> <p>12 Feb 2026 10:52am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 30 March 2026 - NSW DPHI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.</p> <p>DPHI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026.</p> <p>19 Mar 2026 1:37am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 March 2026 to 30 May 2026 - Progress continues on the Land Reclassification Planning Proposal, with NSW DPHI advising that the final instrument has now been received from the Parliamentary Counsel's Office. , An outcome is anticipated in late March or early April, following which the updated Local Environmental Plan (LEP) will be published on the NSW Legislation website. The Planning Proposal will be finalised upon publication of the LEP.</p>

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16/10/2025	7.2	Psychosocial Safety	<p>3.10/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Adopts the Draft Councillor Psychosocial Safety and Wellbeing Framework – Foundational Stage. Implements the actions outlined in the Framework and continues to develop the Framework to meet SafeWork NSW Code of Practice requirements. Continues to advocate for improvements in managing the Psychosocial Safety and Wellbeing of Councillors, to the relevant State Government Ministers, key Government Departments including Office of Local Government and Safework NSW, and relevant stakeholders including Local Government NSW, Country Mayors Association and other Councils. Proactively seeks peer and expert review as Council moves from the foundational stage into the final stage. <p>CARRIED</p>	30/04/2026	Woodland, Lindsay	<p>18 Nov 2025 11:50am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 October 2025 to 30 April 2026 - The foundational stage Psychosocial Safety & Wellbeing Framework for Councillors was adopted by Council at the October OCM. The document will be updated over the coming months with further engagement of Councillors required at a future workshop and peer review by industry and other Councils to be completed.</p> <p>13 Mar 2026 2:59pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 April 2026 to 30 April 2026</p>
27/11/2025	8.1	Notice of Motion - Customer Service Improvement and Service Review - Immediate and Long-Term Actions	<p>19.11/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes that the Customer Service Service Review will be undertaken in 2025/2026 in accordance with Operational Plan Action O1.3.3.9. Requests the General Manager to prepare a Customer Service Improvement Plan – Stage 1 (Immediate Actions) to be implemented during 2025 and 2026 financial year, addressing: <ul style="list-style-type: none"> Response timeframes and escalation pathways, Clear standards for communication and follow-up, Staff training in customer-centred service delivery, 	23/04/2026	Woodland, Lindsay	<p>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation</p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p>11 Dec 2025 10:59am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - An update to Council at its February Meeting will be provided on the progress made against each item in the resolution. Immediate actions for service improvements will be the key area of focus initially.</p> <p>04 Feb 2026 12:32pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 27 February 2026 to 23 April 2026 - Work has commenced on the Customer Service Improvement Plan (immediate improvements) and an update report will be tabled at the April OCM in line with the resolution.</p>

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

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			<p>clear expectation that any future concept must integrate appropriate commercial elements to ensure, at minimum, a cost-neutral operational outcome for ratepayers.</p> <p>3. Requests the preparation of a full business case and feasibility assessment, incorporating:</p> <ul style="list-style-type: none"> • heritage and engineering due diligence, • capital and operational cost modelling, • financial viability testing, • WHS and risk analysis, • governance and partnership options, • staging and funding pathways aligned to grant availability. <p>4. Confirms that any proposal relating to ownership, leasing, operation or rehabilitation of the heritage assets must comply with Council's statutory obligations, including the Local Government Act, heritage protections, probity requirements, and Council's responsibility for the long-term intergenerational custody of the asset;</p> <p>5. Notes that the business case is to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> • inclusion in the 2026/27 Operational Plan and Budget, • co-funding through external grant programs, or • wholly funded through successful grant applications. <p>6. Requests a further report to Council presenting the completed business case and recommending a preferred future-use model based on evidence, financial sustainability, risk management and long-term community benefit and aligned with the Precincts and Activation Framework currently in development.</p> <p>CARRIED</p>			<p>support preparation of the business case and feasibility assessment at this time.</p> <p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p> <p>19 Mar 2026 1:52am Sheridan, Riarna</p> <p>No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time, however investigations into alternative sources of funding are being explored.</p> <p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p>

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18/12/2025	7.7	Adoption of the Draft Glen Innes Highlands Economic Development Strategy 2026 - 2030 & Draft Glen Innes Highlands Destination Management Plan 2026 - 2030	<p>8.12/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the outcomes of the public exhibition of the Draft Glen Innes Highlands Economic Development Strategy 2026-2030 and the Draft Glen Innes Highlands Destination Management Plan 2026-2030. Adopts the Glen Innes Highlands Economic Development Strategy 2026-2030 and the Glen Innes Highlands Destination Management Plan 2026-2030, incorporating the amendments outlined in this report. Further reviews the documents following the outcome of Council's Special Rate Variation application. <p>CARRIED</p>	30/06/2026	Sheridan, Riarna	<p>12 Feb 2026 12:07pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 01 January 2026 to 30 June 2026 - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p> <p>19 Mar 2026 1:54am Sheridan, Riarna</p> <p>No change since February Ordinary Meeting report update - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p>
18/12/2025	7.3	Establishment of a Community Safety Forum	<p>4.12/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Establishes a Community Safety Forum. Adopts the Draft Terms of Reference for the Community Safety Forum. Calls for expressions of interest from members of the community to participate in the Forum. <p>CARRIED</p>	30/04/2026	Smith, Bernard	<p>30 Jan 2026 4:22pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 01 January 2026 to 27 March 2026 - Initial date unrealistic, Expressions of interest to be called during February.</p> <p>18 Mar 2026 2:31pm Smith, Bernard</p> <p>Currently being advertised.</p> <p>18 Mar 2026 2:32pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 27 March 2026 to 30 April 2026 - Currently being advertised, should go to the April meeting</p>
18/12/2025	7.2	Proposed Name Change - Glen Innes Highlands Council	<p>3.12/25 RESOLUTION</p> <p>That Council:</p> <p>Defers the consideration of the proposed name change until the March 2026 Ordinary Council Meeting, with a Councillor Workshop to be held beforehand. The report to the March 2026 meeting is to include full and detailed cost implications and the option for community</p>	25/03/2026	Matthews, Sybylla	<p>02 Feb 2026 8:55am Matthews, Sybylla - Target Date Revision</p> <p>Target date changed by Matthews, Sybylla from 01 January 2026 to 19 February 2026 - Postposed until after Councillor Workshop</p> <p>05 Mar 2026 10:50am Matthews, Sybylla - Target Date Revision</p> <p>Target date changed by Matthews, Sybylla from 19 February 2026 to 25 March 2026 - The report to the March 2026 meeting is to include full and detailed cost implications and the option for community consultation and engagement.</p>

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			consultation and engagement. CARRIED			
19/02/2026	7.8	Capital Works Program Progress Report as at 31 January 2026	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. CARRIED	30/05/2026	Smith, Bernard	18 Mar 2026 2:39pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 05 March 2026 to 30 May 2026 - Will not be fully implemented for March meeting.
19/02/2026	7.7	Internal Loan Update	10.02/26 RESOLUTION THAT: 1. Council notes the information in this report. 2. A Councillor Workshop be conducted to inform Councillors on the operation of Council's cash flow management. CARRIED	24/04/2026	Woodland, Lindsay	13 Mar 2026 3:21pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 05 March 2026 to 24 April 2026 - The Cashflow Management item will be scheduled for a forthcoming Council Workshop in March or April.
19/02/2026		Confirmation of Minutes	1.02/26 RESOLUTION That the Minutes of the Ordinary Meeting of the Council held on 18 December 2025, copies of which were circulated, be taken as read and confirmed as a correct record of the proceedings of the Meeting, subject to the amendment of Resolution number 3.12/25, to correct 'March 20206' to 'March 2026'. CARRIED	03/04/2026	Duffell, Debbie	17 Mar 2026 4:09pm Duffell, Debbie - Target Date Revision Target date changed by Duffell, Debbie from 05 March 2026 to 03 April 2026 - Notation to be added to previous Minutes.

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19/02/2026	7.18	Renewable Energy Zone - Community Benefit Fund Framework & Voluntary Planning Agreement Template	<p>21.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Endorses the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework for the purpose of public exhibition for 28 days. 2. Endorses the draft REZ Voluntary Planning Agreement (VPA) template for concurrent public exhibition. 3. Displays the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework and the draft REZ Voluntary Planning Agreement (VPA) template on Council's website, and that it be made available for viewing at the following locations: <ul style="list-style-type: none"> • Council's Town Hall Office, and • The Village Post Offices at Deepwater and Emmaville. 4. Requests that, prior to adoption, Council staff review and integrate the principles and strategic approach of the Glen Innes Highlands Economic Development Strategy 2026-2030 into the Community Benefit Fund Framework, including community wealth-building, place-based capital investment, liveability enablers, and Council's population growth target of 10,000 residents. 5. Receives a further report following the exhibition period that includes: <ol style="list-style-type: none"> a. a summary of submissions received, and b. advice on any amendments arising from public feedback and strategic alignment considerations prior to final adoption. <p>CARRIED</p>	30/05/2026	Sheridan, Riarna	<p>19 Mar 2026 1:23am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 05 March 2026 to 30 May 2026 - In accordance with the resolution, the draft REZ Community Benefit Fund Framework and supporting Voluntary Planning Agreement Template were placed on public exhibition from 20 February to 19 March 2026. Submissions received are currently being reviewed, with an update to be provided to Councillors at the April Ordinary Meeting.</p>

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19/02/2026	7.6	Quarterly Budget Review - December 2025	<p>9.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes and adopts the December 2025 Quarterly Budget Review. 2. Requests that future Quarterly Budget Review Statements include: <ol style="list-style-type: none"> a. The Responsible Accounting Officer's statement in accordance with the OLG QBRs Guidelines; b. Clear identification of structural versus temporary budget adjustments; and c. Explicit commentary on the impact of quarterly variations on the Long-Term Financial Plan and key financial <p>CARRIED</p>	30/04/2026	Mills, Gary	<p>17 Mar 2026 4:36pm Mills, Gary - Target Date Revision</p> <p>Target date changed by Mills, Gary from 05 March 2026 to 30 April 2026 - To be covered in the next QBR</p>
19/02/2026	7.1	Resolution Tracking Report	<p>4.02/26 RESOLUTION</p> <p>THAT Council:</p> <p>Notes the information contained in this report, and</p> <ol style="list-style-type: none"> 1. Requests the General Manager to review and refine the internal process for allocation and tracking of Council resolutions to ensure that: <ol style="list-style-type: none"> 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 	31/05/2026	Smith, Bernard	<p>18 Mar 2026 2:35pm Smith, Bernard</p> <p>The practicality of part one is being reviewed given system constraints. Fragmentation of responsibility is also being considered.</p> <p>18 Mar 2026 2:37pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 31 May 2026 - Part 1 is difficult to efficiently implement.</p>

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			<p>2. Requests that, where resolutions include advocacy actions, reporting includes advice on advocacy undertaken by the Mayor and any associated outcomes or progress.</p> <p>CARRIED</p>			
19/02/2026	6.1	Establishment of the Mayoral Community Impact Fund and Schools Mayoral Emerging Leadership Awards	<p>2.02/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Approves the establishment of the Mayoral Community Impact Fund to replace the Mayoral donations program with an annual allocation of \$10,000, commencing in the 2026/27 financial year, subject to adoption through the annual Budget process.</p> <p>2. Notes that the Fund will operate under the Mayor's delegated authority, in accordance with endorsed guidelines and with all allocations to be endorsed by the General Manager as compliant with Council policy, budget, and probity requirements.</p> <p>3. Approves that the Mayoral Community Impact Fund will be delivered through the following funding streams:</p> <ul style="list-style-type: none"> a. Micro-Grants for Community Activation – supporting low-cost, high-impact community-led initiatives, b. Volunteer Recognition and Civic Contribution – recognising unpaid contribution and strengthening civic pride, c. Seed Funding for Local Innovation and Pilot Projects – enabling early-stage trials and proof-of-concept activity, d. Hardship and Rapid Response Support – providing timely assistance for urgent community needs through recognised agencies, 	30/06/2026	Smith, Bernard	<p>18 Mar 2026 2:34pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 30 June 2026 - Will be incorporated in draft budget for Council consideration, proposal to be communicated to schools.</p>

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			<p>4. Approves the inclusion of a Schools Mayoral Emerging Leadership Awards stream within the fund, which aims to recognise emerging leadership in local primary and secondary schools through school-nominated, non-cash awards, with awards:</p> <ul style="list-style-type: none"> a. Nominated by participating schools, b. Presented at existing school presentation events, c. Provided as non-cash educational supports (e.g. vouchers, books, IT resources). <p>5. Requests the General Manager to develop guidelines for the operation of the Fund and Awards Program, including governance, reporting, and accountability arrangements and in accordance with this resolution.</p> <p>6. Requests that an annual summary report be provided to Council outlining total allocations made under the Fund and recipient categories.</p> <p>CARRIED</p>			
19/02/2026	7.4	Glen Innes School of Arts and Music Pilot - Proposed Operating Model	<p>7.02/26 RESOLUTION</p> <p>THAT Council:</p> <ul style="list-style-type: none"> 1. Notes the progress made to establish the recently approved pilot program for the Glen Innes School of Arts. 2. Approves the preferred operating model (Option 3: Council & Community Operated) co-designed in collaboration with key stakeholders. 3. Endorses the proposed amendments to the 2025/26 Fees and Charges relating to the room hire at the School of Arts and Music of \$10 per hour. 4. Resolves to place this amendment to the 2025/26 Fees and Charges on public exhibition for 28 days in accordance with the <i>Local</i> 	27/03/2026	Woodland, Lindsay	<p>13 Mar 2026 3:18pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 05 March 2026 to 27 March 2026 - The proposed fees for the School of Arts and Music room hire are currently on public exhibition. The item will be dealt with at the March Ordinary Council Meeting should any substantial submissions be received regarding the proposed fees. The pilot program is being implemented and is scheduled to be open week commencing 20th April 2026.</p>

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			<p><i>Government Act 1993.</i></p> <p>5. Receives a further report to Council after the exhibition period in the event of Council receiving substantial submissions regarding the amendment to the Fees and Charges; otherwise, that the amendments be adopted by Council.</p> <p>6. Extends its thanks to stakeholders who have participated in and contributed to the engagement process.</p> <p>7. Requests that within six months of commencement of operations, a further report be provided to Council outlining:</p> <ul style="list-style-type: none"> a. Actual utilisation rates and financial performance against cost neutrality assumptions, b. A refined financial model including break-even analysis and downside scenarios, c. Defined key performance indicators for the remainder of the pilot period, d. A review of governance arrangements, including advisory committee structure and membership, and e. Clear success criteria and review thresholds to inform Council's determination of the future of the program at the conclusion of the pilot. <p>CARRIED</p>			
19/02/2026	7.2	ALGA National General Assembly 2026	<p>5.02/26 RESOLUTION</p> <p>That Council authorises for the Mayor, Cr M Elphick, Cr T Alt and the General Manager to attend the National General Assembly of Local Government, which is being held in Canberra from Tuesday, 23 June 2026 until Thursday, 25 June 2026.</p> <p>CARRIED</p>	03/04/2026	Duffell, Debbie	<p>17 Mar 2026 4:08pm Duffell, Debbie - Target Date Revision</p> <p>Target date changed by Duffell, Debbie from 05 March 2026 to 03 April 2026 - Awaiting confirmation of attendees prior to completing registrations.</p>

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19/12/2024	7.12	Alcohol Prohibited Areas - Request to Extend Identified Areas	<p>13.12/24 RESOLUTION</p> <ol style="list-style-type: none"> Notes the advice of NSW Police and does not extend the existing Alcohol Prohibited Area. Instructs the General Manager and Mayor to continue to advocate for additional experienced Police to be allocated to Glen Innes Severn Local Government Area and call for more action to be taken by State Government to improve Police presence 24 hours a day to reduce incidents of crime and incivility in our community. Revisits the expansion of Alcohol Prohibited Areas through an action in the 2025-2026 Operational Plan. <p>CARRIED</p>	Smith, Bernard	<p>31 Jan 2025 10:32am Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 02 January 2025 to 01 April 2025 - Crime Roundtable to occur in March</p> <p>14 Mar 2025 1:05pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 01 April 2025 to 30 June 2025 - Aligns with adoption of the DP</p> <p>25 Mar 2025 11:43am Smith, Bernard - Completion Completed by Smith, Bernard (action officer) on 25 March 2025 at 11:43:42 AM - Round table held</p> <p>24 Feb 2026 1:13pm Duffell, Debbie - Completion Uncompleted by Duffell, Debbie - Point 3 still to be actioned.</p> <p>18 Mar 2026 2:27pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 30 June 2025 to 30 June 2025 - Point 3 refers to the 25/26 Plan</p> <p>18 Mar 2026 2:29pm Smith, Bernard - Completion Completed by Smith, Bernard (action officer) on 18 March 2026 at 2:29:34 PM - No relevant 25/26 Operational Plan action with regard to point 3</p>	18/03/2026
24/07/2025	7.15	NSW Benefit-Sharing Guideline for Large-Scale Renewable Energy Projects	<p>18.07/25 RESOLUTION</p> <ol style="list-style-type: none"> Notes and endorses the NSW Department of Planning, Housing and Infrastructure's Benefit-Sharing Guideline (November 2024) for large-scale renewable energy projects and acknowledges it as the guiding document for future community benefit negotiations. Requests a further report be presented to Council outlining recommended governance, structure and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents. That the report also considers Council advocating for an energy rebate and or voucher system for LGA residents to benefit from REZ projects to provide financial energy 	Sheridan, Riarna	<p>15 Aug 2025 8:30am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 31 October 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local community benefit fund to receive and manage contributions from large-scale renewable energy proponents. The report will also consider options for Council to advocate for an energy rebate and/or voucher system for LGA residents to provide financial energy relief over the life of any REZ project. This report is expected to be presented to Council at its October meeting.</p> <p>18 Sep 2025 6:51am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 31 October 2025 to 28 November 2025 - Works are progressing on the resolution to prepare a report outlining recommended governance, structure, and administration options for a local Community Benefit Fund to receive and manage contributions from large-scale renewable</p>	19/03/2026

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			relief over the life of any REZ project. CARRIED		<p>energy proponents. A request has been submitted to EnergyCo to utilise a portion of Council's allocated REZ funding to engage a legal consultant or similar specialist to support development of a draft Community Benefit Fund framework. This pathway has been chosen to ensure the framework is legally compliant, robust and carefully considered. It is now anticipated that a further report will be presented to Council at its November 2025 Ordinary Meeting once the draft framework has been prepared.</p> <p>07 Oct 2025 9:22pm Sheridan, Riarna Work continues to progress in line with the resolution to develop governance and administration options for a local Community Benefit Fund to manage contributions from large-scale renewable energy projects. EnergyCo has provided guidance on submitting proposed activities, including sourcing quotes for development of the draft framework. A portion of Council's REZ funding will be used to engage a specialist consultant to ensure the framework is robust and compliant. A further report is still anticipated to be presented to Council in November 2025 once the draft framework is complete.</p> <p>14 Nov 2025 6:42am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 28 November 2025 to 30 December 2025 - Further progress has been made in line with the resolution to develop governance and administration options for a local Community Benefit Fund to manage contributions from large scale renewable energy projects. A legal team has now been engaged to prepare the fund, utilising monies allocated to Councils in REZ areas by EnergyCo for REZ related activities. The legal team is currently drafting the fund framework and a report to Council is now anticipated for the December meeting.</p> <p>07 Dec 2025 11:43am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 30 December 2025 to 20 March 2026 - The legal team has provided the draft Community Benefit Fund and Voluntary Planning Agreement templates. Given the earlier timing of the December meeting and In line with standard internal review processes, the documents will be scheduled for the February 2026 Council meeting to allow for thorough and proper consideration.</p> <p>12 Feb 2026 9:23am Sheridan, Riarna The Community Benefit Fund Framework and Voluntary Planning</p>	

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					<p>Agreement template have been finalised following internal review and are included on the agenda for Council's February 2026 Ordinary Meeting for consideration, as anticipated.</p> <p>19 Mar 2026 1:22am Sheridan, Riarna - Completion</p> <p>Completed by Sheridan, Riarna (action officer) on 19 March 2026 at 1:22:28 AM - All items of the resolution now complete. A draft Community Benefit Fund Framework and supporting Voluntary Planning Agreement Template has been on exhibition since 20 February and concluded on 19 March 2026. Submissions are being reviewed with Councillors to be updated at the April Ordinary Meeting.</p>	
16/10/2025	L.1	Draft General Purpose and Special Purpose Financial Statements and Special Schedules for the 2024/2025 Financial Year	<p>17.10/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. In accordance with Section 413 (2) (c) of the Local Government Act 1993: <ol style="list-style-type: none"> a. Resolves that, in its opinion, the General Purpose Financial Statements and the Special Purpose Financial Statements for the year ended 30 June 2025 are properly drawn up in accordance with the provisions of the Local Government Act 1993 and the Regulations. b. Authorises for the Financial Statements for the year ending 30 June 2025 to be certified and signed by the Mayor, the Deputy Mayor, the General Manager and the Responsible Accounting Officer on behalf of Council. 2. Refers the Financial Statements to Council's Auditor for audit. 3. Delegates authority to the General Manager to forward the Audited Financial Statements to the Office of Local Government. 4. Delegates Authority to the General Manager to place the Audited Financial Statements on public exhibition and give notice that Council will present its Audited Financial Statements 	Woodland, Lindsay	<p>18 Nov 2025 11:52am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 October 2025 to 12 December 2025 - The audited financial statements are to be presented to Council prior to being lodged with OLG - extension by OLG approved for 12 December 2025.</p> <p>11 Dec 2025 10:54am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 12 December 2025 to 20 February 2026 - The Audit Office has advised that it is likely that GISC will be issued with a disclaimer of opinion from the auditors for the 24/25 Financial Statements. Therefore an extension request to 20 Feb 2026 for the lodging of the Financial Statements has been submitted to OLG. We are yet to receive OLG's response.</p> <p>12 Feb 2026 3:58pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 20 February 2026 to 20 February 2026 - OLG has approved the extension and Council Officers are waiting on the final report from the Audit Office.</p> <p>13 Mar 2026 3:03pm Woodland, Lindsay - Completion</p> <p>Completed by Woodland, Lindsay (action officer) on 13 March 2026 at 3:03:24 PM - The Audited Draft Financial Statements (Disclaimer of Opinion) have been endorsed by ARIC at its ARIC quarterly meeting held on 5th March 2026 and Council at its extraordinary Council Meeting held on 9th March 2026.</p>	13/03/2026

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			at the applicable Ordinary Council Meeting. CARRIED			
27/11/2025	7.13	Investments Report - October 2025	<p>15.11/25 RESOLUTION</p> <p>THAT:</p> <ol style="list-style-type: none"> Council notes the information contained in this report. A Councillor workshop is scheduled to discuss supporting the Local Government NSW advocacy to the NSW Government and the Minister for Local Government for a review and amendment of the NSW Local Government Investment Order (2011) to expand the range of authorised investments available to councils by: <ul style="list-style-type: none"> Reinstating access to investment-grade securities, allowing councils to invest in rated corporate instruments (minimum credit ratings: Moody's ≥A2, S&P ≥A, Fitch ≥A), consistent with the pre-2008 Investment Order. Broadening the Investment Order to permit councils to prudently invest in additional regulated asset classes, including: <ol style="list-style-type: none"> direct income-producing property, Australian Real Estate Investment Trusts (A-REITs), diversified managed funds (fixed income, infrastructure, and balanced funds), and senior-ranked corporate bonds and floating-rate notes with a minimum long-term credit rating of A. <p>CARRIED</p>	Woodland, Lindsay	<p>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p>11 Dec 2025 10:56am Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - This item will be scheduled for a Councillor Workshop at the earliest opportunity in the new year.</p> <p>13 Mar 2026 3:06pm Woodland, Lindsay - Completion Completed by Woodland, Lindsay (action officer) on 13 March 2026 at 3:06:04 PM - Council was informed of the limitations and constraints on Investments and the history leading to these constraints at its Council workshop held on 12th March 2026.</p>	13/03/2026

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27/11/2025	6.1	Mayoral Minute: NSW Planning System Reforms – Protect Local Representation and the Environment and Tackle the Real Causes of Housing Delay: The Development Assessment and Local Environmental Plan Amendment Process	<p>2.11/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Acknowledges the passage of the Environmental Planning and Assessment Amendment (Planning System Reforms) Bill 2025 and notes its implications for local democracy, environmental safeguards and council planning resources. Notes the Environmental Planning and Assessment Amendment (60-Day Deemed Approval) Bill 2025 remains before the Legislative Council and poses significant risks to rural and regional planning integrity. Formally opposes: <ul style="list-style-type: none"> the exclusion of Mayors and Councillors from eligibility to serve on mandatory Local Planning Panels, the weakening of biodiversity and bushfire protections, and the introduction of automatic deemed approvals under the 60-Day Bill. Supports a balanced, evidence-based reform agenda that: <ul style="list-style-type: none"> reinstates council decision-making for standard development, introduces a streamlined Building Application pathway for low-risk housing, expands the scope of the Housing Delivery Authority to include rural and regional scale housing land developments, and establishes a tailored Local Plan Amendment pathway modelled on Queensland's proven risk-based system. 	Sheridan, Riarna	<p>02 Dec 2025 1:45pm Duffell, Debbie - Reallocation</p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p>07 Dec 2025 5:23pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 28 February 2026 - Advocacy submission has been drafted in line with the resolution and is anticipated to be reviewed and sent by 12 December 2025. Completion date extended to February so further update can be provided at Council's February 2026 meeting.</p> <p>12 Feb 2026 11:54am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 March 2026 - In accordance with the resolution, an advocacy submission reflecting Council's adopted positions was prepared and forwarded to DPHI and nominated Ministers.</p> <p>Advocacy efforts in partnership with Local Government NSW and the Country Mayors Association remain ongoing. A meeting of regional Mayors is scheduled for mid February 2026 to discuss housing matters, which align with Council's adopted advocacy agenda and are expected to include discussion of related planning reform issues.</p> <p>19 Mar 2026 1:52am Sheridan, Riarna - Completion</p> <p>Completed by Sheridan, Riarna (action officer) on 19 March 2026 at 1:52:16 AM - The advocacy agenda pertaining to NSW Planning System Reforms continues with Mayor, Cr Margot Davis and Director of Place and Growth, Riarna Sheridan participating in an online meeting with representatives of the Minister for Planning and Public Spaces' Office and the Department of Planning, Housing and Infrastructure, facilitated by Brendan Moylan MP, Member for Northern Tablelands, to further progress Council's planning reform advocacy.</p> <p>The discussion was productive, with the Department confirming that a number of the issues raised by Council are consistent with reform priorities currently under active consideration. The Mayor offered support and assistance to contribute a rural and regional Council perspective to this work, with the Department indicating it may engage further with Council as relevant work progresses.</p>	19/03/2026

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			5. Advocates to the Minister for Planning and Public Spaces, the Minister for Regional Development and the Minister for Local Government to adopt the reforms proposed in this report, ensuring rural, regional and metropolitan councils all benefit equitably. 6. Partners with Local Government NSW and the Country Mayors Association to coordinate a unified regional advocacy campaign. 7. Requests the General Manager to prepare an advocacy submission reflecting these positions for lodgement with the Department of Planning, Housing and Infrastructure. CARRIED			
18/12/2025	7.4	Glen Innes School of Arts and Music Pilot	5.12/25 RESOLUTION THAT Council: 1. Approves the concept to establish a pilot program for the Glen Innes School of Arts and Music. 2. Co-designs the operating model in conjunction with key stakeholders. 3. Notes that the previous Expression of Interest (20.12/23 RESOLUTION) for the sale of the property at 181 Bourke Street Glen Innes has lapsed and no contract of sale has been entered into by Council. 4. Notes that the land at 181 Bourke Street Glen Innes is currently being reclassified to operational land and this process is expected to be finalised in early 2026. 5. Defers any prior decision to sell the property at 181 Bourke Street Glen Innes until the completion of the pilot for the Glen Innes School of Arts and Music. 6. Works with key stakeholders to confirm a nominal fee for room hire that will cover	Woodland, Lindsay	04 Feb 2026 12:33pm Woodland, Lindsay - Target Date Revision Target date changed by Woodland, Lindsay from 01 January 2026 to 27 February 2026 - A report will be tabled at the February OCM. 13 Mar 2026 3:09pm Woodland, Lindsay - Completion Completed by Woodland, Lindsay (action officer) on 13 March 2026 at 3:09:44 PM - The follow up Council report regarding the co-design of the operating model was dealt with at the Ordinary Council Meeting held on 20 February 2026 and the recommendations were approved. Implementation of the pilot is underway with a scheduled opening date of 20 April 2026.	13/03/2026

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			operational costs. 7. Reviews the success of the pilot on or before October 2027 and determines the future of the Glen Innes School of Arts and Music. CARRIED			
19/02/2026	7.16	Policy Document Incorporating Guidelines for Councillor Workshops - Rescindment	19.02/26 RESOLUTION THAT Council: 1. Rescinds the Policy Document Incorporating Guidelines for Councillor Workshops. 2. Notes that the principles formerly covered by this document are now appropriately addressed through the adopted Code of Meeting Practice and other governance policies. CARRIED	Wright, Brendan	20 Feb 2026 2:35pm Wright, Brendan - Completion Completed by Wright, Brendan (action officer) on 20 February 2026 at 2:35:48 PM - Policy rescinded and removed from internet/intranet.	20/02/2026
19/02/2026	7.15	s355 Committees - Dissolution of Roads Consultative Committee	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	Wright, Brendan	26 Feb 2026 7:35am Wright, Brendan - Completion Completed by Wright, Brendan (action officer) on 26 February 2026 at 7:35:19 AM - Revised Terms of Reference presented to Council 26 March 2026.	26/02/2026

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			<p>enable the Committee to provide informed advisory input to Council; and</p> <p>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.</p> <p>CARRIED</p>			
19/02/2026	7.17	Glen Innes District and Community Centre - Update	<p>20.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Receives and notes the update report on the in-kind support provided to the Glen Innes and District Community Centre (GIDCC). 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. 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. <p>CARRIED</p>	Brackenborough, Ellie	<p>27 Feb 2026 1:37pm Brackenborough, Ellie - Completion</p> <p>Completed by Brackenborough, Ellie (action officer) on 27 February 2026 at 1:37:35 PM - Letter scheduled to go to 25/03/26 meeting.</p>	27/02/2026
19/02/2026	6.2	Establishment of the Northern Tablelands Regional Organisation of Councils (NTROC)	<p>3.02/26 RESOLUTION</p> <p>THAT:</p> <ol style="list-style-type: none"> Subject to the concurrence of each individual member Council, a Northern Tablelands Regional Organisation of Councils (NTROC) be established consisting of Armidale Regional Council, Glen Innes Severn Shire Council, Gwydir Shire Council, Inverell Shire Council, Moree Plains Shire Council, Uralla 	Smith, Bernard	<p>09 Mar 2026 4:24pm Smith, Bernard - Completion</p> <p>Completed by Smith, Bernard (action officer) on 09 March 2026 at 4:24:33 PM - Complete</p>	09/03/2026

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^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<p>Shire Council and Walcha Shire Council,</p> <ol style="list-style-type: none"> Upon the concurrence referred to in point 1, a draft constitution be prepared for consideration at the inaugural meeting of NTROC scheduled for the 18 May 2026, It is agreed that participation costs for the NTROC be limited to meeting attendance costs until resolved otherwise, Council responds to Minister Hoenig's correspondence of the 9 February 2026 advising of its desire to have the previous New England Joint Organisation wound up. Further investigations be undertaken in regard to accessing residual New England Joint Organisation funds for the future benefit of the NTROC. <p>CARRIED</p>			
19/02/2026	12.1	Code of Conduct - Final Investigation Report	<p>29.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes that a procedural fairness oversight was identified following Council's December 2025 consideration of the final investigation report into former Councillor Arandale. Notes that corrective action has been taken by the independent conduct reviewer to provide the respondent with the investigation report and an opportunity to comment, and that no submission was received. Confirms its previous resolution 16.12/25 noting the findings of the investigation, noting that the investigator determined breaches of the Code of Conduct occurred, and referring the matter to the Office of Local Government for its information. <p>CARRIED</p>	Wright, Brendan	<p>20 Feb 2026 2:49pm Wright, Brendan - Completion</p> <p>Completed by Wright, Brendan (action officer) on 20 February 2026 at 2:49:27 PM - OLG advised 20/02/2026 that the report provided 18/12/2025 remained current, and that Council's consideration of the matter was now completed.</p>	20/02/2026

<p>Division:</p> <p>Committee: Council – Finalised Actions</p> <p>Officer:</p> <p>Action Sheets Report</p>	<p>Date From: 14.2.26</p> <p>Date To: 19.3.26</p> <p>Printed: Thursday, 19 March 2026 9:24:06 AM</p>
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MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
19/02/2026	7.5	Operational Plan 2025-2026 Periodic Review (Q2)	<p>8.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes the information contained in the report, and 2. Requests the General Manager to provide a report to Council outlining: <ol style="list-style-type: none"> 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. <p>CARRIED</p>	Smith, Bernard	<p>18 Mar 2026 2:38pm Smith, Bernard - Completion</p> <p>Completed by Smith, Bernard (action officer) on 18 March 2026 at 2:38:26 PM - Report provided to March meeting.</p>	18/03/2026
19/02/2026	7.3	Proposed Motions to the 2026 ALGA National General Assembly	<p>6.02/26 RESOLUTION</p> <p>That Council submits motions on the following topics, as detailed in Annexure A, to the 2026 Australian Local Government Association National General Assembly:</p> <ol style="list-style-type: none"> 1. Towards a Place-Based, Outcomes Driven Funding Framework for Local Government. 2. Housing. 3. Place-Based and Outcome-Driven Funding to Support Regional Essential Services Delivery. 4. Local Government Enablement for Regional Jobs Generation through Economic Development and the Visitor Economy. 5. Early Childhood Education and Care as Essential Workforce Infrastructure for Regional Jobs and Skills. 6. Biochar. 7. Healthcare. <p>CARRIED</p>	Wright, Brendan	<p>26 Feb 2026 9:46am Duffell, Debbie - Reallocation</p> <p>Action reassigned to Wright, Brendan by Duffell, Debbie - Manager of Governance to lodge motions.</p> <p>27 Feb 2026 1:29pm Wright, Brendan - Completion</p> <p>Completed by Wright, Brendan (action officer) on 27 February 2026 at 1:29:01 PM - Submitted 27/02/2026.</p>	27/02/2026

Division:		Date From:	14.2.26
Committee:	Council – Finalised Actions	Date To:	19.3.26
Officer:			
Action Sheets Report		Printed: Thursday, 19 March 2026 9:24:06 AM	

MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
19/02/2026	7.12	Internal Audit Charter	<p>15.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes that the Audit, Risk and Improvement Committee considered the revised Internal Audit Charter 2026 at its 10 December 2025 meeting and recommended that Council adopt the Charter. Adopts the revised Internal Audit Charter 2025. <p>CARRIED</p>	Wright, Brendan	<p>20 Feb 2026 2:24pm Wright, Brendan - Completion</p> <p>Completed by Wright, Brendan (action officer) on 20 February 2026 at 2:24:49 PM - Charter uploaded to internet and intranet and sent to Internal Auditor for information.</p>	20/02/2026
19/02/2026	7.14	s355 Committees - Dissolution of Recreation and Open Spaces Committee	<p>17.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Dissolves the Recreation and Open Spaces Committee in accordance with section 355 and section 377 of the <i>Local Government Act 1993</i> and section 17 of the Community Committees of Council Manual. Notes that the Committee's original advisory purpose is now delivered through internal Recreation and Open Spaces operations, strategic planning frameworks, and modern engagement channels. Extends its thanks to the Committee members for their participation and contribution over past years. <p>CARRIED</p>	Wright, Brendan	<p>27 Feb 2026 2:53pm Wright, Brendan - Completion</p> <p>Completed by Wright, Brendan (action officer) on 27 February 2026 at 2:53:41 PM - Director Place and Growth advised the Committee that it had been dissolved.</p>	27/02/2026
19/02/2026	7.13	s355 Committees - Dissolution of Pinkett Recreation Reserve Management Committee	<p>16.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Resolves to dissolve the Pinkett Recreation Reserve Management Committee in accordance with section 355 and section 377 of the <i>Local Government Act 1993</i> and section 17 of the Community Committees of Council Manual. Resolves to retrospectively approve the transfer of funds held by Council for that 	Wright, Brendan	<p>20 Feb 2026 2:34pm Wright, Brendan - Completion</p> <p>Completed by Wright, Brendan (action officer) on 20 February 2026 at 2:34:57 PM - Former Committee members advised of Council resolution.</p>	20/02/2026

<p>Division:</p> <p>Committee: Council – Finalised Actions</p> <p>Officer:</p> <p>Action Sheets Report</p>	<p>Date From: 14.2.26</p> <p>Date To: 19.3.26</p> <p>Printed: Thursday, 19 March 2026 9:24:06 AM</p>
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^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<p>committee's usage to the incorporated body, Pinkett Community Management Committee.</p> <p>3. Extends its thanks to the Committee members for their participation and contribution over past years.</p> <p>CARRIED</p>			



**AUSTRALIA DAY COMMITTEE
MINUTES OF ANNUAL GENERAL MEETING
HELD ON: 4th March 2026**

MEETING OPENED: 1945 (7.45pm)

PRESENT: Jan Lemon (Chairperson), Bev Edkins, Richard Edkins, Peter Haselwood, Robert Arthur, Kerrie Sturtridge, Mahri Koch (secretary), Jenny Thomas, Cr Andrew Parsons.

APOLOGIES: Karen Carr, Cr David Scott

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

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST:

Nil.

MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:

Moved Jan Lemon, seconded Mahri Koch, that the minutes of the previous meeting, dated **6/3/2025** be accepted.

CARRIED

Item No.	Item	Action
1	REPORT FROM THE CHAIRPERSON As below direct from Chairperson report.	

Item No.	Item	Action
1.1	<p><u>Australia Day Committee Chairperson Report 2026</u></p> <p>Congratulations to the Australia Day Committee of Glen Innes Severn Council. Your commitment to this committee is appreciated by our community, the GISC and the general public of Glen Innes. From the feedback the majority of those who attended enjoyed the day.</p> <p>We started AD celebrations with Ambassadors Dinner on Wednesday night presenting Ambassador with PIN and also presenting COY Rob and Jenny Thomas and YCOY Darcy Husband with 2025 Photo book.</p> <p>Australia Day began at Red Range Hall with a Day off the day with Breakfast at Red Range Hall this was a great success and our thanks to the committee and their members and all the helpers who provided everyone with steak sandwiches bacon and egg and sausage sandwiches. Thank you Andrew for getting steak from Rangers Valley.</p> <p>A large crowd of aprox 150 attended from around the area and district. Thank you very much for a great morning.</p> <p>The day continued with free morning tea at the Glen Innes and District Services Club and entertainment by Matt Scullion local singer of many great Aussie songs written by himself and the crowd of 150+ sang along and enjoyed the music.</p> <p>We started off the official ceremony with the pipe Band piping in the official party.</p> <p>The theme of Reflect Respect Celebrate. We're All part of the Story and the new branding brightened up the stage and we appreciate the funds from National Australia Day Council and GISC allowing us to make Australia Day a free day for all.</p> <p>Mayor Margot Davis officiated the Australian Citizenship with one lady becoming a new Australian Citizen.</p> <p>Alkira once again did welcome to Country. Thank you Alkira</p> <p>Mayor Margot welcomed everyone</p> <p>Bernard Smith was MC introducing Ambassador Dr Clio Cresswell to the attendees. I think Clio had a little problem with the crowd not able to get the gist of her speech. We Thank Clio for being our Ambassador..</p> <p>The large crowd of family friends enjoyed the day and a huge congratulations to those who were nominated in the categories, and also to those who were recipients of the awards.</p> <p>Unfortunately for the Thursday night the dinner provided was poorly attended. The mayor and Ambassador were not in attendance. Also the recipients of awards were unable to be present.</p> <p>Thank you to the committee for their commitment to this important annual event.</p> <p>Without you this event would not be as successful as it is.</p> <p>A big thank you for your continued support of this event. Jan Lemon OAM Chairperson – Australia Day Committee 4/3/2026</p>	<p>Mahri to send Andrew Slack a letter of thanks for steak - at Rangers Valley</p>

Annexure A
Item 7.5

Item No.	Item	Action
2	FINANCIAL REPORT	
2.1	<p>Jan provided income and expenses report to committee (Copy to Council).</p> <p>G.I.S.C. Grant Expenditure \$ 2787.62. Balance \$ 3362.38 Grant Expenditure \$ 8,740 . Balance \$ 1260.00</p>	
3	NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:	
3.1	<p>Cr Parsons declared all positions vacant.</p> <p>Jan Lemon, Bev Edkins, Richard Edkins, Peter Haselwood, Robert Arthur, Kerrie Sturtridge, Mahri Koch, Jenny Thomas, Karen Carr</p>	
4	VOTING:	
4.1	<p>Nominations for committee members (9) accepted by all from nominations lodged: Jan Lemon, Peter Haselwood, Bev Edkins, Richard Edkins, Kerry Strong, Robert Arthur, Mahri Koch, Kerrie Sturtridge, Karen Carr. (9 nominations): Moved Cr Parsons, Seconded Bev Edkins. CARRIED</p>	
5	ELECTION OF OFFICE BEARERS:	
5.1	<p>Office bearers for 2026-27 are:</p> <p>Chairperson: Jan Lemon nominated by Kerrie Sturtridge. Second Peter Haselwood. No further nominations for Chairperson. CARRIED.</p> <p>Congratulations Jan Lemon!!!</p> <p>Secretary: Mahri Koch nominated by Kerrie Sturtridge , Seconded Peter Haselwood. No further nominations for secretary. CARRIED.</p> <p>Congratulations Mahri Koch !</p>	

Item No.	Item	Action
6	SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:	
6.1	Meeting time is to remain the first Wednesday of each month at 7pm at the Glen Innes and District Services Club Boardroom, recommencing 6 th August 2025.	Secretary to book Board room for said meetings 2025 – 26

MEETING CLOSED: 2000 (8pm)
NEXT MEETING: 5/8/2026

Jan Lemon
 Chairperson

4th March 2026

All completed nomination forms and Committee Member Register for the Committee’s Annual General Meeting will be hand delivered to Council by secretary by Wednesday 11th March 2026.



Community Access Committee
MINUTES OF ANNUAL GENERAL MEETING
 HELD ON: 02 March 2026

MEETING OPENED: 01:44pm

PRESENT: Jo Cooper (President), David Thomas (Vice President), Cr Carol Sparks (Councillor Representative), Cr Anne Vosper (Councillor Representative), Kerrie Sturtridge, Lyn Creagan, Mary-Ann Brookfield, Julie Teal, Leonie Lee and Gregory Ford (Minute Taker).

APOLOGIES: Joan Jones,

DECLARATIONS OF CONFLICT OF INTEREST:

List the details of any conflicts of interest here.

MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:

Moved: **Leonie Lee** seconded: **Julie Teal** that the minutes of the previous meeting, dated 03 March 2025 be accepted.

CARRIED

Item No.	Item	Action
5	REPORT FROM THE CHAIRPERSON / PRESIDENT:	
5.1	<ul style="list-style-type: none"> • Jo Cooper spoke to her president’s report, discussing progress made throughout the year, and where the focus now lies. 	Nil
6	NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:	
6.1	<ul style="list-style-type: none"> • Nominations were received for Maryann Brookfield, Julie Teal, Kerrie Sturtridge, Jo-Anne Cooper, Lyn Creagan, David Thomas, and Leonie Lee. 	Nil
7	VOTING:	
7.1	<ul style="list-style-type: none"> • There were less than 12 nominations hence all nominations were accepted by consensus. 	Nil
8	ELECTION OF OFFICE BEARERS:	
8.1	<ul style="list-style-type: none"> • The following nominations were made for office bearers: <ul style="list-style-type: none"> ○ Jo-Anne Cooper – President ○ David Thomas – Vice President ○ Gregory Ford – Secretary • The nominations were accepted and committee voted unanimous to resolve the above office bearers. 	Nil
9	SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:	
9.1	<ul style="list-style-type: none"> • The following dates and locations were proposed for the coming year: <ul style="list-style-type: none"> ○ 04 May 2026 01:00pm William Gardner Room ○ 06 July 2026 01:00pm William Gardner Room ○ 07 September 2026 01:00pm William Gardner Room ○ 02 November 2026 01:00pm William Gardner Room ○ 01 February 2026 01:00pm William Gardner Room ○ 01 March 2026 01:00pm William Gardner Room (AGM) 	- Greg to book William Gardner Room for all meetings.

Item No.	Item	Action
	<ul style="list-style-type: none"><li data-bbox="443 282 1043 315">• These dates were voted on and accepted unanimously.	

MEETING CLOSED: 02:00pm

NEXT MEETING: 04 May 2026 01:00pm William Gardner Room

**Minutes of the Library Committee
Annual Meeting
17 February 2026
Glen Innes Severn Learning Centre
Conference Room**

Meeting opened at 09.05am

Present: Kerry Muir, Cr Anne Vosper, Kerry Byrne, Jenny Sloman, Byron Sansom
Apologies: Lindy Stevenson, Cr. Margot Davies, Sarah Wilson, Lindsay Woodland

Declaration of Interest: none

Minutes of the previous AGM accepted as true and accurate:

Emailed to members before the meeting

Moved: Kerry Muir

Second: Jenny Sloman

Chair's Report:

Kerry Muir thanked the Library Manager and her team for all their efforts in 2025 in providing library services, cultural and educational events for our community. Kerry also thanked the Library Committee members for their dedication and continued support for the Library Committee and its work supporting Libraries.

Librarian's Reply:

In 2025 the library celebrated its 70th birthday with events organised for the whole year as a reminder to our community that their public library has had a long history of serving their community. The library team worked hard to achieve this goal during 2025, and I thank them for their hard work during the year.

I am also grateful for the strong support from the members of Library Committee who are Library Ambassadors in our community promoting library services, bringing back community feedback and giving informed advice to this committee and the library.

Nominations/Elections

Returning Officer Cr. Anne Vosper declared all positions open.

Nominations were called for:

Chair

Nominated by Jenny Sloman

Seconded by Kerry Byrne

Kerry accepted.

Kerry Muir

Vice Chair

Nominated by Kerry Muir

Seconded by Jenny Sloman

Lindy accepted by email.

Lindy Stevenson

Minute Secretary

Jenny Sloman

Nominated by Kerry Byrne

Seconded by Kerry Muir

Jenny accepted.

Youth Representative

Byron Sansom

Nominated by Jenny Sloman

Seconded by Anne Vosper

Byron accepted.

Parent / Guardian Consent: Annemarie Sansom (mother).

Committee Members

Cr. Margot Davies (Council Representative)

Cr, Anne Vosper (Council Representative)

Kerry Muir (Chair / Community Member)

Kerry Byrne (Public Library Librarian)

Jenny Sloman (Minute Secretary / Community Member)

Byron Sansom (Youth Representative / Community Member)

Sarah Wilson (Senior TAFE Librarian)

Lindsay Woodland (Council Representative)

Lindy Stevenson (Vice Chair / Community Member)

Dates for 2026

Emailed to members before the meeting.

The dates for 2026 were read out and accepted. These dates are:

17 February

14 April

16 June

18 August

20 October

8 December

Meeting closed at 10.05 am

Next AGM: 16 February 2027

9.00am

Glen Innes Severn Learning Centre

Conference Room

Signed

Dated



**GLENCOE HALL COMMITTEE
MINUTES OF ANNUAL GENERAL MEETING
HELD ON: 7th February 2026**

MEETING OPENED: 3:20pm

PRESENT: Andrew Irwin, Helen Gunther (Minute Taker), Max Elphick (council delegate), Rachel Welstead (Chairperson), Isabel Wilks, Eric Wilks, Lesley Donald, Rob Irwin, Jason Irwin, Chris Irwin, Selena McMullen, Robbie Walker, Glenda Laughton, Evelyn Scott, Chris Smith, Sundance Leggett

APOLOGIES: Julie Wright, Nancy Parry

Moved Helen Gunther, seconded Rob Irwin that the apologies be accepted.

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST: Nil

MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:

Moved Helen Gunther, seconded Glenda Laughton that the minutes of the previous meeting, dated 13th February 2025 be accepted.

CARRIED

Item No.	Item	Action
5	REPORT FROM THE CHAIRPERSON / PRESIDENT:	
5.1	Read by Andrew Irwin We had a quiet year. The playgroup are the only regular users. We received a grant from The White Rock Windfarm to paint the end of the hall where the paint was peeling off. We have started a raffle to raise money for future hall repairs. It will be drawn in March. There are some great prizes so please help sell some tickets. I would like to thank the committee and the council for your help to keep the hall going. Thank you very much. Moved Andrew Irwin, Seconded Rob Irwin, Carried	
6	TREASURER REPORT	
6.1	Report tabled by Helen Gunther. See attached. Moved by Helen Gunther Seconded Rob Irwin	
7	NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:	
7.1	Helen Gunther, Andrew Irwin, Julie Wright, Evelyn Scott, Rachel Welstead, Glenda Laughton, Selena McMullen, Robert Walker, Lesley (Caren) Donald	
8	VOTING:	
8.1	Under 12 nominations	
9	ELECTION OF OFFICE BEARERS:	
9.1	Chairperson Rachel Welstead, nominated by Rob Irwin, Seconded Chris Irwin, Rachel accepted. Carried	

Item No.	Item	Action
	<p>Vice Chairperson Evelyn Scott, nominated by Rob Irwin. Evelyn declined the nomination. Andrew Irwin nominated by Rachel Welstead, Seconded Jason Irwin, Andrew accepted. Carried</p> <p>Secretary Helen Gunther nominated by Lesley Donald, Seconded by Rachel Welstead. Helen accepted. Carried</p> <p>Treasurer Julie Wright nominated by Andrew Irwin, Seconded by Rachel Welstead. Julie accepted. Carried</p> <p>Committee Members- Evelyn Scott, Glenda Laughton, Lesley (Caren) Donald, Selena McMullen, Robert Walker</p>	
10	SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:	
10.1	<p>General meetings will be held quarterly on the first Saturday of the month at 2pm. To be held in the Glencoe Hall. Meetings for the next 12 months will be:</p> <ul style="list-style-type: none"> • 9th May 2026 • 8th August 2026 • 7th November 2026 • 6th February 2027 (AGM & general meeting) 	
	Bank Signatories- Remain the same. Treasurer and Secretary	

MEETING CLOSED: 4pm

NEXT MEETING: Saturday 6th February 2027, 3pm, at Glencoe Hall

Rachel Welstead

.....
 Chairman

18/2/2026

.....
 Date



**SALEYARDS ADVISORY COMMITTEE
MINUTES OF ANNUAL GENERAL MEETING
HELD ON: 11/2/2025**

MEETING OPENED: 3:10pm

PRESENT: Mayor, Cr Margot Davis (Returning Officer), Riarna Sheridan (Acting Chairperson), Anthony Wilkins (Acting Saleyards Manager), Shad Bailey, Jim Ritchie, Michael Lamph, Lyle Perkins, Felicity Shaw, Angus Vivers and Breeanna Simpkins (Minute Taker)

APOLOGIES: Cr Tim Alt, Terry Te Velde, Aaron Campbell (Saleyards Manager), Kurt Parker, Barry Grob and Andrew Grob.

Moved **Lyle Perkins**, seconded **Jim Ritchie** that the apologies be accepted.

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST:
NIL

MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:

Moved **Shad Bailey**, seconded **Lyle Perkins** that the minutes of the previous Annual General Meeting, held 12/2/2025 be accepted.

CARRIED

Item No.	Item	Action
5	REPORT FROM THE CHAIRPERSON/PRESIDENT:	
	Chair Shad Bailey expressed his appreciation to the committee for their time and contributions throughout 2025.	
6	NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:	
6.1	<p>Councillor Representatives</p> <p>Mayor, Cr Margot Davis Cr Tim Alt</p> <p>Agent Representatives</p> <p>Elders: Michael Lamph Colin Say & Co: Shad Bailey Newberry and Te Velde: Terry Te Velde Nurtien: Jim Ritchie</p> <p>Landholder Representatives</p> <p>Kurt Parker Lyle Perkins Angus Vivers</p>	
7	VOTING:	
7.1	No voting was necessary as all nominations were accepted	
8	ELECTION OF OFFICE BEARERS:	
8.1	Chairperson: Returning Officer, Mayor, Cr Margot Davis declared the position of Chairperson vacant. Shad Bailey was nominated for the position of Chairperson and accepted the position. Moved Jim Ritchie Seconded Lyle Perkins	

Item No.	Item	Action
9	SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:	
	<p>AGM - Wed 11th February, 2027 Ordinary Meeting - Wed 13th May 2026 Ordinary Meeting - Wed 12th August 2026 Ordinary Meeting - Wed 11th November 2025</p> <p>All Meetings are scheduled for 3:00 pm at the William Gardner Conference Room</p>	<p>Extraordinary Meeting - Wed 18th March, 3:00pm. William Gardner Conference Room Moved Shad Bailey, Seconded Michael Lamph</p> <p>AGM 2027 - Proposed Date: Week before normal AGM Date to avoid clash with Glen Innes Show.</p>
10	COMMUNITY COMMITTEES OF COUNCIL MANUAL	
10.1	Riarna Sheridan, Director of Place and Growth provided a high-level briefing of the Community Committees of Council Manual, outlining roles and responsibilities of the Chairperson and committee members.	Discussion of Manual and information provided to Chairperson and Committee.

General Discussion:

The Committee discussed the below topics and agreed the matters would be brought to the next ordinary meeting for further discussion:

- Saleyards figures for over 5-year period, not just 1-year period.
- Quarry Cattle Weigh Bridge fee removal.
- Investigation of insurance matters related to stock truck use of commercial weighbridges

MEETING CLOSED: 4:12PM

NEXT AGM MEETING: 3:00 PM Wednesday 18th March 2026 at the William Gardner Conference Room

.....
 Chairperson

.....
 Date



**Glen Innes Saleyards
Advisory Committee
Terms of Reference**



SAC – TERMS OF REFERENCE

Constitution

- 1 The Glen Innes Saleyards Advisory Committee (SAC) is constituted by provisions under section 355 (c) and s 377 or s 378 of the Local Government Act 1993.
- 2 The SAC will be bound by the *General Terms of Constitution*, Part 1 of the *Community Committees of Council Manual* (the Manual)¹ as adopted by Council on 21 December 2023 (or any revised versions).

Terms of Reference

Scope and objectives

Scope

- 3 The Committee has no delegated power and functions as a *wholly advisory* committee to Council.²
- 4 The Committee will endeavour to reach consensus on issues/recommendations before it is referred to Council for consideration.
- 5 In the instance of the Committee not being able to reach a consensus decision, the Council will consider the matter noting the various opinions of the committee.

Objectives

- 6 The purpose of the SAC is to:
 - (a) Provide advice to Glen Innes Severn Council (Council) on the operations of the Glen Innes Saleyards (Saleyards) and to make recommendations on potential improvements regarding the operation of the facility;
 - (b) Provide recommendations to Council on the future development of the Saleyards;
 - (c) Make recommendations to Council on the setting of fees;
 - (d) Consider the requirements of all users of the Saleyards, including buyers, vendors, agents, suppliers and staff;
 - (e) Provide strategic advice to Council on matters affecting the operations of the Saleyards noting that the SAC will have no authority to direct operational activities, Council staff, employees or customers at the Saleyards; and
 - (f) Actively promote the Saleyards within the region.

¹ The Community Committees of Council Manual (the Manual) may be found on Council's website (www.gisc.nsw.gov.au) or by contacting Council.

² See section 7 of the Manual.

SAC – TERMS OF REFERENCE

- 7 A Community Committee of Council must not act outside of its Terms of Reference and any specific delegations of authority which Council has empowered it to perform on behalf of Council.

Conduct

- 8 Members of the SAC must not conduct themselves in a manner that:
- (a) is likely to bring Council or other Council officials into disrepute,
 - (b) is contrary to statutory requirements or Council's administrative requirements or policies,
 - (c) is improper or unethical,
 - (d) is an abuse of power,
 - (e) causes, comprises or involves intimidation or verbal abuse,
 - (f) involves the misuse of position to obtain a private benefit, or
 - (g) constitutes harassment or bullying behaviour or is unlawfully discriminatory.
- 9 The Committee and Committee Members must comply with all applicable Council policies, procedures and requirements.³

Membership

- 10 Membership will be in accordance with section 13 of the Manual except where varied herein.
- 11 The Committee shall comprise of the following membership:
- (a) Three Councillor representatives;
 - (b) Three landholder representatives;
 - (c) Two transport/carrier representatives;
 - (d) One representative from each of the selling agents who use the Saleyards; and
 - (e) Council staff (non-voting members) who may include the General Manager, Director of Place and Growth, and the Saleyards Manager.

Office bearers

- 12 The election of Chair will be in accordance with section 14 of the Manual.
- 13 The SAC will not have a treasurer.

³ These are available on Council's Website at www.gisc.nsw.gov.au or by contacting Council.

SAC- TERMS OF REFERENCE

- 14 The Executive Assistant to the Director of Place and Growth will fill the role of secretary.

Meeting Practice

- 15 Meetings shall be held in accordance with Chapter Four (4) of the Manual except where varied herein.
- 16 The Committee shall meet quarterly and meeting times for the forthcoming year will be decided each year at the annual general meeting (AGM).

Legislation and Supporting Documents

Local Government Act 1993

- 17 Community committees of Council are constituted under the *Local Government Act 1993* (section 355 and sections 377-78).

Community Committees of Council Manual

- 18 The SAC Terms of Reference **must** be read in conjunction with the Community Committees of Council Manual. The Manual sets out the requirements for the functioning of the Committee and except where varied by these Terms of Reference is to be adhered to.
- 19 For reference, the Manual contains the following chapters:
1. Introduction
 2. General Terms of Reference (for Committees who do not have an adopted Terms of Reference)
 3. General Terms of Constitution
 4. Meeting Practice
 5. Financial Management
 6. Risk Management and Insurance
 7. Contributions and Ownership
 8. Council Policies
 9. Management of Grounds and Facilities
 10. Planning an Event/Activity
- 20 The appendices in the Manual provide managerial support including relevant forms and templates.

Variation And Review

- 21 The SAC Terms of Reference will be reviewed every term of Council (four years), or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the document does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

SAC- TERMS OF REFERENCE

- 22 Any amendments to the Terms of Reference must be made in consultation and approval of Council. If the amendments proposed are significant, the revised document is to go before Council for endorsement.

SAC- TERMS OF REFERENCE

Appendix A

Document Control/Authorisation

Responsible Officer		Manager Governance (MG)			
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3	24/07/2025	6.07/25	Amendments are to bring the document in alignment with the revised Community Committees of Council Manual and have the document formerly endorsed by Council.	MG	Council
2	20/12/ 2018	1.12/18	Amend the number of transport carrier members from one to two.	NA	Council
1	NA	NA	No <i>document control</i> section was included on the previous version.	NA	NA

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Chair

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Date

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General Manager

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Date



Glen Innes Severn Council

REVIEW OF ARIC PERFORMANCE

MARCH 2026





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EXECUTIVE SUMMARY

PURPOSE

This report presents the findings of the independent four-yearly performance review of the Glen Innes Severn Council’s Audit, Risk and Improvement Committee (“ARIC” or “the Committee”). The review evaluated the Committee’s performance against its Terms of Reference, the requirements of section 428A of the Local Government Act 1993 and Core Requirement 1 of the Guidelines for Risk Management and Internal Audit for Local Government NSW (“the Guidelines”) relating to the audit, risk and improvement committee. Whilst the Guidelines are not mandatory, they are considered “better practice”.

APPROACH

The review was undertaken using a structured approach that included analysis of ARIC documentation, an assessment of Council and ARIC practices against Core Requirement 1 of the OLG Guidelines, and interviews with key stakeholders to obtain practical insights into the committee’s performance and effectiveness. The review was conducted in February 2026 and reviewed committee artefacts between 2023 and 2025.

In accordance with the Guidelines, the assessment was conducted by an independent assessor with relevant local government sector expertise and experience in audit, risk and improvement committee operations and better practice.

OVERALL OPINION

Whilst there are some elements of compliance to the Guidelines which can be improved, the gaps are not considered material to the operation or effectiveness of the ARIC. In our opinion, the ARIC has provided effective independent assurance and advice throughout this council term. It has largely met its statutory obligations and significantly contributed to improved oversight, in particular, supporting the financial issues that have impacted Council over the last three years.

OPPORTUNITIES FOR IMPROVEMENT

In total, we identified 7 recommendations to help improve alignment to the Guidelines and effectiveness of the Committee in the future. Most of the recommendations arising from this review relate to strengthening administrative processes and are primarily for implementation by the ARIC secretariat in consultation with council and the Chairperson.

1. Strengthen ARIC Appointments and Induction Processes

Enhance future ARIC appointment process through a formal skills matrix assessment, interviews and police/bankruptcy checks, clearer appointment letters aligned to member responsibilities in the Guidelines, defined Chair expectations, and a structured member induction program.

2. Implement an Annual Effectiveness Review/ Survey

Introduce a formal annual ARIC effectiveness assessment/survey, including stakeholder feedback to evaluate performance against s428A functions, report to Council, and use of findings to drive continuous improvement.

3. Annual CPD Disclosure

As part of the annual effectiveness review, ARIC members should formally report on continuing professional development (CPD) and relevant learning undertaken during the year to demonstrate ongoing capability and sector currency.

4. Formalise Strategic Planning and KPIs

For the next council term, adopt a four-year ARIC Strategic Work Plan aligned to the Council term and s428A responsibilities. For this term, establish measurable KPIs and report to elected representatives on risks and assurance gaps annually and at the close of the council term.

5. Reference s428A in ARIC Reports

Include explicit reference to relevant s428A responsibilities for each item in the ARIC business papers to strengthen legislative traceability.

6. Broaden Oversight Areas

From stakeholders, there are opportunities to expand the forward agenda to include stronger oversight of cyber security, workforce capability, organisational performance, service reviews and culture.

7. Improve Secretariat Support

Strengthen secretariat resourcing, documentation processes and minute clarity to improve continuity, compliance tracking and clearer articulation of ARIC positions and recommendations.

Further details on the findings of this review, together with the supporting analysis, commentary and recommended improvement actions, are provided in the body of this report.

BACKGROUND

REGULATORY CONTEXT

Section 428A of the **Local Government Act 1993** (“the Act”) mandates the Audit, Risk and Improvement Committee (“ARIC”) in NSW local government.

The **Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023** (“the Regulations”) is made under the Act to give statutory force to key elements of the Office of Local Government’s guidelines by prescribing mandatory requirements for the membership, operations, and oversight of council audit, risk, and improvement committees, internal audit functions, and risk management frameworks.

The **Guidelines for Risk Management and Internal Audit for Local Government in NSW** (“the Guidelines”) aim to assist councils and joint organisations in complying with statutory requirements by establishing a form of minimum “better practice” standard that should be considered for the mandatory operation of ARICs, risk management, and internal audit.

While the Act and the Regulations establish the statutory foundations and prescribed outcomes for the ARIC, the Guidelines provide more comprehensive guidance to support councils.

Finally, the Guidelines state that compliance with the Local Government Act 1993, the Local Government Regulation, and the Guidelines will be monitored by the Office of Local Government (“OLG”), and may also be subject to assurance or compliance audits by the NSW Auditor-General, effectively making these three instruments the primary basis for assessing the performance of councils and their ARICs.

For this review, we have assessed the performance of the ARIC against the three instruments above.

REVIEW OF COMMITTEE PERFORMANCE

Under Core Requirement 1 of the Guidelines, the governing body is required to conduct a review of the effectiveness of the ARIC at least once every four years to align with the council term. This review is essential to ensure the committee is making a valuable contribution to the council’s governance. By evaluating the committee against its Terms of Reference and the Guidelines, a form of “better practice”, councils can determine if changes to membership or operational processes are required to maintain high-quality oversight. Ultimately, this process culminates in a Chairperson-led action plan designed to address any identified deficiencies, ensuring the committee continues to provide robust, independent assurance to the governing body.

REVIEW APPROACH AND METHODOLOGY

This review was undertaken using a structured, multi-layered approach comprising of the following components:

- A detailed examination of key artefacts including ARIC meeting minutes (2023–2025), a sample of ARIC business papers and the ARIC Terms of Reference (2025). Refer to **Appendix 1** for the documents reviewed.
- An independent assessment of the above artefacts against Core Requirement 1 of the Guidelines, including alignment with section 428A of the Local Government Act 1993.
- One-to-one confidential interviews with selected key stakeholders, including elected representatives, senior management and independent ARIC members, to obtain qualitative insights into the ARIC’s operation, performance and effectiveness. Refer to **Appendix 2** for the list of people interviewed.
- Cross-analysis of documentary evidence, compliance requirements and stakeholder feedback to identify consistencies, strengths, gaps and performance themes.
- Preparation of a report to the elected representatives setting out the methodology, findings, areas of strength, opportunities for improvement, and recommendations to enhance the effectiveness of the Audit, Risk and Improvement Committee in meeting its obligations under section 428A of the Act and the Guidelines.

Note: Whilst the Guidelines require the performance review to assess ARIC conformance with the International Professional Practice Framework (“IPPF”), the IPPF governs the internal audit function and not the ARIC. We have advised OLG of this matter (Mr John Davies) who acknowledged this matter and indicated it will be reconsidered in the next revision of the Guidelines.



REVIEW FINDINGS

COMPLIANCE ASSESSMENT AGAINST THE GUIDELINES - CORE REQUIREMENT 1

We evaluated Council’s compliance against the requirements of Core requirement 1 of the Guidelines which relates to the ARIC.

Whilst the Guidelines themselves are not “mandatory”, the Guidelines state that “Councils are required to consider these Guidelines when implementing the requirements prescribed under the Act and the Regulation relating to audit, risk and improvement committees, risk management and internal audit”.

Area	Result	Finding
1. Role and functions (ARIC establishment)	Met	ARIC was established in time satisfying the requirement to have an ARIC operating by 1 March 2021.
2. Terms of Reference	Met	Council has a Terms of Reference (ToR) that is largely aligned to the Guidelines. ARIC minutes evidence ToR reviews in March 2023 and March 2025, however an explicit annual ToR review was not performed in calendar 2024. This did not materially impact on the effectiveness of the ARIC. The Committee has largely complied with the ToR.
3. Structure / shared committees	Met	ARIC is a standalone Council committee (not shared). There is no evidence of council assessing options between a shared vs standalone ARIC. Documentation/interviews indicate the committee has undertaken ongoing education of the Council regarding ARIC responsibilities and it is valued by Council.
4. Size, composition & capability	Met	Membership size, composition and capability meet minimum requirements.
5. Roles of committee members	Gaps	Roles and expectations of members are largely defined in the ToR. Stakeholder interviews and review of ARIC meeting minutes indicate that members understand their responsibilities in practice. Members were selected based on their skills and experience in public sector and experience with other ARICs. No records were provided in respect to interviews with independent members as part of the appointment process. No evidence was found of a documented skills matrix assessment to demonstrate that independent members’ and Council member skills and experience were formally evaluated against the requirements outlined in Council’s Terms of Reference. See Recommendation 1.
6. Independence criteria	Met	Conflicts/pecuniary interest declarations are made and minuted during ARIC meetings. Annual Pecuniary Interests declarations were evidenced for 2024-2025.



7. Eligibility criteria	Gaps	<p>Overall, independent members possessed the skills, knowledge and experience necessary to undertake their roles.</p> <p>Criminal record and bankruptcy checks were not performed for Chair/independent members on appointment or re-appointment.</p> <p>All independent members hold similar audit and risk committee roles across various public and private sector organisations.</p> <p>The Councillor member was appointed via a Council resolution. There was no eligibility criteria or checklist to evaluate the current councillor member as his professional qualifications and experience are well known to Council.</p> <p>See Recommendation 1.</p>
8. Appointment	Gap	<p>Governing body appointments was evidenced. Appointment letters signed by the General Manager, not the mayor.</p> <p>Appointment letters can be enhanced to include more information about the role, responsibilities and expectations of members,</p> <p>No record of induction of new ARIC members to Council.</p> <p>See Recommendation 1.</p>
9. Membership terms & reappointment.	Gap	<p>ToR includes term/rotation rules.</p> <p>Appointments are staggered.</p> <p>Councillor member appointment timing aligns to post-election arrangements.</p> <p>Prior to reappointment, an ARIC Member’s Performance Assessment (ARIC self-assessment) was performed in 2024. It presented each member, meetings attended, qualifications, skills and experience and commentary around advice provided. It was not an evaluation of the effectiveness of the ARIC.</p> <p>The Guidelines require ARIC provide an annual assessment (can be via a short survey) to the governing body. The survey should include independent members, councillors and senior management.</p> <p>See Recommendation 2.</p>
10. Resignation of members	Not applicable	<p>No resignations of independent members since initial appointments.</p>
11. Dismissal of members	Not applicable	<p>No dismissals noted since appointment.</p>
12. Fees (incl. superannuation)	Gap	<p>ARIC members are remunerated for their services; however, it is unclear whether the approved meeting fees are inclusive or exclusive of any obligations under the Superannuation Guarantee (Administration) Act 1992.</p> <p>The Guidelines state that “Councils are obliged under the Superannuation Guarantee (Administration) Act 1992 to make compulsory superannuation guarantee contributions”</p> <p>The appointment documentation does not address superannuation arrangements. Clear confirmation of Council’s position, including whether superannuation contributions apply (or not) and how they</p>

		<p>are treated in relation to meeting fees, should be explicitly stated in future appointment letters.</p> <p>See Recommendation 1.</p>
13. Insurance	Met	Evidence obtained that ARIC members are covered under Council's insurance arrangement.
14. Learning and development	Met	<p>Council does not maintain formal training records. Reliance is placed on individual members' professional development obligations and serving on other audit, risk and improvement committees in local government and other sectors.</p> <p>See Recommendations 3.</p>
15. Conduct	Met	<p>Appointment letters highlight members' responsibility to act in accordance with Council's code of Conduct.</p> <p>Conflict/pecuniary disclosures were evidenced, and conflict of interest disclosures are covered in ARIC meetings.</p>
16. Meetings	Met	<p>ARIC met at least quarterly.</p> <p>Agendas and minutes exist. Minutes demonstrate that the committee is not passive; they reflect active engagement, challenge and oversight, consistent with the ARIC's assurance role.</p> <p>Quorum and attendance were generally strong.</p> <p>Mayor attends as observer.</p> <p>Closed, in-camera sessions with auditors occurred (though not every meeting).</p> <p>The ARIC Reporting Plan 2024–2026 functions as a forward agenda/meeting plan.</p>
17. Confidentiality	Met	<p>ToR explicitly treats ARIC papers/minutes/reports as confidential.</p> <p>Practice also aligns as minutes are provided to Council as confidential items for noting.</p>
18. Secretariat	Met	<p>Secretariat support is provided by Council governance staff.</p> <p>Staff turnover within the secretariat function was identified during interviews; however, it did not have a material impact on the operation or overall effectiveness of the ARIC.</p>
19. Key relationships	Met	<p>Overall positive relationships between ARIC and key stakeholders i.e. GM, external audit, and internal audit.</p> <p>Interviews/minutes indicate internal audit arrangements are evolving and improving.</p>
20. Access to staff, resources & information	Met	<p>ToR includes authority for unrestricted access and external advice.</p> <p>Minutes evidence regular attendance by senior council staff auditors, and specialists, with ARIC requesting follow-up of matters and requests for additional information.</p>
21. Disputes	Met	<p>ToR includes dispute resolution mechanism.</p> <p>No formal disputes evidenced. Minutes show scrutiny and behaviours consistent with robust governance rather than disputes and conflicts.</p>



22. Workplans	Gaps	<p>Council/ARIC have good coverage of s428a responsibilities via the Assurance Map and ARIC Reporting Plan 2024-2026, but there is no explicit four-year strategic work plan document aligned to Council’s current term, no annual work plan and no formal KPIs established to measure ARIC value/function and s428A coverage; internal audit planning is more “meeting-by-meeting” than a consolidated annual audit plan with KPIs.</p> <p>Staff turnover in the secretariat contributed to this gap.</p> <p>Whilst we found good coverage of s428A matters via our review of meeting minutes, Assurance Map and ARIC Reporting Plan, the absence of formal KPIs limits Council’s ability to demonstrate structured oversight, measure ARIC performance and confirm full coverage of its s428A responsibilities across the council term.</p> <p>See Recommendation 4.</p>
23. Advice to the governing body	Met	<p>Based on our review of ARIC minutes (2023–2025), the Committee has demonstrably addressed all core matters listed under s428A(2).</p> <p>Financial management, governance, risk management and audit matters were areas well.</p> <p>Fraud control and compliance are addressed, though often via confirmation discussions rather than standalone agenda items.</p> <p>Improvement functions (strategic planning, service reviews, performance data) are increasingly evident in 2024–2025 minutes, reflecting maturation of ARIC scope.</p> <p>Council’s secretariat provides a copy of the ARIC meeting minutes as a confidential report item at an ordinary council meeting. Council notes the minutes and discusses items as necessary. These act as “quarterly updates”.</p> <p>The Mayor and General Manager attend meetings and are aware of the ARIC opinions and issues raised.</p> <p>The Mayor and the council’s member representative act as a conduit between ARIC and the elected representatives.</p> <p>The ARIC provided Council with an Audit Risk & Improvement Committee Annual Assessment (2024) and Audit and Risk Committee Annual Report 2025.</p> <p>Both documents describe the existence of the internal audit function, however, there is limited explicit assessment of internal audit effectiveness, performance against the approved audit plan, or maturity of the function.</p> <p>Neither document defines ARIC KPIs or reports progress against agreed measures.</p> <p>See Recommendation 4.</p>
24. Review of committee performance (by governing body, once per term)	Not Applicable	<p>This review is the first review of Council’s ARIC.</p>



25. Annual attestation (GM)	Met	Annual attestation requirements are met.
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CONFIDENTIAL STAKEHOLDER INTERVIEWS

As part of the ARIC performance review, seven (7) structured one-to-one confidential interviews were conducted with representatives from the governing body, senior management and independent members to obtain insights beyond those evident in meeting minutes and formal reports.

The objective of this stakeholder engagement was to explore the lived experience of the ARIC’s operation - including committee culture, quality of relationships, independence, strategic alignment, influence on decision-making, and the strength of key stakeholder interactions.

These interviews provided qualitative perspectives on how effectively the ARIC is functioning in practice, where it is adding the greatest value, and where improvements may enhance its impact and maturity over the remainder of the Council term.

Topic	Findings
Overall achievement of ARIC’s purpose as outlined in the Terms of Reference	ARIC is broadly seen as achieving its core purpose, particularly in financial oversight and accountability. All respondents indicated that ARIC is achieving its purpose either “Very much” (57%) or “Mostly” (43%). Management noted ARIC provided critical oversight during repeated financial statement delays and system issues.
Demonstrated Impact and Value to Council	All interviewees felt the ARIC was “effective” Overall, ARIC has made a tangible impact, especially in relation to the financial/ external audit issues and governance of the new financial system. Management noted the ARIC helped and supported council during difficult times and ARIC members are always providing recommendations. Whilst ARIC’s comments and outcomes are generally overt, transparent and clearly articulated, particularly in relation to financial reporting risk, system deficiencies and governance matters, it was noted that in some cases, ARIC could be more explicit in calling out issues. See Recommendation 7.
Work Planning and Strategic Alignment	Independent members and management generally consider planning “mostly” aligned (57%) or “very well” (29%) aligned to Community Strategic Plan and Council’s priorities. 60% believe there are some opportunities to improve ARIC’s planning process. This is supported by our assessment against core requirement 1 of the Guidelines. Councillor and management feedback indicates that engagement in the ARIC planning process could be strengthened through clearer communication and greater visibility of ARIC priorities to the governing body. Whilst there are annual work plans, the 4-year ARIC Strategic Workplan and Key Performance Indicators (“KPI’s”) were not developed. See Recommendation 4.



<p>Meeting Processes and Information Quality</p>	<p>Meeting processes are functional, and all interviewees stated that the ARIC does receive appropriate support from the secretariat. It was noted that staff turnover in the secretariat had some minor impacts on meeting processes.</p> <p>71% felt the process was “somewhat effective” and 29% as “very effective”.</p> <p>There were some concerns around “scope creep” i.e. operational matters where the ARIC requested additional information beyond the Terms of Reference.</p> <p>Council’s secretariat should consider incorporating a clear reference to the relevant s428A responsibility within each ARIC business paper item.</p> <p>See Recommendation 5.</p>
<p>Skills, Capability and Team Dynamics</p>	<p>The ARIC’s capability and dynamics are seen as strong by all. There was unanimous agreement that:</p> <ul style="list-style-type: none"> • Members have appropriate skills mix. • Members work well together. • Chair demonstrates effective leadership. <p>Minutes demonstrate constructive and technically informed engagement</p> <p>Management and Councillors were confident that ARIC members were comfortable in raising difficult or uncomfortable issues, challenging management, and maintaining independence.</p>
<p>Relationship with Management and “Safe Space” for Internal Audit</p>	<p>High levels of agreement ARIC provides a safe space for people, including internal and external audit to raise sensitive matters.</p>
<p>Emerging Risks and Risk Oversight</p>	<p>Emerging risks are a standing ARIC agenda item.</p> <p>It was acknowledged by all people interviewed that financial issues received a lot of ARIC attention.</p> <p>Interviewees identified other areas that require more attention by the ARIC in the future, including cyber security, workforce capability, performance management and culture.</p> <p>See Recommendation 6.</p>
<p>Key strengths of the ARIC</p>	<p>The key strengths of the ARIC identified by interviewees are:</p> <ul style="list-style-type: none"> • Strong governance and oversight focus, bringing structure and discipline “over the top” of Council operations. • Provides independent advice, constructively challenges management, and offers independent advice across a broad range of issues. • Draws on broad local government sector experience and learnings. Experience in dealing with NSW Audit Office. • Demonstrates particular strength in financial governance and oversight of major system implementation. • Maintains focus on emerging risks at almost every meeting. • Operates respectfully and professionally, with constructive meetings and strong group dynamics.
<p>Improvements identified by stakeholders interviewed</p>	<p>The interviewees identified several areas they feel required attention to help improve the functioning of the ARIC:</p> <ul style="list-style-type: none"> • Resourcing constraints are impacting the ARIC’s ability to fully deliver on its broader mandate, including internal audit effectiveness and follow-through. <p>See Recommendation 7.</p>



	<ul style="list-style-type: none">• The Committee’s work was heavily focused on financial and system issues, limiting coverage of wider governance, risk and improvement functions originally intended. See Recommendation 6.• Evidence of scope creep and an overly broad agenda, with some reports not clearly aligned to the ARIC Charter. See Recommendation 5.• Opportunity to refine meeting dynamics, including clarity of purpose for requested reports and strengthening engagement with the mayor and councillors. See Recommendation 5.• Improvements could be made to minute clarity and articulation of outcomes. See Recommendation 6.• Continued strong focus on internal audit is valued, with an opportunity to further emphasise productivity, process improvement and service reviews. See Recommendation 6.
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IMPROVEMENT ROADMAP

Based on our review, we recommend Council and the Chairperson consider the following improvements.

No.	Recommendation
1.	<p>Whilst the ToR reflects independence and eligibility requirements, some behavioural and administrative expectations outlined in the Guidelines could be better articulated and communicated in the appointment letters of the independent members.</p> <ol style="list-style-type: none"> a) For the next round of appointments, ensure a skills matrix / skills assessment is completed to confirm all members collectively have sufficient skills and experience to cover areas in the terms of reference. b) Whilst the Guidelines don't require interviews to be undertaken, interviews with prospective members and reference checks is good practice. c) Council should request each member provide criminal record and bankruptcy checks in line with the Guidelines. d) For the next appointments, Council should update its ARIC appointment letters to more clearly define the role, responsibilities and expectations of members, ensuring stronger alignment with the Guidelines. The revised appointment letters should include: <ul style="list-style-type: none"> • Clear behavioural expectations for all members, including the exercise of constructive challenge, professional scepticism and sound professional judgement. • Defined leadership and performance expectations for the Chair. • The Chair's authority in relation to agenda setting and meeting governance. • The Chair's role in escalating significant matters to the governing body where appropriate. • Ongoing continuing professional development (CPD) expectations. • An expectation that independent members contribute relevant sector insights and external perspectives. • Arrangements for performance appraisal. • Clear provisions regarding termination of appointment. • Council's position in relation to the Superannuation Guarantee (Administration) Act 1992. e) For the next independent member appointments, provide ARIC members with an induction package that includes the following information: <ul style="list-style-type: none"> • ARIC Terms of Reference and Internal Audit Charter. • Link to key policies e.g. risk management, fraud & corruption prevention. • ARIC's operating documents e.g. annual work plan, four-year strategic work plan, meeting calendar, recent ARIC minutes. • Council overview – structure, delivery program. • Financial management situation. • Risk & assurance framework – risk profile.
2	<p>Council should implement a formal, annual assessment/ARIC effectiveness review process. Specifically, Council should:</p> <ol style="list-style-type: none"> a) Develop a structured annual ARIC effectiveness survey. b) Obtain feedback from independent members, councillors and senior management. c) Assess the collective effectiveness of the ARIC in meeting its s428A functions (not just individual member performance).



Annexure A Item 7.11

	<p>d) Report the results and any improvement actions to the governing body.</p> <p>e) Use the findings to inform work planning and continuous improvement of ARIC’s function.</p>
3	As part of the annual assessment process (per recommendation 2 above), Council should incorporate a section requiring members to provide an update on their continuing professional development (CPD) and relevant learning undertaken during the year.
4	<p>To strengthen alignment with the Guidelines, Council should formalise its ARIC planning and performance review framework. Specifically, Council should:</p> <ul style="list-style-type: none"> a) For the next Council term, develop and adopt a documented four-year ARIC Strategic Work Plan aligned to the council term and explicitly mapped to all s428A functions. b) Establish measurable Key Performance Indicators to assess ARIC effectiveness, value-add and coverage of legislative functions. c) Monitor and report progress against the strategic plan, annual work plan and KPIs within the ARIC’s annual assessment to the governing body. d) As part of the annual assessment or report to Council, ARIC should be very clear to elected representatives on areas of higher risk/concerns/gaps or where assurance needs improvement. e) Have at least one meeting with the elected representatives to present (1) the results of the annual assessment and (2) forward looking annual work plan.
5	<p>Council’s secretariat should consider incorporating a clear reference to the relevant s428A responsibility within each ARIC business paper item to strengthen traceability and evidential alignment to statutory functions. For example:</p> <p>SECTION 428A RESPONSIBILITY</p> <p>The responsibility associated with this report, as outlined in section 428A(2) of the Local Government Act 1993, is:</p> <ul style="list-style-type: none"> (a) compliance (b) risk management
6	Stakeholders identified several areas where the ARIC could strengthen its forward work program, particularly in enhancing oversight and assurance across cyber security, workforce capability, organisational performance management, productivity, process improvement, service reviews and culture.
7	<p>A number of improvements to the secretariat is required.</p> <ul style="list-style-type: none"> a) Council should consider options to better resource the secretariat function to enhance support to the ARIC. Whilst Council cannot directly control staff turnover, a number of actions may help, including: <ul style="list-style-type: none"> • Cross-train at least one additional officer to provide backup support. • Allocate temporary executive support from other directorates during transition periods. • Document/checklist of all ARIC processes (agenda template, minute template, action register process, reporting calendar). b) The secretariat should plan and co-ordinate all ARIC requirements under the Act and the Guidelines and provide periodic assessments/progress updates to the ARIC. c) The secretariat should work with the Chair to strengthen minute clarity by explicitly articulating the ARIC’s position on key issues, including clearly stated conclusions, concerns, and formal recommendations where improvement or corrective action is required.

In line with our proposal/engagement letter, we will provide council with 3 months of post review support to assist the progress and implementation of recommendations.

CONCLUSION

Whilst the role of the ARIC is mandated under the Act, Council and the General Manager have demonstrated a strong, genuine commitment to the Committee as an oversight and advisory function. For this reason, the Glen Innes Severn Council ARIC is highly valued by Council and management.

The ARIC has demonstrated a strong commitment to its role in providing independent oversight and advice to the governing body and General Manager. Throughout the council term, the Committee has maintained regular engagement across key governance, risk management, financial management and internal audit matters, and has provided constructive challenge and guidance to management. In particular, the ARIC has played an important role in strengthening oversight during a period of financial pressure for Council, monitoring of control issues and progression of financial management improvements.

The Committee has established mechanisms and artefacts to support its work, including the Assurance Map and ARIC Reporting Plan, which provide a clear framework for monitoring the matters prescribed under section 428A of the Act. These artefacts have supported a broad coverage of the ARIC’s responsibilities and contributed to a disciplined and consistent approach to oversight.

Whilst a secretariat function exists to support the Committee, staff turnover has impacted the Committee’s ability to fully align its documentation and practices to the Guidelines. Improving this area will yield greatest returns to Council and the Committee.

While some procedural elements of alignment with the Guidelines could be further strengthened, these matters are not considered material to the overall effectiveness of the ARIC. The skills and experience of the ARIC members have been a key factor in enabling the Committee to provide informed, independent advice and effective oversight throughout the council term.

Overall, our review concludes that the ARIC has operated effectively during the council term and has provided valuable independent assurance and advice that has contributed positively to Council’s governance, risk management and financial oversight.

ACKNOWLEDGEMENTS

We would like to thank the elected representatives, management, independent members and staff involved in this review for their valuable time, insights and cooperation.



Tony Harb FCA MBA MIIA(Aust)
Director
12th March 2026

APPENDIX 1: DOCUMENTS REVIEWED

To perform our review, we reviewed the following key documents:

1. ARIC Terms of Reference 2025
2. ARIC Meeting Papers for 2023, 2024 and 2025 including Agenda (samples), Annexures (samples), Minutes (all)
3. ARIC Reporting Plan_2024-2026
4. ARIC Assurance Map
5. Letters of Offer to committee members (samples)
6. Letters of Reappointment of committee members (samples)
7. General Managers Attestation 2024-25
8. ARIC Member’s Performance Assessment 2024
9. Audit and Risk Committee Annual Report 2025
10. 2025 Councillor Briefing
11. Disclosure of Pecuniary Interests and Other Matters (sample)
12. Organisation structure

APPENDIX 2: INTERVIEWS

Interviews were held with the following stakeholders:

- Cr Margot Davis - Mayor
- Cr Max Elphick - Councillor Non-voting Member
- Bernard Smith - General Manager
- Lindsay Woodland - Director, Corporate and Community Services
- Brendan Wright - Acting Manager of Governance
- Stephen Coates - Independent Chair
- Melissa Jacobs - Independent Member
- William Middleton - Independent Member

APPENDIX 3: INHERENT LIMITATIONS AND MANAGEMENT RESPONSIBILITIES

Limitations of use

This report is private and confidential. It has been prepared exclusively for the use by the Audit Risk and Improvement Committee, management and the governing body. It may not be used, quoted or distributed, in whole or in part, without our prior written consent. No responsibility is accepted for its use for any purpose other than that for which it was prepared.

Management's Responsibility

This review does not replace management's responsibility to establish and maintain effective internal controls and oversight across all areas of operations, nor does it displace management's obligation to prevent and detect irregularities. As such, reliance should not be placed solely on the contents of this report for the identification of non-compliance or control weaknesses.

Inherent Limitations

The observations and findings set out in this report are based on the review procedures performed, which involved sample-based testing conducted over a defined period. In practice, we cannot examine every activity, procedure or report. There remains the possibility that deficiencies may exist in areas not covered by our review. Due to the inherent limitations of any internal control framework, errors or irregularities may occur and remain undetected.

All commentary and recommendations should be considered within the context of the agreed review scope as outlined in our Engagement Letter and/or our Proposal. While management representations have been independently verified where practicable, certain findings may rely on unverified representations provided by management.

Recommendations and suggestions for improvement should be subject to management's assessment of their commercial, operational, and legal implications prior to implementation.



Community Cultural Relations Policy

February 2026

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COMMUNITY CULTURAL RELATIONS POLICY

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COMMUNITY CULTURAL RELATIONS POLICY

Acknowledgement of Country

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

Purpose

This policy establishes the principles that guide how Glen Innes Severn Council recognises, supports and engages with culturally and linguistically diverse (CALD) communities. It ensures Council:

- Observes and promotes the multicultural principles set out in the *Multicultural NSW Act 2000*
- Meets its responsibilities under section 8 of the *Local Government Act 1993* to provide equitable and appropriate services and actively promote multiculturalism in the exercise of Council functions
- Delivers services, programs and decisions in ways that uphold cultural respect, equitable access and participation
- Embeds cultural inclusion across all organisational, strategic and community-facing activities, including Council's Community Strategic Plan, Delivery Program and Operational Plan.

Applicability

This policy applies to:

- Councillors
- General Manager and Executive Team
- All Council staff (permanent, temporary and casual)
- Council volunteers
- Community Committees and Advisory Groups
- Contractors, consultants and suppliers engaged by Council
- Community organisations receiving Council funding or support
- All residents, ratepayers and community members in their interactions with Council.

Policy Statement

Glen Innes Severn Council is committed to fostering a community where every person is respected, included and able to participate fully in civic life. Council recognises cultural diversity as a source of community strength and shared value.

Council will deliver services, programs and engagement approaches that respect cultural identity, enable equitable access, and uphold the multicultural principles established under the *Multicultural NSW Act 2000*.

Council will embed these commitments within all strategic and operational activities in line with its Integrated Planning and Reporting responsibilities.

COMMUNITY CULTURAL RELATIONS POLICY

Opportunity for Full Participation (Principle One)

Council ensures that all individuals have the greatest possible opportunity to participate in civic, cultural, social and economic life.

Council will:

- Encourage participation of CALD communities in civic processes, planning and advisory structures
- Remove barriers that limit access, voice or representation
- Support inclusive engagement tailored to diverse cultural needs.

Respect and Provision for Culture, Language and Religion (Principle Two)

Council respects the cultural, linguistic and religious diversity of all individuals within the Australian legal and institutional framework.

Council will:

- Deliver services and communications in culturally appropriate ways
- Provide interpreters or translations where needed
- Promote visibility of cultural diversity in programs, events and public spaces
- Strengthen staff capability in cultural competence.

Access to Services and Programs (Principle Three)

Council ensures that all individuals have equitable opportunity to access Council services and programs.

Council will:

- Provide services that accommodate varied cultural practices and communication styles
- Ensure information is accessible to community members with limited English proficiency
- Monitor and address barriers to service access for CALD communities.

Recognition of Cultural and Linguistic Assets (Principle Four)

Council recognises cultural and linguistic diversity as a valuable resource for the community and the State.

Council will:

- Celebrate cultural expression and heritage through programs, partnerships and events
- Promote cultural diversity as a driver of innovation, cohesion and community identity
- Acknowledge the social and economic contributions of CALD communities.

COMMUNITY CULTURAL RELATIONS POLICY

Outcomes

Through this policy, Council seeks to achieve:

- A community environment characterised by respect, inclusion and cultural understanding
- Equitable access to Council services, information and programs
- Meaningful CALD participation in civic decision making and community planning
- Stronger social cohesion supported by intercultural engagement and community harmony initiatives
- A culturally competent workforce with the skills needed to serve a diverse community
- Effective partnerships with multicultural organisations, service providers and agencies to support community needs
- Integration of multicultural commitments across Council’s strategic planning, service delivery and reporting frameworks.

Roles and Responsibilities

Each role within Council is responsible for upholding the four principles of the *Multicultural NSW Act 2000*—Participation, Respect and Cultural Provision, Access to Services, and Recognition of Cultural Assets—as reflected in the Policy Statement.

Councillors

Councillors provide strategic leadership by ensuring multicultural principles are reflected in Council decisions.

They will:

- Champion this policy and its principles
- Allocate resources that support culturally responsive services
- Monitor and report on multicultural outcomes as part of strategic oversight
- Model inclusive and culturally respectful behaviour.

General Manager

The General Manager ensures whole-of-organisation accountability for implementing multicultural principles.

The General Manager will:

- Embed the four principles into corporate governance, organisational culture and Council-wide planning.
- Ensure Council’s services and functions uphold cultural respect, equitable access and inclusive participation.
- Allocate resources that support culturally competent service delivery.
- Report on policy outcomes, compliance and community impacts.

Directors

COMMUNITY CULTURAL RELATIONS POLICY

Directors integrate multicultural principles into departmental planning and operations.

They will:

- Ensure departmental strategies and programs support full participation by culturally diverse communities.
- Design and oversee service models that recognise cultural needs and ensure equitable access.
- Support staff capability in cultural competence and respectful engagement.
- Address systemic or operational barriers to cultural inclusion.
- Monitor multicultural outcomes relevant to their service areas.

Managers and Supervisors

Managers operationalise the policy across teams, ensuring the principles guide day-to-day practice.

They will:

- Apply the multicultural principles in all service planning, engagement and customer interactions.
- Ensure services and community engagement approaches respect cultural identity and remove barriers to access.
- Build staff capability in cultural awareness and competence.
- Address discriminatory behaviours promptly and promote culturally respectful workplace practices.
- Engage proactively with CALD communities relevant to their service areas.

All Council Staff

All staff share responsibility for upholding multicultural principles in their daily work.

They will:

- Understand and apply the principles of participation, respect, access and recognition in service delivery.
- Deliver services in a culturally sensitive, inclusive and respectful manner.
- Participate in cultural competence training.
- Report discrimination or cultural barriers when identified.
- Contribute ideas to strengthen cultural inclusion across Council.

Community Services and Economic Development Team

As the lead team for multicultural initiatives, they operationalise the principles across programs and partnerships.

They will:

- Develop programs and initiatives that support participation and community harmony.
- Identify community needs and emerging issues affecting CALD communities.
- Lead coordination of multicultural initiatives across Council.
- Build and maintain partnerships with multicultural organisations and community groups.

COMMUNITY CULTURAL RELATIONS POLICY

Media and Communications Team

The Media and Communications Team ensures cultural respect and access are embedded in all public-facing communication.

They will:

- Produce communications that are inclusive, accessible and culturally respectful.
- Provide translation and interpretation support where appropriate.
- Ensure imagery, messaging and public materials reflect community diversity.
- Develop multilingual resources to support equitable access to services and information.

Human Resources

Human Resources ensures the workforce is equipped to uphold multicultural principles and model inclusive behaviours.

They will:

- Promote workforce diversity and fair, inclusive recruitment practices.
- Deliver cultural competence and anti-discrimination training programs.
- Provide support to staff from diverse cultural backgrounds.
- Address workplace cultural conflict or discrimination.
- Maintain resources, good-practice guides and advisory support relating to cultural relations.

COMMUNITY CULTURAL RELATIONS POLICY

Definitions

Cultural and Linguistic Diversity (CALD): Refers to the variety of cultural and linguistic backgrounds present in the community, including people born overseas, people with parents born overseas, people who speak languages other than English at home, and Aboriginal and Torres Strait Islander peoples.

Cultural Competence: The ability to understand, communicate with and effectively interact with people across cultures. It encompasses awareness of one's own cultural worldview, knowledge of different cultural practices and worldviews, positive attitudes towards cultural differences, and cross-cultural skills.

Cultural Relations: The ongoing processes and practices through which Council engages with, supports and responds to culturally diverse communities, fostering understanding, respect and cooperation across cultural boundaries.

Discrimination: Treating someone unfairly or differently because of a personal characteristic protected by law, including race, ethnicity, national origin, religion, language or cultural background.

Interpreter Services: Professional language interpretation provided by qualified interpreters to enable communication between people who speak different languages.

Racism: Prejudice, discrimination or antagonism directed against people based on their race, ethnicity, national origin or cultural background, including systemic and institutional practices that disadvantage particular groups.

Social Cohesion: The willingness of members of society to cooperate with each other to enable all to survive and prosper, characterised by inclusion, participation, recognition, legitimacy and equality.

Translation Services: The conversion of written material from one language to another by qualified translators to ensure accessibility for people with limited English proficiency.

Legislation And Supporting Documents**Relevant Legislation, Regulations and Industry Standards include:**

- *NSW Local Government Act 1993*
- *Integrated Planning and Reporting Guidelines for Local Government in NSW - September 2021*
- *NSW Community Relations Commission and Principles of Multiculturalism Act (2000).*
- *Local Government Act 1993 (NSW)*
- *Multicultural NSW Act 2000 (NSW)*
- *Anti-Discrimination Act 1977 (NSW)*
- *Racial Discrimination Act 1975 (Cth)*
- *Disability Discrimination Act 1992 (Cth)*
- *Age Discrimination Act 2004 (Cth)*
- *Sex Discrimination Act 1984 (Cth)*
- *Australian Human Rights Commission Act 1986 (Cth)*
- *Fair Work Act 2009 (Cth)*
- *Work Health and Safety Act 2011 (NSW)*

COMMUNITY CULTURAL RELATIONS POLICY

- *NSW Government Multicultural Policies and Services Program*
- *National Anti-Racism Strategy*
- *Australian Local Government Association Cultural Diversity Strategy*

Relevant Council Policies and Procedures include:

- Community Strategic Plan
- Delivery Program and Operational Plan
- Community Engagement Strategy
- Equal Employment Opportunity Policy
- Code of Conduct
- Complaints Handling Policy
- Sustainable Procurement and Contracts Policy

Variation And Review

The Cultural Relations Policy will be reviewed every four years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the document does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

COMMUNITY CULTURAL RELATIONS POLICY

Appendix A

Document Control/Authorisation

Responsible Officer:	Manager Governance				
Reviewed By:	Council				
Review Due Date:	January 2030				
Version Number:	5				
Document Number:	13676				
Versions:	Date:	Resolution No:	Description of Amendments:	Author / Editor:	Approved / Adopted By:
5	XX/XX/2026	TBC	Policy reviewed as part of the scheduled cycle (last adopted June 2022). Updated for legislative alignment, clarified principles, modernised structure, improved integration with IP&R, and extended review period from three to four years.	MG	Council
4	23/06/2022	17.06/22	Update purpose of the policy and applicability under new policy template. Update relevant acts and policies of Council and dates thereof. Remove unnecessary commentary regarding Harmony Day. Insert explanatory note regarding Census figures.	CALS	Council
3	27/06/2019	12.06/19	NA	MCS	Council
2	26/05/2016	18.05/16	NA	MCS	Council
1	26/02/2013	14.05/13	NA	MCS	Council



Roads Consultative Committee Terms of Reference

March 2026



RCC – TERMS OF REFERENCE

Introduction

Council is responsible for the strategic management of a diverse portfolio of roads and transportation assets that support community access, safety, economic activity and service delivery across the local government area.

Effective long-term management of these assets requires consideration of community needs, service expectations, financial sustainability, safety, and regulatory obligations, balanced against competing priorities and available resources.

The Roads Consultative Committee (the Committee) is established as a non-decision-making, forum to provide Council with informed comment and feedback from the community on the strategic management of Council's roads and transportation assets.

The Committee facilitates structured engagement between Council and community representatives, enabling the exchange of information, perspectives and local insight to support Council's strategic planning, policy development and continuous improvement in relation to the road network.

The Committee does not exercise delegated authority and does not perform an operational, regulatory or advocacy role.

The Committee was originally established by Council resolution on 25 May 2006 and has been reviewed periodically since that time.

The Committee operates in conjunction with the Community Committees of Council Manual (the Manual), except where expressly varied by these Terms of Reference.

Scope

- 1 The Committee has no delegated power and functions as a wholly advisory committee to Council.¹
- 2 In performing its role, the Committee provides comment and feedback to Council only on matters relating to the strategic planning, policy framework and long-term management of Council's roads and transportation assets, in line with community consultation processes when such matters are placed on public exhibition for the wider community.
- 3 The Committee does not make decisions, approve works, direct staff, allocate funding, or act on behalf of Council. The Committee is not a forum for operational discussions between Councillors and staff.
- 4 The Committee is not a forum for operational discussions between Councillors and staff.

¹ See section 7 of the Manual.

RCC – TERMS OF REFERENCE

Objectives

- 5 The objectives of the RCC are to:
 - provide a forum for informed discussion and feedback on the strategic management of Council’s roads and transportation assets;
 - assist Council to understand community perspectives relevant to long-term planning and service delivery;
 - support continuous improvement through feedback on service levels, asset management approaches and policy frameworks; and
 - facilitate two-way communication between Council and the community on road-related matters.
- 6 Within its consultative role, the Committee may consider and provide comment to Council on strategic matters relating to:
 - road and transport-related infrastructure policy and frameworks, including roads, bridges, footpaths, drainage, parking and associated assets;
 - principles and approaches to road asset management, including road hierarchy and long-term planning considerations;
 - service level frameworks and standards applied across the road network;
 - long-term capital and renewal planning for roads and transportation assets;
 - strategic issues affecting road safety, network capacity and functionality;
 - transport and mobility considerations, including pedestrian, cycling, public transport and freight movements, at a policy or network level;
 - emerging trends, risks and challenges relevant to road and transportation asset management;
 - planned reviews of Council’s roads and transportation asset management plans; and
 - high-level transport and roads-related investigations or studies referred by Council for advisory input.

Conduct

- 7 Members must conduct themselves in a manner that is lawful, respectful, and consistent with Council’s adopted policies and standards.
- 8 Members must not engage in conduct that:
 - Brings Council or its officials into disrepute;

RCC- TERMS OF REFERENCE

- Is improper, unethical, or discriminatory;
- Constitutes bullying, harassment, intimidation, or misuse of position; or
- Is contrary to statutory or administrative requirements.

Membership

- 9 Membership will be made up no less than four and no more than twelve community members broadly representing rural and urban perspectives and relevant sectors.
- 10 Councillor participation is limited to a maximum of two Councillors.
- 11 Council officers may attend meetings in a non-voting, advisory capacity as required.

Meeting Practice

- 12 Meetings shall be held in accordance with Chapter 4, *Meeting Practice*, of the Manual except where varied by this Terms of Reference.
- 13 Meetings will generally be held quarterly. In setting meeting dates, Council will have regard to relevant agricultural industry cycles, seasonal demands, and key Council commitments, with the objective of maximising member participation.

Quorum

- 14 The quorum will consist of one half the total number of voting members plus one.
- 15 Should there not be a quorum in attendance within 15 minutes after the scheduled starting time, the meeting will be adjourned to the same time and place as the next scheduled meeting.
- 16 If a quorum is not present in accordance with section 20, the Chairperson may decide to hold an informal discussion of the agenda items noting that any decisions/motions to be actioned or voted on must be carried to the next meeting for ratification by the Committee. These informal minutes are to be forwarded to Council for record keeping purposes.

Office Holders

- 17 The Chair will be nominated from amongst the members at the AGM, and appointed for a period of 12 months.
- 18 If there is more than one nomination, voting may take place through an open ballot by way of a show of hands.
- 19 In the absence of the Chair, a Councillor or nominated member may chair the meeting/

RCC- TERMS OF REFERENCE

20 The Committee Secretary will be a Council officer.

Officer Reports

- 21 Council officers will provide updates and information to the Committee that are appropriate to the Committee’s consultative role and relevant to matters within its approved scope.
- 22 Reports provided to the Committee will generally address strategic context, priorities, constraints, trends, funding considerations, and policy or program implications, rather than individual service requests or operational decisions.
- 23 The provision of information to the Committee is subject to legislative requirements, privacy considerations, resourcing constraints, and Council’s adopted policies and procedures.
- 24 Requests for additional or supplementary information will be considered by the General Manager or delegate, having regard to relevance, governance considerations, and resource availability.

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RCC- TERMS OF REFERENCE

Legislation and Supporting Documents

Local Government Act 1993

25 Community Committees of Council that have delegated functions are constituted under the *Local Government Act 1993* (section 355 and sections 377 or 378). The RCC, being a wholly consultative committee is not such a committee and is established purely as a community engagement exercise in accordance with these Terms of Reference.

Community Committees of Council Manual

26 The RCC Terms of Reference as indicated at sections 4 and 17, are expanded upon by the Manual. Therefore, the relevant chapters of the Manual must be read in conjunction with this TOR.

Variation And Review

27 The RCC Terms of Reference will be reviewed every term of Council (four years), or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the document does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

28 Amendments made to applicable chapters and sections of the Manual, as adopted by Council on 21 December 2023 (or any revised versions), that have not been varied by this Terms of Reference, may also vary this TOR.

29 Any amendments to the Terms of Reference must be made in consultation and approval of Council. If the amendments proposed are significant, the revised document is to go before Council for endorsement.

RCC- TERMS OF REFERENCE

Appendix A

Document Control/Authorisation

Responsible Officer		Manager Governance (MG)			
Reviewed By		Roads Consultative Committee (RCC), Management Executive Committee (Manex)			
Review Due Date		June 2030			
Version Number		3			
Versions	Date	Resolution Number	Description of Amendments	Author / Editor	Approved / Adopted By
3			Minor amendments to accommodate Council resolution 18.02/26	MG	
2	27/06/2024	7.06/24	Amendments are to bring the document in alignment with the revised Community Committees of Council Manual and have the document formerly endorsed by Council.	MG	Council
	July 2018	NA	NA	NA	RCC

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Roads Consultative Committee Terms of Reference



RCC – TERMS OF REFERENCE

Introduction

Councils are faced with providing safe and efficient local road transportation networks within limited budgets to meet the social and economic needs of their communities.

- 1 The major issues that face Glen Innes Severn Council (Council) include:
 - (a) Poor rural roads, particularly those that are unsealed, isolate communities, increase fuel consumption, damage vehicles and increase the cost of goods and services. Council appreciates that these roads are a vital link in securing the prosperity and liveability of our region and yet the vastness of the rural road network coupled with low traffic volumes introduces concerns about equity of access when budgets are limited.
 - (b) Similarly, urban roads provide many of the links between residences, shopping centres, schools, hospitals, recreational facilities and businesses. Not only is the road pavement and seal required to maintain these links, but ancillary infrastructure, such as kerbing, stormwater drainage, footpaths, street lighting and cycle ways are community expectations.
 - (c) An important consideration in sustaining an efficient road network is the cost-efficient provision of bridges that are fit for purpose and minimize risk to road users and Council.
 - (d) Our road networks, primarily rural roads, are constructed through road reserves that often contain important ecological and cultural features and Councils are custodians of these linear flora and fauna habitats.
 - (e) Council has a responsibility to manage roadsides to provide a safe environment for road users.
- 2 Council considers that an effective means of engaging with the wider community on these important issues is by bringing together community representatives from various localities in the local government area to provide local insight on the effect of Council's management of these issues. Their participation in the formulation of strategies to deliver a functional road network will assist Council with prioritising road infrastructure maintenance and construction against other competing demands for Council services. It will also provide a mechanism for informing the local community in a meaningful way regarding policy decisions affecting the road network.
- 3 The formation of Council's Roads Consultative Committee (RCC) was initially approved by Council on 25 May 2006. A review of the committee was undertaken in September 2010.
- 4 The RCC will be bound, as relevant, by the *General Terms of Constitution*, Chapter 3 of the *Community Committees of Council Manual* (the Manual) except where varied by this Terms of Reference.¹

¹ The Community Committees of Council Manual (the Manual) may be found on Council's website (www.gisc.nsw.gov.au) or by contacting Council.

RCC- TERMS OF REFERENCE

Scope and objectives

- 5 The Committee has no delegated power and functions as a wholly advisory committee to Council.²
- 6 The Committee will endeavour to reach consensus on issues/recommendations before it is referred to Council for consideration.
- 7 In the instance of the Committee not being able to reach a consensus decision, the Council will consider the matter noting the various opinions of the committee.
- 8 The objectives of the RCC are to provide for constructive consultation, feedback, advice and open lines of communication between Council and community members; regarding policy setting, decision-making and management of the roads function; specifically dealing with matters relating to:
 - (a) Road infrastructure policy, including road hierarchy, asset management and service levels;
 - (b) Developing strategies to:
 - i. Balance expenditure to meet the needs of the rural and urban road users;
 - ii. Provide best value in the provision of road infrastructure;
 - iii. Improve the performance and management of Council's road network by the application of good practices and technologies; and
 - iv. Secure alternative funding sources/arrangements.
 - (c) Making recommendations to Council about road infrastructure matters in the Community Strategic Plan, Delivery Program and Operational Plan, including budgets;
 - (d) Making recommendations to Council about the Road Infrastructure Asset Management Plans; and
 - (e) Progress made on the implementation of road infrastructure items in the Delivery Program, Operational Plan and Asset Management Plan;
- 9 Assets specifically included:
 - (a) Rural and urban sealed and unsealed road pavements;
 - (b) Road drainage, including rural culverts and urban kerbing and stormwater drainage;
 - (c) Bridges;
 - (d) Roadside vegetation where it relates to road safety; and

² See section 7 of the Manual.

RCC- TERMS OF REFERENCE

(e) Road signage, delineation and safety barriers.

10 A Community Committee of Council must not act outside of its Terms of Reference and any specific delegations of authority which Council has empowered it to perform on behalf of Council.

Conduct

11 Members of the RCC must not conduct themselves in a manner that:

- (a) is likely to bring Council or other Council officials into disrepute,
- (b) is contrary to statutory requirements or Council's administrative requirements or policies,
- (c) is improper or unethical,
- (d) is an abuse of power,
- (e) causes, comprises or involves intimidation or verbal abuse,
- (f) involves the misuse of position to obtain a private benefit, or
- (g) constitutes harassment or bullying behaviour or is unlawfully discriminatory.

12 The Committee and Committee Members must comply with all applicable Council policies, procedures and requirements.³

13 The committee is not a forum for discussions between Councilors and staff. Its purpose is primarily to engage with the wider community.

14 Discussions are to be constructive, remain respectful and not be attacking or demeaning in nature.

Membership

15 Membership will be made up of a maximum of nine community members ideally consisting of:

- (a) Six community representatives from the various rural localities in the Local Government Area (LGA);
- (b) Two community representatives from an urban locality;
- (c) One representative of the "commercial transport" or "public transport" sectors; and

Note: in the event of less than nine (9) nominations being received all nominations may be accepted regardless of representation.

³ These are available on Council's Website at www.gisc.nsw.gov.au or by contacting Council.

RCC- TERMS OF REFERENCE

- (d) A maximum of six Councilors made up of the Mayor, Deputy Mayor, and four other Councilors.
- 16 Relevant Council staff may be on the committee in an advisory and non-voting capacity as required, usually consisting of the:
 - (a) General Manager;
 - (b) Director of Infrastructure Services;
 - (c) Manager Asset Services; and
 - (d) Manager Infrastructure Delivery.

Meeting Practice

- 17 Meetings shall be held in accordance with Chapter 4, *Meeting Practice*, of the Manual except where varied by this Terms of Reference.
- 18 Meetings will be held quarterly.

Quorum

- 19 The quorum will consist of one half the total number of voting members plus one.
- 20 Should there not be a quorum in attendance within 15 minutes after the scheduled starting time, the meeting will be adjourned to the same time and place as the next scheduled meeting.
- 21 If a quorum is not present in accordance with section 20, the Chairperson may decide to hold an informal discussion of the agenda items noting that any decisions/motions to be actioned or voted on must be carried to the next meeting for ratification by the Committee. These informal minutes are to be forwarded to Council for record keeping purposes.

Office Holders

- 22 The Chair will be nominated from amongst the members at the AGM, and appointed for a period of 12 months.
- 23 If there is more than one nomination, voting may take place through an open ballot by way of a show of hands.
- 24 In the absence of the Chair, the Mayor or Deputy Mayor may chair the meeting, otherwise the committee may nominate a member to chair the meeting.
- 25 The Committee Secretary will be the Department of Infrastructure Services' Executive Assistant.

RCC- TERMS OF REFERENCE

Legislation and Supporting Documents

Local Government Act 1993

26 Community Committees of Council that have delegated functions are constituted under the *Local Government Act 1993* (section 355 and sections 377 or 378). The RCC, being a wholly consultative committee is not such a committee and is established purely as a community engagement exercise in accordance with these Terms of Reference.

Community Committees of Council Manual

27 The RCC Terms of Reference as indicated at sections 4 and 17, are expanded upon by the Manual. Therefore, the relevant chapters of the Manual must be read in conjunction with this TOR.

Variation And Review

28 The RCC Terms of Reference will be reviewed every term of Council (four years), or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the document does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

29 Amendments made to applicable chapters and sections of the Manual, as adopted by Council on 21 December 2023 (or any revised versions), that have not been varied by this Terms of Reference, may also vary this TOR.

30 Any amendments to the Terms of Reference must be made in consultation and approval of Council. If the amendments proposed are significant, the revised document is to go before Council for endorsement.

RCC- TERMS OF REFERENCE

Appendix A

Document Control/Authorisation

Responsible Officer		Manager Governance (MG)			
Reviewed By		Roads Consultative Committee (RCC), Management Executive Committee (Manex)			
Review Due Date		June 2028			
Version Number		2			
Versions	Date	Resolution Number	Description of Amendments	Author / Editor	Approved / Adopted By
2	27/06/2024	7.06/24	Amendments are to bring the document in alignment with the revised Community Committees of Council Manual and have the document formerly endorsed by Council.	MG	Council
	July 2018	NA	NA	NA	RCC



24 February 2026

The General Manager
Glen Innes Severn Council
Via email

Dear Sir,

Funding injection – Community Centre

I am writing on behalf of Glen Innes & District Community Centre to formally advise that we no longer require the funding injection of \$20,000 as discussed in August 2025.

We wish to acknowledge that the Council's ongoing support remains invaluable to our organisation. In particular, we are sincerely grateful for the continued subsidisation of our rent, which significantly offsets the operational costs associated with running the community centre efficiently.

We deeply value our partnership with Council and look forward to continuing to work together for the benefit of our community.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jo-Anne Cooper', written over a large, light-colored oval shape.

JO-ANNE COOPER
Coordinator
Glen Innes & District Community Centre Inc.

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Aerodome	7127C23	Airport runway renewal - AGRN 1012	The airport project has been completed. The \$300k underspend will be utilised on a pavement rehabilitation in Railway Street. This has been approved with the grant body.	30/06/2026	\$1,000,000.00	\$ 700,640.88
	7249C24	Runway rehabilitation - Regional Airports Program	Project complete with the grant aquittal in progress.	29/01/2026	\$539,523.23	\$ 125,705.27
	7438C26	Regional Airports Program Round 4	(blank)		\$0.00	\$ -
Aerodome Total					\$1,539,523.23	\$ 826,346.15
Bridge	7208C24	Local Bridges - LIRS Accelerated Bridge Program	Project complete	01/07/2025	\$3,522.75	\$ 0.00
	7210C24	Fixing Country Bridges Round 2B-Cox's Rd	Project complete and final grant milestone claim submitted.	31/12/2025	\$912,000.00	\$ 867,616.39
Bridge Total					\$915,522.75	\$ 867,616.39
Building	7312C25	Depot Improvements	Revised plans from the Architect have been received, following further consultation with key Depot staff stakeholders. A meeting with staff to review the revised plans and provide confirmation to the Architect to finalise and update the DA application accordingly is expected to be finalised by mid - late March 2026.	30/06/2026	\$150,000.00	\$ 116,072.06
	7897C24	Sale of 23 Bourke Street Deepwater	Land has been sold. Project completed.	31/01/2026	-\$64,307.69	-\$ 69,830.42
	7416C26	Shed for pre-coat operations	Project not commenced. Pending assessment of whether a new emulsion tank is required.		\$100,000.00	\$ -
	7409C26	Depot Improvements	Project should be moved to Director DPG responsibility as remaining budget will be used for amenities upgrade.	30/06/2026	\$300,000.00	\$ -
	7439C25	Co Location Building	Not a project being managed by Manager of Asset Services.		\$2,000,000.00	\$ 170,000.00
Building Total					\$2,485,692.31	\$ 216,241.64
Drainage	7301C25	Capital Renewal - Urban Stormwater	Onsite work has commenced on the Church Street drainage upgrade. The underspend will be moved to the 26 capital project to be spent if needed.	30/12/2025	\$150,000.00	\$ 56,175.76
	7408C26	Kerb and Gutter Renewals	Kerb and gutter has been repaired and replaced in Hunter Street, Clarke Street, Elizabeth Street and Lindsay Avenue.	30/06/2026	\$200,000.00	\$ 78,053.50
Drainage Total					\$350,000.00	\$ 134,229.26
	7030C22	Upgrade Dumaresq Street Industrial Estate	Awaiting final design for electricity before electricity can be provided for lots of land.	30/06/2026	\$283,446.00	\$ 267,717.93

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Economic Development	7117C23	Signage Upgrades	Scoping has been completed utilising the completed signage audit. Results revealed that the framework should not proceed further until Council's broader potential rebranding / name change is formally adopted / not adopted by Council. The scoping did confirm that delivery of the project will require a dedicated internal project manager, with technical input from Infrastructure and Planning teams, particularly regarding planning approvals and DA requirements, to ensure a coordinated and compliant implementation across the LGA.	30/11/2025	\$80,000.00	\$ 4,181.30
	7118C23	Public Art Projects	A meeting of the Public Art Advisory Group (PAAG) was held on 11 February 2026 to review the Draft Public Art Strategy and discuss future implementation. The group endorsed to move to the preparation of a Public Art Plan to support the strategy which will ensure public art within the LGA is commissioned with a clear purpose, creative framework and governance structure. Council officers anticipate to have the draft Plan prepared by late April 2026.	30/06/2026	\$100,000.00	\$ 107.62
	7311C25	LED Sign at the VIC	Quotes received, still outside of budget allocation. This project has been put on hold pending further investigation of options with a potential request for additional budget in 26/27 to complete the project.	31/12/2025	\$20,000.00	\$ -
	7314C25	TCP Signage upgrade for ACF	PROJECT COMPLETED IN 24/25.	30/06/2025	\$15,000.00	\$ -
	7357C25	New England Rail Trail	No further progress made. Outcome of grant application still outstanding.		\$170,000.00	\$ 30,952.74
Economic Development Total					\$668,446.00	\$ 302,959.59
Flood Recovery & Natural Disasters	7128C23A	Old Grafton Road slips EPAR	Rectification works completed at batter slip on Diehard Creek, and design work and the REF completed for the next portion of work due to start in late Feb 2026.	30/04/2026	\$389,136.00	\$ 160,187.25
Flood Recovery & Natural Disasters Total					\$389,136.00	\$ 160,187.25
IT	7361C24	Power App for Finance	(blank)		\$80,000.00	\$ 53,000.00
	7437C26	Ongoing Project - CCTV	Stage 2 of the CCTV project continues to progress well. The installation company is on track to commence works to install cameras extending further south down Grey Street in late March / early April and also install a viewing monitor inside the Glen Innes Police Station.	30/01/2026	\$50,000.00	\$ -
IT Total					\$130,000.00	\$ 53,000.00
Library	7253C24	Library - Air-condition refurbishment	(blank)		\$10,750.93	\$ 9,454.55
Library Total					\$10,750.93	\$ 9,454.55
	7033C22	Revote23 LCSS: Skillion Carport	Waiting asset disposal.		\$12,763.00	\$ 11,602.73

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Life Choices	7124C23	CAFS Sun Shade for playground equipment	RFQ completed. Funding variation particulars to be finalised prior to commencement of works.		\$50,000.00	\$ 34,890.00
	7181C23	Stronger Country Comm - OOSH Sund Shade	Waiting asset disposal.		\$50,000.00	\$ 18,670.00
	7182C23	Stronger Country Comm - Sensory Garden	Works commenced 12/02/2025		\$50,000.00	\$ 87,395.66
Life Choices Total					\$162,763.00	\$ 152,558.39
	7072C22	CBD Roundabout Landscaping	CBD Roundabout Landscaping Council resolved at the November 2025 meeting to reallocate the unspent funds from this already completed project towards the LEP Review. Council's finance team is understood to be finalising this process to reallocate the money, accordingly	30/06/2024	\$12,672.71	\$ 12,029.86
	7166C23	SCCF Rd 5 Stage 1 - Anzac Park	The Anzac Park upgrade was completed and open in January 2026 with the official opening held on 7 February 2026. Only the installation of the new fencing and some final finishing touches remain, including the shade sail manufacturer actioning the minor damage to the sail. These The Anzac Park upgrade was completed and opened to the community in January 2026, with the official opening held on 7 February 2026. While the park is fully operational and being enjoyed by the community, a small amount of final work remains, including installation of the new fencing and some finishing touches. The shade sail manufacturer will also be rectifying minor damage to the sail. Fencing is expected to be completed by the end of March 2026, with the remaining items are expected to be completed by early April.	13/02/2026	\$600,000.00	\$ 572,806.94
	7168C23	SCCF Rd 5 - Aquatic Centre	All works are now complete including the upgrade works at the Glen Innes Aquatic Centre, including a new roof over the main building and installation of solar hot water heating, which has now heated all pools, including the feature pool and operating well. All works at Emmaville are also completed including the new shelter.	28/02/2026	\$332,710.00	\$ 112,701.01
	7173C23	Shade and Landscaping ISC	Scoping has now been finalised and the project is on track to commence in April 2026.	30/06/2026	\$50,000.00	\$ 10,772.54
	7252C24	Learning Centre - 2 x glass sliding doors mechanical motor	(blank)		\$20,000.00	\$ 7,524.77
	7303C25	Installation of two(2) Beams at Gl Cemetery.	Quotes are being reviewed and hoping to have works completed by march 2026	31/03/2026	\$25,000.00	\$ 15,185.46
	7304C25	Installation of new Cemetery Beam Emm. Cemetery			\$15,000.00	\$ 4,058.18
	7306C25	CCTV	Stage 1 of the CCTV is now complete.	29/08/2025	\$50,000.00	\$ 52,280.00

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Open Spaces & Recreational	7307C25	Fencing Wilson Park	Project now complete.	30/09/2025	\$0.00	\$ 24,490.81
	7310C25	Off Leash Dog Park Area	As installation planning progressed in Dec 25, it was identified that part of the off leash dog park would extend into an unsealed section of East Avenue. The revised layout is narrower and longer, but larger than the original footprint. The community will be advising of the revised design in mid-March 2026, with installation expected to commence in April 2026.	31/03/2026	\$37,685.90	\$ 3,711.78
	7362C24	Indoor Stadium Dirt Removal	The soil is being used at the lower training field at Meade Park to support landscaping and drainage improvements. The associated budget allocation is being used as Council's co contribution towards the successful grant from Rugby League NSW to complete two remaining training fields.	30/06/2026	\$50,000.00	\$ 3,137.00
	7367C25	ANZAC Park Stage 2	The Anzac Park upgrade was completed and open in January 2026 with the official opening held on 7 February 2026. Only the installation of the new fencing and some final finishing touches remain, including the shade sail manufacturer actioning the minor damage to the sail. These The Anzac Park upgrade was completed and opened to the community in January 2026, with the official opening held on 7 February 2026. While the park is fully operational and being enjoyed by the community, a small amount of final work remains, including installation of the new fencing and some finishing touches. The shade sail manufacturer will also be rectifying minor damage to the sail. Fencing is expected to be completed by the end of March 2026, with the remaining items are expected to be completed by early April.	13/02/2026	\$600,000.00	\$ 600,000.00
	7369C25	B6864 - Indoor Sports Centre Stage 4	The project is progressing well. All equipment was delivered in February 2026 as scheduled. The Request for Quote for installation of the equipment was finalised and a preferred supplier engaged and anticipated to commence works in April 2026. Works to put in a PA system are also being undertaken / scoped	31/03/2026	\$148,928.00	\$ 39,217.50
	7365C25	LSCA708 - Centennial Parklands Picnic Shelter	All grant obligations are now complete. The shelter has been constructed, turf laid and existing dilapidated shelter demolished. An accessible path from the carpark to the shelter is due to be installed late March / early April 26.	28/02/2026	\$44,000.00	-\$ 733.69
	7436C26	Quarantine/Overflow Comp Animal Cages	Costing of the design is being finalised by the Growth & Development design team. Quotes from suppliers are being received.	30/06/2026	\$50,000.00	\$ -

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Open Spaces & Recreational Total					\$2,035,996.61	\$ 1,457,182.16
Plant	7237C24	Transfer pump trailer - IWS	Quotes received. Awaiting further advice from team on proposed solution.	30/06/2026	\$30,000.00	\$ -
	7421C26	1587 Leaseback Cat 3 Replacement	Project completed.	31/10/2025	\$54,192.92	\$ 54,192.92
	7433C26	Quarry Loader Replacement	Request for quote released through Vendor Panel. Quotes received. MAS still to work through received quotes and complete selection matrix.	30/06/2026	\$492,000.00	\$ -
	7420C26	1556 Holden Colorado 4WD Replacement	Project Complete.	18/10/2025	\$45,613.18	\$ 45,613.18
	7417C26	1106 Hino Replacement	Plant ordered. Awaiting delivery. Expected late March 2026.	31/03/2026	\$230,000.00	\$ 227,174.00
	7430C26	3505 Holden Colorado 4 X 4 Replacement	Project Complete.	31/08/2025	\$44,367.27	\$ 44,367.27
	7429C26	2582 Leaseback Cat 3 Replacement	Project Completed. Ordered against Job 7427C26. Finance have been notified to create correction journal.	27/02/2026	\$55,443.00	\$ 52,466.42
	7422C26	2313 Kubota Outfront Mover Replacement	Project Complete.	26/02/2026	\$38,000.00	\$ 35,427.27
	7428C26	2552 Leaseback Cat 3 Replacement	Plant not ordered. Awaiting recruitment and analysis of current vehicle pool.	30/06/2026	\$53,943.00	\$ -
	7419C26	1549 Leaseback Cat 2 Replacement		27/02/2026	\$65,848.00	\$ 65,900.54
	7425C26	2518 Holden Colorado Replacement	Project completed.	30/11/2025	\$44,260.00	\$ 44,260.00
	7432C26	5214 Lorry 9 Volvo Replacement	Quotes released through Vendor Panel. MAS to complete evaluation / selection matrix.	30/06/2026	\$240,000.00	\$ -
	7427C26	2546 Leaseback Cat 3 Replacement	Project complete. Plant ordered for 7429C26 ordered under this Job number hence the overspend. Finance have been notified to create correction journal.	31/07/2025	\$56,395.13	\$ 56,395.13
	7423C26	1533 LCSS Operation Vehicle Disposal	Project completed.	30/11/2025	\$0.00	\$ -
	7426C26	2544 Leaseback Cat 3 Replacement		31/12/2025	\$53,943.00	\$ 52,893.93
	7424C26	2517 Ford Ranger Disposal		28/02/2026	\$0.00	\$ -
	7418C26	1108 Lorry 8 Replacement	Quotes released through Vendor Panel. MAS to complete evaluation / selection matrix.	30/06/2026	\$240,000.00	\$ -
	7431C26	3570 Electric Vehicle Replacement	Project completed.	21/11/2025	\$34,964.94	\$ 34,964.94
	7440C26	RB80 Rock Breaker to suit Kobelco Excavator	Project Complete.	16/02/2026	\$9,860.00	\$ 9,860.00
	7441C26	K9 Cube	Quotes received. Will be carried across to next Financial Year to allow it to be installed onto a new vehicle.	31/12/2026	\$32,000.00	\$ -
Plant Total					\$1,820,830.44	\$ 723,515.60
Quarry	7054C22	Revote23 Wattle Vale Establishment	These funds will be used toward internal components of the Wattle Vale quarry project after the external intersection works are completed. Site office to be ordered		\$74,225.00	\$ 2,891.64

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)	
	7211C24	Quarry Development -Wattle Vale Establishment	Internal road works and signage still ongoing. Fence line also in need of replacement	30/06/2025	\$200,000.00	\$ 198,725.27	
	7346C25	Quarry pit water pump	Quote for replacement motor for old pit water pump.	28/11/2025	\$55,000.00	\$ -	
	Quarry Total				\$329,225.00	\$ 201,616.91	
Roads	7002C23	Roads of Strategic Importance - Bald Nob Upgrade	Project Complete.	29/08/2025	\$173,956.50	\$ 149,213.88	
	7110C23	Heavy Patching Program	Council are focusing on expending grant funded heavy patching programs with expenditure deadlines prior to this project.	31/12/2026	\$281,714.39	\$ 35,394.69	
	7146C23	New Bitumen Seals - Blue Hills/Rodgers Road	Project Complete.	31/12/2025	\$300,000.00	\$ 378,751.74	
	7202C24	LRCI Rnd 4 - Main Street Refurb/RAbout	PROJECT COMPLETED IN 24/25.	08/09/2025	\$872,429.00	\$ 897,114.89	
	7207C24	RRTRP Reg. Roads Betterment	This project has reached practical completion, with pavement rehabilitation work on Emmaville Road and Wellington Vale Road finishing in Dec 2025. The grant will be acquitted once final costs are established.	30/01/2026	\$2,876,850.49	\$ 2,860,705.58	
	7254C24	Regional Emergency Road Repair Fund	Heavy patching works ongoing in the local road network.	18/12/2026	\$1,553,635.62	\$ 947,195.30	
	7258C24	RRTRP - Local Roads Betterment	The project is progressing well with the Rangers Valley Road rehab completed in Decemeber 2025 and the Maybole Road project well underway due for completion in February 2026.	29/01/2026	\$6,948,263.10	\$ 4,311,458.96	
	7309C25	Urban street rehabilitation	The Bourke Street upgrade project has commenced in Jan 2026.	30/05/2026	\$365,512.81	\$ 30,359.87	
	7315C25	R2R Urban Roads Heavy Patching and Reseals	Project Complete.	29/08/2025	\$180,209.83	\$ 171,690.35	
	7323C25	Traffic Facilities 24/25	Project completed in FY2425	01/07/2025	\$76,000.00	-\$ 0.00	
	7403C26	5/26 R2R Hamels Lane gravel re-sheet	Project not started	01/06/2026	\$270,000.00	\$ 106,770.00	
	7402C26	25/26 R2R Wycliffe Road gravel re-sheet	Project complete	30/10/2025	\$275,000.00	\$ 279,615.17	
	7404C26	25/26 Reg Roads Block Gr pavement rehab	Heavy patching and pavement stabilisation works have been completed on Emmaville Road Segment 90, Segment 160 and Segment 200. Reseals are scheduled for January and February 2026	30/04/2026	\$450,000.00	\$ 383,616.90	
	7407C26	AGRN1034 - Rangers Valley Road HP EPAR	This project is complete pending final invoicing and grant aquittal. All costs to be reimbursed in full, the QBR2 budget is adjusted to reflect actual expenditure anticipated at project completion, of \$330k.	30/01/2026	\$330,000.00	\$ 326,644.55	
		7401C26	R2R Nant Park Road gravel re-sheet	Project not started	19/06/2026	\$261,734.00	\$ -
		7400C26	25/26 R2R reseal program	Project to commence in February 2026.	31/03/2026	\$809,891.00	\$ 306,980.59
	7405C26	25/26 Traffic Facilities	Project complete	19/12/2025	\$76,000.00	\$ 74,955.82	
	7442C26-PROPOSED	R2R - Eimers Road Causeway	(blank)		\$41,000.00	\$ -	
	Roads Total				\$16,142,196.74	\$ 11,260,468.29	

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
Sewer	7349C25	Capital Renewal - Sewer	This Project is complete. The relining is now fully completed	30/11/2025	\$617,277.79	\$ 622,007.45
	7412C26	New Mains - Sewer Private Works	Work completed as needed	30/06/2026	\$10,000.00	\$ 8,360.06
	7413C26	New Services- Sewer Private Works			\$15,000.00	\$ 8,797.02
	7415C26	Capital Renewal - Sewer	This Project is complete. The relining is now fully completed. QBR 2 to adjust the budget		\$894,627.00	\$ 884,618.76
Sewer Total					\$1,536,904.79	\$ 1,523,783.29
Waste	7261C24	landfill Upgrade - multiyear project	No further update this month.	30/06/2026	\$200,000.00	\$ 161,363.64
	7350C25	New Waste Transfer Station GI landfill	No further work has been carried out this month.		\$200,000.00	\$ 31,617.33
	7351C25	fencing and CCTV at all 4 landfills	No further update this month.		\$100,000.00	\$ -
	7435C26	GIWTS Security Fencing and CCTV			\$100,000.00	\$ -
	7434C26	Prelim Design Waste Transfer St.			\$20,000.00	\$ -
Waste Total					\$620,000.00	\$ 192,980.97
Water	7105C22	Truck Wash Upgrade	Budget will be completed in Feb 26, overspend will be adjusted in QBR 2	24/02/2026	\$142,000.00	\$ 155,163.49
	7217C24	SCADA Upgrade	FDS is being produced by SGA, Contractors will be onsite in Jan 26 to perform electrical audit to help assist with full design of the SCADA system. Electrical Audit has been completed. Proposed network layout has been finalised and PLC hardware list has been confirmed	30/06/2026	\$649,889.67	\$ 469,135.79
	7355C25		Work has been completed on stage 1 of the Bourke Street water main upgrade	30/11/2025	\$573,052.00	\$ 375,909.03
	7414C26	Capital Renewal - Water	RFQ has been sourced from BECA water to assist with plant upgrade planning for this budget. Planning works for the Water Upgrade on Wentworth Street are underway	30/06/2026	\$965,740.00	\$ 169,383.66
	7410C26	New Service - Water Private Works	Work completed as needed		\$15,000.00	\$ 12,217.85
	7406C26	Capital Renewal - Urban Stormwater	Stormwater upgrade works have commenced in Bourke Street between macquarie Stret and West Avenue.	30/04/2026	\$150,000.00	\$ 20,065.92
	7411C26	New Mains - Water Private Works	Work completed as needed	30/06/2026	\$10,000.00	\$ 981.33
Water Total					\$2,505,681.67	\$ 1,202,857.07
Grand Total					\$31,642,669.47	\$ 19,284,997.51

Capital Projects-February 2026

Project Type	Job No	Job Description	Comments	Proposed Completion Date	Budget	Total Spent (Incl. Open P.O)
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Annexure B
Item 7.16

Current grant applications submitted and awaiting assessment and decision	Allocation Request	Co Contribution	Status
NSW Government – Crown Reserves Improvement Fund – Centennial Parklands Safety and Accessibility Upgrades – Awnings, Children’s Playground Shade Cover, Covered Picnic Shelters, and Shared Pathways – DPG Economic Development & Tourism, and Recreation and Open Spaces.	\$668,000	NIL	Under assessment. Awaiting decision.
NSW Government – Crown Reserves Improvement Fund – Centennial Parklands Drainage Infrastructure Improvement - DPG Recreation and Open Spaces, and Economic Development & Tourism	\$96,000	NIL	Under assessment. Awaiting decision.
NSW Government – Holiday Break Program – Autumn and Winter 2026 – CCS The Youth Booth and Glen Innes Severn Public Library & Learning Centre	\$10,000	\$901	Under assessment. Awaiting decision.
NSW Government – Get NSW Active. New Active Strategy to replace current Pedestrian Access and Mobility Plan (PAMP) – Infrastructure Directorate	\$99,360	NIL	Under assessment. Awaiting decision.
NSW Government – NSW Weeds Action Program 2025-2029 – DPG Sustainability and Compliance.	\$346,920	\$444,000 in-kind	Application successful. Deed Agreement executed.
NSW Government – Community and Family Support Program (CAFS) - Renewed funding for The Youth Booth - CCS Department of Community Services/Life Choices.	\$387,359	N/A	Application successful. Deed Agreement executed.
NSW Government - Community and Family Support Program (CAFS) - Aboriginal Supported Playgroup 5.5 Years - CCS Department of Community Services/Life Choices.	\$278,117	N/A	Application successful. Deed Agreement executed.
NSW State Library Infrastructure Grant – Refurbishment and Renovation of the Glen Innes Severn Public Library and Learning Centre.	\$500,000	\$17,705 Library Subsidy Grant 2025-26	Under assessment. Awaiting decision.

NSW Government - Regional Precincts and Partnerships Program New England Rail Trail, Glen Innes to Ben Lomond - Infrastructure Directorate.	\$11.9million	\$170,000 (allocated in FY24/25 Budget).	Under assessment. Awaiting decision.
NSW Government – 2026 Youth Week – Dream, Dare, Do Youth Festival 2026 - CCS The Youth Booth	\$3,348	\$4,200	Under assessment. Awaiting decision.
Heart Foundation - Cultivating Health – Community Gardening for Active Living - CCS Department of Community Services/Life Choices.	\$30,000	NIL	Under assessment. Awaiting decision.
Australian Government - Support at Home - Thin Markets (rural, remote, and specialised) Round 2 - CCS Department of Community Services/Life Choices.	\$29,959	NIL	Under assessment. Awaiting decision.



ACKNOWLEDGMENTS

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In Partnership with: Michael Campbell, Director, Lucid Economics

With contributions by:

Kim Houghton, coCEO, Regional Australia Institute

Jenny Rand, Director, Jenny Rand & Associates (Destination Management Plan)

Rose Wright, Managing Director, Regionality (Agri-Innovation Action Plan)

Acronyms

LGA	Local Government Area
REZ	Renewable Energy Zone
EDS&AP	Economic Development Strategy and Action Plan
EDS	Economic Development Strategy
GIH	Glen Innes Highlands
ACF	Australian Celtic Festival
CSP	Glen Innes Severn Council Community Strategic Plan
LSPS	Local Strategic Planning Statement
REDS	Regional Economic Development Strategy
RDANI	Regional Development Australia Northern Inland
IVA	Industry Value-Add

WHO IS THIS STRATEGY FOR?

**THIS STRATEGY AND ACTION PLAN IS
FOR GLEN INNES HIGHLANDS AS A
WHOLE.**

**IT PROVIDES A BEST-PRACTICE PLACE-
BASED APPROACH TO LOCAL ECONOMIC
DEVELOPMENT.**

**THERE IS NO ONE OWNER. COUNCIL AS
A PART OF THE COMMUNITY PLAY A
LEADERSHIP & FACILITATION ROLE.**

**THERE IS A MECHANISM FOR THE
COMMUNITY TO PARTICIPATE IN IT'S
IDEAS, ACTIONS AND OUTCOMES.**

**IT'S FOR YOU, ME, OUR LEGACY AND
FOR OUR FUTURE.**

PERHAPS A QUOTE IS IN ORDER...

**“VISION WITHOUT ACTION IS MERELY A
DREAM**

**ACTION WITHOUT VISION JUST PASSES
THE TIME**

**VISION WITH ACTION CAN CHANGE THE
WORLD”**

MAYORAL MESSAGE

The Glen Innes Severn Delivery Program 2017-2021, adopted by this council, requested an update to the existing Economic Development Strategy to ensure Council is capitalising on economic development opportunities in our Local Government Area (LGA). Further to this, the approach to be undertaken was to develop a “whole of place” Economic Development Strategy & Action Plan to 2025.

This Strategy sets the strategic vision and approach for the community until 2040 and includes a detailed Action Plan from 2020-2025.

This is a forward-thinking plan and has been delivered following extremely challenging times for the World, Nation, Region and our local government area. Our focus now must be to reduce emissions worldwide and with the new American President moving America to net zero emissions by 2050 Council will be one of many councils in NSW to take leadership roles in moving towards renewable energy and being part of the governments REZ (renewable energy zone). Our community and Council have had unprecedented infrastructure and operational costs, fortunately through this, Government has invested in Councils to help maintain our infrastructure and provided Grant funding that has been helpful in these extreme times.

Council, with the support of the NSW Government, continue to encourage Doctors to re-locate to our region which is seen as essential to encourage people to relocate to the Glen Innes Severn area. This is an ongoing problem, and we are constantly advocating in parliament and local government for better health care services. Council will also be taking a motion to the Australian Local Government Association National General Assembly in Canberra in June 2021.

Our Community is resilient, together we have come through some of the most difficult times and Council is trying to make this community stronger and more self-reliant, that is why I am asking you all to participate in this plan, it is a natural progression, a difficult and serious attempt at helping this community understand what we need for our future and our Children’ future.

In 2019 Council declared a Climate Emergency, one of only 30 councils to do so at the time, our resolution was, apart from declaring a climate emergency, to commit to a more sustainable future for our community, this plan will incorporate this recommendation. NSW Local Government and State Government are now providing funding to Councils for climate resilient projects, community members taking part in this plan will be looking to expand on our assets and include our Artists, Musicians, schools and businesses, retail and events that our community already have.

This is a “whole of place strategy”. Our strong economic agriculture base is expected to underpin new and emerging industries and Council must also now add the Climate Emergency Plan and new and sustainable and the new and innovative industries that emerge. The Glen Innes Severn Council present this strategy and action plan to the community for the community to undertake a new approach to local economic development in an open and collaborative partnership with the community.

Carol Sparks, Mayor, Glen Innes Severn Council

I pay my respects to the traditional owners of the land, to first nations people and to Torres Strait Islander peoples.



ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Highlands acknowledges the Traditional Custodians of this land and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of the future.

The Ngorabul people are the traditional owners of Glen Innes Highlands and surrounding area where the Ngorabul people lived and whom named the township Gindaaydjin.

GINDAAYDJIN - 'plenty of big round stones on clear plains'

During the thousands of years, they have lived here, they learnt what every modern local learns to do – acclimatise to the highland weather.

A great variety of native bush food became available in the winter months so the Ngorabul people would adapt by rugging up in possum skinned cloaks nestled by the warmth of a campfire.

Today, Glen Innes Local Aboriginal Land Council manages around 10,500 hectares of land near Emmaville, including The Willows and the adjoining property Boorabee.

Like all Australia's Indigenous Protected Areas, Boorabee and The Willows are part of the National Reserve System - our nation's most secure way of protecting native habitat for future generations.



EXECUTIVE SUMMARY

VISION

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

ECONOMIC DEVELOPMENT STRATEGY

The Glen Innes Highlands Economic Development Strategy provides a clear pathway for Council and Community foster local socio-economic prosperity and growth through the four key pillars of Partnerships, People, Place, and Prosperity. These four pillars provide a whole-of-place mechanism to deliver a place-based approach to local economic development.



KEY GUIDING PRINCIPLES

DIVERSIFICATION & SPECIALISATION - We seek to diversify our local economy by diversifying our dominant industries and supporting specialist industry growth.

SUSTAINABILITY - We seek to sustain our local economy for future generations to ensure their wellbeing and prosperity.

CLIMATE PROTECTION - Our majority believe the science of climate change and seek to ensure that our impacts are reduced, renewable energy solutions are embraced and utilised and strive to be 100% renewable.

INNOVATION - We seek to not only embrace innovation and leverage digital connection but to create it with no fear of failure.

COLLABORATION - We believe that Economic Development is everyone's responsibility and that the village can raise the best outcomes just like it can raise a child.

LIVABILITY - We make every decision based on the benefit to the community first, and the benefit to visitors second, because we live here.

NURTURE - Collectively and individually we nurture our next generation to leverage the legacy whilst evolving towards an even better future with respect of new ideas, ways and means.

LOCAL PRIDE - We celebrate our town, villages and hamlets with reflective appreciation of our lifestyle and healthy way of connecting through our lives.

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HISTORICAL CONTEXT

Glen Innes Severn Local Government Area (LGA) which straddles the Great Dividing Range, is branded 'Glen Innes Highlands'. We are in the north of the New England Region of NSW and have an area of 5,487 square kilometres. Glen Innes Highlands is the home of the Ngoorabul people, with Ngoorabul country extending from the escarpment west to Ashford and north to Tenterfield.

Glen Innes was gazetted as a town in 1852 and progressively became the centre of the Shire. The mining boom of the 1880's and the coming of the railway in 1884 stimulated the development of Glen Innes. Gold was discovered in the Glen Elgin area in the 1850's and in the Kookabookra area in 1889, which both finds resulting in brief gold rushes. Tin and associated minerals was discovered in the Emmaville area in the 1870's which resulted in a tin mining boom.

Commercial sapphire mining commenced in the 1920's, with the deep blue Glen Innes Sapphire become 'famous' with European gem buyers. Mining ceased during the Depression and WW1, commencing again in the 1950's. Sapphire mining peaked in the 1970's with over 100 mining plants in the region; declining in 1980's with the exhaustion of alluvial deposits and a fall in global prices. Most of the earliest pastoral settlers were Scottish, with the mining attracting Irish, Welsh and Cornish workers. There was also a significant influx of Chinese, most of whom worked in the market gardens around Emmaville.

Today, Glen Innes Highlands (GIH) is home to around 8,965 people, approximately 60% of whom live in Glen Innes. The town is the commercial and administrative centre of the Shire and the primary destination for visitors. The town has a strong retail and commercial core and a concentration of visitor accommodation.

GIH key economic activities are agriculture and forestry, construction, public administration and safety, health care and social assistance and tourism, with agriculture and tourism being 'engine' industries. Renewable Energy is emerging and will continue to with the establishment of the REZ.

The area's strong Celtic history is marked by the Australian Standing Stone and the annual Australian Celtic Festival (ACF). The Land of Beardies Museum in Glen Innes, and the Emmaville Mining and Court House Museums provide an insight into the Highlands pastoral and mining history with the mining industry also celebrated through the Minerama Festival.

ROLE OF ECONOMIC DEVELOPMENT

The creation of an Economic Development Strategy (EDS) is a critical document in assisting communities to develop a consistent approach and focus to leverage and achieve economic development outcomes.

An EDS also acts a strategic document for Council that aids advocacy efforts with Federal and State Government. In addition, an EDS builds confidence for potential investors and/or businesses seeking to relocate to the region.

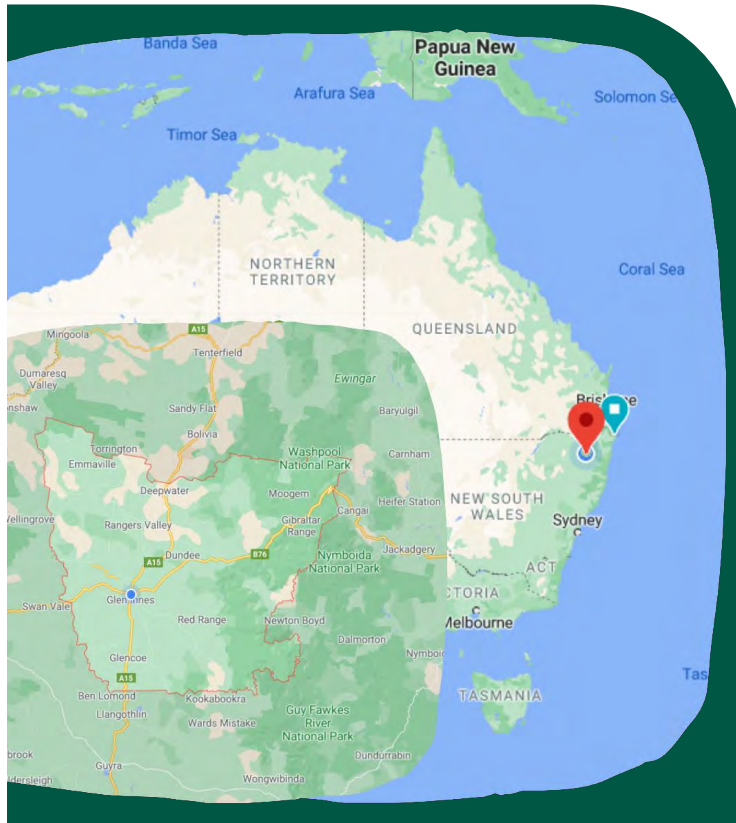
It also serves as a guide for the development of the next Delivery Program under the objectives of the Community Strategic Plan ensuring alignment and progress to achieve economic, community and social outcomes.

This strategy provides a place-based approach grounded in detailed economic research and analysis as well as thorough engagement with community and stakeholders.

WHERE WE ARE

Located at the intersection of the New England and Gwydir Highways, Glen Innes Highlands is readily accessible by road.

The New England Highway is a major interstate route and part of the main link between the Highlands and southern Queensland. The Gwydir Highway is a State Highway connecting the Pacific Highway at Grafton to the Castlereagh Highway near Walgett, via Glen Innes, Inverell and Moree.



WHO WE ARE

AGRICULTURAL EXPERTISE - We have significant agricultural know-how and opportunity to value-add to create economic prosperity and diversification

COOL CLIMATE - We use our seasons and cool climate to enrich our lifestyle and grow our dreams

NGOORABUL CELEBRATIONS - The traditional owners are recognised by supporting the First Nations Festival and facilitating Aboriginal experiences

CELTIC HERITAGE - Our Celtic Heritage is commemorated through the Australian Standing Stones and celebrated at the Australian Celtic Festival

NURTURING ENTREPRENEURS - Nurturing our entrepreneurs and community is at the heart of our programs and initiatives

NURTURING IDEAS - Our small businesses are encouraged to innovate and nurture their ideas into successful domestic and international businesses

UNIQUE LANDSCAPE - Our unique landscape is leveraged to provide nature-based experiences to benefit our community's lifestyle and realise growth in tourism

RICH COMMUNITY - A community rich in connection, social prosperity and wellbeing is fundamental to our economic growth

PROTECTED ENVIRONMENT - We plan for a strong and connected community and the sustainable use of our land, whilst protecting our heritage and environment

RESPECT OUR ELDERS - We take care of our elderly with respect and kindness acknowledging their contribution and soaking up their experiences

BALANCED LIFESTYLE - Our families and their lifestyles articulate the ultimate balance in life, work and play

CONFIDENT MINDSET - Our mindset is confident, capable and we take risks for new ideas to succeed

STRATEGIC ALIGNMENT

LOCAL STRATEGIES

- Glen Innes Severn Council Community Strategic Plan (CSP) 2017-2027
- Glen Innes Severn Council Local Strategic Planning Statement (LSPS)

REGIONAL STRATEGIES

- Regional Economic Development Strategy (REDS)

OTHER RELEVANT STRATEGIES

- Integrated Planning & Reporting Framework
- Glen Innes Highlands Destination Management Action Plan
- Glen Innes Highlands Agri-Innovation Action Plan
- A 20-Year Economic Vision for Regional NSW
- Regional Development Australia Northern Inland (RDANI) NSW Regional Plan 2016-2019
- Destination Country & Outback Destination Plan 2018-2020
- Destination Country & Outback Armidale Hub Product Audit Report January 2019
- New England-North West Regional Plan

COMMUNITY CONSULTATION

There were two (2) rounds of community consultation across multiple channels including online surveys, face-to-face drop-in sessions, online workshops, public exhibitions, Councillor & Executive workshops, Industry online forums and additional workshops with GLENRAC and Deepwater Progress Association.

FUTURE COMMUNITY NEEDS

62% responded that their needs had been fully represented. Approx. 35% of respondents did not feel that their needs were fully represented, however it often seemed that only a few of their needs weren't met as oppose to all their needs. Most respondents had all or most of their needs met. The top five (5) other needs included:

- More adult education and inclusivity of minority groups
- More health care services and low-skilled workforce opportunities
- An art Gallery/space for Art/support for the arts
- Climate change readiness
- More retail and job attraction, things to do/shared spaces
- Connectivity – digital and physical

GROWTH & LOCAL OPPORTUNITIES

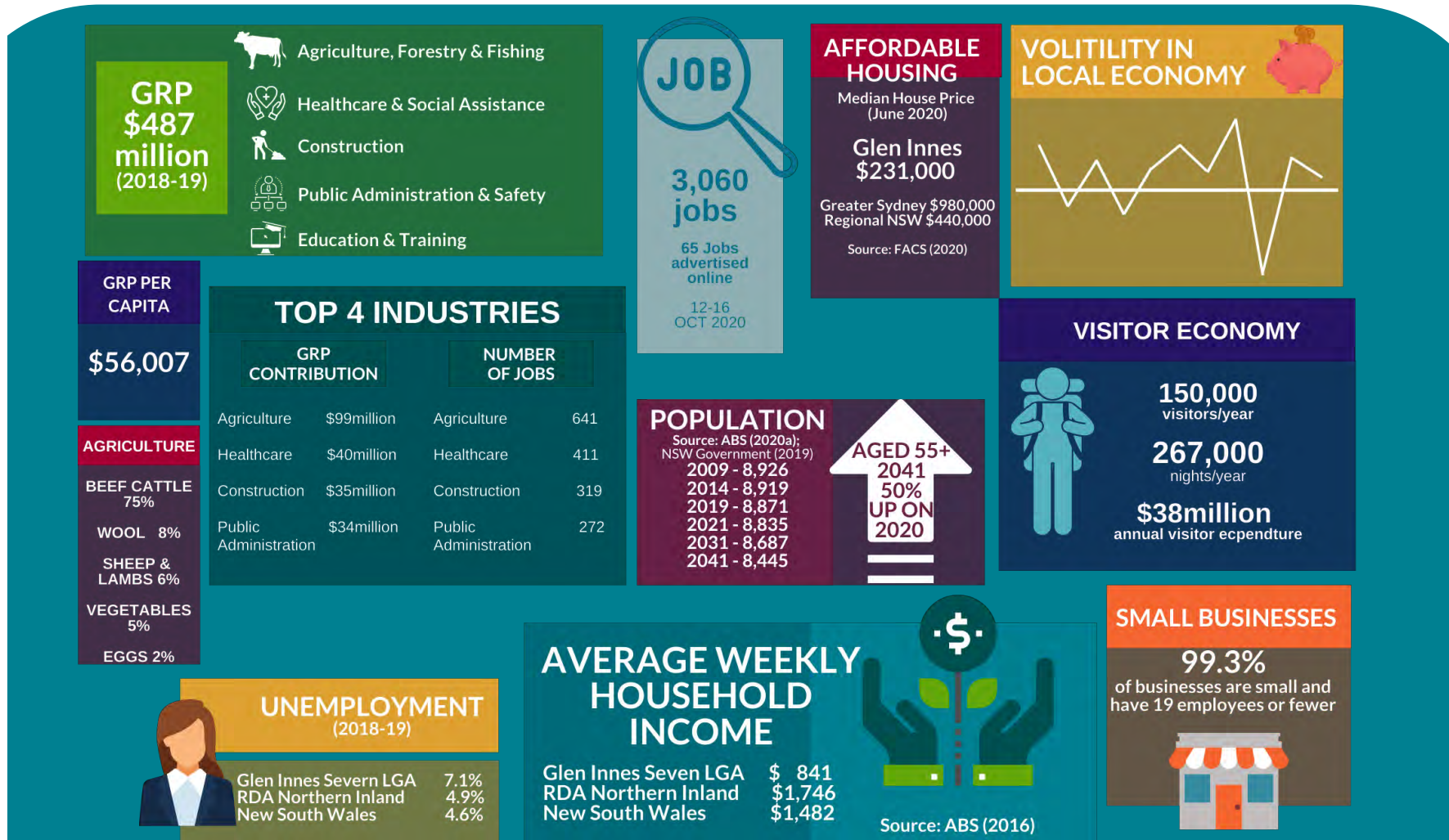
Growth opportunities presented saw 'The Visitor Economy/Tourism' and Small Business Support with the highest scores of 80%. 'Value-adding & Niche Agriculture' at 78% and 'Renewable Energy' at 71% followed by Healthcare 7 Social Assistance' 69%. The top five (5) other comments included leveraging:

- Open and green spaces for adventure activities
- Utilising disused assets e.g. Airport
- Renewable Energy and Climate change opportunities
- Bring major attractions to town e.g. Motor Sport complex
- More housing and promoting housing and renting affordability
- Leveraging the two highways by creating a cross-roads initiative
- Utilising disused assets (physical/social/natural) – e.g. Rail Trail, Recreation parks
- Becoming an 'Adventure Playground' for children to attract families
- Capitalise on Covid-19 to drive more businesses online, attract digital businesses and more people through remote working
- More Council support for Economic Development



KEY ECONOMIC INDICATORS

The following represents the key economic indicators and statistics showing the share and structure of the Glen Innes LGA's Economy. For further detail please see the Appendix.



KEY CHALLENGES

STAGNANT POPULATION GROWTH AND CHANGING DEMOGRAPHICS

Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in Glen Innes has been stagnant past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Further, the population of the region is aging rapidly.

Consistent with the rising median age in Glen Innes over the past 10 years, it's projected to see a significant increase in the proportion of residents aged 65 years and over out to the year 2041, moving from 25% of the total population in 2016 to 38% by 2041. Over the same period, the working age population (residents aged 15-64) is expected to decline by almost 1,870 residents (down 36%).

The aging of the Glen Innes population can drastically change the nature, structure and shape of the community (and the economy). Currently two out of every five people is over the age of 55. If the current trends continue, by 2041, more than one out of every two people (half the population) will be aged 55+.

While on the surface this trend would likely represent increasing demand for aged care services and additional future demand for infrastructure. However, the impacts would be far greater and further reaching. The expenditure profile of older residents is much lower than other cohorts, particularly the family cohorts. As such, there will be less available expenditure in the economy, which will lead to fewer shops and fewer retail options.

Furthermore, many community organisations and sporting clubs may suffer as many members are children or other young people and many of the leadership positions are held by parent volunteers. As the working age population declines in absolute terms, there will be fewer and fewer members and volunteers, which will put pressure on the viability of many community groups. Additionally, as there are fewer children in the community, the schools will likely get smaller.

OVER-RELIANCE ON AGRICULTURE

Glen Innes' GRP was \$487 million in 2018-19, up 1.9% from the previous year. Due to the region's heavy reliance on the local agriculture, forestry and fishing industry, economic growth has been more volatile than the NSW average over the past decade. The largest industries by Industry Value-Add (IVA) in Glen Innes in 2018-19 were:

- Agriculture, forestry and fishing
- Health care and social assistance
- Construction
- Public administration and safety
- Education and training

Almost all businesses in the area are small businesses, with almost two-thirds of businesses being owner/operators and one third employing less than 20 staff.

This over-reliance poses risks, particularly given the agricultural sector is highly susceptible to changes in weather conditions and global macroeconomic conditions. The sector requires diversification and consideration as to how to position our economy into the future to ensure the region continues to grow and prosper.

AVAILABILITY OF LABOUR AND SKILLS

While the region's labour market has strengthened in recent years, the region's unemployment rate remains above the NSW average and the ageing population is likely to provide challenges for the labour market in the future. Lower levels of qualifications compared to state and national levels for tertiary education.

Significant number and sustained out-migration of young people. Regional returners are starting to move back and raise families whilst starting businesses or taking over family farms. Tree changes are seeing the benefits of regional and rural lifestyles and are visiting more rural communities in their research for 'their' town.

OPPORTUNITIES FOR GROWTH

These opportunities have been identified through the research, analysis and consultation undertaken for this project. They can become a catalyst for more people (particularly young families) to move to the area, creating additional stimulus for economic growth and addressing the current demographic shifts.

THE VISITOR ECONOMY

Prior to bushfires and COVID-19, overnight visitation to and the length of stay within the NE-NW Region was growing. Visitors inject \$38 million into the local economy, making an important contribution to many local businesses.

RENEWABLE ENERGY

The NSW Government's Electricity Strategy sets out a plan to deliver three Renewable Energy Zones (REZ). The REZ are expected to unlock a significant pipeline of large-scale renewable energy and storage projects, while supporting up to \$23 billion of private sector investment in our regions and up to 2,000 construction jobs each year.

VALUE-ADDING & NICHE AGRICULTURE

Changes in consumer behaviour have created opportunities for Australian farmers to innovate and diversify and create new pathways to market. Instead of relying on the traditional commodity-based supply chain models, agri-food entrepreneurs can investigate creating value chain-based models that allow them to tap into consumer pull factors, shifting their business model from volume to value-based systems.

SMALL BUSINESS SUPPORT & LOCAL JOBS

High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support other local businesses, creating more value in the local economy.

INNOVATION & ENTREPRENEURIALISM

Providing opportunities for the local community to improve their businesses and to create mechanisms for developing entrepreneurial and innovative skills locally has the potential to create resiliency within our community as well as small business growth and industry diversification.

HEALTHCARE & SOCIAL ASSISTANCE

According to the Department of Education, Skills and Employment, healthcare is expected to be one of the fastest growing industries over the next five years. The Health Care and Social Assistance sector in Glen Innes is already a significant employer and while employment in the sector has increased, the rate of increase is below the State and Industry average. The importance of the local health care industry is likely to grow in coming years, given the forecast growth in the number and proportion of older residents in the region. Beyond employment, ensuring high quality local healthcare services can also support population growth, as these services are considered essential and important to most families when considering a regional move.

PHYSICAL ENVIRONMENT

The Highlands has a cool temperate with four distinct seasons, unique within Australia. Summers are mild-to-hot with low humidity. Winters are cold, frosty and windy, with temperatures often falling below zero degrees. Frosts are prevalent and snow falls occur at higher altitudes. In winter, the Highlands attracts the 'snow chasers' and in summer people escaping the humidity on the coast. Autumn and Spring are simply breathtaking.

ASSET-BASED PLACE-MAKING

Glen Innes Highlands has some key natural and built assets that are currently under-utilised that could create either central locations for business and industry development and/or tourism product development that facilitates local employment outcomes.



ECONOMIC DEVELOPMENT FRAMEWORK & STRATEGY

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

PLACE-BASED ECONOMIC DEVELOPMENT

The new paradigm of local and regional development emphasises the identification and mobilisation of endogenous potential, that is, the ability of places to grow drawing on their own resources, notably their human capital and innovative capacities. To tap into unused economic potential that tackle questions of sustainable development and human wellbeing into the future.





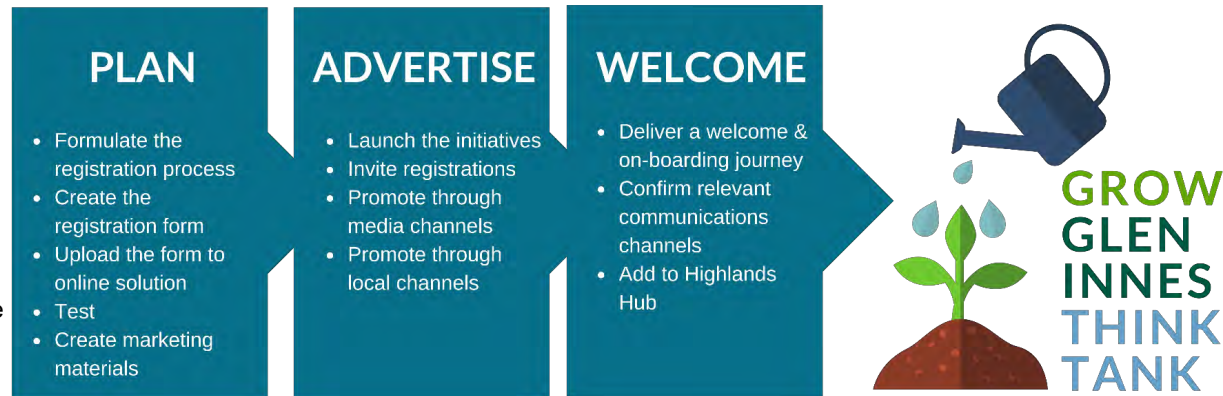
ECONOMIC DEVELOPMENT 5-YEAR ACTION PLAN

The 5-year action plan is delivered across Council resources as well as in consultation with the community through the GROW Glen Innes Think Tank which will be formed as a part of the Partnerships actions and initiatives.

GROW Glen Innes Think Tank volunteers are a collection of people who are interested in collaborating with Council to provide their experience, education and ideas across key elements of the Economic Development Action Plan. Council’s Manager Economic Development will register volunteers through a process and utilise the registration information to invite members to participate in workshops and other events.

Whilst Council will facilitate the set-up the GROW Glen Innes Think Tank it will not be a Committee of Council and therefore bound by Local Government Policies and Procedures.

This is a mechanism for continual community engagement and inclusion in the delivery of the Economic Development Strategy & Action Plan.



Acronyms

Manager Economic Development (MED)
 Director Development, Planning & Regulatory Services (DDPRS)
 Grants Officer (GO)
 Manager Commuality Services (MCS)
 General Manager (GM)
 Media & Communications Officer (MCO)
 Marketing Assistant (MA)
 Highlands Hub Officer (HHO)

Tourism & Events Officer (TEO)
 Director Corporate & Community Services (DCCS)

Grow GI Think Tank (GGITT)
 Waste & Environmental Management Officer (WEMO)
 Management Executive Team (MANEX)
 Project Manager (PM)
 Economic Development (ED)
 Local Government Authority (LGA)

PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS.

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Local Business Growth & Support	Establish a physical Highlands Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.	Grants / Council	MED	2021-2022	Launch the Highlands Hub by 30 December 2021
		Investigate the employment of a full-time Highlands Hub Officer to manage Highlands Business & Community Hub	Council/ Highlands Hub	MED	2021-2022	A Business Case is completed by August 2021
		Provide support connection and access through Highlands Business & Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations.	Council	MED	2021-2025	Provision is made in the 2021-22 Operational Plan & Budget for business support
		Deliver an 'open for business' approach to attracting business through effective support and guidance.	Council	MED	2021-25	Quarterly Economic Development Progress Report to Council



PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Consultation, Design Thinking & Problem Solving	Establish a 'GROW Glen Innes Think Tank' group consisting of locals willing to volunteer their time, knowledge and expertise in assisting Council to deliver ideas, options, projects to achieve community objectives.	Council	MED	2021-2022	Secure a volunteer resource of up to 20 people.
	Master Planning and Integrated Planning	Deliver a 100-year vision for our town and villages to guide, prioritise and seek funding in order to invest in the activation, appeal and liveability of the LGA and leverage our natural and built assets.	Council / Grants	MED /GGITT	2021-2022	Deliver a Draft Master Concept Plan by December 2021
		Utilise the Economic Development Strategy and Action Plan to frame the priorities, integrating it with all other strategic documents and providing a summary document to utilise in the training, education and priority setting of an incoming Council, as well as to assist the community in measuring Council's success.	Council	MANEX	2021-2022	Delivery by 30 August 2021

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Local Jobs Program & Workforce Attraction Strategy	Commission and complete research into Local Jobs and Skills gaps to determine the challenges, gaps and future workforce opportunities via Regional Australian Institute (RAI)	Grants	MED	2021-2022	Deliver research and workforce strategy by 30 June 2021 by Council report
		Commission and deliver a Workforce Attraction Strategy via Regional Australian Institute (RAI)				
		Socialise the research findings and strategic recommendations and seek consultation with local businesses, education providers and community to develop a 'Local Jobs Program'.	Council	MED	2021-2022	Conduct a GROW GI Think Tank workshop by 30 December 2021 and report to Council by March 2022
		Seek State &/or Federal assistance to fund the 'Local Jobs Program'.	Council	GO	2021-2022	Seek funding opportunity when available.
		Investigate and recommend how the 'Clean Jobs Plan' can assist in building our local economy whilst tackling climate change and creating more local job opportunities.	Council	MED / DDP&RS	2022-23	Deliver a report to Council by 30 December 2022
...continued						

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY</p>	<p>Highlands Hub – Education & Jobs programs & Initiatives</p>	<p>Deliver Highlands Hub – Community ‘Localised’ digital platform incorporating local jobs, education & training, candidate profiles and link to Business platform</p>	Council	MED	2021-2022	A Digital Platform is built and tested by 30 June 2021
		<p>Launch Highlands Hub – Community via all available channels</p>	Council	MED	2021-2022	Platform launched by 30 December 2021
		<p>Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives.</p>	Grants/ Council	GO	Annually	Number of successful grant-funded programs
		<p>Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital.</p>	Council	MCS	2021-2025	Conduct a GROW GI Think Tank workshop by 30 December 2021 and report to Council by March 2022
		<p>Lobby State and Federal Government for increased local training and education courses linked to our local gaps and future needs.</p>	Council	GM	2021-2025	Lobby State and Federal Government for increased local training and education courses
<p>...continued</p>						

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued	Digital Connectivity & Remote Readiness	Lobby Federal Government to address mobile blackspots in the LGA	Council	GM	2021-2025	Zero mobile blackspots by 2025 in LGA
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY		Partner with Telco's servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.	Council	MED	2021-2023	All LGA businesses provided the opportunity to upgrade their NBN
...continued		Seek State &/or Federal assistance to fund the 'Remote Ready' programs and initiatives and deliver through Highlands Hub.	Council/ Grants	MED	2021-2023	Two (2) programs funded and delivered via Highlands Hub



PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY</p>	Marketing & Promotion	Deliver an annual marketing campaign program for Glen Innes Highlands to encourage people to Visit, Live & Invest leveraging our strengths, opportunities and assets	Council	MED	2021-2025	Council Report with marketing plan delivered annually by 30 June.
		Formalise the New England High Country (NEHC) brand and group to deliver marketing and promotions at a regional level	Council	MED	2021-2022	Report to Council by 30 June 2022 in concert with NEHC group councils.
		Facilitate place-making media coverage	Council	MCO / MED	2021-2025	Minimum four (4) per year.
		Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose	Grants	MA	2021-2025	Monthly Council Reports – continual optimisation
		Deliver New England High Country programs and campaigns in conjunction with the NEHC Group	Council/ Grants	MA	2021-2025	Monthly Council Reports with updates
		Disseminate marketing material through networks both directly and through online portals such as Highlands Hub Business as well as relevant industry bodies.	Council/ Grants	MA	2021-2025	Monthly Council Reports with updates
		Leverage AVIC’s, DNSW & DNCO to promote Glen Innes Highlands.	Council/ Grants	MA / TEO	2021-2025	Monthly Council Reports with updates
		Refresh the Glen Innes Highlands Brand Guidelines	Council	MA	2021/2022	Deliver by June 30, 2022
...continued						

PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY</p>	<p>Healthcare & Social Assistance Services</p>	<p>Advocate to attract aged care facilities and services to accommodate our future aging population following establishment of how many are needed to accommodate.</p>	Council	DDPRS	2020-2025	A prospectus is developed to assist in attracting aged care facilities and services by 31 December 2022
		<p>Leverage the 'Health outcomes and access to health and hospital services in rural, regional and remote New South Wales' inquiry to formulate a plan to improve local health services.</p>	Council	DCCS	2021-2022	Report to Council by 30 December 2021
		<p>Lobby State Government for the inclusion and participation in the new \$20million Hospital upgrade and the attraction of GP's and healthcare professionals to regional areas.</p>	Council	GM/DPDRS	2021-2025	Progress report included in Monthly Council Reports every quarter
		<p>Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare professionals to the LGA/Regions.</p>	Council	GM	2021-2025	An Incentive Package is developed by 30 December 2021
		<p>Lobby the Australian Department of Social Services to add Glen Innes to the Stronger Places, Stronger People program to interrupt the intergenerational cycle of disadvantage - https://www.dss.gov.au/families-and-children-programs-services/stronger-places-stronger-people</p>	Council	GM	2021-2022	Glen Innes is added to the Stronger Places, Stronger People program
<p>...continued</p>						

PLACE – DEVELOP & **PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY ...continued**

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY</p>	<p>Attracting & Retaining Population</p>	<p>Create a 'Movers Attraction Policy' to address population mobility and to increase internal migration from and to key areas leveraging our strengths and opportunities across all relevant strategies and channels.</p>	Council	MED / GGITT	2021-20 22	Council Policy adopted by Council by 30 June 2022
		<p>Continually seek grant funding and investment to improve 'things to do' to improve liveability and attract more families.</p>	Council	GO	2020-2025	Monthly Council Reports with updates
		<p>Facilitate a University-led detailed study into the outflow of people moving to the area in order to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand.</p>	Council/ Grants	MED	2022-2023	Funding received & project completed by 30 June 2023
		<p>Provide opportunity through the Start-up Incubator and Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business and contributing to local economic prosperity.</p>	Council/ Grants/ Partners	MED	2021-2025	Secure a start-up incubator by 30 June 2021 Secure a further 2 year term with a start-up incubator by 30 June 2022
		<p>Partner with local real estates to include GIH marketing in their marketing channels; collect migration data; promote affordability and deliver a new 'Welcome to Glen Innes Pack'.</p>	Council	MED	2021-2025	Engagement with local Real Estate Agents by 30 December 2021. Welcome Pack delivered by June 2022
<p>...continued</p>						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Diversification of Agriculture	Facilitate an Agri-innovation business development program to leverage agriculture for tourism and business-related opportunities to expand the Agri-economy through value-adding and value chain development.	Grants	MED / Consultants	2021-2022	Attendance, engagement and participation in the program - Quarterly ED Council Report
		Review the Agri-Innovation Action Plan and prioritise actions for the next 4-year Delivery Program	Grants	MED / Consultants / GGITT	2021-2022	The Action Plan is reviewed and a report to Council by 30 September 2021
		Build reputation as a high-quality food and fibre production region through local and regional branding and alignment with the new brand for Regional Australia.	Council / GLENRAC	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Continually seek funding and provide support to the local Agricultural Industry and its Associations to support on-farm diversification.	Council / GLENRAC	MED / GO	2021-2025	Quarterly Economic Development Progress Report to Council
		Investigate the potential of the circular economy to provide low-skilled jobs and a sustainable 'green' future economy with a recommended action plan to Council and Community.	Council	WEMO	2021-2022	Council adopts a Waste Management Strategy by December 2021
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH</p>	<p>Leveraging Growth Opportunities</p>	<p>TOURISM: Deliver the priorities of the Destination Management Plan (DMP)</p>	Council	TEO	2021-2025	Provide an annual report to Council by 30 June outlining the progress of the delivery of priorities of the DMP
		<p>TOURISM: Undertake a comprehensive audit of all disused or underutilised assets to link assets to ideas and opportunities. Deliver the 'Disused Asset Audit'.</p>	Council	GIGTT/ MED	2022-2023	A report is provided to Council by 30 June 2023.
		<p>TOURISM: Secure funding to build and deliver the pilot 'Tourism Itinerary & Packages Platform'.</p>	Grants / Council	MED	2021-2025	Funding to build and deliver the pilot 'Tourism Itinerary & Packages Platform' is successful
		<p>TOURISM: License the 'Tourism Itinerary & Packages Platform' to other Councils to generate additional revenue for Council.</p>	Grants / Council	MED / PM	2022-2025	Quarterly Economic Development Progress Report to Council
		<p>ASSET-BASED PLACE-MAKING: Construct the New England Rail Trail – Glen Innes to Ben Lomond</p>	Grants / Council	MED / PM	2021-2025	Quarterly Economic Development Progress Report to Council
		<p>ASSET-BASED PLACE-MAKING: Seek funding to deliver projects to a shovel-ready status as identified in the 'Disused Asset Audit' and ongoing interactions with the Grow Glen Innes Think Tank.</p>	Grants/ Council	MED / GGITT	2022-2025	Quarterly Economic Development Progress Report to Council
<p>...continued</p>						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
...continued PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	...continued Leveraging Growth Opportunities	PROFESSIONAL SERVICES – Provide an annual report on local economic leakage and leverage the report to attract additional professionals to link demand with supply.	Council	MED	2021-2025	Report to Council by 30 June Annually
		RENEWABLE ENERGY - Leverage the REZ status to unlock renewable energy and storage projects and industry.	Council	DIS / MED	2021-2025	Report to Council by 30 June Annually
		RENEWABLE ENERGY - Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community.	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		RENEWABLE ENERGY – Investigate a sustainable approach and timeline for migrating to carbon neutrality and/or 100% renewable energy provision.	Council	MED / GGITT	2021-2025	Quarterly Economic Development Progress Report to Council
		PUBLIC SERVICES & ADMINISTRATION - Lobby State and Federal Government to decentralise services to the regions and relocate a large public administration facility to Glen Innes	Council	GM	2021-2025	A public administration service is relocated with up to 100 employees by 30 June 2025.
...continued						

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH ...continued

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	DELIVERY ASSESSMENT/ MONITORING
<p>...continued</p> <p>PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH</p>	<p>Community Leadership & Advocacy</p>	Design and deliver an ‘Investment Attraction Policy’ to encourage industry across sectors identified as growth opportunities.	Council	MED	2021-2022	An Investment Attraction Policy is adopted by Council by 30 June 2022
		Lobby State Government Planning Department to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community.	Council	GM	2021-2025	100% of Plans affecting the LGA
		Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects.	Council	GM	2021-2025	Delivery of a co-contribution arrangement
		Connect local businesses to Business NSW and State & Federal initiatives, support, funding and incentives.	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local strategies and outcomes.	Council	MED	2021-2025	Attend a minimum of two (2) events per year.
		Meet with partners (i.e. developers, industry groups, specialty consultants, etc.) in identified growth sectors to discuss opportunities	Council	MED	2021-2025	Quarterly Economic Development Progress Report to Council
		Engage, support and collaborate with regional leaders through the Northern Inland Regional Developers (NIRDS) forum and build relationships with regional counterparts.	Council	MED	2021-2025	Attend all NIRDS meetings.

MEASURES TO EVALUATE SUCCESS

STRATEGIC PILLAR	STRATEGIC GOAL	EVALUATION METHODS	KEY METRIC	2016 BASELINE	2041 TARGET VIA CENSUS
PARTNERSHIPS	FACILITATE CONNECTION & COLLABORATION	<ul style="list-style-type: none"> PROJECT DELIVERY PROJECT ENGAGEMENT LOCAL SENTIMENT & ENGAGEMENT EXTERNAL CUSTOMER SURVEY 	REMPLAN Socio-Economic Indexes for Areas	915 (2016)	1000 (Australian Average)
			Average Household Income	\$841 (43% lower than the State Average) (2016)	Equal to the State Average
			NEIGHBOURLYTICS Social Prosperity Standard (SPS)	TBA – following launch cities program completion	TBA – following launch cities program completion
PEOPLE	IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	<ul style="list-style-type: none"> LABOUR FORCE & UNEMPLOYMENT SEIFA HOUSEHOLD INCOME SOCIAL PROSPERITY SCORE MIGRATION - IN/OUT PROGRAM PARTICIPATION 	Estimated Resident Population	8,871 (2019)	Population growth in line with State Average
			Residential and non-residential building approvals	\$9.6 million	Growth in building approvals in line with State Average
PLACE	DEVELOP LOCAL ASSETS & IMPROVE LIVABILITY	<ul style="list-style-type: none"> MARKETING PROGRAM EVALUATION & REPORTING POPULATION & DEMOGRAPHICS BUILDING APPROVALS ASSET DEVELOPMENTS WORKFORCE & SKILLS 	Visitors and Expenditure	150,000 visitors \$38m in expenditure	Sustained growth of visitors and expenditure
			Unemployment rate	7.1% (March 2020), NSW 4.6%	Unemployment rate in line with State Average
			Local Jobs	3,060 jobs (2016)	Employment growth in line with State Average
PROSPERITY	IMPROVE RESILIANCE & FACILITATE GROWTH	<ul style="list-style-type: none"> SIZE & STRUCTURE OF ECONOMY INDUSTRY VALUE-ADD BUSINESS COUNTS VISITATION & ACCOMMODATION PROFILE PROPERTY MEDIAN HOUSE PRICES / AVERAGE RENT 	Industry Sector Output	Agriculture, Forestry & Fishing (22.7%)	Reduction in % showing improved industry diversification
			Business Counts per industry	Identified growth industry 2019 baseline	Increased % on identified growth industries
			Visitor Profile	Domestic Overnight (3.00 Avg. Stay) (\$299 Avg. Spend /trip) (\$118 Avg. Spend per night)	Growth in measures

OPTIMISATION & REVIEW

It is critical that the long-term PLACE Strategy continues to evolve in consideration of:

1. Macro-economic factors and variables
2. Federal and State Policy and Strategies
3. Gross Domestic Product (GDP)
4. Industry and Consumer trends
5. Availability of funding for Regional and Rural communities
6. Community consultation
7. Council Strategy and Plan reviews aligned to the Integrated Planning & Reporting Framework and timings.

Considering this the Economic Development Strategy & Action Plan should be reviewed every four (4) years to adapt to these variables and to align with guiding the four-year Delivery Program development as part of the Integrated Planning and Reporting Framework. Therefore, reviews of the Economic Development Strategy should occur in the following financial years:

Local Government Elections	Councillor Induction	Community Strategic Plan & Resourcing Strategy	Delivery Program & Operational Plan	Review & Adoption of Economic Development Strategy
September 2021	October – December 2021	January – March 2022	April – June 2022	March 2020
Outgoing council oversees a review of progress in implementing the Community Strategic Plan (CSP). The report is presented to the final meeting of the outgoing council and is published in the Annual Report. A community satisfaction survey is conducted.	Induction and review of the progress report on the CSP from the previous council. Background information to support a revision of the CSP is presented to councillors. The General Manager oversees a revision of the Community Engagement Strategy, in consultation with councillors.	A community engagement program is undertaken which includes councillor leadership and involvement, and a draft CSP is prepared. The Resourcing Strategy is reviewed considering the draft CSP. Work commences on the Delivery Program.	The CSP, Delivery Program and Operational Plan are finalised and adopted. The Resourcing Strategy is updated to enable the achievement of the Delivery Program and Operational Plan and is adopted.	The Economic Strategy and Action Plan should be fully reviewed and presented to Community in December and Council for adoption of final no later than March prior to Council Elections.
September 2025	October – December 2025	January – March 2026	April – June 2026	March 2024
September 2029	October – December 2029	January – March 2030	April – June 2030	March 2028
September 2033	October – December 2033	January – March 2034	April – June 2034	March 2032
September 2038	October – December 2038	January – March 2039	April – June 2039	March 2037

FURTHER INFORMATION AND DOCUMENTATION

There are several documents that have contributed to the final Economic Development Strategy & Action Plan.

- 1. Background Analysis & Report**
- 2. Community Consultation Round 1 Summary**
- 3. Draft PLACE Strategy & Action Plan**
- 4. Community Consultation Round 2 Summary**
- 5. Agri-Innovation Action Plan**
- 6. Destination Management Plan 2021-2026**
- 7. Future Factors Data Assessment**

Should you require a copy of these documents please contact:

Margot Davis
Manager Economic Development
Glen Innes Severn Council
Ph: 02 6730 2403
Email: mdavis@gisc.nsw.gov.au



SUPPORTING INFORMATION

ECONOMIC CONTENT DETAIL

POPULATION

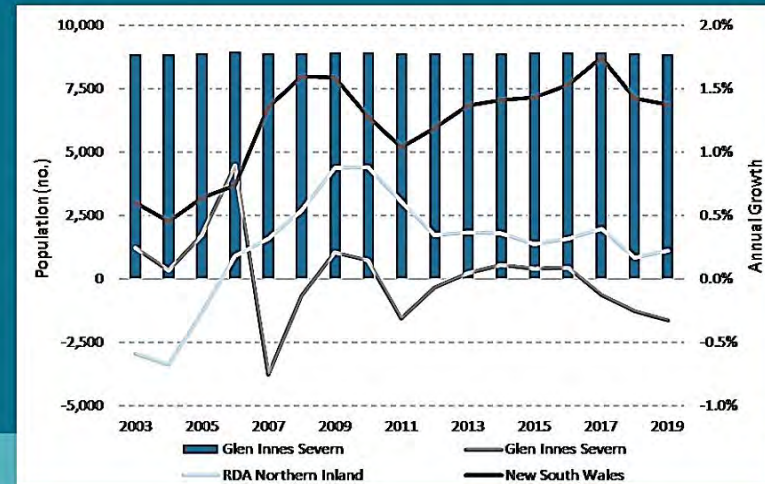
Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in the region has been stagnant over the past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Glen Innes has an older population than the NSW median, with the ageing of the local population forecast to continue out to the year 2041.

The ageing of the Glen Innes population can drastically change the nature, structure and shape of the community (and the economy). Currently two out of every five (5) people is over the age of 55. If the current trends continue, by 2041, more than one out of every two people (half the population) will be aged 55+.

While on the surface this trend would likely represent increasing demand for aged care services and additional future demand for infrastructure. However, the impacts would be far greater and further reaching. The expenditure profile of older residents is much lower than other cohorts, particularly the family cohorts. As such, there will be less available expenditure in the economy, which will lead to fewer shops and fewer retail options.

Furthermore, many community organisations and sporting clubs may suffer as many members are children or other young people and many of the leadership positions are held by parent volunteers. As the working age population declines in absolute terms, there will be fewer and fewer members and volunteers, which will put pressure on the viability of many community groups. Additionally, as there are fewer children in the community, the schools will likely get smaller.

Historical Population, Glen Innes
Source: REMPLAN (2020).



NATIONAL CONTEXT

In the three years to 30 June 2017, Sydney, Melbourne, Canberra and South-East Queensland all averaged at least 1.9 per cent annual population growth. Annual growth topped 2.8 per cent in Melbourne in 2015-16. Population growth in the other capitals has been more moderate. Some regional centres also experienced strong population growth.

Several regional areas including Geelong, the Gold Coast and the Sunshine Coast averaged annual population growth in excess of 2.3 per cent. Regional areas such as Ballarat, Bendigo, the Illawarra, Hume and the Hunter Valley (excluding Newcastle) also experienced solid population growth of between 1 and 2 per cent per year.

At the same time, some other Australian regions, particularly outer regional and remote areas, experienced low growth or a declining population.

Extract from: PLANNING FOR AUSTRALIAS FUTURE - COMMONWEALTH GOVERNMENT

ECONOMY

Glen Innes' GRP was \$487 million in 2018-19, up 1.9% from the previous year. Due to the region's heavy reliance on the local agriculture, forestry and fishing industry, economic growth has been more volatile than the NSW average over the past decade.

The largest industries by Industry Value-Add (IVA) in Glen Innes in 2018-19 were:

- Agriculture, forestry and fishing
- Health care and social assistance
- Construction
- Public administration and safety
- Education and training

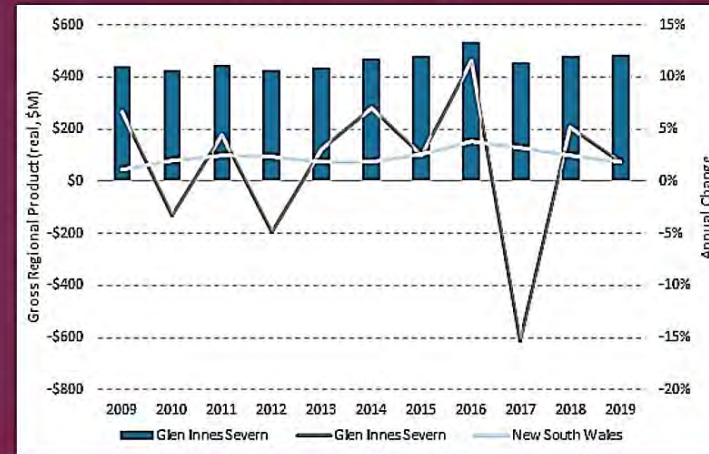
Almost all businesses in the area are small businesses, with almost two-thirds of businesses being owner/operators and one third employing less than 20 staff.

Relative to New South Wales, the local strength in healthcare is consistent with Glen Innes' older population. In addition to healthcare, the strength of the local public administration and safety and education industries show the heavy reliance on the public sector in supporting Glen Innes' economy.

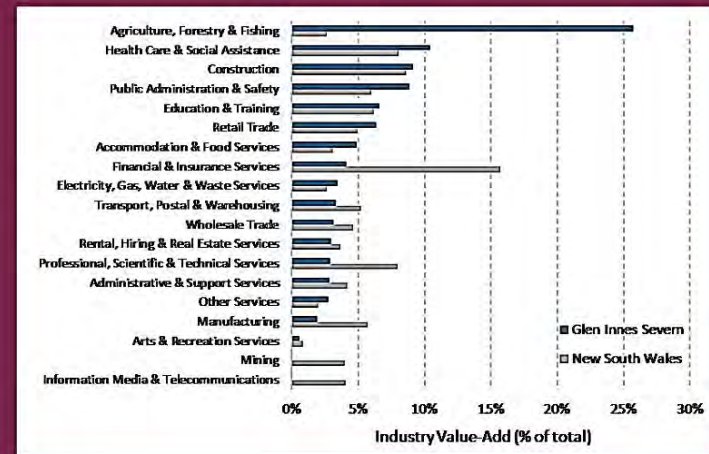
Glen Innes also has a reasonably strong construction industry, which is not typical given population growth has been stagnant over the past decade, with most growth areas around the country that have construction as the largest sector often experiencing population growth above 3%. The construction activity may be related to numerous renewable energy projects (i.e. wind farms). Glen Innes is already home to some of the State's largest wind farms and there are more identified for the future.

Further, the relative strength in retail and accommodation and food services show the region has a healthy tourism industry.

Gross Regional Product, Glen Innes
Source: REMPLAN (2020).



Industry Value-Add, 2018-19
Source: REMPLAN (2020).



LABOUR FORCE & SKILLS

Glen Innes' labour market has strengthened over the past four years. The region's unemployment rate was 6.3% in December quarter 2019, having trended lower since reaching a recent peak of 13.1% in December quarter 2015.

Employment growth has been particularly strong over the past year, up 16.3%. However, despite the region's labour market strengthening in recent years, Glen Innes' unemployment rate has remained significantly higher than the RDA Northern Inland and NSW averages over the past nine years.

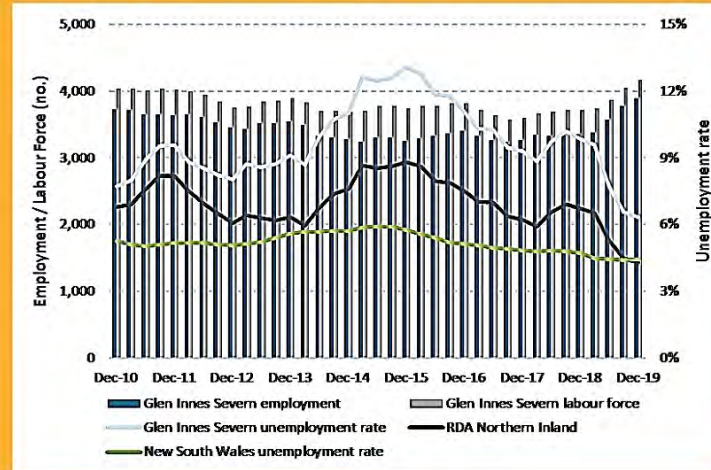
The recent increase in labour force could indicate new residents moving to the area, potentially signally some significant population growth.

Owing to the heavy reliance on the local agricultural industry for employment, Glen Innes had a significantly higher proportion of managers and a slightly higher proportion of labourers working in the area than the NSW average in 2016. This data further highlights the lack of diversity in employment opportunities within the region.

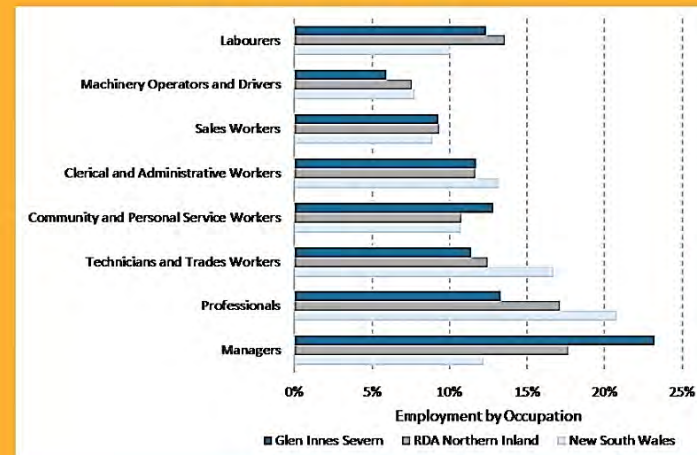
Due to the high demand of unskilled labour to work within the local agricultural industry, and the lack of job opportunities in other industries requiring higher education, Glen Innes has a significantly higher proportion of residents listing 'secondary education' or 'Certificate III & IV Level' as their highest education attainment in 2016 compared to NSW.

Growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference is related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support additional businesses, creating more value in the local economy.

Employment by Industry, Glen Innes
Source: Place of work data. REMPLAN (2020), ABS (2007).



Employment by Occupation, 2016
Source: Place of work data. ABS (2017)



AGRICULTURE

Livestock products accounted for more than 90% of the total value of agricultural commodities produced in the Glen Innes LGA in 2015-16. In particular, cattle and calf slaughterings are the dominant agricultural product, accounting for 75% of the total value of production.

'Sheep, grains, beef & dairy cattle' is the largest agricultural sub-industry, contributing \$81.7 million in IVA in 2018-19, equating to 18.2% of Glen Innes' economy.

Value of Agricultural Commodities Produced, Glen Innes Severn LGA, 2015-16

Commodity	Local Value	% of Total
Livestock slaughtered and other disposals - Cattle and calves	\$72,093,130	75.2%
Livestock Products - Wool	\$ 7,700,784	8.0%
Livestock slaughtered and other disposals - Sheep and lambs	\$ 5,741,970	6.0%
Vegetables for human consumption - Beans	\$ 4,425,529	4.6%
Livestock products - Eggs	\$ 1,696,093	1.8%
Total agriculture	\$95,901,060	100.0%

PROPERTY & BUILDING APPROVALS

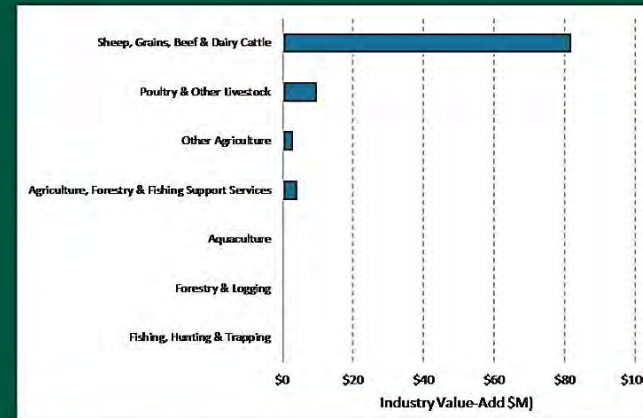
At \$210,000 in June quarter 2019, Glen Innes' median house price is the lowest of the comparison LGAs, \$35,000 below the Inverell LGA median. This is despite very strong price growth over the year to June quarter 2019. The increase in price may be related to the identified increase in local labour force and new residents moving to the area for work.

The number and value of residential building approvals in Glen Innes have trended lower since 2013, consistent with stagnant population growth in the region in recent years. However, the value of non-residential approvals rose sharply in 2019, to more than \$6 million, having been near or below \$1 million the preceding seven years.

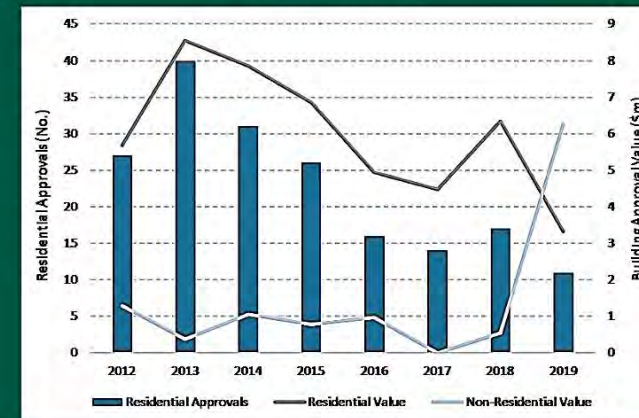
MEDIAN HOUSE PRICE : \$231,000

Source: FACS (2020).

Agriculture Industry Value-Add (2018-19), Glen Innes Severn
Source: REMPLAN (2020).



Building Approvals, Glen Innes
Source: ABS (2020c).



TOURISM

Tourism visitation to Glen Innes was estimated to be just under 155,000 in the year ending September 2019. Visitation (both visitors and visitor nights) to the region has trended slightly lower in recent years, with the decline in visitor numbers primarily driven by a fall in day-trip visitation. The region is dominated by domestic visitors, with domestic overnight visitors accounting for 62% of total visitation in 2019, while day-trip visitors accounted for 37% of total visitation over the period.

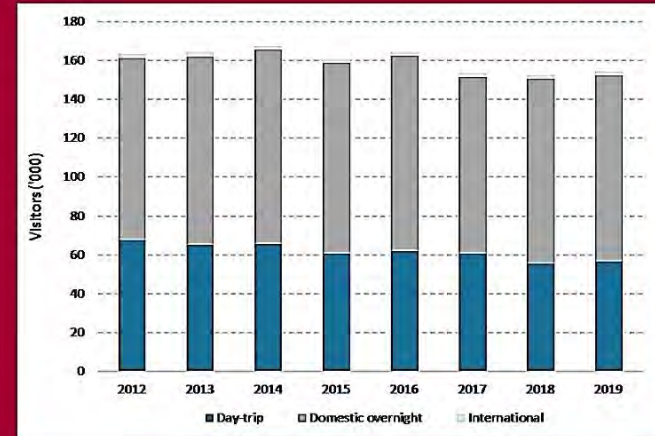
Visitation to the region is primarily for holiday and leisure purposes (52% of total), with this visitor type remaining relatively stable over the past five years. However, 'visiting friends and relatives' and business visitors have declined considerably over the same period.

The source of visitors to the region is evenly split from within the 'New England North West' Tourism Region (32%), 'Other NSW' (35%) and 'Other States' (32%, owing to the region's proximity to the Queensland border). Increasing international visitation is an area of opportunity for the region, with this visitor type typically having a high average trip spend.

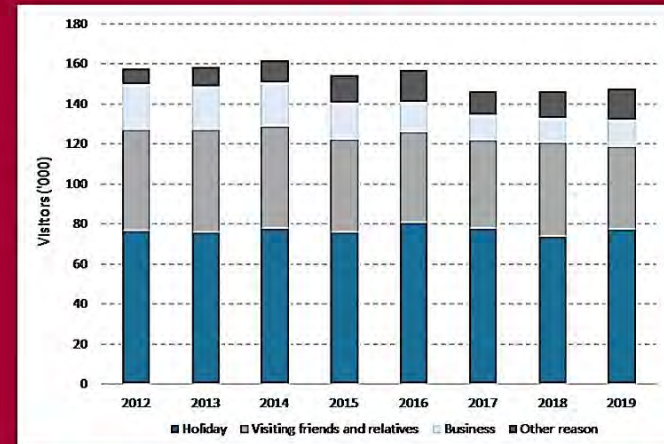
Visitation and average expenditure per trip data from Tourism Research Australia shows that an estimated total visitor expenditure of \$45.1 million in Glen Innes region in the year ending September 2019. This expenditure level equates to the local tourism industry contributing an estimated \$27.2 million (\$13.9 million directly and \$13.3 million indirectly) in gross value-added (GVA) activity to the Glen Innes economy. Tourism directly represents approximately 3.1% of total industry value-add.

In terms of employment, the local tourism industry directly employs an estimated 214 workers, while indirectly supporting a further 82 employees. Directly, it accounts for roughly 6.1% of all direct jobs.

Visitor Nights by Type, Glen Innes
Source: TRA (2020).



Visitors by Purpose of Visit, Glen Innes
Source: TRA (2020).



OPPORTUNITIES FOR GROWTH

These opportunities have been identified through the research, analysis and consultation undertaken for this project. They can become a catalyst for more people (particularly young families) to move to the area, creating additional stimulus for economic growth and addressing the current demographic shifts.

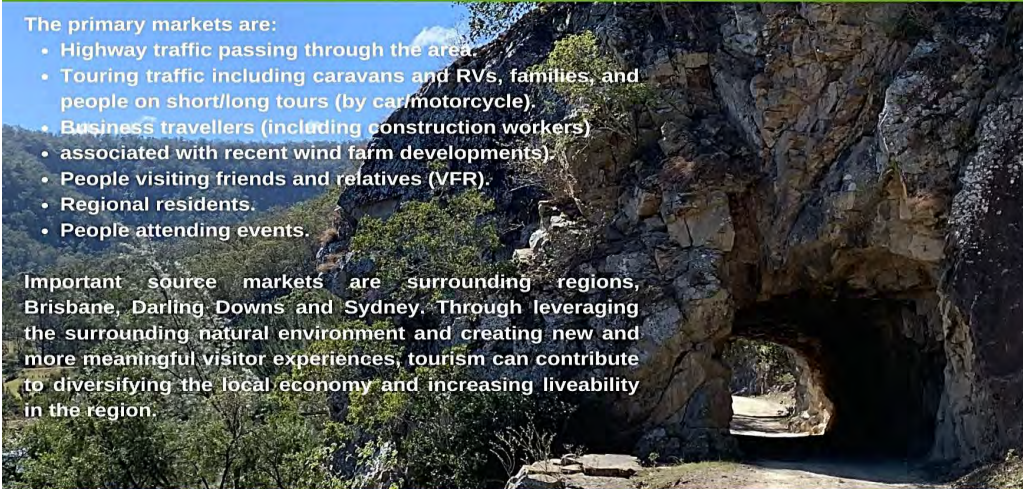
THE VISITOR ECONOMY

Prior to bushfires and COVID-19, overnight visitation to and the length of stay within the NE-NW Region was growing. Visitors inject \$38 million into the local economy, making an important contribution to many local businesses.

The primary markets are:

- Highway traffic passing through the area.
- Touring traffic including caravans and RVs, families, and people on short/long tours (by car/motorcycle)
- Business travellers (including construction workers)
- associated with recent wind farm developments).
- People visiting friends and relatives (VFR).
- Regional residents.
- People attending events.

Important source markets are surrounding regions, Brisbane, Darling Downs and Sydney. Through leveraging the surrounding natural environment and creating new and more meaningful visitor experiences, tourism can contribute to diversifying the local economy and increasing liveability in the region.



KEY OPPORTUNITIES

- Building on existing products and experiences with digital solutions for improved customer experience and access to local tourism products.
- New product development including the New England Rail Trail, nature-based and adventure-based experiences.
- Leveraging the link between diversifying agriculture with Agri-tourism product development.
- Delivering the recommendations of the Destination Management Plan

RENEWABLE ENERGY

The NSW Government's Electricity Strategy sets out a plan to deliver three Renewable Energy Zones (REZ) in the State's Central-West Orana, New England and South-West regions. These REZs will play a vital role in delivering affordable energy generation to help prepare the State for the expected retirement of thermal power stations over the coming decades.

The REZ are expected to unlock a significant pipeline of large-scale renewable energy and storage projects, while supporting up to \$23 billion of private sector investment in our regions and up to 2,000 construction jobs each year.

Glen Innes Severn Council declared a climate emergency on 26 September 2020 and committed to a more sustainable future for our community. A new Climate Emergency Plan will be developed for the LGA.

KEY OPPORTUNITIES

- Leverage the REZ status to unlock renewable energy and storage projects.
- Leverage the Climate Emergency Plan and the Renewable Energy Action Plan.
- Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community.
- Leverage the 'Clean Jobs Plan' to build our economy whilst tackling climate change

OPPORTUNITIES FOR GROWTH

VALUE-ADDING &/OR NICHE AGRICULTURE

Changes in consumer behaviour have created opportunities for Australian farmers to innovate and diversify and create new pathways to market. Instead of relying on the traditional commodity-based supply chain models, agri-food entrepreneurs can investigate creating value chain-based models that allow them to tap into consumer pull factors, shifting their business model from volume to value based systems.

Glen Innes already has a strong agricultural sector, including a variety of services, but very little food and beverage production. State and Commonwealth Governments strongly support the agri-food sector.

Value-adding opportunities for growth include:

- Products for health and wellbeing, including free-from and natural foods, supplements, fortified and functional foods, and personalised nutrition
- Sustainability-driven products and processes, including those that convert waste, provide alternative protein sources, sustainable packaging and green and ethical value chains.
- Premium foods, including high-quality, convenient, fresh and packaged products; luxury products and gifts; tourism; and novel tastes, smells and textures.
- Agri-tourism providing a range of on-farm visitor experiences.

KEY OPPORTUNITIES

- Deliver an Agri-innovation and business development program to unlock local opportunities for on-farm diversification and value-adding.
- Connect agricultural experiences into the Tourism Package Platform as they become consumer ready.
- Encourage the local agricultural industry to diversify through cluster development.

SMALL BUSINESS SUPPORT AND LOCAL JOBS

Glen Innes' economy is dominated by small businesses (99.3% of all businesses have 19 employees or fewer), so supporting local small businesses to grow will help to grow the economy and deliver more jobs

Growing high value-adding jobs will have greater benefits to the overall economy than increases in low value-adding jobs. The core difference are related to the relevant supply chains of these industries as well as the wages that are often paid across those industries. High value-adding jobs will provide a greater ability for workers to spend more in the local economy, which will create a greater flow-on benefit locally. Additionally, businesses that have more local supply chains (or the opportunity for them) will have the ability to support other local businesses, creating more value in the local economy.

Because one job may offer greater value than another, this does not mean that lower value-adding jobs are not important. These jobs often provide employment for youth and offer an entry point into the workforce for many residents. Rather, understanding the value of employment should guide the balance of effort and resources in terms of various industry development and investment attraction activities.

KEY OPPORTUNITIES

- Support small business to grow in-turn enabling increased employment opportunities.
- Implement the recommendations of the Local Jobs & Skills Gaps research conducted by Regional Australia Institute.
- Encourage local businesses to have more local supply chains.

OPPORTUNITIES FOR GROWTH

INNOVATION & ENTREPRENEURIALISM

Encouraging innovation and entrepreneurialism can be another effective source of new jobs. Nate Sotring, renowned expert on placemaking and innovation, highlights that the places that excel in innovation effectively combine economic assets (businesses, research, human capital) with physical assets (buildings, public spaces, infrastructure). This combination unique and interesting relationships between people, organisations and the place where the two meet.

Supporting entrepreneurialism will support future jobs growth by allowing locals to start their own business. While entrepreneurs are often associated with the technology industry, entrepreneurs can exist in any industry sector. Starting any new business is entrepreneurialism.

A stand-out response in the community consultation regarding initiatives to attract more visitors to consider moving to Glen Innes for employment involved the need for more family friendly facilities. The online webinars outlined and reinforced some current themes to create more 'things to do'.

The community consultation uncovered an expressed need for encouraging new industries, start-up support, improving retail offering as well as leveraging aged care and the need for a co-working space.

The impacts of COVID-19 on the next generations will be harshly felt with a lack of jobs for school and university leavers.

Providing opportunities for the local community to improve their businesses and to create mechanisms for developing entrepreneurial and innovative skills locally has the potential to create resiliency within our community as well as small business growth and industry diversification.

Maximising the potential of Centennial Parklands, Stonehenge Recreational Reserve and the Beardy Woodlands as well as realising the proposed New England Rail Trail would provide additional activities alongside strengthening the Adventure Country, High Country and Celtic Country product themes. Eerindii Ponds and the Rocky Creek corridor proposed wetlands project provide further product development opportunities.

KEY OPPORTUNITIES

- Deliver a physical space that can be utilised to connect the community to programs and initiatives that breed local entrepreneurialism and innovation.
- Attract an incubator program to support the community in their business ideas and quests to create their own job.
- Improving and increasing 'things-to-do' that are of interest to families within our town and villages.
- Promotion and marketing to encourage visitors to stop, explore and spend and encouraging locals to have pride of place.
- Deliver master plans and business cases for the development of natural assets.



OPPORTUNITIES FOR GROWTH

HEALTHCARE & SOCIAL ASSISTANCE



According to the Department of Education, Skills and Employment, healthcare is expected to be one of the fastest growing industries over the next five years.

The Health Care and Social Assistance sector in Glen Innes is already a significant employer and while employment in the sector has increased, the rate of increase is below the State and Industry average. The importance of the local health care industry is likely to grow in coming years, given the forecast growth in the number and proportion of older residents in the region.

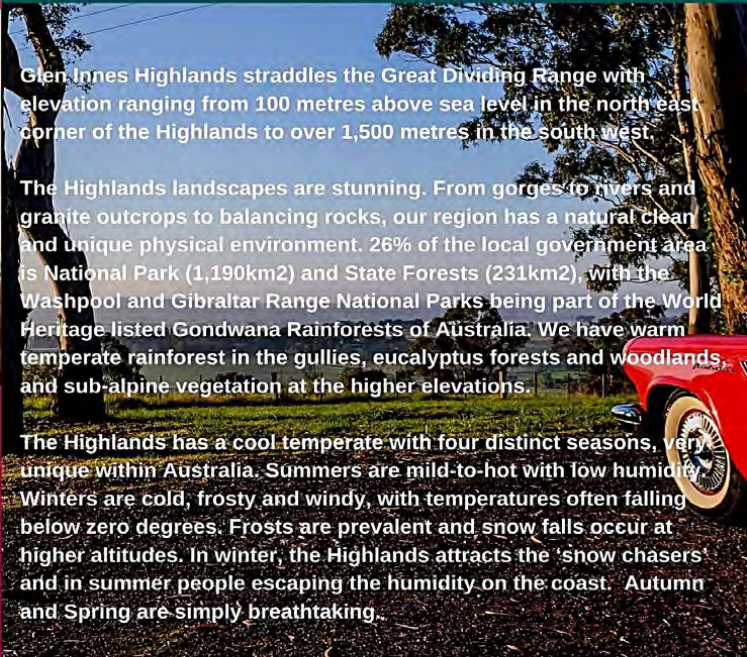
Beyond employment, ensuring high quality local healthcare services can also support population growth, as these services are considered essential and important to most families when considering a regional move.

A \$20 million upgrade to the Glen Innes and District Hospital will improve the health services for the local community and its surrounding villages. Benefits of our proximity to regional cities of Northern NSW including Tamworth, Armidale, Coffs Harbour and Toowoomba provide economic stimulus and high-quality health, education and recreation options for the entire region.

KEY OPPORTUNITIES

- Attract aged care and develop more services and facilities.
- Improve medical facilities.
- Create a benefit out of our ageing population and their healthcare needs to attract healthcare workers and their families.
- State Government promise to upgrade Hospital - \$20million

PHYSICAL ENVIRONMENT



Glen Innes Highlands straddles the Great Dividing Range with elevation ranging from 100 metres above sea level in the north east corner of the Highlands to over 1,500 metres in the south west.

The Highlands landscapes are stunning. From gorges to rivers and granite outcrops to balancing rocks, our region has a natural clean and unique physical environment. 26% of the local government area is National Park (1,190km²) and State Forests (231km²), with the Washpool and Gibraltar Range National Parks being part of the World Heritage listed Gondwana Rainforests of Australia. We have warm temperate rainforest in the gullies, eucalyptus forests and woodlands, and sub-alpine vegetation at the higher elevations.

The Highlands has a cool temperate with four distinct seasons, very unique within Australia. Summers are mild-to-hot with low humidity. Winters are cold, frosty and windy, with temperatures often falling below zero degrees. Frosts are prevalent and snow falls occur at higher altitudes. In winter, the Highlands attracts the 'snow chasers' and in summer people escaping the humidity on the coast. Autumn and Spring are simply breathtaking.

KEY OPPORTUNITIES

- Leveraging our natural and built environments as a destination of choice for a healthy lifestyle and fulfilling family-friendly location.
- Leverage the ageing population to encourage active and semi-retired movers attracted to the cool climate.
- Promote our seasons, culture, arts, events and community facilities as a proof point for a diverse and unique lifestyle.

OPPORTUNITIES FOR GROWTH

ASSET-BASED PLACE-MAKING

Fundamental to a place approach to economic development is looking within our community and its assets that can be utilised to create social and economic outcomes.

Glen Innes Highlands has some key assets that are currently under-utilised that could create either central locations for business an industry development and/or tourism product development that facilitates local employment outcomes.

The Glen Innes Airport is owned by Council and is Civil Aviation Safety Authority (CASA) registered and licensed for general aviation. The airport is currently utilised for private and charter planes, medical evacuation, emergency services, agricultural and recreational use.

Local businesses and some agricultural properties, including Ranger Valley Feedlot, are dependent on the airport for access.

The Glen Innes Airport has recently been upgraded an development approved for a 600 student International Flight School with development consent. An alternative plan could be created to utilise the asset for tourism product development and other aviation related opportunities.

The Glen Innes Railway Station was designed in the early 1880s along the Great Northern Line. Services ceased in 1988 which sadly saw the majority of the once Great North Railway now become an uncared and pretty much abandoned section. The station remains a landmark building in Glen Innes and is a good representative example of first-class Victorian architecture rarely seen in northern NSW. There is opportunity to reclaim the asset into community hands and revive the stations use alongside the opportunities that will be presented with the New England Rail Trail.

The Essential Energy owned building on the New England Highway houses two very large antique engines of historic significance. The preservation of these and other antique engines creates an opportunity to leverage the asset and create a partnership with the Powerhouse Museum in Sydney to create a Regional Powerhouse Museum that includes a working repair shop for historically significant engines. A cluster already exists for the concept through the History House Museum, the Vintage Truck and Machinery Show, the Traction Club and the town's Heritage brand pillar.



KEY OPPORTUNITIES

- Improving and Increasing 'things-to-do' that are of interest to families within our town and villages.
- Promotion and marketing to encourage visitors to stop, explore and spend and local to have pride of place.
- Deliver master plans and business cases for the development of natural assets.

Annexure A Item 7.17



GLEN INNES HIGHLANDS

DESTINATION MANAGEMENT PLAN SUMMARY





DRAFT DESTINATION MANAGEMENT PLAN 2021-26

MAYORAL MESSAGE

Glen Innes Severn Council are pleased to present a new Destination Management Plan 2021-2026. The approach we've taken is a destination management approach which, looks holistically at the development, management, and marketing of our tourist destinations. This approach ensures that tourism adds value to the economy and the social fabric of the area, is sustainable into the future, is resilient to external shocks and is responsive to changes in both the marketplace and competitive environment.

While our tourism sector is performing well, there is more that can be achieved with the assets and resources available. Visitor markets are changing. There is a strong, and growing interest in visitation to regional areas. This has been stimulated, in part by Tourism Australia and Destination NSW, but more recently with the impact of the COVID-19 pandemic on travel patterns.

Accompanying this increased interest there has been a paradigm shift in visitor expectations, with travelers increasingly wanting to challenge themselves; by outdoors and active; reconnect as a couple or family; and interact socially with locals and other travelers – to hear their 'stories' and to 'learn'.

It is imperative that we continually evolve our tourism product and that we do this in a sustainable and environmentally friendly way for the protection of our climate and country.

The DMP's key strategic pillars of: Improving Customer Experience; Evolving the Brand Positioning; Developing and Improving Existing Experiences; Creating and Delivering New Experiences

We will continue to market our Local Government Area through the Glen Innes Highlands New England High Country brands and continue to build on our strong relationships with Destination NSW and Destination Country & Outback.

Carol Sparks, Mayor, Glen Innes Severn Council

I pay my respects to the traditional owners of the land, to First Nations people and to Torres Strait Islander people.



1. IMPROVE CUSTOMER EXPERIENCE
2. EVOLVE BRAND POSITIONING
3. DEVELOP & IMPROVE EXISTING EXPERIENCES
4. CREATE & DELIVER NEW EXPERIENCES



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ACKNOWLEDGEMENTS

ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Highlands acknowledges the Traditional Custodians of this land – the Ngorabul people, and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of the future.

ACKNOWLEDGEMENT OF AUTHOR

Council appointed Jenny Rand & Associates who are a Tourism Management Consultancy to deliver our next Destination Management Plan (DMP) for Glen Innes Highlands

ACKNOWLEDGEMENT OF COMMUNITY ASSISTANCE

Glen Innes Highlands wishes to thank residents, businesses and organisations who met with our consultant and Tourism and Events Officer and provided information and input into our Destination Management Plan.





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Detailed information on the Visitor Economy in the Glen Innes Highlands, the opportunities available and challenges faced, and the priorities, strategies and actions to drive growth and investment in tourism is provided in the accompanying DESTINATION ANALYSIS REPORT <https://www.gisc.nsw.gov.au/economic-development/destination-management>

ABBREVIATIONS

4WD	Four-wheel driving (off road)
ABS	Australian Bureau of Statistics
AR	Augmented Reality
BnB	Bed and Breakfast accommodation
CSP	GIS Community Strategic Plan
DNCO	Destination Network Country and Outback
DMP	Destination Management Plan
DNCO	Destination Network Country and Outback
DNSW	Destination NSW
FNSW	Forestry Corporation of NSW
GI	Glen Innes
GIHVA	Glen Innes Highlands Visitor Association
GISC	Glen Innes Severn Council
LALC	Local Aboriginal Lands Council
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
MTB	Mountain Bike
NEHC	New England High Country (marketing alliance)
NEJO	New England Joint Organisation (alliance of Councils)
NE-NW	New England North West region
NPWS	NSW National Parks and Wildlife Service
REDS	Regional Economic Development Strategy



1. GROWING THE VISITOR ECONOMY

The on-going development of the visitor economy is a priority for Glen Innes Severn Council (GISC) and the Glen Innes Highlands (GIH)¹ community. GISC is the key driver of, and stakeholder in, the visitor economy.

The visitor economy has the potential to:

- Grow and diversify the local economy, reducing its dependence on agriculture and building resilience;
- Bring 'new' dollars into the GIH economy, helping to sustain and retain local businesses and services;
- Create employment, attract new residents, businesses and investment; and
- Raise the profile of the LGA and generate awareness.

While the tourism sector is performing well, there is more that can be achieved with the assets and resources available. Visitor markets are changing. Nature-based tourists have a strong and growing interest in, and visitation to, regional areas with this stimulated in part, by the regional dispersal strategies being implemented by Tourism Australia and Destination NSW and more recently, the impact of the COVID-19 pandemic on travel.

Accompanying this, there has been a paradigm shift in visitor expectations with travellers increasingly wanting to challenge themselves; be outdoors and active; reconnect as a couple or family; and interact socially with locals and other travellers – to hear their 'stories' and to 'learn'. This creates opportunities to use assets differently – to focus on the activities that can be undertaken, and the experiences offered.

New technology is also impacting on the tourism industry. Digital technology has, and is, continuing to change the way in which consumers communicate, access and share information, select destinations and products, and book and pay for travel. Digital technology also provides the opportunity to enhance the visitor experience (e.g. Apps, Augmented Reality, Messaging platforms, Artificial Intelligence), while the 'shared economy' provides opportunities for new businesses and investment.

¹ Glen Innes Highlands is the brand and marketing name of the Glen Innes Severn Local Government Area

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Geotourism is booming internationally, and it is an imperative that iconic Australian tourism destinations and products, particularly in regional and outback regions, can be transformed to meet both the needs of domestic and global travellers seeking superior travel experiences. GIH and the surrounding region have abundant natural and cultural features to leverage this. Geotourism, whilst celebrating geological heritage, enhances awareness and understanding of some of the key issues facing society such as using our earth's resources sustainably.

Agri-tourism and paddock-to-plate experiences are also desired by both domestic and international markets. People are looking for authentic experiences they can see, taste, ride, discover and learn from. At the same time Agricultural businesses are seeking to value-add their on-farm products to further their resilience and leverage this opportunity to connect directly with the consumer once again.

Realising the opportunities that are emerging will be dependent on the continued development of products, infrastructure, facilities and services; delivering comprehensive information services via a diverse range of touch points; and ramping up marketing, promotion and connecting to the customer, particularly in the digital space as resources and budgets are trending down.





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Destination Management

GISC has adopted a destination management approach to provide the direction and framework for growing the local visitor economy.

Destination management introduces a 'holistic' approach to the development, management and marketing of tourist destinations. The approach requires that all tiers of Government, the tourism industry and business and community leaders work together to develop and manage destinations.

This will ensure that tourism adds value to the economy and social fabric of the area, is sustainable into the future, is resilient to external shocks and is responsive to changes in both the marketplace and competitive environment.

The starting point involves formulating a Destination Management Plan (DMP) to assess the potential of the destination, articulate the vision for developing and managing the destination, and to provide the framework to 'deliver' this vision.

In NSW, Destination Management Plans are a pre-requisite to accessing tourism funding and assist in accessing a range of Federal and State Government grant programs.

The Destination Manager Plan Summary – This summary document provides an assessment of GIH's visitor economy, it's strengths, experiences, brand and future direction. The final Action Plan provides the focus to move forward toward leveraging our strengths, addressing our weaknesses and ensure that the visitor economy is leveraged to drive socio-economic prosperity for our community.

The Destination Analysis – Comprehensive information on the GIH visitor economy is provided in the accompanying GIH Destination Analysis. The Destination Analysis includes information on the strategic context and planning framework for the DMP





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Purpose of the Glen Innes Highlands Destination Management Plan (DMP)

The Glen Innes Highlands DMP provides the direction and framework for taking the Glen Innes Highlands visitor economy forward over the next five (5) years. The primary goals of this Plan are to:

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

Achieving the Glen Innes Highlands Destination Management Plan (DMP)

To achieve the purpose of the Glen Innes Highlands DMP we need to focus on:

- Initiatives to grow and diversify visitation and encourage visitors to explore and spend money locally;
- Encouraging and facilitating the development of touring routes, attractions, activities, experiences and events;
- Ensuring that the infrastructure, facilities and services are in place to meet visitor needs and expectations and support the growth of our visitor economy; and
- Identifying priorities to ensure the most effective use of limited funds and resources.
- Embracing opportunities to leverage nature-based, geo-tourism and agri-tourism under a clear positioning for the area.



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Implementation – Collaboration is Key!

The Glen Innes Highlands DMP is the starting point for consolidating and growing our visitor economy over the next five (5) years. It will however take time, funds, resources and commitment to implement the strategies and actions incorporated in this Plan.

Given the limited resources available, actions need to be prioritised. While there are relatively simple, cost effective actions that can be undertaken in the short-term that will result in growth in visitation, sustaining visitation in the medium to longer term will only be achieved if the Glen Innes Highlands tourism product and infrastructure base continues to be improved and expanded.

This will require a strong partnership between GISC and the community; support from tourism and business organisations and operators; strategic relationships with key State and Regional organisations and land management agencies; as well as funding support from the State and Federal Governments.

Some of the projects and actions in the GIH DMP are 'aspirational' and are well beyond the financial capacity of GISC and other key stakeholders to implement in their entirety currently. These projects are however included in the event funding opportunities that arise in the future.

The fact that the projects have been identified and documented as important for the development of the local and/or regional visitor economy can assist in securing funding.

To be effective, the GIH DMP must be a living document that is constantly evolving. The recommended actions need to be implemented and the results evaluated. Periodically the Glen Innes Highlands DMP will need to be revised, building on what has been achieved.





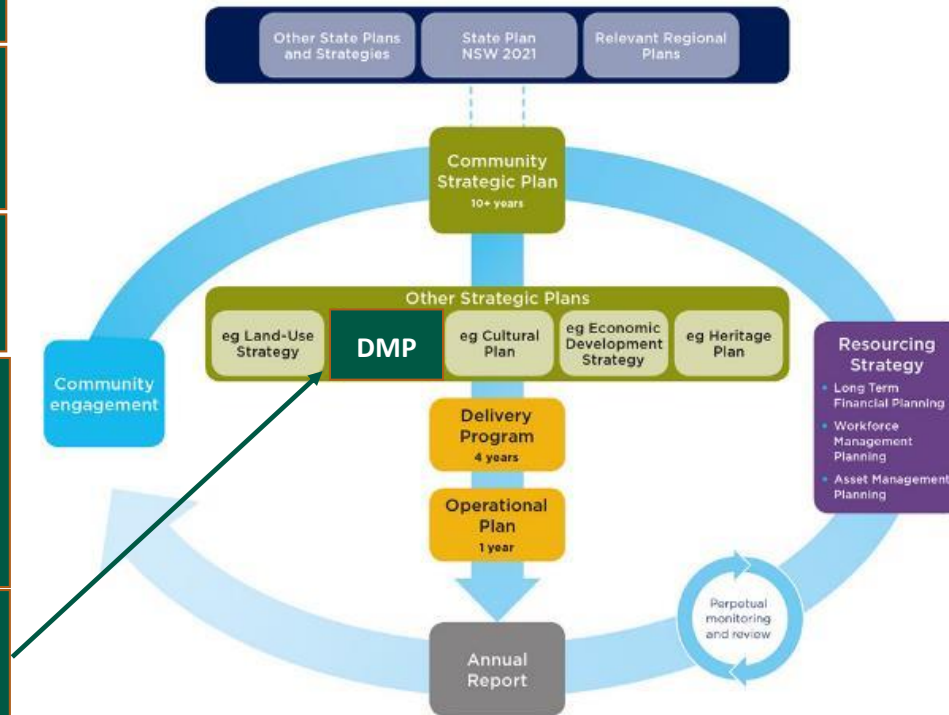
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2. STRATEGIC CONTEXT – ALIGNMENT WITH GOVERNMENT STRATEGIES, PLANS AND POLICIES

The GIH DMP was prepared within the framework set by Federal and State Government policies for the development and management of tourism destinations. It is also consistent with the NSW Government’s priorities for Regional NSW, key regional plans and strategies, and with the strategic directions of GISC.

Strategic Context of the DMP and GISC Integrated Planning & Reporting Framework

Australian Tourism Long Term Strategy
State Plans: <ul style="list-style-type: none"> • NSW Visitor Economy Industry Action Plan 2030 • Destination NSW: Strategic Objectives • Destination NSW State-wide Destination Management Plan
Destination Country & Outback: <ul style="list-style-type: none"> • Destination Management Plan • Armidale Hub Product Audit
Regional Plans: <ul style="list-style-type: none"> • Priorities for Regional Australia: A 20-year Economic Vision • New England North West Regional Plan 2036 • Northern New England Regional Economic Development Strategy & REDS) 2018-2022 • New England Joint Organisation Strategic Plan
Local Plans: <ul style="list-style-type: none"> • Destination Management Plan Summary • Destination Analysis





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3. OUR DESTINATION

Glen Innes Highlands

GIH is the home of the Ngorabul people, with Ngorabul country extending from the escarpment west to Ashford and north to Tenterfield.

GIH sits at the crossroads of the New England and Gwydir Highways in the north of the New England Region of NSW. GIH is easily accessed from Southern Queensland, the North Coast of NSW and the surrounding New England – North West Region. Around 4.87 million people reside within half a day's drive of GIH.

Straddling the Great Dividing Range, GIH has a stunning physical environment. Our landscapes are varied, with dissected gorge country, waterfalls and rainforest gullies along its eastern edge. The remainder of the district is elevated plateau, dominated by 'granite country' with spectacular granite outcrops, tors and balancing rocks. 26% of GIH is National Park estate² (1,190km²) and State Forests (231km²), including the World Heritage listed Washpool and Gibraltar Range National Parks

GIH has cool temperate climate with four distinct seasons. GIH attracts the 'snow chasers' in winter, people escaping the humidity on the coast in summer, and visitors seeking the spectacular displays of spring blossoms and autumn colours.

GIH has a rich pastoral and mining heritage with a strong Celtic connection. Many of our early pastoralists were Scottish, while our miners were Irish, Welsh and Cornish. Our Celtic connections are recognised by the Australian Standing Stones in Glen Innes and celebrated by our annual Australian Celtic Festival.

Today, GIH is home to around 8,965 people, approximately 60% of whom live in the historic highland town of Glen Innes. We have four highland villages – Emmaville, Deepwater, Red Range and Glencoe, and four hamlets - Glen Elgin, Wellingrove, Wyaliba and Dundee. Emmaville is known for its mining heritage, while the historic villages of Deepwater and Glencoe are popular stops on the New England Highway.



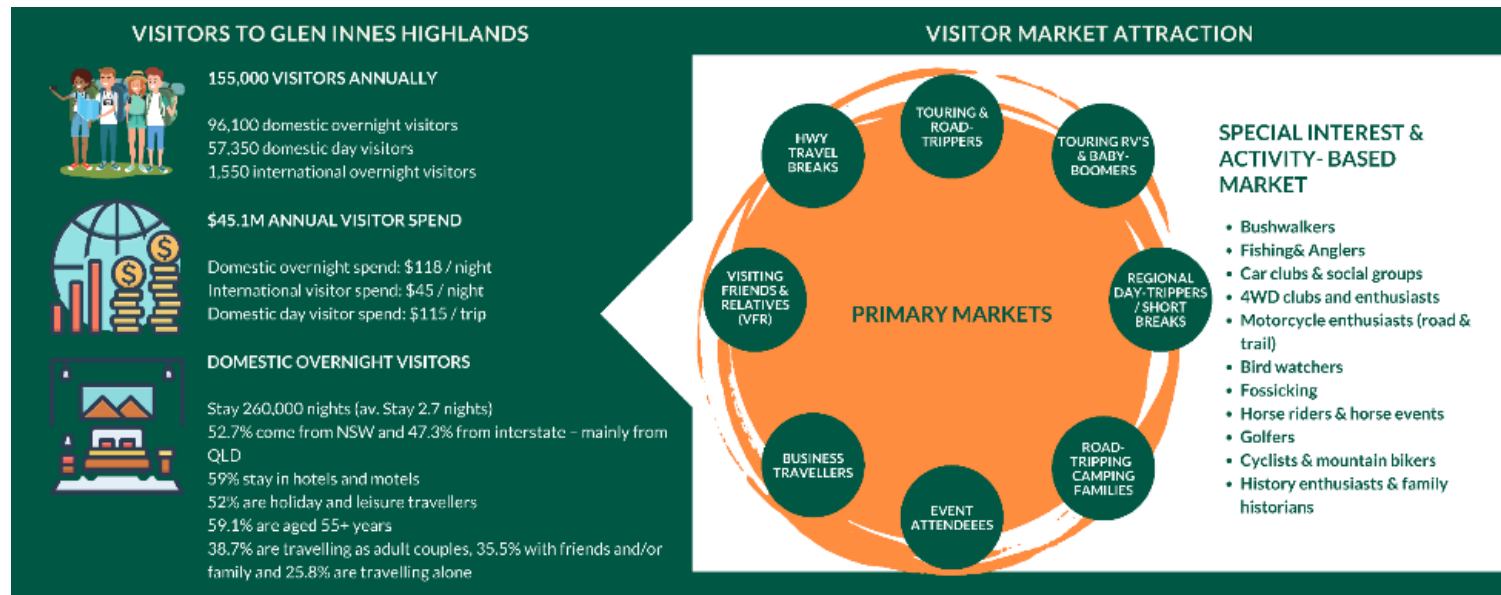
² Includes National Parks, State Conservation Areas and Nature Reserves



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Our key economic activities are agriculture and forestry, construction, public administration and safety, health care and social assistance, and tourism, with agriculture and tourism being 'engine' industries. GIH produces premium Black Angus and Wagyu beef, and sheep for both fine wool and meat. We also have a large apiary industry, an emerging horticultural sector and are becoming a renewable energy hub with two large integrated wind and solar farms, and further development proposed.

Visitor Profile





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4. STRENGTHS, CHALLENGES & OPPORTUNITIES

Strengths and Assets

- **Highway access** – GIH is located at the crossroads of the New England and Gwydir Highways – exposure to a high volume of through and touring traffic.
- **Adventure Country** – stunning landscapes supporting a concentration of outdoor, nature and adventure-based attractions and experiences and rural and bush retreats; home to two World Heritage listed National Parks and the World Heritage Trail
- **Strong Celtic links** – home to the Australian Standing Stones and the Australian Celtic Festival. Known as Celtic Country.
- **New England Railway Corridor** – ideal for a rail trail from Glen Innes to Armidale (103km) with the potential to extend north to Deepwater and possibly Tenterfield and to stimulate cycle tourism (road, gravel grinding and mountain biking).
- **Quality, boutique accommodation** / unique accommodation experiences, including historic homesteads, country cottages, fishing lodges and rural and bushland retreats.
- **Infrastructure, Facilities and Services to Support Visitation** GIH has a good range of facilities and services to support visitation including accommodation, information services, free WIFI in the town centre, dump points, EV Charging stations, reasonable mobile phone coverage, rest areas and retail & support services.
- **Access to domestic markets** - Approximately 4.87 million people living within 5 hours drive of GIH – 4.11 million in Southern Queensland and 760,000 in the surrounding regions. Approximately 190,000 people live within 2.5 hours drive of GIH.
- **High country climate, landscapes, landforms and activities** – including four distinct seasons, waterfalls and rainforest gullies, spectacular autumn colours, the balancing rocks and tors of Stonehenge Reserve, and pristine mountain rivers and creeks.
- **Rich and diverse pastoral and mining heritage** – three museums, the historic Ottery Tin and Arsenic mine and refinery, historic Glen Innes town centre and villages.
- **Sapphires, gems, and minerals** – the home of the world-renown Reddestone Sapphire and a great place to fossick for sapphires and gemstones.
- Growing number of **local food and beverage producers** and providers – a craft brewery, distillery and meadery.
- **Great locations** suitable for a range of outdoor events; unique indoor venues with additional venues proposed.
- **Emerging arts scene** and a strong creative culture.



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Challenges and Issues

- **Funding and resource constraints** within GISC and the community, resulting in limited marketing and promotional budgets; reliance on volunteers and management committees to run / manage key tourism assets; limited funds to invest in product development; and challenges in sourcing matching funds to access grant funding.
- **Accommodation capacity and quality constraints** - lack of up-market (4+ star) accommodation. Accommodation in Glen Innes is dominated by dated highway motels and caravan parks. Accommodation capacity constraints are limiting the ability to grow the events market.
- Many business and tourism operators have **no or limited on-line presence**. Most tourism and business operators are yet to claim their google business listing and/or have no or older generation websites. Not all accommodation operators use on-line booking sites (e.g., booking.com) and/or have on-line booking facilities on their websites and most operators are not taking advantage of free listings on third party websites.
- **Retail and café business trading hours** – with very few businesses open on Saturday afternoon, Sundays, and public holidays. This limits the ability to build and maximise benefits from the regional day trip and short-breaks market as travel is concentrated on weekends.
- **Encouraging visitors to continue west** - from the coast attracted by the World Heritage National Parks to continue west to explore Glen Innes. There is a need to provide touch points (e.g., signage, information boards, billboards) on the eastern approach to GIH to encourage travellers to continue west.
- **Underutilisation of key natural assets**, including Stonehenge Reserve, Beardy Woodlands and Beardy Waters Dam are not realising their full potential
- **Lack of conference and function venues** limiting the ability of the LGA to leverage corporate and private events for longer stays and greater local spend.
- **Expanded information services** including evolving the Visitor Information Centre into a 'next generation' centre whilst expanding the range of information available – both print and online by introducing a digital platform for itinerary planning and direct bookings.
- **Improved access and information** to the rivers and river access points signposted and updated service and directional signage throughout GIH.
- **Expanded mobile phone coverage**, particularly along the highway and touring route corridors and in visitor precincts within the National Parks and State Conservation Areas.



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Opportunities for Growth - Diversify, Grow and Enhance

GIH needs to continue to improve existing attractions and develop new attractions, activities and experiences based around of central positioning for its brand which leverages nature-based adventure.

- Continually incubate **new ideas and events** to support the adventure-based positioning through collaboration with community and interest, activity, sport and leisure-based businesses and organisations.
- Tap into the potential of **Geo-tourism and Agri-tourism** to tell the stories of our shire whilst improving the experience of our existing museums attractions and experiences.
- Activate the **Glen Innes Parklands corridor** through temporary and permanent art installations, events and cultural experiences.
- Continually support the creation and development of **Indigenous experiences, stories and events** in deep consultation with local Elders, groups and individuals.
- Continually **enhance the Celtic Experience** with the Centennial Parklands Master Plan and with the Australian Standing Stones Management Board, the Land of the Beardies Museum, local businesses and community groups.
- Continually support the **grow local arts, culture to create unique 'things to do'** in support of driving adventure for the mind, soul and senses.
- Develop the natural resources and locations create **adventurous experiences that celebrate our geo-diversity** featuring both natural and cultural heritage.
- **Leverage government, associations and partnerships** new and existing to fund, promote and deliver the DMP strategy and Action Plan.

Opportunities for Growth - Potential Game-Changers

The following projects will significantly increase visitation and/or enhance the visitor experience.

- Deliver the **New England Rail Trail** with Glen Innes positioned as a track head for the Northern NSW and South-East QLD markets. Establish bike riding self-guided routes for gravel grinding and connected pathways for locals and families to explore the towns, villages and wider shire along with the Rail Trail.
- Establish the **Glen Innes Powerhouse Museum** focusing on power generation incorporating Renewable Energy now and into the future. Partner with Emmaville Mining Museum and Glen Innes History House for multi-experience opportunities.
- Continually **enhance the customer experience** through embracing digital solutions and new technologies to create and nurture connection to our place and its products, experiences and events.
- Diversifying and improving the attractions and activities in the **Centennial Parklands** including developing the proposed Skywalk, walking trails and a themed playground and investigating opportunities for other Celtic-style attractions (e.g. maze, labyrinth).
- Realising the potential of **Stonehenge Reserve and Glencoe** as a rail trail attraction and activity node; nature / wild play area; event venue; bouldering destination.
- Developing the **Eerindii Ponds – Beardy Waters Weir Precinct** as a destination, providing quality waterside accommodation and a range of outdoor activities including promoting opportunities to view Australia's two monotremes; improving trails and river access points; and establishing an arboretum; and linking Centennial Parklands and Beardy Woodland.
- Developing more adventure-based sporting activities and experiences **utilising under-utilised assets and locations** which provide breadth and depth across the nature and adventure-based tourism.



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5. EVOLVING OUR BRAND, POSITIONING, PRODUCT AND EXPERIENCES

Existing Brand Architecture & Landscape

The GIH brand represents the Glen Innes Severn LGA and is a part of the New England High Country (NEHC) tourism group inclusive of Armidale/Guyra, Inverell, Uralla, Walcha and Tenterfield. NEHC is the regional destination brand which focuses on Nature-based tourism experiences and activities.

GIH marketing strategy is organised under the three (3) pillars of Visit, Live and Invest.

- VISIT** Converting the visitor economy
- LIVE** Enrich local lives and attract movers
- INVEST** Attract interest and investment

GIH has six (6) brand themes which represent the area’s strengths, products and experiences.

NATIONAL



STATE



REGIONAL –
NEW ENGLAND
HIGH COUNTRY



LOCAL





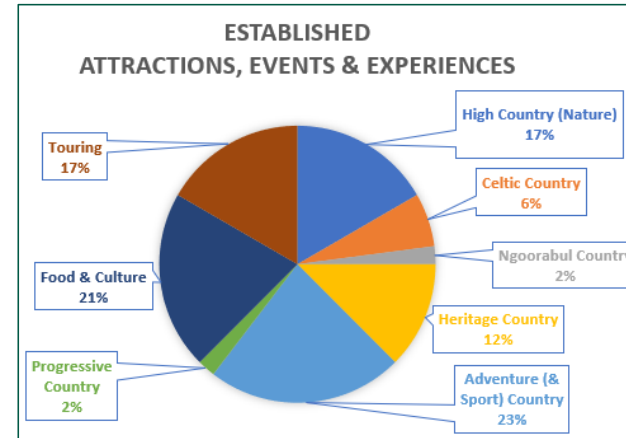
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Established Attractions, Events and Experiences

There are many attractions, events and experiences in GIH that are well established in either their product and/or experience as well as in their marketing and promotional capabilities, reach and digitisation.

When you align these with the GIH brand pillars and/or product categories the strengths in the LGA lie in Adventure Country (including sport) 23%, Food and Culture 21% High Country (nature) and Touring (17%). Some of these include:

1. Australian Standing Stones and Australian Celtic Festival
2. Washpool and Gibraltar World Heritage National Parks
3. Historic buildings, main street and heritage-listed assets and History House
4. Fossicking, Minerama Show, Emmaville Mining Museum
5. The Super Strawberry, Glengowrie Distillery and Deepwater Brewery
6. Gawura Gallery, Local Markets and Scenic Drives and Tours

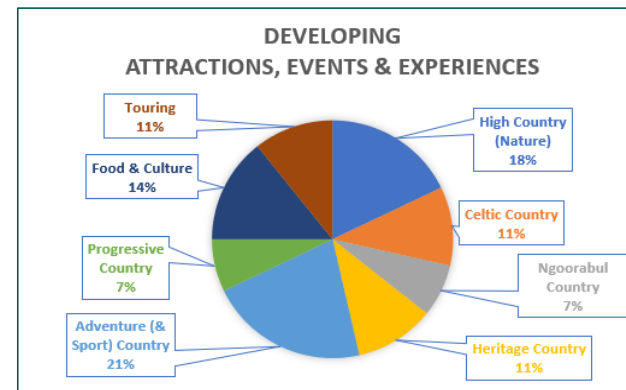


Developing Attractions, Events and Experiences

Developing attractions, events and experiences build on Adventure Country (including sport) 21%, High Country (nature) 18% and Food & Culture 14%. Some of these include:

1. Historic Villages, Halls and Courthouses
2. Torrington State Conservations Area,
3. Regional Netball Stadium and Wind Turbine park
4. Beardy Woodlands, Stonehenge Recreational Reserve
5. New events: GlenRock, Walk of Light, Deepwater Hall
6. Mountain-biking, hiking, gravel grinding and campaign in National parks

Please refer to Annexure A for more detail.





New Proposed Attractions, Events and Experiences

There are quite a few identified new and/or proposed attractions, events and experiences that again build on the same GIH brand pillars and/or product themes with a further rise in Touring and Nature. Some of these include:

1. Washpool National Park Sound trails
2. Centennial Parklands Skywalk
3. Escape Room
4. Historic Ottery Mine
5. New England Rail Trail
6. Powerhouse Museum

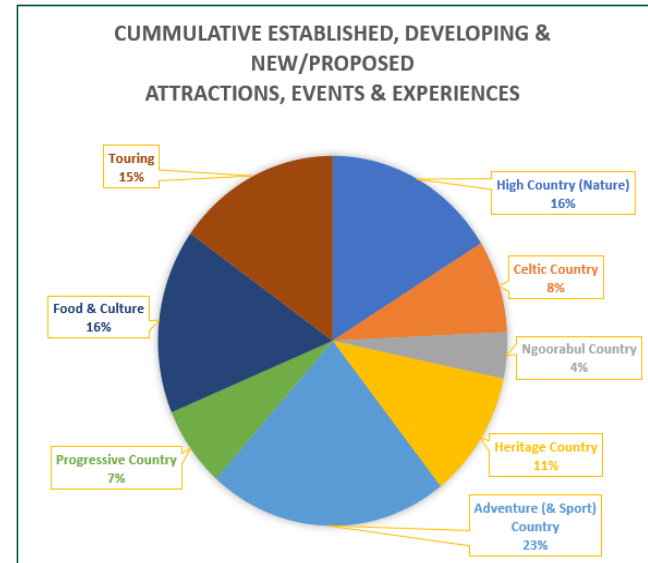
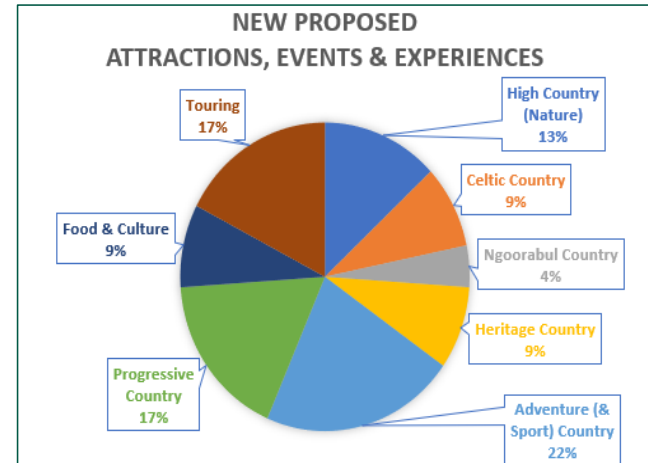
Please refer to Annexure A for more detail.

Cumulative Attractions, Events and Experiences

It's interesting to note that if all of these go ahead then the predominant attractions, events and experiences for GIH have breadth across all GIH brand pillars and/or product themes, however depth comes from Adventure Country (including sport) 23%, High Country (nature) 16%, Food and Culture 16% and Touring 15%.

This provides the direction for the brand and enables focus on building products around a central theme and a future strategy directed towards the potential of becoming an outstanding GeoRegion.

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Evolving Our Brand and Positioning

GIH has an opportunity to evolve our branding, products and experiences under a central contextual theme to bring together all the attributes of natural and cultural heritage whilst aligning to national, state and regional brands and campaigns. Re-defining our vision, positioning to the visitor economy and focusing our offer with a central theme will provide a focus for Council, community and industry to align and strengthen our position as a destination of choice.

Vision - A strong, diversified and sustainable visitor economy that delivers significant social and economic benefits for our community. Recognised as part of New England High Country and New England North West – part of Regional NSW. Known for nature-based adventure that leverages its natural, built, historic and cultural resources to create unique and personalised experiences for our visitors.

Brand Positioning - “Where adventure meets nature, culture and history”

Campaign Idea – “Glen Innes Highlands - Where you’d rather be”

Campaign Execution – A juxtaposition between two experiences positioned as a negative against a positive.

“Would you rather, waste the weekend or chase adventure, get stuck in this or get stuck into this. Welcome to Glen Innes Highlands, where you’d rather be. Discover your next adventure at Glen Innes Highlands.”

“Would you rather, cramped and crowded, or wide open spaces, store bought or farm fresh, city streets or stunning country rides. Welcome to Glen Innes Highlands, where you’d rather be. Chill out in high country at Glen Innes Highlands.”

“Would you rather, drive on by, or stop and discover, made by machine or unquely handcrafted, let life pass you by or get lost in time. Welcome to Glen Innes Highlands, where you’d rather be. Experience living history at Glen Innes Highlands.”

“Would you rather, watch it on TV or see it in the flesh, follow the heard or march to your own drum, spot a star or see the whole galaxy. Welcome to Glen Innes Highlands, where you’d rather be. Find your inner Celt at Glen Innes Highlands.”





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Key 'Reasons to Believe' our Positioning

1. GIH is packed full of nature-based adventure and experiences from gravel grinding to trail hiking, fossicking to fishing, touring to kayaking and canoeing.
2. GIH distinctive seasons envelop year-round culinary experiences made, grown and tasted locally. From breweries to gin distilleries to the finest wagyu beef, honey, black garlic and local cafes and stores passionate about championing local product and producers.
3. GIH picturesque and historic town and villages celebrate the beginning of our culture with indigenous tours and events mixed with embracing our Celtic heritage at the Australian Standing Stones and with the annual Australian Celtic Festival.
4. GIH landscape provides the backdrop to touring routes for RV's, Motorcycles and the discerning road-tripper, day-tripper meandering through the high country. Off the track around the region, in our World Heritage National Parks along our rivers and streams where the world's richest mineral diversity belt uncovers sapphires and other treasures.
5. GIH is the perfect stop to experience arts, crafts, handmade and handcrafted with our local makers and artisans. From silver-smithing to painting, pottery to festivals for writing your experience is waiting to be enriched in this historic town.
6. GIH celebrates nature, culture and history with the annual Minerama Fossicking Gem and Jewellery Show, GlenRock and the First Nations Festival among a diversity of local events and activities for film, farm and walks of light, our event calendar is continually evolving.
7. GIH is embracing new ways to create meaningful experiences that teach, guide and enhance our abiotic and biotic diversity in place with soundtrails, heritage app tours, guided tours and moving towards Augmented Reality (AR) and other new technologies that will service the future needs and expectations of our customers.



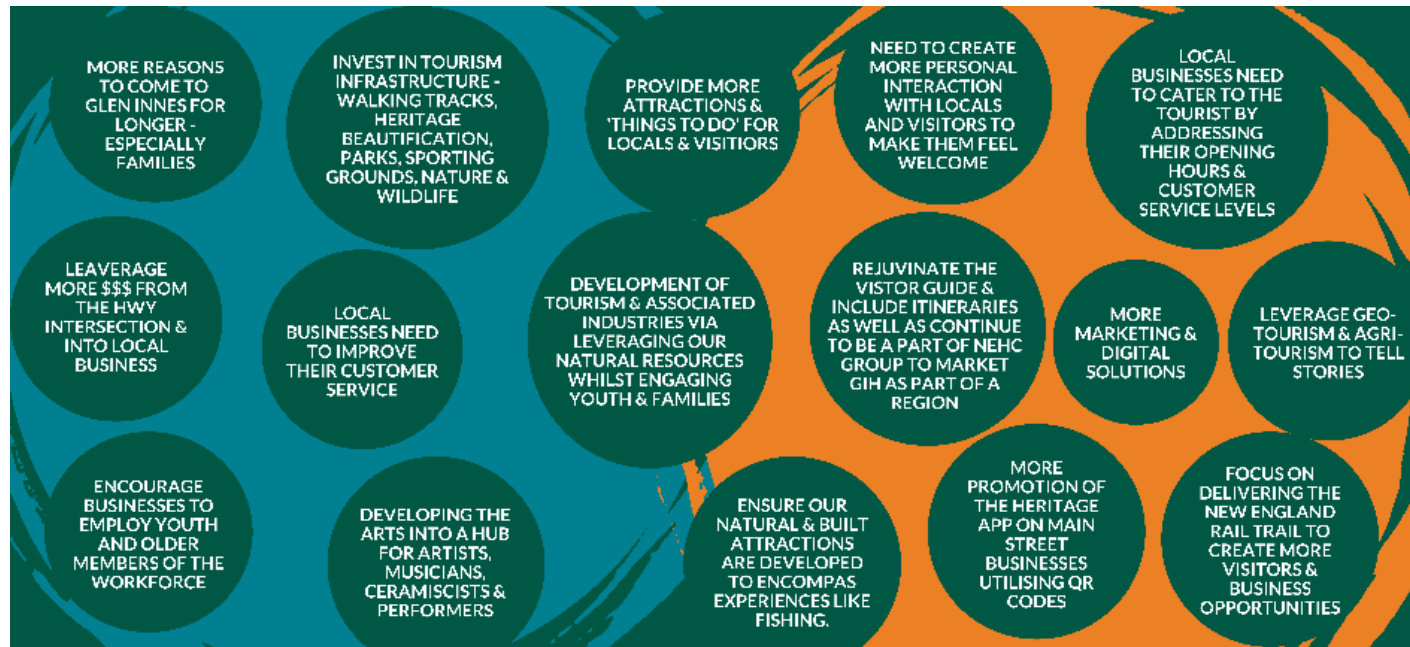


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6. COMMUNITY CONSULTATION AND OUTCOMES

It is critical to a DMP success for the community to be consulted and have input into the final strategies and actions. GISC has consulted with the community regarding the visitor economy and the DMP through two streams:

1. The development of the Glen Innes Highlands Economic Development Strategy 2020-2040 and Action Plan 2020-2025 including surveys, workshops, online forums and written submissions.
2. The Glen Innes Highlands DMP by publishing the draft DMP Summary and Background Analysis and placing on public exhibition as well as holding a presentation and discussion with visitor economy stakeholders.





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7. DESTINATION MANAGEMENT PLAN - STRATEGY

STRATEGIC PILLAR	STRATEGIC OBJECTIVE	STRATEGIC GOAL
	<p>Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.</p>	<p>Provide a customer experience that increases visitor's length of stay and spend, encourages positive word of mouth and user generated content, and return visitation.</p>
	<p>Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage.</p> <p>Continue to strengthen marketing and promotional activity based on the evolved brand positioning.</p>	<p>Provide a focused approach to destination marketing, product, and experience development to deliver our vision and strengthen what we stand for and are known for.</p>
	<p>Continue to develop and improve the existing experience base of GIH across attractions, activities, and events.</p> <p>Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.</p>	<p>Improve the quality and capacity of our existing attractions, activities and experiences through connection, collaboration and support of local people and businesses.</p>
	<p>Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture and history.</p> <p>Expanding adventure-based activity, experiences, and events in context of our natural & built environments.</p>	<p>Be bold, adventurous, and ambitious to create new ideas and experiences to attract domestic and international visitors based on trends, interests, and the discerning traveller.</p>



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8. DESTINATION MANAGEMENT PLAN – ACTIONS 2021-2026

Detailed Action Plan against Strategies

The following Action Plan outlines the key actions required to deliver the strategic pillars. Each action has references on how that Action:

1. Could be funded
2. Who could/would be the resources/partners to help deliver the action?
3. What the deliver timeframe is – note some will be every year
4. Measure of success – where applicable to align with Annual Operational Plans and Budgets

Acronyms for resources/partners

GISC	GIH	NPWS	GIHVA	LBHMM	ANW +	NEHC	ASSMB	NERT	EMM	ARC	GLENRAC
Glen Innes Severn Council	Glen Innes Highlands (GISC)	National Parks & Wildlife Service	Glen Innes Highlands Visitor Association	History House Museum	Arts North West + Other arts groups	New England High Country	Australian Standing Stones Management Board	New England Rail Trail Group	Emmaville Mining Museum	Armidale Regional Council	Glen Innes Natural Resources Advisory

Connection with the Glen Innes Highlands PLACE Strategy and Action Plan

Boosting Tourism and delivery of the Destination Management Plan is referenced in the draft Glen Innes Highlands Economic Development Strategy and Action Plan.





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Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.

Actions		Task	Responsibility	Funding	Timing & Success Measures
1.1	Audit attraction, activity and service signage and implement a signage plan to deliver improvements.	1.1.1 Appoint a consultant to conduct the signage audit and provide recommendations and priorities to Council	MED	2020-2021 Operational Budget	Signage Audit completed by September 2021.
		1.1.2 Deliver a Signage Plan to Council to adoption	TEO	Council resources	Report to Council November 2021
		1.1.3 Secure funding to deliver the Signage Plan.	MED	Annual Council Operational Plan Allocation / Grants	Annually 2021-2026
		1.1.4 Complete implementation of Signage Plan	TEO	Grants and/or Council Operational Plan	2024-2025
1.2	Utilise digital solutions and physical interactions to improve service and connection with place, product, and people.	1.2.1 Apply for funding of the 'Tourism Itinerary and Packages Platform' through Bushfire Local Economic Recovery Fund & Regional Tourism Recovery Fund	GO	Grants	Grant applications submitted by September 2021
		1.2.2 Request Council funding for 'Tourism Itinerary and Packages Platform' or approval to release the project to private interests/partnerships should grant funding be unsuccessful.	MED	Council Loan / Operational Reallocation	Report to Council December 2021
		1.2.3 Seek private funding opportunities and/or partnerships to facilitate the build, pilot and roll-out of the platform to regional Australia.	MED	Council resources	Report to Council 2022-2023



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1. IMPROVE CUSTOMER EXPERIENCE		Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay & spend longer.				
Actions	Task	Responsibility	Funding	Timing & Success Measures		
1.3	Evolve the Visitor Information Centre into a next-generation service centre.	1.3.1	Review the benefits of the AVIC Accreditation on-going membership and provide a recommendation to Council.	TEO	Council resources	Report to Council October 2021
		1.3.2	Continue to seek grant funding for the improvement of the VIC display to improve the retail experience for customers.	TEO	Grants	Annually 2021-2026
		1.3.3	Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing.	TEO	Council resources	Annually 2021-2026
		1.3.4	Continually provide opportunities for VIC customer to self-serve through signage, display, and digital connectivity to online information, booking services and platforms.	TEO	Council resources / grants	Annually 2021-2026
1.4	Upgrade facilities and increase the ease of exploring our LGA.	1.4.1	Conduct an audit and building assessment of all facilities throughout the LGA and develop 'shovel-ready' projects for grant funding opportunities to improve access and quality of visitor amenities.	MPRS	Council resources	Report to Council June by 2022
		1.4.2	Apply for grants to fund LGA facilities upgrades.	GO	Council resources / grants	2021-2026
		1.4.3	Review Caravan, RV and Long-bay locations and recommend improvements to improve customer experience and access to amenities and the local retail precinct.	TEO	Council resources	Report to Council by June 2023
1.5	Leverage opportunities to improve mobile access and improved internet connection.	1.5.1	Continue to lobby for the reduction of mobile blackspots in the LGA and improved internet connections to improve safety and enhance digital products that improve customer experiences.	GM	Council resources	Ongoing 2021-2026



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Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage. Continue to strengthen marketing and promotional activity based on the evolved brand positioning.

Actions		Task	Responsibility	Funding	Measure of Success
2.1	Refresh/adapt/amend/update existing marketing and promotional assets & content to incorporate new positioning – “Where adventure meets nature, culture and history”.	2.1.1 Continually update, optimise, and create content to strengthen the new brand positioning across all communication channels.	ME	Council resources	Annually 2021-2026
		2.1.2 Optimise the Glen Innes Highlands Website via SEO, partnerships, integration with ATDW and emerging digital platforms to increase efficiencies, reach, engagement and improve the customer journey.	ME	Council resources	Annually 2021-2026
		2.1.3 Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible.	ME	Council resources	Annually 2021-2026
2.2	Facilitate the creation of new content and assets that support the new positioning, experiences and products through grant funding and partnerships.	2.2.1 Apply for funding to boost the marketing budget to facilitate increase content and asset creation.	GO	Grants	Ongoing 2021-2026
		2.2.2 Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels.	ME	Council resources	Annually 2021-2026
		2.2.3 Continually expand digital presence and reach through 3 rd party partnerships and available opportunities.	ME	Council resources	Annually 2021-2026
2.3	Evolve the positioning according to new opportunities across GeoTourism.	2.3.1 Be flexible in the brand positioning to embrace opportunities uncovered through investigation and potential alignment with becoming a GeoRegion	MED	Council resources	Ongoing 2021-2026



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3. DEVELOP & IMPROVE EXISTING EXPERIENCES		Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.			
Actions	Task	Responsibility	Funding	Measure of Success	
3.1	Support the upgrading, re-development, and improvement of local assets.	3.1.1 Leverage the 'Disused Asset Audit' as part of the Economic Development Strategy and Action Plan (EDS&AP) to initiate ideas for tourism product development.	MED/ GGITT	Council resources	Ongoing 2021-2026
		3.1.2 Provide consultation into the 100-year GIH Master Plan to develop and expand the diversity and range of attractions, experiences, events, and activities including beardy Waters, Stonehenge Recreational Reserve, Eurindi Ponds, Rocky Creek Parklands, Centennial Parklands, State Forests and National Parks.	TEO/ GGITT	Council resources	2021-2022
		3.1.3 Provide a positive and collaborative planning and regulatory environment to assist businesses to start up by establishing a "Start-up Planning Committee" that can help support businesses establishing in the LGA with advice and support via appointment.	DDPRS	Council resources	Ongoing 2021-2026
3.2	Develop priority projects maximising the potential of key attractions, events, and assets	3.2.1 Facilitate the GGITT to review the 'Disused Asset Audit' and create a priority project list to nurture projects to 'shovel-ready' status to apply for grant funding / seek private investment.	MED/ GGITT	Council resources / Grants	2021-2022
		3.2.2 Provide an 'Event Planning Guideline' for the incubation and development of local events to support their development.	TEO	Council resources	Report to Council by June 2022
		3.2.3 Leverage opportunities to collaborate with NEHC to develop region-wide product experiences.	TEO	Council resources	Ongoing 2021-2026
		3.2.4 Establish partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual events calendar	TEO	Council resources	Ongoing 2021-2026



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3. DEVELOP & IMPROVE EXISTING EXPERIENCES		Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.			
Actions	Task	Responsibility	Funding	Measure of Success	
3.3	Facilitate improving local customer experiences and capacity through program development, industry connection and encouraging a supportive B2B environment.	3.3.1 Leverage Highlands Hub to share training opportunities, provide inspiration for improved customer experiences and encourage local collaborations.	TEO (HH Coordinator if appointed)	Council resources / HH	Ongoing 2021-2026
		3.3.2 Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to provide membership benefits that fill knowledge and capability gaps of members.	TEO	Council resources	Ongoing 2021-2026
3.4	Grow primary and establish new markets through building destination awareness through GIH and NEHC brands and activity.	3.4.1 Work collaboratively with NEHC to grow the drive-based touring market: car-based, caravans and RVs, motorcycles and to attract drive-based events and activities.	ME	Council resources	Ongoing 2021-2026
		3.4.2 Re-build the coach and group tour markets (post COVID-19) with local operators to create packages for special interest groups and key events.	TEO	Council resources	Report to Council by June 2023
3.5	Grow the Business Conferences and Events sector	3.5.1 Leverage the Highlands Hub and other local assets to package products and services to attract the business conferences and events sector.	MED	Council resources	Report to Council by June 2022
		3.5.2 Promote the business conference and events products and services as part of the annual operating budget for marketing.	ME	Council resources	Ongoing 2021-2026
		3.5.3 Continually seek funding opportunities to build product and promote the business conference and events sector.	GO	Grants	Ongoing 2021-2026



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**4.
CREATE &
DELIVER
NEW
EXPERIENCES**

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions		Task	Responsibility	Funding	Measure of Success
4.1	Deliver the New England Rail Trail via grant funding integrating digital technology to enhance the customer experience.	4.1.1 Continue to seek and apply to opportunities to fund the construction of the Glen Innes to Ben Lomond section of the NERT.	GO	Council resources	Ongoing 2021-2026 Project fully funded
		4.1.2 Create the NERT brand, website, and communication channels in collaboration with Armidale Regional Council (ARC) and New England Rail Trail Group (NERTG).	MED	Council resources	Deliver project by December 2021
4.2	Facilitate the development of new attractions, activities and events that leverage under-utilised assets that are supported by local community interest groups.	4.2.1 Deliver the proposal and business case for the Glen Innes Powerhouse Museum to Council to determine funding and building purchase of the Essential Energy building.	MED	Council resources	Report to Council September 2021
		4.2.2 Continue to support the Glen Innes Motor Sports Club to incubate and build events and investigate the potential to develop a Motor Sports Complex in Glen Innes LGA as part of the Airport Master Plan.	MED / TEO	Council resources	Ongoing 2021-2026
		4.2.3 Utilise the Highlands Hub to discover community interest groups that can be activated to support additional product for visitors and 'things to do' for locals.	TEO	Council resources	Ongoing 2021-2026
		4.2.4 Investigate new adventure-based activities to broaden the product base including 4WD, Bouldering, Extreme Sports, Adventure Running/Racing and Aviation Tourism Ventures.	TEO	Council resources	Ongoing 2021-2026



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		Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.			
Actions		Task	Responsibility	Funding	Measure of Success
4.3	Develop touring routes, self-guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages.	4.3.1 Deliver six (6) Gravel Grinding Routes around the LGA and promote via the GIH website and in GIH VISIT Marketing Programs.	MED/ME	Council resources	Report to Council by September 2021
		4.3.2 Attract an annual Gravel Grinder event to the LGA.	MED	Council resources	Event held annually 2021-2026
		4.3.3 Diversify the mountain biking offer, leveraging the proposed rail trail and value-adding the Grafton to Inverell cycle classic and other cycling events.	TEO	Council resources	Event held annually 2021-2026
		4.3.4 Reinvigorate 'Fossickers Way' in partnerships with relevant LGA's through conducting an audit and seeking Council support to fund upgrades required.	TEO	Council resources	'Region-wide' report to Council by 30 December 2022.
		4.3.5 Develop touring routes including Route 11 / Miners Way	TEO	Council resources	Report to Council by 30 December 2022.



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**4.
CREATE &
DELIVER
NEW
EXPERIENCES**

Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.

Actions		Task	Responsibility	Funding	Measure of Success
4.4	Investigate the potential of GIH being developed as an outstanding GeoRegion and the potential as an Aspiring UNESCO Global Geopark.	4.4.1 Review the National Geotourism Strategy and the opportunity for Glen Innes Highlands to be transformed to meet both the needs of domestic and global travellers seeking superior Geotourism travel experiences amidst a significant emerging and growing global phenomenon.	MED / TEO	Council resources	2021-2022
		4.4.2 Approach the Australian Geoscience Council Inc (AGC) to conduct an audit of Glen Innes Highlands potential to become a GeoRegion	MED / TEO	Council resources	2021-2022
		4.4.3 Outline the steps needed to develop Glen Innes into an Aspiring UNESCO Global Geopark.	MED / TEO	Council resources	Report to Council by 30 June 2022
4.5	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.1 Support the potential of the Ottery Mine receiving funding from the Legacy Mine Program announced by State Government	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.2 Continue to develop and promote existing nature-based experiences including birdwatching, fishing and fossicking.	TEO	Council resources	Ongoing 2021-2026
		4.5.2 Support the Emmaville Mining Museum to ensure the Museum's future, through strategic planning and enhanced displays and storytelling.	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.3 Support the History House Museum and Research Centre to enhance storytelling, activities, and interactive displays to strengthen their point of difference.	TEO	Council resources	Ongoing 2021-2026



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4. CREATE & DELIVER NEW EXPERIENCES		Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.			
Actions		Task	Responsibility	Funding	Measure of Success
4.5 Cont.	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct.	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.5 Support the growth of agritourism	MED / TEO	Council resources	Ongoing 2021-2026
		4.5.6 Strengthen Glen Innes' position as the gateway to the World Heritage-listed Washpool and Gibraltar Range National Parks and a pathway to more inland state forest and national parks.	TEO/ MED	Council resources	Ongoing 2021-2026
		4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct.	MED / TEO	Council resources	Ongoing 2021-2026



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9. MONITORING

GIS Council will monitor the effectiveness of its tourism development and marketing activities, with the data to be used to:

- Provide an indication of whether the strategies and actions are effective in building visitation and/or achieving economic growth. Ineffective actions can be terminated or modified.
- Set priorities and allocate funds and resources.
- Provide data to support funding applications.

Potential indicators include:

- Progress of product and infrastructure development projects.
- Grant funding secured.
- Value of new / additional investment in the tourism facilities (accommodation, attractions, tours etc) within the LGA.
- TRA visitor statistics – NE-NW Region and LGA Profiles.
- Localis dashboards trial
- Visitor statistics collected at the Glen Innes VIC.
- Website, social media and itinerary planner – booking tool analytics.
- Media coverage gained (track amount of coverage and the dollar value).
- Familiarisation tours hosted and the resultant coverage.
- Performance statistics from the Council controlled / sponsored venues – including the Glen Innes Showground and Emmaville Caravan Park. Council could require community groups and event organisers to provide visitor statistics as part of Council funding agreements.
- Feedback from GIHVA / individual operators on visitation, occupancy rates, trends in turnover etc.
- Traffic count data.
- Growth in local events: number of events held; number of attendees.
- Number of events attracted to GIH, and the number of participants and room nights generated.
- Number of coach and other tour groups attracted, tour participants and nights spent in GIH.
- The business / industry development activities held, the number of participants and the outcomes achieved.

For some initiatives, particularly in the areas of market development, it may take several years before the results are fully realised.



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10. COUNCIL CONTACTS

For any questions or queries please contact:

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11. ANNEXURE

Summary of Brand Pillars and Product Categories

Brand Pillar / Product Category	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	8	3	1	6	11	1	10	8
Developing Attractions, Events and Experiences	5	3	2	3	6	2	4	3
New Proposed Attractions, Events and Experiences	3	2	1	2	5	4	2	4
Total	16	8	4	11	22	7	16	15

Detailed Audit of Product against Brand Pillars

	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	Washpool World Heritage-National Parks	The Australian Standing Stones	Gawura Gallery, Cafe, Tours and Workshops	Historic Main Street and Retail Precinct	Fossicking in the Mineral Belt	Windfarms and Solar Farms	The Super Strawberry	Fossickers Way
	Gibraltar Range World Heritage-National Park	Australian Celtic Festival		Land of Beardies Museum – Family History/Research	Glen Innes Sporting Fields and Racing Circuits		Chapel Theatre – Events, Cinema and Productions	Route 11



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	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences	Spectacular autumn colours	Land of Beardies Museum – Celtic		Emmaville Mining Museum	Minerama Fossicking, Gem and Jewellery Show		Agricultural Show and Gourmet Fiesta	NEHC Motorcycle Touring
	Gibraltar-Washpool World Heritage Walk			Heritage App	Glen Innes Cup and Deepwater Picnic Races		The Makers Shed & Writers Festival	NEHC RVTouring
	Mann River Nature Reserve camping and picnic area			Glen Innes Cup and Deepwater Picnic Races	Fossicking		Glen Gowrie Distillery	NEHC Car Club Touring
	Ben Falls Retreat			Historic Showgrounds	Fishing		Deepwater Brewery	NEHC Scenic Drives & Touring Routes
	Farmstays and Boutique B&B's				Birdwatching		2 Wild Souls Meadery	
	Glen Innes Parklands				Mountain Biking & NPWS Event		Events – Glenfest, Glenrock	
					Glen Innes Cup and Deepwater Picnic Races		Markets in the Highlands & Cottage Markets	The Mountain Villages (Glencoe – Ben Lomond loop)



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	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
Established Attractions, Events and Experiences					Glen Innes and Emmaville Golf		Dining Experience: Great Central, Highlands Restaurant, Hereford Steakhouse, Railway Tavern	Old Grafton Road
					Glen Innes & Emmaville Swimming Pools			
Developing Attractions, Events & Experiences	Stonehenge Reserve and Balancing Rock	The Croft Café & Celtic Culture Centre	The Willows	The historic villages – Emmaville, Glencoe, Deepwater	River swimming and paddling	New Infrastructure – Netball Stadium	Art galleries, antiques, boutiques and lifestyle shops	Centennial Parklands Trails
	Beardy Woodlands Reserve	Glen Innes Highlands Tours - Celtic	First Nations Festival		4WDiving	Big Blade Park	The Local Café Furry Cow in Longhorn Bar and Grill Deepwater Bakery Glencoe Red Lion Tavern	Gravel Grinding Self-guides tracks x 6



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Developing Attractions, Events & Experiences	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
	Torrington State Conservation Area							Electric bikes /adventure equipment hire
	Guy Fawkes River, Butterleaf, Warra and Capoompeta National, Parks and State Forests							
	Kings Plains National Park in Inverell Shire						Walk the Light Event	
		Australian Standing Stones – Celtic Games		Emmaville Court House Museum	Golf Course & Events		Deepwater Hall events	
New Proposed Attractions, Events & Experiences	Washpool National Park Sound Trails	Centennial Parklands - Skywalk	Historic Ottery Arsenic and Tin Mine and Refinery Lookouts	Regional Netball Stadium	Windfarm viewing and interpretative area.	An 'Escape Room' in Glen Innes	New England Rail Trail	
	Rocky Ponds Creek Wetlands	Centennial Parklands – Crofters Cottage Extension		Glen Innes Powerhouse Museum	Bouldering & Running Events	Tourism Itinerary Planner & Packages Platform	Glen Innes Parklands Arts Trail	
	Eerindii Ponds – conversion of a quarry area into lakes and recreation facilities.				Skatepark	Highlands Hub – shared spaces		Gravel Grinding event



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	High Country (Nature)	Celtic Country	Ngoorabul Country	Heritage Country	Adventure (& Sport) Country	Progressive Country	Food & Culture	Touring
New Proposed Attractions, Events & Experiences					Deepwater Polo Field	Augmented Reality Experiences		NEHC Villages Tour
					Motorsports complex & Dirt-biking	Airport Master Plan		The Miners Way
	Agri-business and Agri-Tourism – businesses in development stages to leverage paddock-to-plate							

Annexure B **Item 7.17**





**GLEN INNES HIGHLANDS
ECONOMIC
DEVELOPMENT
STRATEGY
ACTION PLAN
2020-2025

COMPLETION
STATUS TABLES
REPORT**



ECONOMIC DEVELOPMENT 5-YEAR ACTION PLAN

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Local Jobs Program & Workforce Attraction Strategy	Commission and complete research into Local Jobs and Skills gaps to determine the challenges, gaps and future workforce opportunities via Regional Australian Institute (RAI)	Grants	Manager Economic Development	2020-21	Report to council by 30 June 2021	COMPLETED	Research commissioned and delivered. Workforce and skills gap analysis completed through Regional Australian Institute, forming the basis for workforce planning and Local Jobs Program development.
		Commission and deliver a Workforce Attraction Strategy via Regional Australian Institute (RAI)					COMPLETED	Strategy delivered by Regional Australian Institute for Glen Innes Severn Council in May 2021
		Socialise the research findings and strategic recommendations and seek consultation with local businesses, education providers and community to develop a 'Local Jobs Program'.	Council	Manager Economic Development	2021-22	Report to Council 30 December 2021	COMPLETED	Workshops and consultation delivered. Think Tank workshops and stakeholder engagement undertaken to progress Local Jobs Program development and align with workforce priorities.
		Seek State &/or Federal assistance to fund the 'Local Jobs Program'	Council	Grants Officer	2021-22	Report to Council 30 December 2021	ONGOING	Investigated. Funding opportunities explored; however, limited evidence of secured funding. Program elements progressed through existing Council initiatives

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Highlands Hub – Education & Jobs programs & Initiatives	Leverage the ‘Clean Jobs Plan’ to build our economy whilst tackling climate change and creating more local job opportunities.	Council	Manager Economic Development	2021-25	Quarterly ED Council Report	Ongoing	Advocacy and alignment. Opportunities explored through renewable energy and regional economic initiatives including New England Renewable Energy Zone engagement.
		Deliver Highlands Hub – Community ‘Localised’ digital platform incorporating local jobs, education & training, candidate profiles and link to Business platform	Council	Manager Economic Development	2020-21	Platform built and tested by 30 June 2021	Completed	Platform developed and transitioned. Initial digital platform delivered; evolved into physical Highlands Hub and broader business and community engagement model.
		Launch Highlands Hub – Community via all available channels	Council	Manager Economic Development	2021-22	Platform launched by 30 December 2021	Completed	Platform launched. Highlands Hub launched and expanded to include programs, workshops and business engagement activities.
		Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives.	Grants/ Council	Grants Officer	Annually	Number of successful grant-funded programs	Completed	Grants secured. Grant funding secured to deliver Highlands Hub programs, workshops and initiatives commencing 2022.
PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY	Highlands Hub – Education & Jobs programs & Initiatives	Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital.	Council	Manager Communnality Services	2021-25	Program delivered and optimised annually	Investigated	Limited evidence of a formal mentoring program being delivered; intent reflected in broader youth and workforce initiatives.

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Lobby State and Federal Government for increased local training and education courses linked to our local gaps and future needs.	Council	General Manager	2020-2025	Local course growth	Ongoing	Advocacy and engagement undertaken. Council has continued to advocate for improved training and education outcomes through workforce planning, engagement with Regional Australian Institute and participation in regional and State consultations. This includes aligning workforce needs identified through the Jobs and Skills Gap analysis and Workforce Attraction Strategy with government programs and initiatives. Evidence of advocacy is reflected through submissions, partnerships and ongoing regional engagement activities.
	Digital Connectivity & Remote Readiness	Lobby Federal Government to address mobile blackspots in the LGA	Council	General Manager	2020-2025	Zero mobile blackspots by 2025 in LGA	Ongoing	Engagement with telecommunications providers and funding programs. Council has actively engaged with telecommunications providers and the Federal Government to identify and address mobile blackspot areas across the LGA. This includes ongoing liaison with telcos, identification of priority locations, and participation in funding and infrastructure programs to improve connectivity outcomes. Evidence of progress is reflected through continued advocacy and project development for telecommunications improvements. Draft Digital

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Partner with Telco's servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.	Council	Manager Economic Development	2021-2023	All LGA businesses provided the opportunity to upgrade their NBN	Ongoing	Strategy with NBN completed. Partnerships established and funding secured for upgrades Council has partnered with telecommunications providers, including nbn, to improve broadband connectivity across the LGA. This includes securing partnership support for grant applications such as the Regional Connectivity Program and progressing infrastructure upgrades, including fibre improvements in Deepwater. Engagement with providers continues to prioritise improved connectivity outcomes for local businesses
		Seek State &/or Federal assistance to fund the 'Remote Ready' programs and initiatives and deliver through Highlands Hub.	Council/ Grants	Manager Economic Development	2020-2022	Two programs funded and delivered	Completed	Funding sought and programs delivered including masterclasses and workshops through BLERF, Council and Business Week grants.

PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY	Marketing & Promotion	Deliver an annual marketing campaign for Glen Innes Highlands to encourage people to Visit, Live & Invest leveraging our strengths, opportunities and assets	Council	Manager Economic Development	2020-21	Annual Report	Completed	Campaigns delivered Active participation in campaigns, visitor guides, social media, website
		Formalise the New England High Country (NEHC) brand and group to deliver marketing and promotions at a regional level	Council	Manager Economic Development	2021-22	Council Report	Completed	Developed website, assets, campaigns for cycling and adventure, and accommodation social media and magazines.
		Facilitate place-making media coverage to create envy of our place	Council	Media & Communications Officer	2020-2025	Monthly Council Reports	Completed	'Where You'd Rather Be' Placemaking campaign launched on you tube, social media and Glen Innes Highlands Tourism website.
		Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose	Grants	Marketing Assistant	2020-2025	Monthly Council Reports	Ongoing	Campaigns and partnerships delivered Ongoing delivery of marketing campaigns and collaboration with businesses and regional partners has supported positive place-based messaging and community pride.
		Deliver New England High Country programs and campaigns in conjunction with the NEHC Group	Council/ Grants	Marketing Assistant	2020-2025	Monthly Council Reports	COMPLETED	Campaigns delivered in partnership Council has delivered NEHC marketing programs and campaigns in

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
								partnership with the NEHC Group, including targeted visitor campaigns and content development across key experience pillars
		Disseminate marketing material through networks both directly and through online portals such as Highlands Hub Business as well as relevant industry bodies.	Council/ Grants	Marketing Assistant/ Highlands Hub Officer	2020-2025	Monthly Council Reports	Completed	Content distributed across platforms Marketing content has been distributed through Council channels, Highlands Hub and industry networks, supporting business promotion and visitor engagement.
		Leverage AVIC's, DNSW & DNCO to promote Glen Innes Highlands.	Council/ Grants	Marketing Assistant / Tourism & Events Officer	2020-2025	Monthly Council Reports	Completed	Partnerships maintained and utilised. Ongoing collaboration with AVIC network, DNCO and DNSW supports promotion of Glen Innes Highlands through regional marketing programs and visitor servicing initiatives.
		Refresh the Glen Innes Highlands Brand Guidelines	Council	Marketing Assistant	2021/2022	Monthly Council Reports	Completed	Brand Guidelines project commenced in 2022 with KEO engaged to undertake a brand refresh, with implementation to continue under current strategies.
PLACE – DEVELOP	Healthcare & Social	Advocate to attract aged care facilities and services to	Council	Director Development	2020-2025		Ongoing	Research and advocacy undertaken Advocacy supported

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
& PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY	Assistance Services	accommodate our future aging population.		Planning & Regulatory Services		Monthly Council Reports		through housing, health and population planning, including commissioning of a Housing Assessment and Future Strategy to identify future aged care, health service and accommodation needs.
		Leverage the 'Health outcomes and access to health and hospital services in rural, regional and remote New South Wales' inquiry to formulate a plan to improve local health services.	Council	Director Corporate & Community Services	2021-22	Report to Council by December 2021	Ongoing	No direct evidence of a formal plan developed in response to the NSW Parliamentary inquiry. Broader advocacy on health services has been undertaken.
		Lobby State Government for the inclusion and participation in the new \$20million Hospital upgrade and the attraction of GP's and healthcare professionals to regional areas.	Council	General Manager	2020-2025	Monthly Council Reports	Completed	Advocacy and engagement undertaken, Funding in place. Council has continued to advocate for improved health services, including hospital investment and workforce attraction, through regional engagement and submissions aligned with identified healthcare and workforce needs.
		Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare	Council	General Manager	2020-2025	Inclusion in the Programs Number of GP's secured to	Completed	Advocacy undertaken. Advocacy to attract healthcare professionals has been undertaken

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		professionals to the LGA/Regions.				meet backlog and future population growth		through senior-level engagement with Local, State and community agencies and relevant organisations.
		Lobby the Australian Department of Social Services to add Glen Innes to the Stronger Places, Stronger People program to interrupt the intergenerational cycle of disadvantage - https://www.dss.gov.au/families-and-children-programs-services/stronger-places-stronger-people	Council	General Manager	2020-2021	Inclusion in the Programs	Ongoing	The program is limited to selected communities and Glen Innes is not currently included.
PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY	Attracting and Retaining Population	Create a ‘Movers Attraction Policy’ to address population mobility and to increase internal migration from and to key areas leveraging our strengths and opportunities across all relevant strategies and channels.	Council	Manager Economic Development / Grow GI Think Tank	2021- 22	Council Policy adopted by Council by 30 December 2021	Ongoing	Strategy development and engagement undertaken. While a formal Movers Attraction Policy was not developed, elements of population attraction were progressed through the Grow Glen Innes Think Tank (GGITT) and related initiatives, including workforce, housing and liveability discussions.
		Continually seek grant funding and investment to improve ‘things to do’ to improve livability and attract more families.	Council	Grants Officer	2020-2025	Quarterly ED Council Report	Completed	Council has actively secured grant funding and investment to deliver projects that enhance liveability and visitor experiences, including tourism

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Facilitate a University-led detailed study into the outflow of people moving to the area in order to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand.	Council/ Grants	Manager Economic Development	2021-22	Funding received & project completed	Ongoing	products like the Glen Innes Skywalk and community initiatives like Anzac Park and Highlands Hub. Research undertaken Workforce and population research undertaken in partnership with Regional Australian Institute has informed local jobs, skills and retention challenges. A specific university-led study was not identified.
		Provide opportunity through the Start-up Incubator and Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business and contributing to local economic prosperity.	Council/ Grants/ Partners	Manager Economic Development / Highlands Hub Officer	2021-25	Secure Incubator – 2021 Secure a further 2-year terms with incubator – 2022	Ongoing	Highlands Hub programs and initiatives have supported business development, skills and pathways for local participants. No formal Start-up Incubator program identified; elements delivered through Hub activities.
		Partner with local real estates to include GIH marketing in their marketing channels; collect migration data; promote affordability and deliver a new 'Welcome to Glen Innes Pack'.	Council	Marketing Executive	2020-2025	Engagement with RE's by 30 December 2021. Welcome Pack delivered by June 2022	Ongoing	Engagement with local real estate and promotion of Glen Innes Highlands has occurred through marketing activities. No clear evidence of a formal structured migration data collection process. Welcome to Glen Innes Pack was

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DLEIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
								developed by DCCS but not formally distributed.

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Diversification of Agriculture	Facilitate an Agri-innovation business development program to leverage agriculture for tourism and business-related opportunities to expand the Agri-economy through value-adding and value chain development.	Grants	Manager Economic Development / Consultants	2020-2021	Attendance, engagement and participation in the program		
		Review the Agri-Innovation Action Plan and prioritise actions for the next 4-year Delivery Program	Grants	Manager Economic Development / Consultants / Grow GI Think Tank	2020-21	Report to Council by 30 June 2021		
		Build reputation as a high-quality food and fibre production region through local and regional branding and alignment with the new brand for Regional Australia.	Council / GLENRAC	Marketing Executive	2021-25	Quarterly ED Council Report		
		Continually seek funding and provide support to the local Agricultural Industry and its Associations to support on-farm diversification.	Council / GLENRAC	Manager Economic Development / Grants Officer	2021-25	Quarterly ED Council Report		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Investigate the potential of the circular economy to provide low-skilled jobs and a sustainable 'green' future economy with a recommended action plan to Council and Community.	Council	Waste & Environmental Management Officer	2021-2022	Council reports		
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Leveraging Growth Opportunities	TOURISM: Deliver the priorities of the Destination Management Plan	Council	Tourism & Events Officer	2021-2025	Monthly Council Reports		
		TOURISM: Undertake a comprehensive audit of all disused or underutilised assets to link assets to ideas and opportunities. Deliver the 'Disused Asset Audit'.	Council	Manager Infrastructure Delivery / Manager Grow Glen Innes Think Tank	2021-2022	Quarterly ED Council Report		
		TOURISM: Build and deliver the pilot 'Tourism Itinerary & Packages Platform'.	Grants / Council	Manager Economic Development / Project Manager	2021-22	Quarterly ED Council Report		
		TOURISM: License the 'Tourism Itinerary & Packages	Grants / Council	Manager Economic Development	2022-25	Quarterly ED Council Report		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Platform' to other Councils to generate additional revenue for Council.		/ Project Manager				
		ASSET-BASED PLACE-MAKING: Construct the New England Rail Trail – Glen Innes to Ben Lomond	Grants / Council	Manager Economic Development / Project Manager	2021-25	Quarterly ED Council Report		
		ASSET-BASED PLACE-MAKING: Seek funding to deliver projects to a shovel-ready status as identified in the 'Disused Asset Audit' and ongoing interactions with the Grow Glen Innes Think Tank.	Grants/ Council	Manager Economic Development / Highlands Hub Officer / Grow GI Think Tank	2022-25	Quarterly ED Council Report		
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Leveraging Growth Opportunities (continued)	PROFESSIONAL SERVICES – Provide an annual report on local economic leakage and leverage the report to attract additional professionals to link demand with supply.	Council	Manager Economic Development	2021-25	Annual Council Report		
		RENEWABLE ENERGY - Leverage the REZ status to unlock renewable energy and storage projects and industry.	Council	Director Infrastructure Services / Manager Economic Development	2021-25	Annual Council Report		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		RENEWABLE ENERGY - Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community.	Council	Manager Economic Development / Highlands Hub Officer	2021-25	Quarterly ED Council Report		
		RENEWABLE ENERGY – Investigate a sustainable approach and timeline for migrating to carbon neutrality and/or 100% renewable energy provision.	Council	Manager Economic Development / Grow GI Think Tank	2021-25	Quarterly ED Council Report		
		PUBLIC SERVICES AND ADMINISTRATION - Lobby State and Federal Government to decentralise services to the regions and relocate a large public administration facility to Glen Innes	Council	General Manager	2020-2025	Convert a relocation of up to 100 employees.		
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH	Community Leadership & Advocacy	Design and deliver an 'Investment Attraction Policy' to encourage industry across sectors identified as growth opportunities.	Council	Manager Economic Development	2021-2022	Deliver a report to Council by 30 June 2022		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		Provide capital funding of \$200,000-\$300,000 per year and reserve up to \$400,000 to fund the Local Economic Development Support Fund.	Council	Director Development Planning & Regulatory Services	2021-2025	Budget set aside to fund from FY 2021-22		
		Lobby State Government Planning Department to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community.	Council	General Manager	2020-2025	Number of plans		
		Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects.	Council	General Manager / Local Government Authority	2020-2025	Delivery of co-contribution arrangement		
		Connect local businesses to Business NSW and State & Federal initiatives, support, funding and incentives.	Council	Manager Economic Development / Highlands Hub Officer	2020-2025	Communications & Engagement.		
		Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local	Council	MED	2020-2025	Number of attendances – minimum two (2) per year.		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER THE ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		strategies and outcomes.						
PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH	Community Leadership & Advocacy (continued)	Meet with partners (i.e. developers, industry groups, specialty consultants, etc.) in identified growth sectors to discuss opportunities	Council	MED	2020-2025	Number of new connections – minimum two (2) per year.		
		Engage, support and collaborate with regional leaders through the NIRDS forum and building relationships with regional counterparts.	Council	MED	2020-25	Attend all NIRDS meetings.		

PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS.

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Local Business Growth & Support	Establish a physical Highlands Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.	Grants / Council	Manager Economic Development	2021-2022	Launch the Highlands Hub by 30 December 2021		
		Employ a full-time Highlands Hub Officer to manage Highlands Business & Community Hub	Council/ Highlands Hub	Manager Economic Development	2021-22	New employee appointed by August 2021		
		Provide support connection and access through Highlands Business & Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations.	Council	Manager Economic Development / Highlands Hub Officer	2021-2025	Budget set aside to fund from FY 2021-22		
		Deliver an 'open for business' approach to attracting business through effective	Council	Manager Economic Development / Highlands	2021-25	Council		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		support and guidance.		Hub Officer / Marketing Executive				
		Continued over page						
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Consultation, Design Thinking & Problem Solving	Establish a ‘GROW GI Think Tank’ group consisting of locals willing to volunteer their time, knowledge and expertise in assisting Council to deliver ideas, options, projects to achieve community objectives.	Council	Manager Economic Development	2020-2021	Secure volunteer resource up to 20 people.		
PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS	Master Planning and Integrated Planning	Deliver a 100-year vision for our town and villages to guide, prioritise and seek funding in order to invest in the activation, appeal and liveability of the LGA and leverage our natural and built assets.	Council / Grants	Town Planner, Manager Economic Development / Grow GI Think Tank	2021-2022	Deliver the master concept plan by December 2021		
		Utilise the Economic Development Strategy and Action Plan to frame the	Council	Manager Integrated Planning & Reporting /	2020-2021	Delivery by 30 August 2021		

STRATEGY	KEY ACTION & INITIATIVES	TASKS TO DELIVER ACTION	FUNDING	RESOURCE	DELIVERY TIMEFRAME	MEASURE / TARGET	COMPLETION STATUS	COMPLETION STATUS COMMENTARY
		priorities, integrating it with all other strategic documents and providing a summary document to utilise in the training, education and priority setting of an incoming Council, as well as to assist the community in measuring Council's success.		Manager Economic Development / Town Planner / MANEX				

GLEN INNES HIGHLANDS

**DESTINATION
MANAGEMENT
PLAN
SUMMARY
COMPLETION
STATUS TABLES
REPORT**




<div style="display: flex; align-items: center;"> <div style="border: 2px solid orange; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin-right: 10px;"> <p style="margin: 0;">1. IMPROVE CUSTOMER EXPERIENCE</p> </div> <div> <p>Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay and spend longer.</p> </div> </div>						
Actions	Task	Responsibility	Funding	Timing & Success Measures	Completion Status	Completion Status Commentary
1.1 Audit attraction, activity and service signage and implement a signage plan to deliver improvements.	1.1.1 Appoint a consultant to conduct the signage audit and provide recommendations and priorities to Council	MED	2020-2021 Operational Budget	Signage Audit completed by September 2021.	Completed	Tourism Signage Audit completed in 2021 with consultant engagement and recommendations delivered to Council
	1.1.2 Deliver a Signage Plan to Council to adoption	TEO	Council resources	Report to Council November 2021	Not Completed	Audit completed; however, formal Signage Plan adoption delayed pending development of a broader signage strategy and design guidelines with cross-directorate input.
	1.1.3 Secure funding to deliver the Signage Plan.	MED	Annual Council Operational Plan Allocation / Grants	Annually 2021-2026	Completed	Funding allocated through operational budgets; however, full external grant funding for implementation not secured
	1.1.4 Complete implementation of Signage Plan	TEO	Grants and/or Council Operational Plan	2024-2025	Not completed	Full implementation not delivered; elements remain subject to future funding, prioritisation and integration into updated strategies.

The signage plan and supporting design documentation will be finalised following Council's resolution on the proposed name change in March 2026.

1.2	Utilise digital solutions and physical interactions to improve service and connection with place, product, and people.	1.2.1	Apply for funding of the 'Tourism Itinerary and Packages Platform' through Bushfire Local Economic Recovery Fund & Regional Tourism Recovery Fund	GO	Grants	Grant applications submitted by September 2021	Completed	Grant application submitted under Bushfire Recovery funding programs; outcome unsuccessful
		1.2.2	Request Council funding for 'Tourism Itinerary and Packages Platform' or approval to release the project to private interests/partnerships should grant funding be unsuccessful.	MED	Council Loan / Operational Reallocation	Report to Council December 2021	Not Completed	No Council funding allocation or alternative delivery model <u>progressed</u> .
		1.2.3	Seek private funding opportunities and/or partnerships to facilitate the build, pilot and roll-out of the platform to regional Australia.	MED	Council resources	Report to Council 2022-2023	Not completed	No evidence of private sector partnership progressing platform delivery.

<div style="display: flex; align-items: center;"> <div style="border: 2px solid orange; border-radius: 50%; padding: 10px; margin-right: 10px; text-align: center;"> 1. IMPROVE CUSTOMER EXPERIENCE </div> <div> Improve the customer experience of GIH towns and villages as both destinations and service centres to address key customer experience constraints and provide visitors more reason to stop, explore and stay & spend longer. </div> </div>							
Actions	Task	Responsibility	Funding	Timing & Success Measures	Completion Status	Completion Status Commentary	
1.3 Evolve the Visitor Information Centre into a next-generation service centre.	1.3.1 Review the benefits of the AVIC Accreditation on-going membership and provide a recommendation to Council.	TEO	Council resources	Report to Council October 2021	Completed	Review undertaken and recommendation provided to Council	
	1.3.2 Continue to seek grant funding for the improvement of the VIC display to improve the retail experience for customers.	TEO	Grants	Annually 2021-2026	Not completed	Partial improvements to VIC display with operational budget no suitable grants found.	
	1.3.3 Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing.	TEO	Council resources	Annually 2021-2026	Completed	Website improvements and digital access enhancements delivered, supporting partial 24/7 servicing capability	
	1.3.4 Continually provide opportunities for VIC customer to self-serve through signage, display, and digital connectivity to online information, booking services and platforms.	TEO	Council resources / grants	Annually 2021-2026	Completed	Some improvements delivered, QR codes, website and digital content; full integrated self-service system not fully implemented.	
1.4 Upgrade facilities and increase the ease of exploring our LGA.	1.4.1 Conduct an audit and building assessment of all facilities throughout the LGA and develop 'shovel-ready' projects for grant funding opportunities to improve access and quality of visitor amenities.	MPRS	Council resources	Report to Council June by 2022	Completed	Audit and assessments completed, forming basis for infrastructure planning and grant applications.	

		1.4.2 Apply for grants to fund LGA facilities upgrades.	GO	Council resources / grants	2021-2026	Completed	Multiple grant-funded infrastructure and tourism projects delivered across the LGA. Including soundtrails, skywalk, Anzac park .
		1.4.3 Review Caravan, RV and Long-bay locations and recommend improvements to improve customer experience and access to amenities and the local retail precinct.	TEO	Council resources	Report to Council by June 2023	Not Completed	Identified and audited and incorporated into broader audit work; no standalone report.
1.5	Leverage opportunities to improve mobile access and improved internet connection.	1.5.1 Continue to lobby for the reduction of mobile blackspots in the LGA and improved internet connections to improve safety and enhance digital products that improve customer experiences.	GM	Council resources	Ongoing 2021-2026	Completed	Significant advocacy undertaken; partnerships with NBN and development of Digital Connectivity Plan delivered, with continued improvements ongoing.

 Evolve the brand positioning to focus on a central contextual theme to bring together all the attributes of natural and cultural heritage. Continue to strengthen marketing and promotional activity based on the evolved brand positioning.							
Actions		Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary
2.1	Refresh/adapt/amend/update existing marketing and promotional assets & content to incorporate new positioning – “Where adventure meets nature, culture and history”.	2.1.1 Continually update, optimise, and create content to strengthen the new brand positioning across all communication channels.	ME	Council resources	Annually 2021-2026	Completed	Continuous delivery of marketing campaigns, content and brand positioning across digital channels.

		2.1.2 Optimise the Glen Innes Highlands Website via SEO, partnerships, integration with ATDW and emerging digital platforms to increase efficiencies, reach, engagement and improve the customer journey.	ME	Council resources	Annually 2021-2026	Completed	Ongoing improvements to the Glen Innes Highlands website, including search engine optimisation (SEO), monthly performance reporting, and integration with ATDW to support onboarding of local businesses, tourism operators and events, alongside enhanced marketing platform connectivity.
		2.1.3 Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible.	ME	Council resources	Annually 2021-2026	Not completed	Updates and improvements progressed through the rebranding transition, including refreshed Glen Innes Highlands (GIH) branded brochures and development of new photography assets, with a full refresh ongoing across planning cycles for the Visitor Guide
2.2	Facilitate the creation of new content and assets that support the new positioning, experiences and products through grant funding and partnerships.	2.2.1 Apply for funding to boost the marketing budget to facilitate increase content and asset creation.	GO	Grants	Ongoing 2021-2026	Not completed	No additional funding secured to expand the Glen Innes Highlands (GIH) destination marketing budget; however, event-specific marketing grant funding has been successfully

							obtained to support signature events.
		2.2.2 Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels.	ME	Council resources	Annually 2021-2026	Completed	Strong delivery through partnerships, campaigns, <u>Where you'd rather be</u> , partnerships with NEHC, DNCO and user-generated content as a core social media marketing strategy
		2.2.3 Continually expand digital presence and reach through 3rd party partnerships and available opportunities.	ME	Council resources	Annually 2021-2026	Completed	Increased reach through regional partnerships (e.g. NEHC), campaigns and digital channels.
2.3	Evolve the positioning according to new opportunities across GeoTourism.	2.3.1 Be flexible in the brand positioning to embrace opportunities uncovered through investigation and potential alignment with becoming a GeoRegion	MED	Council resources	Ongoing 2021-2026	Completed	Significant progress through geotourism advocacy, partnerships and regional strategy development; flagged in Signage audit though not fully realised within plan period.

3. DEVELOP & IMPROVE EXISTING EXPERIENCES						
Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.						
Actions	Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary
3.1 Support the upgrading, re-development, and improvement of local assets.	3.1.1 Leverage the 'Disused Asset Audit' as part of the Economic Development Strategy and Action Plan (EDS&AP) to initiate ideas for tourism product development.	ME D/ GG ITT	Council resources	Ongoing 2021-2026	Completed	The Disused Asset Audit was leveraged through the Economic Development Strategy and Action Plan to inform tourism product development opportunities and identify potential projects for further investigation.
	3.1.2 Provide consultation into the 100-year GIH Master Plan to develop and expand the diversity and range of attractions, experiences, events, and activities including beardy Waters, Stonehenge Recreational Reserve, Eurundi Ponds, Rocky Creek Parklands, Centennial Parklands, State Forests and National Parks.	TE O/ GG ITT	Council resources	2021-2022	Not completed	Commenced but not completed. Consultation was undertaken through workshops and strategic discussions (including Think Tank activities) to inform a 100-year vision; however, a formal Master Plan was not finalised or adopted by Council.
	3.1.3 Provide a positive and collaborative planning and regulatory environment to assist businesses to start up by establishing a 'Start-up Planning Committee' that can help support businesses establishing in the LGA with advice and support via appointment.	DDPRS	Council resources	Ongoing 2021-2026	Not Completed	A formal "Start-up Planning Committee" was not established; however, business support was provided through

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							existing Council services, advisory processes and economic development initiatives.
3.2	Develop priority projects maximising the potential of key attractions, events, and assets	3.2.1 Facilitate the GGITT to review the 'Disused Asset Audit' and create a priority project list to nurture projects to 'shovel-ready' status to apply for grant funding / seek private investment.	ME D/ GG ITT	Council resources / Grants	2021-2022	Not completed	The Disused Asset Audit and GGITT consultation informed project ideas; however, a formal prioritised list of shovel-ready projects was not fully developed or endorsed.
		3.2.2 Provide an 'Event Planning Guideline' for the incubation and development of local events to support their development.	TEO	Council resources	Report to Council by June 2022	Completed	Event planning guidelines and processes were developed and implemented operationally to support the incubation and delivery of local events, although not formalised as a standalone Council-adopted document.
		3.2.3 Leverage opportunities to collaborate with NEHC to develop region-wide product experiences.	TEO	Council resources	Ongoing 2021-2026	Completed	Ongoing collaboration with New England High Country (NEHC) has delivered region-wide product development, marketing campaigns and shared visitor experiences. Including photography and videography assets, reels and development of a

							Marketing Strategy
		3.3.4 Establish partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual events calendar	TEO	Council resources	Ongoing 2021-2026	Completed	Partnerships with event organisers were established, supporting the delivery and growth of events aligned to the Glen Innes Highlands brand and strengthening the annual events calendar, including Goodness Gravel, music events and fringe events that support Councils signature events

3. DEVELOP & IMPROVE EXISTING EXPERIENCES							
to develop and improve the existing attraction base of GIH across experiences, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community's socio-economic prosperity.							
Actions	Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary	
3.3	Facilitate improving local customer experiences and capacity through program development, industry connection and encouraging a supportive B2B environment.	3.3.1 Leverage Highlands Hub to share training opportunities, provide inspiration for improved customer experiences and encourage local collaborations.	TEO (HH)	Council resources / HH	Ongoing 2021-2026	Completed	The Highlands Hub has been leveraged to deliver training opportunities, support collaboration and enhance customer experience capability across local businesses and community groups including masterclasses, social media, brand awareness, business bootcamps, mentoring business presentations.
		3.3.2 Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to provide membership benefits that fill knowledge and capability gaps of members.	TEO	Council resources	Ongoing 2021-2026	Completed	Council supported GIHVA in enhancing member capability and engagement. GIHVA transitioned into the Glen Innes Business Chamber to continue delivering business support and benefits.

3.4	Grow primary and establish new markets through building destination awareness through GIH and NEHC brands and activity.	3.4.1 Work collaboratively with NEHC to grow the drive-based touring market: car-based, caravans and RVs, motorcycles and to attract drive-based events and activities.	ME	Council resources	Ongoing 2021-2026	Completed	Ongoing collaboration with New England High Country (NEHC) has supported growth in the drive-based touring market, including caravans, RVs, motorcycles and car-based travel, through targeted campaigns and regional product development including brochures and HEMA maps
		3.4.2 Re-build the coach and group tour markets (post COVID-19) with local operators to create packages for special interest groups and key events.	TEO	Council resources	Report to Council by June 2023	Not completed	Efforts have been made to re-engage coach and group tour markets post COVID-19 through collaboration with local operators and event-based opportunities; however, visitation has not yet returned to pre-COVID levels.
3.5	Grow the Business and Conferences Events sector	3.5.1 Leverage the Highlands Hub and other local assets to package products and services to attract the business conferences and events sector.	MED	Council resources	Report to Council by June 2022	Not Completed	The Highlands Hub and local assets have been utilised to support business meetings, workshops and small-scale events; however, broader packaging and attraction of the business conferences and events sector remains ongoing through the GIH

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							website and Highlands Hub.
		3.5.2 Promote the business conference and <u>events</u> products and services as part of the annual operating budget for marketing.	ME	Council resources	Ongoing 2021-2026	Not completed	Business events and conferencing opportunities have been promoted where possible through existing marketing activities; however, this has not been a primary focus within the annual marketing budget.
		3.5.3 Continually seek funding opportunities to build <u>product</u> and promote the business conference and events sector.	GO	Grants	Ongoing 2021-2026	Not completed	Funding opportunities have been explored and pursued to support product development and promotion; however, limited dedicated funding has been secured specifically for the business conferences and events sector.

<div style="display: flex; align-items: center;"> <div style="border: 2px solid orange; border-radius: 50%; padding: 10px; margin-right: 10px; text-align: center;"> 4. CREATE & DELIVER NEW EXPERIENCES </div> <div style="background-color: #f4a460; padding: 10px;"> Incubate, fund, and deliver new activities, events, and attractions in <u>context</u> of adventure in nature, culture, and history. Expanding adventure-based <u>activity</u>, experiences, and events in <u>context</u> of our natural & built environments. </div> </div>							
Actions	Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary	
4.1	Deliver the New England Rail Trail via grant funding integrating digital technology to enhance the customer experience.	4.1.1 Continue to seek and <u>apply to</u> opportunities to fund the construction of the Glen Innes to Ben Lomond section of the NERT.	GO	Council resources	Ongoing 2021-2026 Project fully funded	Not Completed	Funding opportunities were actively pursued, resulting in successful grant funding to progress the New England Rail Trail (NERT), then removed. Further applications have been unsuccessful.
		4.1.2 Create the NERT brand, website, and communication channels in collaboration with Armidale Regional Council (ARC) and New England Rail Trail Group (NERTG).	MED	Council resources	Deliver project by December 2021	Completed	The NERT brand, website and communication channels were developed in collaboration with Armidale Regional Council and the New England Rail Trail Group, supporting project promotion and stakeholder engagement.
4.2	Facilitate the development of new attractions, activities and events that leverage <u>under-utilised assets</u> that are supported by local	4.2.1 Deliver the proposal and business case for the Glen Innes Powerhouse Museum to Council to determine funding and building purchase of the Essential Energy building.	MED	Council resources	Report to Council September 2021	Completed	Initial investigation, concept and business case was <u>developed</u> and a formal proposal and business case finalised and <u>presented</u> to Council

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community interest groups.						for determination.	
	4.2.2	Continue to support the Glen Innes Motor Sports Club to incubate and build events and investigate the potential to develop a Motor Sports Complex in Glen Innes LGA as part of the Airport Master Plan.	MED / TEO	Council resources	Ongoing 2021-2026	Completed	Ongoing support has been provided to the Glen Innes Motor Sports Club to develop events; however, investigation and development of a Motor Sports Complex as part of the Airport Master Plan remains in progress.
	4.2.3	Utilise the Highlands Hub to discover community interest groups that can be activated to support additional product for visitors and 'things to do' for locals.	TEO	Council resources	Ongoing 2021-2026	Completed	The Highlands Hub has been utilised to engage community groups, support activation of interest-based activities and contribute to the development of local experiences and 'things to do' for residents and visitors.
	4.2.4	Investigate new adventure-based activities to broaden the product base including 4WD, Bouldering, Extreme Sports, Adventure Running/Racing and Aviation Tourism Ventures.	TEO	Council resources	Ongoing 2021-2026	Not Completed	Investigation of adventure-based activities has resulted in tangible outcomes including establishment of Parkrun, promotion of bouldering through digital platforms, and ongoing exploration of event opportunities. Engagement

								continues with local and regional stakeholders, including collaboration with groups such as Angry Bulls mountain biking in Tenterfield, to leverage and grow adventure-based experiences.
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<div style="display: flex; align-items: center;"> <div style="border: 2px solid orange; border-radius: 50%; padding: 10px; margin-right: 10px; text-align: center;"> 4. CREATE & DELIVER NEW EXPERIENCES </div> <div style="background-color: #f4a460; padding: 5px;"> Incubate, fund, and deliver new activities, events, and attractions in <u>context</u> of adventure in nature, culture, and history. Expanding adventure-based <u>activity</u>, experiences, and events in <u>context</u> of our natural & built environments. </div> </div>							
Actions	Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary	
4.3	Develop touring routes, self-guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages.	4.3.1 Deliver six (6) Gravel Grinding Routes around the LGA and promote via the GIH website and in GIH VISIT Marketing Programs.	ME D/ME	Council resources	Report to Council by September 2021	Completed	Six gravel grinding routes were developed and are actively promoted via the Glen Innes Highlands website, supported by printed collateral, posters and QR codes to enhance visitor access and engagement.
		4.3.2 Attract an annual Gravel Grinder event to the LGA.	MED	Council resources	Event held annually 2021-2026	Completed	The annual <i>Goodness Gravel</i> event was successfully attracted to the LGA, establishing a flagship gravel cycling event and strengthening the region's active tourism offering. Supported by Council
		4.3.3 Diversify the mountain biking offer, leveraging the proposed rail trail and value-adding the Grafton to Inverell cycle classic and other cycling events.	TEO	Council resources	Event held annually 2021-2026	Not Completed	Cycling product diversification has been supported through regional collaboration and event alignment,

						including the inclusion of the Grafton to Inverell Cycle Classic through the LGA. While opportunities are being leveraged, broader expansion of the mountain biking offer, including future integration with the rail trail, remains ongoing.	
	4.3.4	Reinvigorate 'Fossickers Way' in <u>partnerships</u> with relevant LGA's through conducting an audit and seeking Council support to fund upgrades required.	TEO	Council resources	'Region-wide' report to Council by 30 December 2022.	Not Completed	Initial discussions have occurred through New England High Country (NEHC); however, no formal collaboration or partnership has been established with New England <u>North West</u> LGAs, primarily due to funding and resource constraints.
	4.3.5	Develop touring routes including Route 11 / Miners Way	TEO	Council resources	Report to Council by 30 December 2022.	Completed	Touring routes, including Route 11 / Miner's Way, were developed and are promoted through Glen Innes Highlands Country Drives brochures, supported by digital platforms and regional marketing initiatives.

4. CREATE & DELIVER NEW EXPERIENCES							
Incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.							
Actions	Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Commentary	
4.4	Investigate the potential of GIH being developed as an outstanding GeoRegion and the potential as an Aspiring UNESCO Global Geopark.	4.4.1 Review the National Geotourism Strategy and the opportunity for Glen Innes Highlands to be transformed to meet both the needs of domestic and global travellers seeking superior Geotourism travel experiences amidst a significant emerging and growing global phenomenon.	M E D/ T E O	Coun cil resou rces	2021-2022	Completed	The National Geotourism Strategy has been reviewed, with Glen Innes Highlands now recognised as one of three aspiring GeoRegions in Australia. Significant progress has been made through regional collaboration, advocacy and project development; however, formal designation remains ongoing.
		4.4.2 Approach the Australian Geoscience Council Inc (AGC) to conduct an audit of Glen Innes Highlands potential to become a GeoRegion	M E D/ T E O	Coun cil resou rces	2021-2022	Completed	An audit of Glen Innes Highlands' potential to become a GeoRegion was undertaken by a specialist contractor, with geotrails identified and key opportunities for geotourism development established.

		4.4.3 Outline the steps needed to develop Glen Innes into an Aspiring UNESCO Global Geopark.	M E D / TE O	Coun cil resou rces	Report to Council by 30 June 2022	Completed	Key steps toward developing Glen Innes Highlands as an Aspiring UNESCO Global Geopark have been identified through geotourism audits, regional collaboration and strategic planning and reporting however, full roadmap development and formal application processes remain ongoing.
4.5	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.1 Support the potential of the Ottery Mine receiving funding from the Legacy Mine Program announced by State Government	M E D / TE O	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Rehabilitation works at Ottery Mine were delivered through the Legacy Mine Program, with the site now identified as part of a developing geotrail and contributing to the region's geotourism offering.
		4.5.2 Continue to develop and promote existing nature-based experiences including birdwatching, fishing and fossicking.	TEO	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Existing nature-based experiences, including birdwatching, fishing and fossicking, have been further developed and promoted through updated website content, social media and brochures, supported by partnerships with

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						NPWS and the Glen Innes Mineral and Gem Club.
	4.5.2 Support the Emmaville Mining Museum to ensure the Museum's future, through strategic planning and enhanced displays and storytelling.	M E D / T E O	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Support has been provided to the Emmaville Mining Museum through strategic input, participation in committee meetings, audits, engagement with Museums NSW programs, and improvements to displays, storytelling and recordings to strengthen the visitor experience.
	4.5.3 Support the History House Museum and Research Centre to enhance storytelling, activities, and interactive displays to strengthen their point of difference.	TEO	Coun cil resou rces	Ongoi ng 2021- 2026		Support has been provided to the History House Museum and Research Centre through identification of grant funding opportunities, letters of support, and collaboration initiatives including the Land of the Beardies Museum display at the Visitor Information Centre and integration with the Heritage Walk to enhance storytelling and visitor engagement.

4. CREATE & DELIVER NEW EXPERIENCES							
incubate, fund, and deliver new activities, events, and attractions in context of adventure in nature, culture, and history. Expanding adventure-based activity, experiences, and events in context of our natural & built environments.							
Actions		Task	Responsibility	Funding	Measure of Success	Completion Status	Completion Status Summary
4.5 Cont.	Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences.	4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct.	M E D/ T E O	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Geotourism principles have been embraced through integration of natural and cultural heritage into visitor experiences, supported by storytelling, events and Arts North West grant-funded placemaking initiatives, with strong partnerships across community and local businesses contributing to diversification of the retail precinct during Christmas in the Highlands – cultural, arts and craft, business and community collaboration.
		4.5.5 Support the growth of agritourism	M E D/ T E O	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Agritourism workshops and business development initiatives have been supported through training

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							programs, partnerships and local engagement, building capacity and encouraging diversification across the visitor economy.
		4.5.6 Strengthen Glen Innes' position as the gateway to the World Heritage-listed Washpool and Gibraltar Range National Parks and a pathway to more inland state forest and national parks.	T E O / M E D	Coun cil resou rces	Ongoi ng 2021- 2026	Completed	Glen Innes Highlands has been strengthened as a gateway to Washpool and Gibraltar Range National Parks through destination marketing, improved digital content and partnerships, positioning the region as an access point to surrounding national parks and state forests

GLEN INNES HIGHLANDS HUB NEXUDUS AGGREGATED DATA AND SUPPLEMENTARY METRICS

Reporting Period: October – December 2025

Data Information

Detailed Nexodus system reports have not been included within this Annexure as they contain personal, business and booking-specific information that is not appropriate for publication within a public Council business paper.

In accordance with privacy and confidentiality requirements, all data presented below has been aggregated and anonymised. The tables and metrics included in this Annexure are derived directly from Nexodus booking, resource usage and invoicing reports, supplemented by internal tracking data where applicable.

1. Nexodus Aggregated Data – Utilisation and Revenue

Metric	Result	Commentary
Total bookings	163	Consistent utilisation across the reporting period
Total booked hours	2,162.8	Significant increase in utilisation intensity
Average booking duration	13.3 hours	Reflects mix of short and extended bookings
Booking value (activity)	\$8,099.60	Total value of bookings recorded in system
Invoiced income (excl GST)	\$4,843.84	Net revenue recognised
Invoiced income (incl GST)	\$5,327.15	Gross invoiced revenue

2. Nexodus Aggregated Data – Monthly Performance

Month	Bookings	Hours	Booking Value	Invoiced Income (incl GST)
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

3. Nexodus Aggregated Data – Resource Utilisation

Resource Category	Bookings	Hours	Booking Value	Commentary
Training Room	24	127.5	\$3,245.50	High-value training and workshop use
Meeting Rooms (combined)	46	168.0	\$594.50	Frequent short-duration bookings
Boardroom	13	29.5	\$798.00	Professional meetings
Coworking / Hot Desk	21	160.0	\$360.00	Flexible workspace demand
Extended Use Space	3	881.0	\$901.60	Long-duration bookings
Total	163	2,162.8	\$8,099.60	

4. Nexodus Aggregated Data – Quarter Comparison

Metric	Oct–Dec 2024	Q1 Jul–Sep 2025	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

5. Supplementary Metrics (Non-Nexodus Data)

User and Business Profile (Aggregated Estimates)

Metric	Result	Commentary
Estimated businesses / organisations utilising the Hub	~74	Based on unique booking records
Estimated new users	~25–30	Indicates continued growth in awareness
Estimated returning users	~40–45	Demonstrates repeat utilisation

Engagement and Conversion (Internal Tracking)

Metric	Result	Commentary
Organisations engaged	89	Direct outreach and engagement activity
Confirmed bookings / outcomes	56	Resulting utilisation
Conversion rate	~63%	Strong engagement effectiveness

Activity Type Distribution (Estimated)

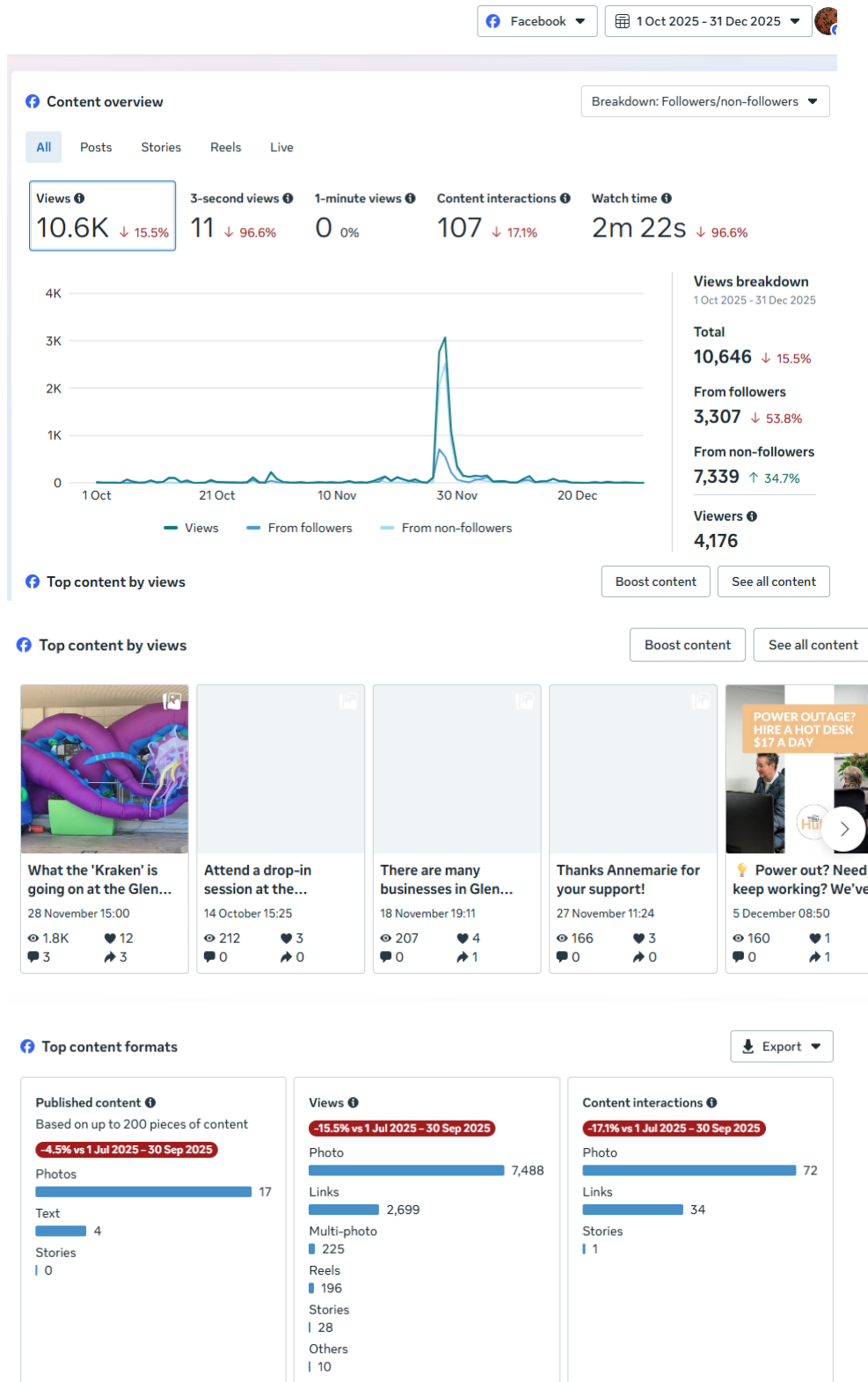
Activity Type	Estimated Volume	Commentary
Community meetings	10+	Local groups and planning sessions
Professional services	20–25	Consulting and service delivery
Training / workshops	8–12	Structured programs
Coworking / flexible workspace	30+	Increasing demand
Business meetings / consultations	High volume	Frequent short bookings

Digital Engagement (Facebook – Oct to Dec 2025)

Metric	Result
Total views	10,646
Unique reach	4,176
Non-follower reach	69%
Total interactions	107
Key content driver	Photo-based content

6. Key Observations

- Utilisation of the Hub has increased across both bookings and total hours
- Longer duration bookings are becoming more prominent
- Demand spans professional services, training, meetings and workspace use
- Engagement activity is effectively converting into bookings
- Revenue is influenced by booking lifecycle, invoicing timing and adjustments
- Digital promotion is expanding reach and supporting increased utilisation



Glen Innes Highlands Hub Pricing Review Report February 2026

1. Purpose

This section presents the review of Highlands Hub pricing for inclusion in the 2026/27 Fees and Charges.

The review is undertaken in accordance with Pillar 4 Sustainability and Growth of the Glen Innes Highlands Hub Temporary Marketing and Engagement Plan 2025/26, which includes the action to:

“Implement pricing review and tiered service model for 2026/27 Fees and Charges”

The purpose of the review is to:

- Convert increased utilisation into improved revenue performance
- Restore commercial credibility while remaining appropriate for a small regional market
- Establish a structured and internally consistent pricing model
- Support long term sustainability of the Hub as an economic development asset

2. Pricing Journey and Three Year Trial

To properly understand the proposed 2026/27 fees, pricing must be viewed across the full three year discount period.

In 2023/24, Council significantly reduced rates (approximately 25 to 60 percent reductions across products) to stimulate utilisation and remove barriers to entry. The Hub has now operated at discounted levels for three consecutive financial years (2023/24 to 2025/26). This constitutes a three year pricing trial.

2.1 Adopted fees over time (historical only)

Private Office 1 Person (adopted)

Year	Hourly	Daily	Weekly
2022/23	\$0.00	\$55.00	\$203.50
2023/24	\$17.00	\$35.00	\$152.00
2024/25	\$17.00	\$37.00	\$161.00
2025/26	\$17.60	\$39.00	\$166.00

Private Office 2 Person (discontinued product)

The 2 person office product was available in 2022/23 and was effectively discontinued as a differentiated weekly product following the 2023/24 pricing reset.

Year	Hourly	Daily	Weekly
2022/23	\$0.00	\$82.50	\$308.00
2023/24	\$17.00	\$35.00	\$152.00
2024/25	-	-	-
2025/26	-	-	-

Hot Desk (adopted)

Year	Daily
2022/23	\$33.00
2023/24	\$17.00
2024/25	\$17.00
2025/26	\$17.60

Meeting Room 6 to 8 Person (adopted)

Year	Hourly
2022/23	\$11.00
2023/24	\$11.00
2024/25	\$11.00
2025/26	\$11.40

Boardroom 14 Person (adopted)

Year	Hourly	Daily
2022/23	\$77.00	\$275.00
2023/24	\$26.00	\$107.00
2024/25	\$28.00	\$113.00
2025/26	\$29.00	\$117.00

Training Room community rate (adopted)

Year	Hourly	Daily
2022/23	\$0.00	\$369.00
2023/24	\$35.00	\$215.00
2024/25	\$37.00	\$227.00
2025/26	\$39.00	\$234.00

3. Utilisation and revenue outcomes and why pricing can change without losing momentum

3.1 What utilisation means for this report

For the Hub, utilisation is best understood as:

- Bookings (how many hires were made)
- Hours booked (how much the Hub was actually used)
- Revenue (how much income was generated from that use)

Hours booked is the most reliable indicator because it reflects the amount of activity in the Hub, regardless of whether bookings were short or long.

3.2 Evidence from the progress report

The Hub Progress Report confirms the following comparable period results:

Period	Bookings	Hours booked	Revenue
Oct to Dec 2024	136	1,178.3	\$5,892.98
Oct to Dec 2024	163	2,162.8	\$5,327.15

Total bookings increased from 136 to 163 over the comparable period, representing an increase of approximately 19.9 percent.

Total hours booked increased from 1,178.3 to 2,162.8, representing an increase of approximately 83.6 percent, indicating a significant uplift in utilisation intensity and longer duration bookings.

While revenue decreased slightly from \$5,892.98 to \$5,327.15, this reflects the timing of invoicing, credits and booking adjustments rather than a reduction in underlying demand, with booking activity increasing over the same period.

Bookings were broadly stable, but average duration increased substantially, meaning customers used the Hub for longer.

3.3 Why increasing fees is not expected to materially reduce utilisation

The objective is not to reverse the activation achieved. The objective is to convert demonstrated demand into improved yield per hour.

On the evidence available:

1. Demand has strengthened despite three years of low pricing
 - The Hub has shown it can attract usage when barriers are reduced, but the evidence also shows that lower prices alone do not automatically lift revenue.
2. The proposed fees remain value positioned
 - Even with the proposed meeting room increase, Highlands Hub remains materially below comparable regional operators. For example, The Exchange in Narrabri publishes a meeting room price for up to 8 people at \$80 per hour and \$240 per day.
 - Value positioning reduces the risk of demand shock when prices rise.
3. Different users have different price sensitivity
 - Local casual users are more price sensitive. Government, project based users and visiting professionals are generally less price sensitive and more focused on professionalism, reliability and ease of booking.
 - The Marketing and Engagement Plan is specifically targeting those higher value segments through partnerships and promotion.
4. The schedule keeps a clear entry point
 - The pricing structure retains an affordable entry level option through hot desk hire, while ensuring higher amenity spaces are priced appropriately. This preserves accessibility but improves yield across the higher value products.

3.4 Managing the risk and monitoring impact

To ensure utilisation momentum is maintained, the following actions are proposed alongside the fee reset:

- Clear communication that this is the planned transition from activation to sustainability under the adopted Marketing and Engagement Plan
- Offer packaged value options for government
- Track monthly hours booked and revenue per hour for each product and report exceptions
- Adjust marketing focus if any product shows material utilisation decline

4. Strategic context

Glen Innes has a smaller permanent commercial base than larger regional centres such as Orange, Dubbo or Tamworth. However, the Temporary Marketing and Engagement Plan deliberately targets broader markets including:

- Education providers
- Allied health practitioners
- Government and regional agencies
- Remote and project based users

Council is actively working to increase government use through stakeholder engagement, partnership development and targeted promotion.

Pricing must therefore:

- Remain competitive for
- Signal professional quality to institutional users
- Avoid structural underpricing that undermines perceived value

5. Benchmarking against comparable operators

Benchmarking was undertaken against:

- The Exchange (Narrabri and Dubbo)
- Co Work Orange (Orange)
- The Hive Business Space (Inverell)
- The Vault Orana (Dubbo)
- Tamworth City Coworking (Tamworth)

Weekly private office pricing across these operators typically falls within \$320 to \$370 per week.

A conservative midpoint of \$345 per week was adopted for modelling purposes (which is explained in detail in Section 7).

6. Proposed 2026/27 Fees

The table below sets out the proposed Highlands Hub fee schedule for 2026/27 alongside the adopted 2025/26 fees for comparison.

Category	Product	2025/26 Adopted (incl GST)	2026/27 Proposed (incl GST)
Hot Desks	Hot Desk – per day	\$17.60	\$22.00
Office	Office – Hourly	\$17.60	\$18.00
	Office – Daily	\$39.00	\$46.00
	Office – Weekly	\$166.00	\$230.00
Meeting Room	6–8 People – Hourly	\$11.40	\$30.00
	6–8 People – Daily	–	\$140.00
Boardroom	14 People – Hourly	\$29.00	\$45.00
	14 People – Daily	\$117.00	\$180.00
Training Room	20–40 People – Community Hourly	\$39.00	\$64.00
	20–40 People – Community Daily	\$234.00	\$360.00
	20–40 People – Gov & Enterprise Hourly	–	\$80.00
	20–40 People – Gov & Enterprise Daily	–	\$450.00
Community Area	After Hours – Hourly	–	\$65.00
	Community Area Day Pass	–	\$15.00

From 1 July 2027, all fees are proposed to be indexed by CPI only.

The methodology used to determine these rates is outlined in Section 7 below.

7. Pricing Methodology and Derivation of 2026/27 Fees

7.1 Establishing the Reference Product

To ensure the fee schedule is internally consistent and commercially logical, a single reference product was selected from which all other pricing is proportionally derived.

The reference product adopted is:

Private Office – 1 Person – Weekly Rate

This product was selected because:

- It is the Hub's core commercial offering
- It represents sustained occupancy rather than casual use
- It is directly comparable across regional coworking markets
- It establishes the commercial value of enclosed office space

7.2 Determining the 2026/27 Weekly Private Office Rate

Step 1 – Identify Regional Benchmark

Benchmarking of comparable regional coworking operators (Narrabri, Orange, Dubbo, Inverell and Tamworth) indicates that weekly private office pricing typically falls within: \$320 to \$370 per week

A midpoint of \$345 per week was adopted as the benchmark starting point.

Step 2 – Apply Market Scale Adjustment

Glen Innes operates within a smaller commercial base than the benchmarked centres.

A 20 percent adjustment was applied to reflect:

- Smaller local business density
- Lower corporate tenant depth
- Greater demand variability

Calculation:

$$\$345 \times 0.80 = \$276$$

Step 3 – Apply Facility Scale Adjustment

Highlands Hub is a smaller facility than many benchmark operators and operates without a full kitchen or air-conditioned room offerings unlike benchmark operators.

To acknowledge this, a further 15 percent adjustment was applied:

$$\$276 \times 0.85 = \$234.60$$

Step 4 – Adopt Conservative Rounded Rate

For clarity and conservative positioning, \$234.60 was rounded down to: \$230 per week

This rate:

- Remains materially below larger regional centres
- Is modestly above the original 2022/23 rate
- Reflects demonstrated utilisation growth
- Transitions from activation pricing to sustainability pricing

7.3 Derivation of Remaining Fees from the \$230 Anchor

Private Office – Daily and Hourly

Daily rate:

$$\$230 \div 5 \text{ business days} = \$46.00 \text{ per day proposed}$$

Hourly rate:

To maintain pricing hierarchy and ensure no regression from the 2025/26 adopted rate, the hourly rate has been set at \$18.

This ensures hourly bookings do not undercut full-day bookings and maintains forward pricing progression.

Meeting Room – 6 to 8 Persons (\$30 p/h & \$140 p/d proposed)

The meeting room has been priced at approximately \$11 per hour for four consecutive financial years, materially undervaluing enclosed AV-enabled meeting space.

By comparison, The Exchange in Narrabri publishes a slightly larger meeting room pricing of \$80 per hour and \$240 per day.



The proposed \$30 per hour:

- Corrects structural under pricing
- Remains materially below regional benchmarks
- Aligns proportionally above private office hourly pricing
- Signals professional positioning

The daily rate of \$140 represents a capped multi-hour booking and maintains clear separation from boardroom pricing.

Boardroom – 14 Persons (\$45 p/h & \$180 p/d proposed)

The boardroom is positioned above the 6–8 person meeting room to reflect:

- Larger capacity
- Higher presentation value

- Corporate and institutional suitability

Proposed rates:

\$45 per hour

\$180 per day

These rates re-establish appropriate hierarchy within the product ladder while remaining materially below comparable regional operators.

Training Room

The training room accommodates larger groups and higher operational load.

Government & Enterprise:

\$80 per hour

\$450 per day

Community:

\$64 per hour

\$360 per day

Community rates are set at a consistent 20 percent discount to Government and Enterprise rates across both hourly and daily hire to ensure transparency and structural integrity.

For context, comparable regional facilities such as Narrabri’s Kaputar Room (20–40 capacity) are priced at approximately \$150 per hour and \$800 per day. Highlands Hub therefore remains significantly below regional comparators while correcting historical undervaluation.



- Maintains a clear value ladder (hot desk → private office → meeting room → boardroom → training room)
- Prevents short-term bookings undercutting longer commitments
- Corrects historical underpricing
- Converts demonstrated utilisation into improved revenue yield
- Remains materially below comparable regional coworking pricing across all major product categories

7.5 Revenue Impact of Pricing Reset and Marketing Plan

To clearly distinguish the impact of pricing reform from utilisation growth initiatives, revenue modelling has been undertaken under three scenarios:

1. Current pricing and current utilisation
2. 2026/27 proposed pricing with no utilisation growth
3. 2026/27 proposed pricing with 20 percent utilisation growth, consistent with the Temporary Marketing & Engagement Plan target

Projected Revenue Comparison

Scenario	Utilisation Assumption	Pricing Structure	Projected Annual Revenue	Approx. Cost Recovery (based on \$79,159 OPEX)
Current Settings	Current utilisation	2025/26 adopted fees	~\$28,000	~35%
2026/27 Pricing Only	No growth	Proposed 2026/27 fees	~\$38,000–\$39,000	~48–49%
2026/27 Pricing + Marketing Plan	+20% utilisation growth	Proposed 2026/27 fees	~\$47,000–\$49,000	~59–61%

This demonstrates:

- Pricing correction alone increases revenue by approximately \$10,000–\$11,000 per annum
- Achieving utilisation growth materially accelerates movement toward sustainability
- The Hub remains positioned as an economic development asset rather than a full cost-recovery facility

8. Conclusion

The three-year reduced pricing trial delivered utilisation growth. However, discounted pricing did not deliver sustainable revenue uplift.

The proposed recalibrated fee structure:

- Is benchmark informed
- Is transparently derived
- Reflects Glen Innes smaller market base
- Remains materially below comparable regional meeting room
- Supports attraction of higher value transient users

- Completes the Pillar 4 pricing review requirement of the Temporary Marketing and Engagement Strategy.



Glen Innes Highlands Hub

Temporary Marketing & Engagement Plan 2025/26



GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

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GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Executive Summary

The Highlands Hub is Glen Innes’s place “*where we connect, create, innovate & grow.*” It provides flexible workspaces, meeting and training rooms, and a collaborative environment that supports business, community, and innovation.

This Temporary Marketing & Engagement Plan sets the framework for promoting and activating the Hub through to June 2026. The Plan is designed to increase awareness, drive utilisation, and strengthen partnerships by delivering clear initiatives supported by measurable outcomes.

The structure of the Plan is built around four strategic pillars:

Pillar 1 – Branding & Positioning

Establishing a strong and consistent identity for the Hub and promoting it as a central space for business, collaboration, and community activity.

Pillar 2 – Digital Presence & Content

Using online platforms, social media, and targeted campaigns to enhance visibility and engagement, drive awareness, showcase stories and provide easy access to bookings and information.

Pillar 3 – Community & Business Engagement / Partnerships

Delivering programs, events, and initiatives that encourage participation, build relationships, and demonstrate the Hub’s value to a broad audience, while exploring partnerships with education, health, and community groups / service providers.

Pillar 4 – Sustainability & Growth

Achieving financial sustainability and scalable growth for the Hub through increased utilisation, diversified revenue, strong partnerships, and trialling new service models.

Each pillar is supported by specific objectives, targeted initiatives, and measurable outcomes. Success will be tracked through indicators such as space utilisation rates, partnership growth, campaign reach, and community participation.

This forward-looking approach provides Council with a clear and accountable framework for action over the next nine months, ensuring the Highlands Hub continues to grow as a dynamic centre of connection, innovation, and opportunity for the Glen Innes community.

Purpose

This policy applies to:

- To increase awareness and usage of the Highlands Hub.
- To demonstrate community, business, and visitor value.
- To strengthen and / or create partnerships across education, health, business, and community sectors.
- To provide measurable outcomes to inform Council reporting.
- To build the foundation for financial sustainability and long-term growth.

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Target Audiences

- Local small businesses & entrepreneurs
- Remote workers, creatives & professionals
- Education providers (schools, TAFE, UNE)
- Allied health & service providers
- Community groups & volunteers
- Visitors & regional organisations

Detailed Action Plan

Table 1. Detailed Action Plan

Pillar	Objective	Key Initiatives (2025–26)	Measures of Success
1. Brand & Positioning	Build Highlands Hub identity centered on “Where we connect, create, innovate & grow.”	<ul style="list-style-type: none"> • Maintain refreshed branding across signage, digital and print • Develop and publish Testimonials and case studies • Secure regular local and regional media coverage of Hub activities and success stories 	<ul style="list-style-type: none"> • 6 testimonials / success stories collected and published by August 2025 • Updated marketing photos by August 2025 • Branding alignment across all platforms by September 2025 • At least 2 regional / state media features: 1 by December 2025, 1 by March 2026
2. Digital Presence & Content	Enhance visibility and engagement through digital channels	<ul style="list-style-type: none"> • Updated website with event calendar and booking portal • Deliver regular social media reels and behind-the-scenes stories • Publish monthly newsletters to stakeholders • Optimise website with SEO and targeted campaigns 	<ul style="list-style-type: none"> • 10 online enquiries per month from October 2025 onwards • 15% increase in website traffic by June 2026 • 15% social media growth (from 1175 to 1355) by June 2025

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GLEN INNES HIGHLANDS HUB - TEMPORARY MARKETING & ENGAGEMENT PLAN

Pillar	Objective	Key Initiatives (2025-26)	Measures of Success
			<ul style="list-style-type: none"> Subscriber database reaches 1,200 by June 2026
3. Community & Business Engagement / Partnerships	Ensure the Hub is accessible, inclusive, and valuable	<ul style="list-style-type: none"> Deliver quarterly Open Days Host monthly workshops & networking sessions (business, digital, wellbeing) Implement free or low-cost co-working days to increase awareness and engagement Design and deliver targeted marketing and engagement including surveys to identify usage needs to Community Groups and Businesses Explore and establish partnerships with UNE Smart Incubator, TAFE NSW, Destination Country & Outback, Business NSW New England North-West, Arts North West, Glen Innes High School, Department of Primary Industries, Glen Innes Business Chamber or similar. Explore and establish partnerships with allied health practitioners and service providers Develop cross-promotion with local 	<ul style="list-style-type: none"> 4 x Quarterly Open Days held by June 2026 6 workshops held by June 2026 4 x Free/low-cost coworking days held by June 2026 As least 6 repeat Community Organisation and / or Business clients by June 2026 At least 1 partnership formalised with either UNE Smart Incubator, TAFE NSW, Destination Country & Outback, Business NSW New England North-West, Arts North West, Glen Innes High School, Department of Primary Industries, Glen Innes Business Chamber or similar by June 2026 Delivery of at least 1 x co-branded program by June 2026

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Pillar	Objective	Key Initiatives (2025–26)	Measures of Success
		<ul style="list-style-type: none"> accommodation providers 	
<p>4. Sustainability & Growth</p>	<p>Achieve financial sustainability and scalable growth for the Highlands Hub by increasing utilisation, diversifying revenue and strengthening partnerships, leveraging all pillars.</p>	<ul style="list-style-type: none"> • Implement pricing review and tiered service model for 2026/27 Fees and Charges • Develop premium services such as hosted training, facilitated meetings and after hours events • Establish revenue based partnerships with UNE, TAFE, Business NSW, allied health providers or similar • Design corporate and community packages • Design membership and loyalty offers for repeat clients and anchor desk licences • Utilise booking platform reporting to review monthly to increase enquiry to booking conversion • Pursue grants and sponsorship packages to underwrite programs and equipment • Monitor utilisation via booking system and adjust programming to fill off peak periods 	<ul style="list-style-type: none"> • 20% growth in utilisation hours by June 2026 compared to previous year • At least 60 new client bookings by June 2026 • Enquiry to booking conversion rate is at least 25% by March 2026 • Repeat bookings account for at least 30% of total by June 2026 • Deliver at least one co-branded revenue generating program by June 2026 • Secure at least \$20,000 in external funding towards operations or workshops by June 2026 • Pricing recommendations included in 2026/27 Fees and Charges • Increase off-peak utilisation by 15% by June 2026, as tracked through the booking system

GLEN INNES HIGHLANDS HUB - TEMPORARY MARKETING & ENGAGEMENT PLAN

Action & Implementation Timeline

Timeframe	Pillar 1 Brand & Positioning	Pillar 2 Digital Presence & Content	Pillar 3 Community & Business Engagement / Partnerships	Pillar 4 Sustainability & Growth
Apr – Sep 2025	<ul style="list-style-type: none"> • Refreshed branding and new photography • Brand guidelines and updated signage • Testimonials collection 	<ul style="list-style-type: none"> • Website refresh with new landing page and booking info • Social media brand launch and first newsletter • Digital signage content established 	<ul style="list-style-type: none"> • First Open Day to introduce spaces and services • Plan monthly workshops and networking sessions; • Confirm Oct-Dec schedule • Design free or low cost co working day • Targeted marketing and survey to identify usage needs • Outreach initiated to UNE Smart Incubator, TAFE NSW, Destination Country & Outback, Business NSW New England North West, Arts North West, Glen Innes High School, DPI and the Business 	<ul style="list-style-type: none"> • Outreach with schools, universities and providers • Define premium services • Pricing research and data baseline • Look for applicable grants to apply for

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Timeframe	Pillar 1 Brand & Positioning	Pillar 2 Digital Presence & Content	Pillar 3 Community & Business Engagement / Partnerships	Pillar 4 Sustainability & Growth
			Chamber or similar • Begin cross promotion planning with accommodation providers	
Oct – Dec 2025	<ul style="list-style-type: none"> • Case studies prepared for local media • Brand audit and collateral tidy up 	<ul style="list-style-type: none"> • Reels and member stories campaign • SEO tune and booking UX checks • Monthly newsletters and basic campaign testing 	<ul style="list-style-type: none"> • Second Open Day and commencement of monthly workshop series • Schedule free or low cost co working days • Continue targeted marketing and publish survey insights • Draft MOUs with priority partners and begin joint activity planning • Launch cross promotion with accommodation providers 	<ul style="list-style-type: none"> • MOUs drafted for priority partners • Design premium services such as hosted training, facilitated meetings and after hours events • Design premium services and corporate and community packages • Design membership and loyalty offers for repeat clients and anchor desk licences • Commence engagement to establish revenue based

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Timeframe	Pillar 1 Brand & Positioning	Pillar 2 Digital Presence & Content	Pillar 3 Community & Business Engagement / Partnerships	Pillar 4 Sustainability & Growth
				partnerships with UNE, TAFE, Business NSW, allied health providers, community groups or similar <ul style="list-style-type: none"> • Look for applicable grants to apply for • Prepare 2026/27 Fees and Charges pricing recommendations
Jan – Mar 2026	<ul style="list-style-type: none"> • Storytelling campaign in print and radio • On site signage refresh as needed 	<ul style="list-style-type: none"> • Enhanced booking flow and content refresh • Launch LinkedIn program for professional reach 	<ul style="list-style-type: none"> • Allied health pop ups and networking nights • Youth enterprise sessions with schools • Formalise collaborations with UNE Smart Incubator and TAFE NSW; • Progress other partner MOUs • Confirm and plan delivery 	<ul style="list-style-type: none"> • Formalise collaborations with TAFE and UNE • Deliver Business NSW mentoring program • Run at least one revenue generating program Progress grants and sponsorship agreements

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GLEN INNES HIGHLANDS HUB - TEMPORARY MARKETING & ENGAGEMENT PLAN

Timeframe	Pillar 1 Brand & Positioning	Pillar 2 Digital Presence & Content	Pillar 3 Community & Business Engagement / Partnerships	Pillar 4 Sustainability & Growth
			of 1 co-branded program	<ul style="list-style-type: none"> • Look for applicable grants to apply for
Apr – June 2026	<ul style="list-style-type: none"> • Showcase success stories and annual brand audit • Collateral refresh for EOFY 	<ul style="list-style-type: none"> • Audience landing pages and subscriber growth to target • SEO improvements and evaluation 	<ul style="list-style-type: none"> • Free or low cost co working days and placemaking activations • End of plan showcase event • Deliver at least 1 co branded program and confirm at least 1 formal partnership Report on repeat client growth and workshop outcomes 	<ul style="list-style-type: none"> • Draft revised pricing and service model for 2026/27 • Secure adoption in Fees and Charges • Renew partner agreements and publish sustainability outcomes • Prepare inputs for Highlands Hub Strategic Plan • Look for applicable grants to apply for

Governance and Reporting

- Delivered by the Coordinator Economic Development & Tourism, Grants Officer (2 days per week) and supported by Place & Growth staff, with oversight by the Director of Place and Growth
- First progress report to Council – September 2025
- Final progress report to Council – June 2025 (i.e. end of temporary plan)
- Proposed quarterly progress reports from 26/27

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GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Risk Management

Risk	Mitigation Strategy
Low community/business awareness	Multi-channel campaigns; consistent brand use; high-visibility open days
Financial underperformance	Possible tiered pricing model; partnerships; grant/sponsorship funding
Under-utilisation of space	Regular activations (events, workshops, co-working days)
Inconsistent brand message	Clear brand guidelines; quarterly audits; use of testimonials

Conclusion

The Highlands Hub Temporary Marketing & Engagement Plan 2025–26 establishes a structured and accountable framework for the next nine months. By focusing on brand consistency, digital engagement, community and business activation, and the development of partnerships, the Plan provides a clear pathway to grow utilisation and strengthen the Hub’s role as Glen Innes’s place “where we connect, create, innovate & grow.”

The Plan sets measurable outcomes and aligns directly with Council’s Delivery Program. It also lays the foundation for preparation of the Highlands Hub Strategic Plan, to be developed by June 2026, which will consolidate learnings from this temporary plan and provide the roadmap for long-term sustainability, investment, and growth.



Road, Bridge and Place Naming Policy

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ROAD, BRIDGE AND PLACE NAMING POLICY

Purpose

The purpose of this policy is to provide consistent guidelines for developers, the community and Council when allocating new road names, or re-naming existing road names, allocating bridge names and allocating place names; and to ensure the names which are allocated will stand the test of time and are of local or historical knowledge.

Outcomes

To ensure that roads, bridges and places of significance in the Glen Innes Local Government Area are named and identified to stand the test of time, and are of local or historical relevance.

Definitions

ROAD	A wide way leading from one place to another, especially one with a specifically prepared surface which vehicles can use.
BRIDGE	<p>A structure build to span a physical obstacle such as a body of water, valley, rad or railway allowing for passage over it without blocking the way underneath.</p> <p>It typically carries vertical loads and can be categorized into various types including standard overpass bridges and unique designs.</p> <p>In essence, a bridge services to connect two points across a gap or barrier, facilitating movement for people and vehicles.</p>
PLACE	A geographical or topographical feature or any district, division, region, city, town, village, settlement, railway station, school or park or any other place within NSW but does not include any road, any local government area, urban area, county district or electoral district.
URBAN AREA	An area densely populated territory that encompasses residential, commercial and other non-residential land uses.
VILLAGE	A residential community smaller than a town or urban area. A village in the Glen Innes Severn Local Government area includes areas (but not limited to) Emmaville, Red Range, Glencoe or Deepwater.

ROAD, BRIDGE AND PLACE NAMING POLICY

Policy Statement

Road Naming

1. In cases involving the naming or an un-named road, or the re-naming of an existing named road where:-
 - Council receives a request from a member of the community; or
 - Council receives a request from a developer as part of the Development Application (DA) Process; or
 - A Council Officer identifies that a road should be named or renamed; as appropriate:
 - (a) Letters will be forwarded to neighbours seeking their submissions for new name(s); and
 - (b) Concurrently advertise in the local newspaper and on Council's website for naming submissions from members of the public/
 - (c) Submissions referred to in (a) and (b) above, must be received by Council within 21 days of the date of the letter and advertisement.
 - (d) Memorandum to Councillors informing them of the proposal.
2. Each proposed name is evaluated by the Geographical Names Board (GNB) Road Name Eligibility Check site to ensure there is no duplication within a rural road, rural/urban or urban area. The evaluation will also highlight similar sounding names that may not meet GNB standards.
3. If a potential issue is found in the Road Name Eligibility Check, such as duplication, the proposed name may not be used.
4. A report is to be presented to Council setting out the basis of the request, the name or names proposed, details of the justification including historical or local significance of the name or names proposed and confirmation that the GNB evaluation has no objection to the name or names proposed.

If there is an objection, the details are to be included. An overview of the process involved in the naming or re-naming roads should be included. Any decision by the Council at this stage can only be that it is proposing a road name from the choices submitted.
5. Once Council has chosen a name from the submissions, the name is entered into the GNB's NSW Place and Road Naming Proposal System. The GNB will serve a notice of the proposal on the following: -
 - (i) Australia Post;
 - (ii) the Registrar General;
 - (iii) the Surveyor General;
 - (iv) the Chief Executive of the Ambulance Service of NSW;

ROAD, BRIDGE AND PLACE NAMING POLICY

- (v) Fire and Rescue NSW;
- (vi) the NSW Rural Fire Service;
- (vii) the NSW Police Force;
- (viii) the State Emergency Service;
- (ix) the NSW Volunteer Rescue Association Inc; and
- (x) In the case of a classified road - Transport NSW.

inviting submissions, in writing to the Council within 14 days.

6. Following Council's decision on the proposed naming or re-naming of a road, Council will:
 - (a) Write to the party who lodged the request and any members of the public who had responded and inform them of the Council decision and what is to happen next.
 - (b) Publish a notice of the proposed name in a local newspaper and on Council's website inviting submissions, in writing to the Council within 21 days.
7. Confirm the GNB have approved the name proposal in the NSW Place and Road Naming Proposal system. Then, at the expiration of time, for the lodgment or submissions, prepare a further report to Council addressing submissions received and recommending formal adoption of the proposed road name and Gazettal of the new name.
8. If the Council resolves to adopt the proposed name:
 - (a) Publish a notice in a local newspaper and on Council's website advising the new name and giving a brief description of the location of the road; and
 - (b) Submit a Government Gazette via the GNB's NSW Place and Road naming Proposal system. This will also inform the following, giving sufficient particulars to enable the road to be identified: -
 - (i) Australia Post;
 - (ii) the Registrar General;
 - (iii) the Surveyor General;
 - (iv) the Chief Executive of the Ambulance Service of NSW;
 - (v) Fire and Rescue NSW;
 - (vi) the NSW Rural Fire Service;
 - (vii) the NSW Police Force;
 - (viii) the State Emergency Service;
 - (ix) the NSW Volunteer Rescue Association Inc; and
 - (x) In the case of a classified road - Transport NSW.

ROAD, BRIDGE AND PLACE NAMING POLICY

- (c) Inform the property owner and neighbours, along with everyone who has made a request or submission of Council's decision.
9. Once confirmation has been received that the notice has appeared in the Government Gazette:-
- (a) Update Council records – mapping, property, assets-EDRMS (electronic data records management system) and roads database;
 - (b) Organise street signs;
 - (c) Notify affected property owners and agencies or any new addressing allocated to the newly named road.

Bridge Naming

1. In cases involving the naming of a new or un-named bridge where:
 - Council receives a request from a member of the community; or
 - A Council Officer identifies that a bridge should be named or renamed; as appropriate:-
 - (a) Letters will be forwarded to neighbours seeking their submissions for new name(s); and
 - (b) Concurrently advertise in the local newspaper and on Council's website for naming submissions from members of the public/
 - (c) Submissions referred to in (a) and (b) above, must be received by Council within 21 days of the date of the letter and advertisement.
 - (d) Memorandum to Councillors informing them of the proposal.
2. No consultation is required with the GNB in relation to bridge naming, however the same guidelines should be adhered to – at minimum, the submitted name(s) cannot relate to living persons or a commercial interest and duplication of names should be avoided. However, proposals containing more than one name may be accepted.
3. At the end of the advertising period, a report is to be presented to Council setting out the basis of the request, the name or names proposed, details of the justification including historical or local significance of the name or names proposed. A brief overview of the process involved in naming the bridge should also be included.

Council makes a choice from the options submitted and recommends formal adoption of the proposed bridge name along with the Gazetteal of the new name.

ROAD, BRIDGE AND PLACE NAMING POLICY

4. If the Council resolves to adopt the proposed name:
 - (a) Publish a notice in the Government Gazette, a local newspaper and on Council's website advising the new name, giving a brief description of the location of the bridge; and
 - (b) Notify the following authorities or agencies of the new name: -
 - (i) Australia Post;
 - (ii) the Registrar General;
 - (iii) the Surveyor General;
 - (iv) the Chief Executive of the Ambulance Service of NSW;
 - (v) Fire and Rescue NSW;
 - (vi) the NSW Rural Fire Service;
 - (vii) the NSW Police Force;
 - (viii) the State Emergency Service;
 - (ix) the NSW Volunteer Rescue Association Inc; and
 - (x) In the case of a classified road - Transport NSW.
 - (c) Inform everyone who has made a request or submission and neighbours of Council's decision.

5. Once confirmation has been received that the notice has appeared in the Government Gazette:
 - (a) Update Council records – mapping, property, assets-EDRMS (electronic data records management system) and roads database;
 - (b) Organise bridge signage.

Place Naming

1. In cases involving the naming of a place where:
 - Council receives a request from a member of the community; or
 - Council receives a request from a developer as part of the Development Application process; or
 - A Council Officer identifies that a place should be named or renamed; as appropriate:
 - (a) Letters will be forwarded to neighbours seeking their submissions for new name(s); and
 - (b) Concurrently advertise in the local newspaper and on Council's website for naming submissions from members of the public/
 - (c) Submissions referred to in (a) and (b) above, must be received by Council within 21 days of the date of the letter and advertisement.
 - (d) Memorandum to Councillors informing them of the proposal.

ROAD, BRIDGE AND PLACE NAMING POLICY

2. At the end of the advertising period, a report containing all submissions is to be presented to Council setting out the basis of the request, the name or name(s) proposed, details of the justification including historical or local significance of the name or name(s) proposed. A brief overview of the process involved in naming place should also be included. Any decision by the Council at this stage can only be that it is proposing a place name from the choices submitted.
3. Following a decision by Council to the proposed naming or re-naming of a place:-
 - (a) Write to the party who lodged the request and any local residents who had responded and inform them of the Council's decision and what was happening next as part of the procedure;
 - (b) Enter the names a proposal on the NSW Place and Road Naming Proposal System with all submissions received and advising which is Council's preferred name.
 - (c) The matter will then go the next meeting of the Geographical Names Board for approval, deferral or rejection. If deferred GNB will seek further information. If rejected, GNB will advise Council to reconsider the submission.
 - (d) If approved the name will be advertised in a local newspaper by the GNB inviting submissions for or against the preferred name.
 - (e) If the advertising period (one month) is completed with no objections to the GNB the names becomes official and the GNB will advertise the name in the Government Gazette and will update the official NSW mapping database. The GNB will write to Council with confirmation of the acceptance of the proposed name.
 - (f) If objections are received against the proposed name, Council will be required to recommence the submission process. At the end of this process, when the application is again sent to the GNB with Council's preferred name, which may or may not be the same name, the GNB will review submissions and either reject, alter or endorse the name.
4. Once a name is formally approved Council will inform everyone who has made a request or submission and neighbours of the final decision.
5. Once confirmation has been received that the notice has appeared in the Government Gazette:-
 - (a) Update Council records – mapping, property, assets-EDRMS (electronic data records management system) and roads database;
 - (b) Organise place signage.

ROAD, BRIDGE AND PLACE NAMING POLICY

Legislation And Supporting Documents

Relevant Legislation, Regulations and Industry Standards include:

- *Roads Act 1993*
- *Roads Regulation 2018*
- Geographic Names Board (GNB) of NSW Policy – Place Naming – July 2019
- Australia and New Zealand Standard – Rural and Urban Addressing AS/NS4819:2011
- NSW Addressing User Manual – Revised May 2021 – Sections 6.7 and 6.10.

Relevant Council Policies and Procedures include:

Nil.

Variation And Review

The Road, Bridge and Place Naming Policy will be reviewed every three years, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council. The term of the Policy does not expire on the review date, but will continue in force until superseded, rescinded or varied either by legislation or a new resolution of Council.

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ROAD, BRIDGE AND PLACE NAMING POLICY

Appendix A

Document Control/Authorisation

Responsible Officer		MANAGER OF INFRASTRUCTURE DELIVERY			
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PLAN OF MANAGEMENT GLEN ELGIN SPORTS GROUNDS



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ACKNOWLEDGEMENT OF COUNTRY

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

CHANGE AND REVIEW OF PLAN OF MANAGEMENT

This PoM will require regular review in order to align with community values and changing community needs, and to reflect changes in Council priorities. Council has determined that it will review the PoM within 10 years of its adoption. However, the performance of this PoM will be reviewed on a yearly basis to ensure that the Reserve is being managed in accordance with the PoM, is well maintained, and provides a safe environment for public enjoyment.

The community will have an opportunity to participate in reviews of this PoM.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

KEY INFORMATION

This plan of management (PoM) has been prepared by Glen Innes Severn Council and provides direction as to the use and management of the council land known as “Glen Elgin Sportsground” that is classified as ‘community land’ in the Glen Innes Severn Council area. A PoM is required for all ‘community land’ in accordance with Section 36 of the *Local Government Act 1993*.

This PoM specifically addresses the management of Glen Elgin Sportsground. The PoM outlines the way the land will be used and provides the framework for Council to follow in relation to the express authorisation of leases and Licence on the land.

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PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

INTRODUCTION

Glen Innes Severn Local Government Area (LGA) is located in the New England area of NSW. The LGA comprises 8,935 people (2022) servicing the town of Glen Innes and the villages of Deepwater, Emmaville, Glencoe and Red Range.

The local economy is strongly based on agriculture, as well as a significant tourism/service sector. The LGA currently offers residents a diverse range of sporting and recreation opportunities, from field-based sports to equestrian activities, and outdoor court sports to aquatic activities. Whilst most facilities are located within Glen Innes, they service the catchment of the surrounding district and broader LGA.

Purpose of the plan of management

Council is responsible for a range of Council owned lands that extend across its local government area (LGA). Under the Local Government Act 1993, Council owned land is managed as either 'Community' or 'Operational' land, with a range of categories being applied to 'Community' land to guide its ongoing management. All 'Community' land is required to be captured within a Plan of Management, which provides the details of how that land will be managed. The reservation or dedication purpose/s are to be captured through alignment with the relevant 'Community' land categories.

The purpose of this PoM is to:

- contribute to the council's broader strategic goals and vision as set out in *Glen Innes Severn Community Strategic Plan 2022-2023* and *Glen Innes Local Strategic Planning Statement 2020*
- ensure compliance with the *Local Government Act 1993*
- provide clarity in the future development, use and management of the community land
- ensure consistent management that supports a unified approach to meeting the varied needs of the community.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Process of preparing this plan of management

Figure 1. illustrates the process followed by a Council in preparing this PoM.

<p>Step</p> <p>1</p>	<p>Drafting the PoM</p> <ul style="list-style-type: none"> • The PoM must meet the minimum requirements outlined in section 36(3) of the <i>Local Government Act 1993</i> and identify the owner of the land • Any activities (including tenure or development) to be undertaken on the reserve must be expressly authorised in the PoM to be lawfully permitted • Council must obtain written advice from a qualified native title manager that the PoM and the activities under the PoM comply with the <i>Native Title Act 1993</i>.
<p>Step</p> <p>2</p>	<p>Community Consultation</p> <p>Councils are required to publicly notify and exhibit PoM under section 38 of the <i>Local Government Act 1993</i>.</p> <ul style="list-style-type: none"> • The Period of public exhibition of the draft plan must be not less than 28 days. The public notice must also specify a period of not less than 42 days after the date on which the draft plan is placed on public exhibition during which submissions may be made to Council.
<p>Step</p> <p>3</p>	<p>Adopting a PoM</p> <ul style="list-style-type: none"> • After considering submissions received concerning the draft PoM the council may decide to amend the draft plan or to adopt it without amendment as the plan of management for the community land concerned under section 40 of the <i>Local Government Act 1993</i> • Public hearing is required whenever a proposed PoM would have the effect of categorising, or altering the categorisation, of community land under section 40A of the <i>Local Government Act 1993</i> • After the plan is amended or accepted, it is considered by Council before adoption.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Community consultation

Council's Community Engagement Strategy employs the following four (4) principles to guide the development of this PoM and any future revisions:

1. **Equity:** *Everyone should experience fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.*
2. **Access:** *Everyone should have fair access to services, resources and opportunities to maintain or improve quality of life through community activities.*
3. **Participation:** *Everyone should have the maximum opportunity to genuinely participate in decisions that affect their community.*
4. **Rights:** *Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.*

Council engaged the former section 355 Committee of Council, Glen Elgin Federation Committee, on 19th July 2023 to discuss the current uses and vision for the land. This PoM was placed on public exhibition from [02/11/2023 to 29/11/2023], in accordance with the requirements of section 38 of the Local Government Act 1993. A total of [0] submissions were received.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

LAND DESCRIPTION

This plan of management covers the Glen Elgin Sportsground. The reserve information is detailed in Table 1 below. The land is owned by the Council and is managed by council under the *Local Government Act 1993*. Figure 2. Shows the map of land comprising this reserve.

Figure 2. Map of Glen Elgin Sportsground



Owner of the land

Table 1: information about reserve covered by this plan of management.

Owner of the Land	Glen Innes Severn Council
Reserve purpose	Community Land
Purchase date	11 November 1999 by sale of landowner
Land parcel/s	Lot 1 in Deposited Plan 1009200
Area (Ha)	5.995ha
LEP zoning	RU1 – Primary Production
Assigned category/categories	Sportsground: and General Community Use see Appendix A2.2 for areas classified
Native Claim/Determination	Title Not Applicable as land is freehold title

This PoM is specific to the land mentioned in Table 1 above. Contact Council or refer to the Council’s website for information about other public land not listed above.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Figure 3. Areas categorised in PoM



BASIS OF MANAGEMENT

Glen Innes Severn Council intends to manage its community land to meet:

- Assigned categorisation of community land
- The *Local Government Act 1993* classifications and core objectives for community land
- The council's strategic objectives and priorities
- Development and use of the land outlined in Chapter 6 of the *Local Government Act 1993*.

Categorisation of the land

All community land is required to be categorised as one or more of the following categories. Where the land is owned by the Crown, the category assigned should align with the purpose for which the land is dedicated or reserved.

The *Local Government Act 1993* defines five categories of community land:

- **Park** – for areas primarily used for passive recreation.
- **Sportsground** – for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **General community use** – for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.
- **Area of Cultural significance** – for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **Natural area** – for all areas that play an important role in the area's ecology. This category is further categorised into bushland, escarpment, foreshore, watercourse and wetland categories.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

The categorization of the land is identified in Table 1 above as well as shown by map in Figure 3.

Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its purpose, and the core objectives of the relevant category of community land. Council may then apply more specific management objectives to community land, though these must be compatible with the core objectives for the land.

The guidelines for categorisation of community land are set out in the Local Government (General) Regulation 2021. The core objectives for each category are set out in the *Local Government Act 1993*. The guidelines and core objectives for the Sportsground, and General Community Use categories are set out in this plan of management.

Community land is valued for its important role in the social, intellectual, spiritual, and physical enrichment of residents, workers, and visitors to the Glen Innes Severn Council area.

The intrinsic value of community land is also recognised, as is the important role this land plays in biodiversity conservation and ecosystem function.

Glen Innes Severn Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate. Within buildings, swimming pools, and recreational and sporting facilities in particular, Glen Innes Severn Council intends to permit and encourage a broad range of appropriate activities.

COUNCIL'S STRATEGIC OBJECTIVES AND PRIORITIES

Glen Innes Severn Council, in consultation with the community, has developed the following strategies and plans to identify the priorities and aspirations of the community and the delivery of a vision for the future. They have a direct influence on the objectives, uses and management approach covered by PoMs.

Glen Innes Severn Community Strategic Plan 2022 – 2032

The Glen Innes Severn Community Strategic Plan 2022 - 2032 is Council's guiding document over the next 10 years. The Plan identified the following vision for the area:

A prosperous connected community that nurtures its people and places

The Plan contains five (5) strategic objectives, many of which align with the implementation of this Plan of Management:

- An Attractive Quality of Life
- A Prosperous Local Economy
- Fit for Purpose Public Infrastructure
- An Appealing Sense of Place
- Recognised for Local Leadership

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Glen Innes Severn Local Strategic Planning Statement 2020

The Glen Innes Severn Local Strategic Planning Statement 2020 is Council's strategic land use vision to 2040 and has the following vision for the area:

Glen Innes Highlands is the place to experience a unique lifestyle with opportunity, connection, and wellbeing among a cherished and sustainable natural environment.

The Plan contains ten Planning Priorities under four themes, many of which align with the implementation of this Plan of Management:

- A renewed economic and authentic place
- A thriving and vibrant community
- Strong and connected infrastructure
- Sustainable environment and protected heritage

Other plans and strategies

A range of other Council plans and strategies are relevant to the management of the 'Community' land subject to this plan of management. These have been used to inform the directions within this plan of management.

Other plans and strategies relevant to the plan of management include:

- Economic Development Strategy 2020 - 2040
- Community Participation Plan
- New England Northwest Regional Plan 2041
- Future plans and strategies, which are under development, may also apply to land subject to this Plan of Management, and these should be considered as applicable in conjunction with this document.

DEVELOPMENT AND USE

At the commencement of this PoM, Council is currently in conversation with the s355 Committee around future plans for the site. The use of the site is intended to continue being utilised as a sportsground and social place for the enjoyment of the community. Discussions are evolving around future management requirements, and the options available to the current managers in Glen Elgin.

While the s355 Committee continues to manage the sportsground, there are no intentions for the sportsground to change from its current form. When the Committee is dissolved, contingencies within this PoM are in place to allow for a future lease of the grounds to continue the management of the land as a sportsground.

Current use of the land

The land known as the Glen Elgin Sportsground was previously owned by Keith Smith who, in 1969, started to allow the use of the parcel as a sportsground for the local community in Glen Elgin. The parcel was subsequently owned by his daughter. The sportsground was run by committee through to 1999 when insurance and liability become a hurdle for the committee.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

The parcel was sold to Council for the price of \$1.00 with the following special conditions

3. *Community Land*

The Purchaser acknowledges it will hold the land as community title under the Local Government Act, 1993 and will not whilst ever the vendor of the adjoining lands erect or permit the erection of any holding facilities for travelling stock on the land sold nor erect or permit the erection of any permanent or semi-permanent residential accommodation on the land.

4. *Grazing rights*

Notwithstanding the purchaser's rights as owner after completion of this Contract, the Vendor shall have the right at no charge to graze reasonable numbers of livestock on the land having regard to seasonal conditions and the time of year SUBJECT TO:-

- a. The Vendor accepts all risks in relation to such livestock and the grazing rights contained herein*
- b. Such grazing rights shall be subject always to the purchaser's unfettered rights as owner to conduct on the land the Glen Elgin Sports Day and any other like events.*

6. *Right of re-purchase by vendor*

- a. If the purchaser no longer wishes to own the land, or the annual horse sports day conducted by a s355 committee of the purchaser is not held for five (5) consecutive years, the purchaser will in writing send by Registered Post to the vendor offer to resell the property to the vendor on the following terms and conditions ("offer notice")*
 - i. Purchase price - \$1.00 for the bare land and improvements thereon at the date of this contract plus any such price as the parties will agree upon for any improvements erected on the land after completion of the contract and in the event of failure to agree such price as determined by the President for the time being of the Australian Institute of Valuers and Land Economists (or successor body) or his nominee who will act as an expert and not as an arbitrator and whose determination will bind the parties.*
 - ii. Deposit – 10% of the purchase price so determined*
 - iii. Time for Completion and other terms – as set out in the standard printed conditions of the Law Society of New South Wales (or their successors) approved form of contract.*
- b. The vendor may at any time within twenty-eight (28) days after receipt of the "Offer Notice" accept or reject the offer by giving notice in writing to the purchaser.*
- c. If the vendor does not accept or reject the offer within twenty-eight (28) days of receipt of the "Offer Notice", the vendor will be deemed to have the rejected the offer.*
- d. If the vendor accepts the offer, the vendor will as soon as practicable thereafter pay the deposit and hand to the purchaser an executed copy of the contract for sale. Within seven (7) days, the purchaser will hand to the vendor an executed counterpart of that contract.*

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

To keep the spirit of the arrangement between the previous owner and Council, the land will continue to stay as community land for the future of equestrian sports, until the time that equestrian sports are no longer being hosted by the sportsground. This will trigger an opportunity to change the classification of the land from Community to Operational and the option for sale to the current owner of the adjoining lands.

Permissible uses / future uses

Currently the Glen Elgin sportsground is used for a variety of reasons by the community. The uses range between multiple user cases and has been historically managed by the Glen Elgin Federation Committee.

- Equestrian sports and Camp drafting, including a large annual Camp draft event inviting attendees from far and wide
- Field days held by Local Land Services to engage with the local community
- Training events held by the Rural Fire Services. During the 2019-20 Bushfires the land was used as a staging point for emergency services and a safe hub for the community to meet and share information
- Meetings are held for various groups
- GLENRAC offer community interest events and information sessions
- Mental Health days have been held by the community
- Many social events are held on the land by the local residents. Events range from Christmas in July, and Christmas to weddings and birthdays.
- Camping during events
- Grazing

List of Category sections

- Sportsground
- General community use

Express authorisation of leases and licences and other estates

Under section 46(1)(b) of the *Local Government Act 1993*, leases, licences and other estates formalise the use of community land. A lease, licence or other estate may be granted to organisations and persons, community groups, sports clubs and associations, non-government organisations, charities, community welfare services, non-profit organisations and government authorities.

The lease or licence must be for uses consistent with the reserve purpose(s), the assigned categorisation and zoning of the land, be in the best interests of the community as a whole, and enable, wherever possible, shared use of community land.

Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this PoM and the capacity of the community land itself and the local area to support the activity.

For a lease or licence to be considered, it shall:

- be for a community purpose
- utilise the existing infrastructure and lands and possible future upgrades
- align with the categorisation of this community land

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

In this case Council intends to lease the facility to an incorporated community organisation for the purposes of managing and operating the grounds in line with this Plan of Management.

A lease is normally issued where exclusive control of all or part of an area by a user is proposed. In all other instances a licence or short-term licence or hire agreement will be issued.

Leases and licences authorised by the plan of management

This PoM **expressly authorises** the issue of leases, licences and other estates over the land covered by the plan of management, provided that:

- the purpose is consistent with the purpose for which it was dedicated or reserved
- the purpose is consistent with the core objectives for the category of the land
- the lease, licence or other estate is for a permitted purpose listed in the *Local Government Act 1993* or the Local Government (General) Regulation 2021
- the lease, licence or other estate is granted and notified in accordance with the provisions of the *Local Government Act 1993* or the Local Government (General) Regulation 2021
- the issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.

Table 1 above in this plan of management identifies the purposes for which leases and licences may be issued over the reserves identified in this plan of management, and the maximum duration of leases, licences and other estates.

Short-term licences

This PoM will not accept short term leases or licenses on the basis that the current management of this facility has been positive for the community who make use of the grounds and Council envisions this to continue.

MANAGEMENT OF LAND – BY CATEGORY

Community land is valued for its important role in the social, intellectual, spiritual and physical enrichment of residents, workers, and visitors to the Glen Innes Severn Council area.

Glen Innes Severn Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate.

The use of community land is often supported by appropriate ancillary development such as playground equipment, amenity blocks or food kiosks.

The general types of uses which may occur on community land categorised as Sportsground, General Community Use, and Natural Area will be described and the forms of development generally associated with those uses, in this section.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

A. Sportsground



Guidelines and core objectives

Sportsgrounds are defined in clause 103 of the *Local Government (General) Regulation 2021* as land used primarily for active recreation involving organised sports or playing outdoor games.

The core objectives for sportsgrounds, as outlined in Section 36F of the *Local Government (General) Regulation 2021*, are to:

- encourage, promote, and facilitate recreational pursuits in the community involving organised and informal sporting activities and games
- ensure that such activities are managed having regard to any adverse impact on nearby residences.

Key issues

Ensuring continuation of sports held on the lands

The land was sold to Council under the express condition for the continuation of Equestrian sports for the community.

The area is surrounded but not delineated from the larger sportsground for Equestrian sports

There is no clear boundary to differentiate between the areas that are categorized as General Community Use and Sportsground.

Further development of sportsgrounds

Previously, most development was implemented without the consent of Council. This has been an ongoing issue with lands managed by 355 Committees of Council. Council will commit to more oversight in the management of this land with any development to be approved by Council.

The land is locked to prevent misuse

Equity of access is affected by locking the entrance to the site, with a Council provided padlock. It is possible to access the land with permission from the management committee. The remoteness and lack of other security features on the land affects

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

alternative measures that can be implemented to ensure the protection, safety, and permitted use of the land.

Maintenance of sportsgrounds

Ongoing maintenance of the land to be managed in a controlled schedule. Currently, maintenance involves a working bee before events are held. Grass management is controlled primarily through grazing. Arena grass management is controlled through chemical restraint.

Insurance of competitors and grounds

Ongoing insurance to be decided based on the arrangement for the successful Lessee.

Management framework for reserves categorised as Sportsground

- Currently managed by Council
- Event organisation managed in line with this Plan of Management
- Hire fees align with Councils “Operational Plan 2025-2026”
- Council is tasked with the maintenance of sportsgrounds.

Development and use

- Infrastructure is to be minimal in impact unless it pertains directly to the continued use as a sportsground
- Due to being an equestrian sportsground, land is to be clear from any earthworks or trip hazards whilst in use.
- Council’s permission must be sought for any additions to infrastructure or major earthworks
- The arena is to be used for Camp draft exercises only
- Special events are permitted when there are no equestrian sports being played
- No sale of alcohol to be permitted on the area designated as sportsground
- No consumption of alcohol to be permitted within the arena or associated structures such as cattle yards
- A sign noting remote supervision will be erected at the road entrance to the grounds identifying relevant hazards
- No animal restrictions on the grounds
- Parking on the sportsgrounds to be avoided and not to conflict with events being held
- Equestrian sports and Camp drafting, including a large annual Camp draft event inviting attendees from far and wide
- Field days held by Local Land Services to engage with the local community
- Training events held by the Rural Fire Services.
- GLENRAC offer community interest events and information sessions
- Mental Health days have been held by the community
- Many social events are held on the land by the local residents. Events range from Christmas in July, and Christmas to weddings and birthdays.
- Camping during events which must be approved by the management committee
- Grazing on areas not including the arena

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Prohibitions

- No camping unless strictly permitted by the management committee
- No firearms
- No motorcycles
- No fire
- No agistment, pasturing, or unsanctioned grazing of stock

Current use of the land

Condition of the land and structures

The sportsground component of the land contains:

Large steel arena for camp drafting *Condition Rating: 3*



Holding pens *Condition Rating: 2*



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Secretary and Commenter's box *Condition Rating: 3*



Tiered seating *Condition Rating: 3*



Fencing *Condition Rating: 4*



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Use of the land and structures

The land is primarily used as an equestrian sports ground by community groups. Other sports and recreational activities may be held on the grounds as seen fit. Any lease or licence over the land will adhere to this use.

There is currently no Leases or Licences on the land. Once this PoM is adopted, Council will further evolve the need for a Lease or Licence depending on future considerations.

Permissible uses / future uses

The general types of uses which may occur on community land categorised as Sportsground and the forms of development generally associated with those uses, are set out in detail in Table 2. The facilities on community land may change over time, reflecting the needs of the community.

The anticipated uses and associated development identified in the table are intended to provide a general guide. The terminology used is not intended to impose an exact meaning. For example, a reference to ‘football’ includes any variations of that game.

It is anticipated that new sports may develop, and others increase or decrease in popularity. If this occurs, then some community land may be modified to facilitate the changing forms of ‘active recreation’ enjoyed by the community. References such as ‘field’, or ‘court’, are not intended to exclude other sporting surfaces.

Table 2 Permissible use and development of community land categorised as Sportsground, by Council or the community.

Purpose/Use, such as...	Development to facilitate uses, such as...
Active and passive recreational and sporting activities compatible with the nature of the particular land and any relevant facilities Organised and unstructured recreation activities Community events and gatherings Commercial uses associated with sports facilities	Development for the purpose of conducting and facilitating organised sport (both amateur and professional), for example: Equestrian sports Livestock showing Car parking Ancillary areas (equipment storage areas) Shade structures Storage ancillary to recreational uses, community events or gatherings, and public meetings Facilities for sports training Provision of amenities to facilitate use and enjoyment of the community land including seating, change rooms, toilets, storage, first aid areas Heritage and cultural interpretation, e.g. signs Equipment sales/hire areas Compatible, small scale commercial uses, e.g. sports tuition Advertising structures and signage (such as A-frames and banners) that:

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Purpose/Use, such as...	Development to facilitate uses, such as...
	relate to approved uses/activities are discreet and temporary are approved by the council Water-saving initiatives such as stormwater harvesting, rain gardens and swales Energy-saving initiatives such as solar lights and solar panels Locational, directional and regulatory signage

Express authorisation of leases, licences and other estates – Sportsground

This plan of management **expressly authorises** the issue of leases, licences and other estates over the land categorised as Sportsground.

ACTION PLAN

Section 36 of the *Local Government Act 1993* requires that a PoM for community land details:

- objectives and performance targets for the land
- the means by which the council proposes to achieve these objectives and performance targets
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

Table 3 sets out these requirements for community land categorised as Sportsground.

Table 3. Objectives and performance targets, means of achieving them and assessing achievement for community land categorised as Sportsground.

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Maintenance of area used for Equestrian sports	Maintain a healthy and safe area to operate sports functions.	Ensure even ground within the arena. Area to be clear of weeds and grass by use of chemical disposal, grazing and lawn mowing on other areas than the large sports pen. Area to be free of debris.	Area will be clean, free from obstacles, and maintained.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS			
Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Management of assets	To keep in good repair, all assets related to the Equestrian sportsgrounds.	Management committee of the sportsgrounds to conduct ongoing assessment. Register to be kept on issues identified and actions taken. Issues to be rectified in a timely manner. Issues relating to safety are to be prioritised.	Register to show repairs and replacements. Yearly review.
Insurance	To ensure usage of the sportsground is covered for any accidents that may occur.	The management committee to hold insurance for the Grounds through Council. Events to be insured by the coordinators through an appropriate insurance body.	A copy of insurance documentation to be kept in Council records.
Continued use as a community area	Hold successful community gatherings and sports days to promote further use of the grounds	Management committee to promote and allow use of the grounds by community groups	Land will be used and enjoyed by many community groups

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

A. General Community Use

This category contains the communal ground where community meets and holds the facilities necessary for larger gatherings.

Guidelines and core objectives

General community use land is defined in clause 106 of the Local Government (General) Regulation 2021 as land that may be made available for use for any purpose for which community land may be used, and does not satisfy the definition of natural area, sportsground, park or area of cultural significance.

The core objectives for community land categorised as general community use, as outlined in Section 361 of the *Local Government Act 1993*, are to:

- promote, encourage and provide for the use of the land
- provide facilities on the land, to meet the current and future needs of the local community and of the wider public:
 - (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and
 - (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

Key issues**Upgrades to be permitted by Council**

Previously, most development was implemented without the consent of Council. This has been an ongoing issue with lands managed by 355 Committees of Council. Council will commit to more oversight in the management of this land with any development to be approved by Council.

The area is surrounded but not delineated from the larger sportsground for Equestrian sports

There is no clear boundary to differentiate between the areas that are categorized as General Community Use and Sportsground.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Area includes large fuel generator

The facilities on site are powered by a large petrol-powered generator. Safe use of this device needs to be ensured.

The facilities are locked to prevent misuse

Equity of access is affected by the locking of facilities on the site. It is possible to access these facilities with permission from Council. The remoteness and lack of other security features on the land affects alternative measures that can be implemented to ensure the protection and safety of the facility.

Management framework for reserves categorised as General Community Use

- Currently managed by Council
- Event organisation managed in line with this Plan of Management
- Hire fees align with Councils Operational Plan 2023-2024
- Council is tasked with the maintenance of facilities and land
-

Development and use

- Any new infrastructure is to adhere to the categorisation of General Community Use
- Council's permission must be sought for any additions to infrastructure or major earthworks
- Special events are permitted with permission of Council
- Sale and provision of alcohol to be permitted only when authorised with a licence
- A sign as remote supervision will be erected at the road entrance to the grounds
- No animal restrictions on the grounds
- Parking on the sportsgrounds to be avoided and not to conflict with events being held
- Equestrian sports and Camp drafting, including a large annual Camp draft event inviting attendees from far and wide
- Field days held by Local Land Services to engage with the local community
- Training events held by the Rural Fire Services
- GLENRAC offer community interest events and information sessions
- Mental Health days have been held by the community
- Many social events are held on the land by the local residents. Events range from Christmas in July, and Christmas to weddings and birthdays.
- Camping during events
- Grazing on areas not including building footprints

Prohibitions

- No camping unless strictly permitted by management committee.
- No firearms.
- No motorcycles; and/or
- No agistment, pasturing, or unsanctioned grazing of stock.

Current use of the land

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Condition of the land and structures

The sportsground component of the land contains:

Amenities Block *Condition Rating: 2*



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Canteen and Social area Condition Rating: 2



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Community Storage Shed Condition Rating: 1



Generator and shed Condition Rating: 3



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Use of the land and structures

There is currently no Leases or Licences on the land. Once this PoM is adopted, Council will further evolve the need for a Lease or Licence depending on future considerations.

Permissible uses / future uses

The general types of uses which may occur on community land categorised as General Community Use, and the forms of development generally associated with those uses, are set out in detail in Table 5. The facilities on community land may change over time, reflecting the needs of the community.

Table 4 Permissible use and development of community land categorised as General Community Use by Council or the community

Purpose/Use, such as...	Development to facilitate uses, such as...
Providing a location for, and supporting, the gathering of groups for a range of social, cultural, or recreational purposes. Providing multi-purpose buildings (for example, community halls and centres) with specialised community uses such as: <ul style="list-style-type: none"> • casual or informal recreation • meetings (including for social, recreational, educational or cultural purposes) • functions • concerts, including all musical genres • performances (including film and stage) • exhibitions • fairs and parades • workshops • leisure or training classes • designated group use (e.g. Equestrian sports groups) • educational centres, including information and resource centres • entertainment facilities • camping grounds as permitted by management committee 	Development for the purposes of social, community, cultural and recreational activities, such as youth services, men’s sheds, health services, sports. Development includes: <ul style="list-style-type: none"> • provision of buildings or other amenity areas to facilitate use and enjoyment by the community • development (particularly within buildings) for the purposes of addressing the needs of a particular group (for example, a stage) • landscaping and finishes, improving access, amenity and the visual character of the general community area • water-saving initiatives such as rain gardens • energy-saving initiatives such as solar lights and solar panels • car parking and loading areas • advertising structures and signage (such as A-frames and banners) that: <ul style="list-style-type: none"> ○ relate to approved uses/activities ○ are discreet and temporary ○ are approved by the council • locational, directional and regulatory signage.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Express authorisation of leases, licences and other estates – General Community Use

This plan of management **expressly authorises** the issue of leases, licences and other estates over the land categorised as General Community Use, listed in Table 6.

Table 5 Leases, licences and other estates and purposes for which they may be granted for community land categorised as General Community Use

Type of tenure arrangement	Maximum term	Purpose for which tenure may be granted
Lease	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> educational purposes, including education classes and workshops cultural purposes, including concerts, dramatic productions and galleries recreational purposes sporting uses kiosk, café and refreshment purposes commercial retail uses associated with the facility (e.g. sale or hire of sports goods)
Licence	<ul style="list-style-type: none"> 5 years 	<ul style="list-style-type: none"> educational purposes, including libraries, education classes, workshops recreational purposes, including fitness classes, dance classes café/kiosk areas
Short-term licence	N/A	N/A
Other estates		This PoM allows the council to grant ‘an estate’ over community land for the provision of public utilities and works associated with or ancillary to public utilities and provision of services, or connections for premises adjoining the community land to a facility of the council or public utility provider on the community land in accordance with the <i>Local Government Act 1993</i> .

ACTION PLAN

Section 36 of the *Local Government Act 1993* requires that a PoM for community land details:

- objectives and performance targets for the land
- the means by which the council proposes to achieve these objectives and performance targets
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Table 6 sets out these requirements for community land categorised as General Community Use.

Table 6 Objectives and performance targets, means of achieving them and assessing achievement for community land categorised as General Community Use

Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Broad issues can be listed here (for example landscaping, equipment, facilities, traffic management, neighbour amenity) Example – Equity of access	Council must list all the objectives that apply to the land. Objectives must be consistent with core objectives under the Local Government Act 1993. Example – Ensure access to and within parks to people with disabilities	List practical steps that will be taken to achieve the objectives. Example – Design wheelchair friendly paths.	List practical measures of assessment. Example – Assess useability of park by wheelchair users through surveys and observation.
Maintenance of area used for General Community Use	Maintain a healthy and safe area to hold events and activities	Area to be clear of weeds and grass through grazing and lawn mowing. Area to be free of debris and litter.	Area will be clean and maintained.
Management of assets	To keep in good repair, all assets related to the area designated as General Community Use.	Management committee of the sportsgrounds to conduct ongoing assessment. Register to be kept on issues identified and actions taken. Issues to be rectified in a timely manner. Issues relating to safety are to be prioritised.	Register to show repairs and replacements. Yearly review.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS			
Management Issues	s.36(3)(b) Objectives and Performance Targets	s.36(3)(c) Means of achievement of objectives	s.36(3)(d) Manner of assessment of performance
Insurance	To ensure usage of the sportsground is covered for any accidents that may occur.	The management committee to hold insurance for the Grounds through Council. Events to be insured by the coordinators through an appropriate insurance body.	A copy of insurance documentation to be kept in Council records.
Continued use as a community area	Hold successful community gatherings and sports days to promote further use of the grounds	Management committee to promote and allow use of the grounds by community groups	Land will be used and enjoyed by many community groups
Further upgrades to facilities	To ensure development on the grounds continue to adhere to the needs of the community	Council will oversee the prospective development options and give approval via application process	Infrastructure on the land will conform with the uses of the grounds.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Appendix A1 – Maps

The Local Government (General) Regulation 2021 (Clause 113) requires that a draft plan of management that categorizes an area of community land, or parts of an area of community land, in more than one category must clearly identify the land or parts of the land and the separate categories (by a map or otherwise).

Appendix A1.1 Aerial view of grounds



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Appendix A1.2 Map of Categories



Appendix A1.3 Map of Facilities



PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Appendix A2 – Plan of Management Legislative Framework

The primary legislation that impacts on how community land is managed or used is briefly described below. You can find further information regarding these acts at www.legislation.nsw.gov.au

Local Government Act 1993

Section 35 of the *Local Government Act 1993* provides that community land can only be used in accordance with:

- the plan of management applying to that area of community land, and
- any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land, and
- the provisions of Division 2 of Chapter 6 of the *Local Government Act 1993*.

Section 36 of the Act provides that a plan of management for community land must identify the following:

- a) the category of the land,
- b) the objectives and performance **targets** of the plan with respect to the land,
- c) the means by which the council proposes to **achieve** the plan's objectives and performance targets,
- d) the manner in which the council proposes **to assess its performance** with respect to the plan's objectives and performance targets,

and may require the prior approval of the council to the carrying out of any specified activity on the land.

A plan of management that applies to just one area of community land:

- a) must include a description of:
 - (i) the condition of the land, and of any buildings or other improvements on the land, as at the date of adoption of the plan of management, and
 - (ii) the use of the land and any such buildings or improvements as at that date, and
- b) must:
 - (i) specify the purposes for which the land, and any such buildings or improvements, will be permitted to be used, and
 - (ii) specify the purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise, and
 - (iii) describe the scale and intensity of any such permitted use or development.

Note: photographs of buildings/structures located on the reserve should be considered. Council should also consider including a rating system for building/structures.

Land is to be categorised as one or more of the following:

- a) a natural area
- b) a sportsground
- c) a park
- d) an area of cultural significance
- e) general community use.

Land that is categorised as a natural area is to be further categorised as one or more of the following:

- a) bushland
- b) wetland
- c) escarpment
- d) watercourse
- e) foreshore

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

- f) a category prescribed by the regulations.

Additionally, under section 36 of the *Local Government Act 1993*, a site-specific PoM must be made for land declared:

- as critical habitat, or directly affected by a threat abatement plan or a recovery plan under threatened species laws (sections 36A(2) and 36B(3))
- by council to contain significant natural features (section 36C(2))
- by council to be of cultural significance (section 36D(2)).

Classification of public land

The *Local Government Act 1993* requires classification of public land into either 'community' or 'operational' land (Section 26). The classification is generally made for council-owned public land by the council's Local Environmental Plan (LEP) or in some circumstances by a resolution of the council (Section 27).

Crown reserves managed by council as Crown land manager have been classified as community land upon commencement of the *Crown Land Management Act 2016*. Councils may manage these Crown reserves as operational land if written consent is obtained from the Minister administering the *Crown Land Management Act 2016*.

Classification of land has a direct effect on the council's ability to dispose of or alienate land by sale, leasing, licensing or some other means. Under the *Local Government Act 1993* community land must not be sold (except for scheduled purposes), exchanged or otherwise disposed of by the council, and the land must be used and managed in accordance with an adopted PoM. In addition, community land is subject to strict controls relating to leases and licences (sections 45, 46, 46a and 47) of the *Local Government Act 1993*.

By comparison, no such restrictions apply to operational land that is owned by councils. For example, operational land can be sold, disposed, exchanged or leased including exclusive use over the land, unencumbered by the requirements which control the use and management of community land. Crown reserves managed by council as operational land may generally be dealt with as other operational land but may not be sold or otherwise disposed of without the written consent of the Minister administering the *Crown Land Management Act 2016*.

Operational land would usually include land held as a temporary asset or an investment, land which facilitates the council carrying out its functions or land which may not be open to the general public (for example, a works depot).

The classification or reclassification of council-owned public land will generally be achieved by a Local Environmental Plan (LEP) or by a resolution of council in accordance with sections 31, 32 and 33 of the *Local Government Act 1993*. If land is not classified by resolution within a three-month period from acquisition it automatically becomes community land, regardless of whether it satisfies the objectives for community land as outlined in the *Local Government Act 1993*.

For Crown land, Council cannot reclassify community land as operational land without consent of the Minister administering the *Crown Land Management Act 2016*.

Local Government Act 1993

The *Local Government (General) Regulation 2021* accompanies the above Act to set out guidelines for the categorisation of community land and the preparation of a PoM.

Division 1 of the *Local Government (General) Regulation 2021* outlines the categorisation qualifications to take into consideration when assessing land.

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Division 2 of the *Local Government (General) Regulation 2021* prescribes the preparation and adoption of draft plans of management.

Crown Land Management Act 2016

Crown reserves are land set aside on behalf of the community for a wide range of public purposes, including environmental and heritage protection, recreation and sport, open space, community halls, special events and government services.

Crown land is governed by the *Crown Land Management Act 2016*, which provides a framework for the state government, local councils and members of the community to work together to provide care, control and management of Crown reserves.

Under the *Crown Land Management Act 2016*, as appointed Council Crown land managers, councils manage Crown land as if it were public land under the LG Act. However, it must still be managed in accordance with the purpose of the land and cannot be used for an activity incompatible with its purpose – for example, Crown land assigned the purpose of ‘environmental protection’ cannot be used in a way that compromises its environmental integrity.

Councils must also manage Crown land in accordance with the objects and principles of Crown land management outlined in the *Crown Land Management Act 2016*. The objects and principles are the key values that guide Crown land management to benefit the community and to ensure that Crown land is managed for sustainable, multiple uses.

Principles of Crown land management

- Environmental protection principles are to be observed in the management and administration of Crown land.
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) will be conserved wherever possible.
- Public use and enjoyment of appropriate Crown land are to be encouraged.
- Where appropriate, multiple uses of Crown land should be encouraged.
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained.
- Crown land is to be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the state of NSW, consistent with the above principles.

Crown land management compliance

In addition to management and use of Crown reserves that is aligned with the reserve purpose(s), there are other influences over council management of Crown reserves. For example, Crown land managers may have conditions attached to any appointment instruments, or councils may have to comply with specific or general Crown land management rules that may be published in the NSW Government Gazette. Councils must also comply with any Crown land regulations that may be made.

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Native Title Act 1993

The Commonwealth *Native Title Act 1993* recognises and protects native title rights and interests. The objects of the *Native Title Act 1993* are to:

- provide for the recognition and protection of native title
- establish ways in which future dealings affecting native title may proceed and to set standards for those dealings
- establish a mechanism for determining claims to native title
- provide for, or permit, the validation of past acts invalidated because of the existence of native title.

The *Native Title Act 1993* may affect use of Crown land, particularly development and granting of tenure.

Specifically, the CLM Act makes it mandatory for council to engage or employ a native title manager. This role provides advice to council as to how the council's dealings and activities on Crown land can be valid or not valid in accordance with the *Native Title Act 1993*

Council must obtain the written advice from an accredited native title manager that Council complies with any applicable provisions of the native title legislation when:

- a) granting leases, licences, permits, forestry rights, easements or rights of way over the land
- b) mortgaging the land or allowing it to be mortgaged
- c) imposing, requiring or agreeing to covenants, conditions or other restrictions on use (or removing or releasing, or agreeing to remove or release, covenants, conditions or other restrictions on use) in connection with dealings involving the land
- d) approving (or submitting for approval) a plan of management for the land that authorises or permits any of the kinds of dealings referred to in (a), (b) or (c).

Council plans and policies relating to this plan of management

Council has developed plans and policies that are concerned to some extent with the management of community land. These documents have been considered when preparing this PoM.

The following is a list of Council documents that have a direct association with this PoM:

- Glen Innes Severn Community Strategic Plan 2022 – 2032
- Glen Innes Severn Local Strategic Planning Statement 2020
- Northern New England High Country Regional Economic Development Strategy 2018 - 2022
- Cultural Plan 2017 – 2021
- Economic Development Strategy 2020 - 2040
- Community Participation Plan
- Pedestrian Access and Mobility Plan (PAMP) 2017
- New England Northwest Regional Plan 2036

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Other state and Commonwealth legislation**NSW state legislation*****Environmental Planning and Assessment Act 1979***

The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the framework for planning and development across NSW and guides environmental planning instruments which provide a basis for development control.

The EP&A Act ensures that effects on the natural environment, along with social and economic factors, are considered by the council when granting approval for or undertaking works, developments or activities.

This Act is also the enabling legislation for planning policies which may have a direct influence on open space management. On a state-wide level there are State Environmental Planning Policies (SEPPs). On a regional level there are Regional Environmental Plans (REPs). On a local level there are Local Environmental Plans (LEPs) as well as Development Control Plans (DCPs).

Aboriginal Land Rights Act 1983

The *Aboriginal Land Rights Act 1983* (ALR Act) is important legislation that recognises the rights of Aboriginal peoples in NSW. It recognises the need of Aboriginal peoples for land and acknowledges that land for Aboriginal people in the past was progressively reduced without compensation. Crown land meeting certain criteria may be granted to an Aboriginal Land Council. This Act may affect dealings with Crown land that is potentially claimable.

Note: This Act repealed several pieces of legislation including the *Native Vegetation Act 2003*, *Threatened Species Conservation Act 1995*, the *Nature Conservation Trust Act 2001*, and the animal and plant provisions of the *National Parks and*

Biodiversity Conservation Act 2016

This Act covers conservation of threatened species, populations and ecological communities, the protection of native flora and fauna. This Act primarily relates to community land categorised as natural area. However, other categories may also be affected.

The *Threatened Species Conservation Act 1995* has been repealed and superseded by the *Biodiversity Conservation Act 2016*. However, references to the former legislation remain in the *Local Government Act 1993* and are therefore retained in this guideline.

The Department's Energy, Environment and Science division advises that recovery plans and threat abatement plans made under the *Threatened Species Conservation Act 1995* were repealed on the commencement of the *Biodiversity Conservation Act 2016* in 2017. These plans have not been preserved by any savings and transitional arrangement under the *Biodiversity Conservation Act 2016* or *Local Government Act 1993*, meaning pre-existing plans have no legal effect.

For this reason, requirements relating to recovery plans and threat abatement plans for local councils preparing plans of management under section 36B of the Local

PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Government Act 1993 are now redundant. Councils will be advised if future amendments are made to the Local Government Act 1993 to enable these mechanisms. Certain weeds are also declared noxious under this Act, which prescribes categories to which the weeds are assigned, and these control categories identify the course of action which needs to be carried out on the weeds. A weed may be declared noxious in part or all of the state.

Rural Fires Act 1997

This Act contains provisions for bushfire risk management and the establishment of a Bushfire Management Committee. It also includes direction on development in bushfire prone lands.

Other relevant legislation, policies, and plans

Biosecurity Act 2015

Disability Discrimination Act 1992

Local Land Services Act 2013

Pesticides Act 1999

Protection of the Environment Operations Act 1997

Retail Leases Act 1994.

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PLAN OF MANAGEMENT: GLEN ELGIN SPORTSGROUNDS

Document Control/Authorisation

Responsible Officer		Property Officer			
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1	02/03/2026	nn.nn/nn	Creation of Plan of Management for Glen Elgin Sportsgrounds	Property officer	Council

DRAFT



**AUSTRALIA DAY COMMITTEE
MINUTES OF Ordinary MEETING
HELD ON: 4/2/2026**

MEETING OPENED: 1900

PRESENT: Jan Lemon (Chairperson), Robert Arthur, Peter Haselwood, Kerrie Sturtridge, Jenny Thomas, Richard and Bev Edkins

APOLOGIES: Mahri Koch (Secretary)

Moved Jenny Thomas, seconded Kerrie Sturtridge that the apologies be accepted. CARRIED

DECLARATIONS OF CONFLICT OF INTEREST: NIL

MINUTES OF THE PREVIOUS MEETING:

Moved, seconded **Kerrie Sturtridge** that the minutes of the previous meeting, dated **January 2026** be accepted. CARRIED

Item No.	Item	Action
1	BUSINESS ARISING:	
		Rachel owed money for supplies for breakfast at Red Range
2	Treasurer Report	
	Jan has most of the PO Numbers. Request form sent to Paul. Waiting on Red Range to provide their information. Glen Innes News has Pos and have invoiced Council accordingly.	Jan is presently getting the financial report up to date.
3	General:	
	Feedback AD events 1 pullup banner broken and Stands also missing.	New pullups of Australian Flag needed.
3.1	Storage	
	Goods moved by Mahri to Back stage storage area at Town Hall with Council's permission and assistance. Jan still has banners and corflutes.	
3.2	Feedback on AD events	
	Crowd good at Red Range hall - 160 attendees. No parliamentary representative.	

Item No.	Item	Action
	<p>Facebook feedback - good photos. Photo of Danny Armstrong needed. Mahri has asked Paul Jopson who has advised he does not have one. Live Streaming worked well according to feedback from community.</p> <p>Microphone required at village Australia Day events so attendees can hear Ambassador. Suggested Committee buy something with grant money.</p> <p>Musician well received.</p> <p>Use of 2 BBQs at village breakfast strongly suggested to save time.</p> <p>Seats for nominees to be labelled at ceremony.</p> <p>Nominees need to be informed of dinner on AD night should they be a recipient: Citizen, Junior Citizen, Sportsman (senior and junior).</p> <p>Ambassador not received well by Glen Innes people: Robust discussion about the Ambassador's subject of her talk and her presentation style.</p>	<p>Kerrie Sturtridge to research what is available.</p>
4.	<p>AGM 4th March 2026 To be held at Glen Innes Services Club Boardroom at 7pm.</p>	
5.	<p>Committee assets list requires completion and then to be sent to Council.</p> <p>Mahri has started an assets list as per Jan and Debbie Duffel's wishes – was sent out to member 30 1 2026 by email. What else needs to be added to it?</p>	<p>All committee members to send to Mahri list of any Committee goods they have in hand BY 3RD MARCH please</p>
6	<p>Letters for Mahri to write</p> <p>Red Range Committee – DONE Lioness-Lions committee - DONE Debbie Duffell – Council - DONE</p>	

MEETING CLOSED: 8pm

NEXT MEETING: 7pm on 4th March 2026

.....
Chairperson

.....
Date



Glencoe Hall Committee
MINUTES OF ORDINARY MEETING
 HELD ON: 7th February 2025

MEETING OPENED: 2:05pm

PRESENT: Helen Gunther, Evelyn Scott, Rachel Welstead (Chairperson), Max Elphick (council delegate), Glenda Laughton, Isabel Wilks, Eric Wilks, , Rob Irwin, Jason Irwin, Chris Irwin, Selena McMullen, Robbie Walker, Andrew Irwin

APOLOGIES: Nancy Parry, Julie Wright

Moved Helen Gunther, seconded Rob Irwin that the apologies be accepted.

CARRIED

DECLARATIONS OF CONFLICT OF INTEREST: Nil

MINUTES OF THE PREVIOUS MEETING:

Moved Helen Gunther, seconded Evelyn Scott that the minutes of the previous meeting, dated 11th November 2025 be accepted.

CARRIED

Item No.	Item	Action
5	BUSINESS ARISING:	
5.1	<p>White Rock Grant All the paperwork has been completed, thank you Rachel. The money has been deposited into our bank account. Signage- Helen will laminate the printed sign and display the sign in the hall.</p>	Helen
5.2	<p>Extraordinary Meeting- Neighbourhood Safer Space An extraordinary meeting was held on the 9th December 2025 to vote to allow the hall to be used as an NSS. All members voted yes. And the required paperwork was signed and returned to Daniel Gibson, Coordinator – Community Protection Planning & Neighbourhood Safer Places. It also comes with responsibilities which are:</p> <ul style="list-style-type: none"> • Providing contact details of key holders (or codes for access) • Maintaining the grounds • Reporting on issues that might compromise the integrity of the building like broken windows or doors. <p>Responsibility for any injury or death of anyone who shelters at the site during a bushfire emergency lies with the Crown so, your public liability insurance premiums should not be affected.</p> <p>The hall has been approved by the RFS Deputy Commissioner (email received 21st January form Daniel Gibson) as a NSS (Neighbourhood Safer Space) to be used in the event of bushfire. The local fire control centre will contact us if the hall is required to be unlocked in a fire event.</p>	

Item No.	Item	Action
	A project officer for the RFS, George Vorrias, has the task of identifying, costing and installing fire safety improvements to the building and will be in touch to discuss. Does council receive money to cover mowing of Neighbourhood Safer Spaces/ Disaster Recovery Centres?	Max
5.3	The hall will be used as a recovery centre following bushfire/flood. This is part of council's Disaster Recovery Plan. Different service providers can come to the hall making them available to the local community. David Rankine (NSW Reconstruction Authority) came to inspect the hall and complete a stocktake on the 1 st December 2025. Internet will be installed at the hall(phone call from council, Col Woods).	
5.2	Garden shed ramp Eric and Isabel are mowing the lawns. Gubi Gabun Playgroup have sent dates which will be passed onto Isabel.	Helen
5.3		
6	TREASURER REPORT:	
	Balance \$6284.51 Treasurer Report attached. Moved Helen Gunther Seconded Chris Irwin Carried	
7	CORRESPONDENCE:	
	IN: Emails- from GISC <ul style="list-style-type: none"> • Documents for AGM attached Emails- Other <ul style="list-style-type: none"> • Daniel Gibson NSS • Gubi Gabun- playgroup dates for 2026 • David Rankine- Recovery Centre • Committee members- raffle, extraordinary meeting Phone <ul style="list-style-type: none"> • Committee members various • RFS representative- Safe Space consultation • Col Woods- GISC re. internet connection Text messages <ul style="list-style-type: none"> • Committee members- various • David Rankine- hall inspection OUT: Emails- to GISC <ul style="list-style-type: none"> • 11th November General Meeting minutes • 9th December Extraordinary Meeting minutes • Agendas 7th February meeting and AGM Emails- Other <ul style="list-style-type: none"> • Committee and council delegate- 11th November General Meeting minutes 	

Annexure B Item 9.2

Item No.	Item	Action
	<ul style="list-style-type: none"> • Daniel Gibson NSS • David Rankine- Recovery Centre • Committee and council delegate- Agenda for meeting and AGM 7th February • Committee- various communications raffle <p>Text message</p> <ul style="list-style-type: none"> • Committee members – various matters 	
8	GENERAL BUSINESS:	
8.1	<p>Microwave Electrical tagging completed in November. The microwave passed this year but will not next year. Motion." Buy a new microwave for under \$300." Moved Helen Gunther Seconded Rob Irwin. Carried Rob will go and purchase at the local electrical store. The power board did not pass and the end was cut off. We don't need another power board.</p>	Rob
	<p>Hall Hire Fee Current Fees- Full Day \$110(incl GST), \$55 Half Day, Yearly \$110, Community Events-Free. Council must be notified before the end of February to change the fees for 2026/2027. The fees will remain the same for 2026/2027.</p>	
8.2	<p>Fundraiser Raffle <u>Prizes- all donated</u> 1st: 55" smart TV- \$500, Big W 2nd: Voucher Woolworths \$300 3rd: 1/2 tonne of stringybark wood valued \$300(free delivery within 30km) 4th: Hamper approx.\$200 5th: Kitchen Appliances Russell Hobbs Sandwich Press 4 Slice \$30 George Foreman Slow Cooker 6L \$50</p> <p><u>Selling Tickets-</u> Selling Fridays at Woolworths, 5th Dec- mid March, 9am-1pm or just a few hours Glenda has approached Coles. Follow up. Volunteers required.</p> <p><u>Ticket Pricing</u> Tickets, Price \$2 or 3 for \$5</p> <p>Additional ticket sales- take poster and tickets to Post Office, sell at workplaces, sell to friends and family.</p>	Helen & Glenda - letter
8.4	<p>Autumn Fest. <u>Date-</u> Saturday 21 March 11am-3pm Community Get-Together-Raffle Draw 2pm, BBQ, Cakes, Books, other stalls (beanies from Anne, plants, jigsaws) BBQ- Letter to Woolworths asking for a donation. If no success, send a letter to council asking for donations. Helen- will bring oil, table clothes, signs BBQ Andrew Irwin RFS- send him a letter enquiring if we can borrow the RFS Gazebo. Letter to Andrew. Book table- Rob, others</p>	Helen & Glenda Helen- letter to Andrew

Item No.	Item	Action
	Lesley suggested music, she will ask Matt Scullion if he will sing. Julie – flyer Helpers meeting Saturday 7 th March, 3pm to organise Autumn Fest- decide costing/donation for BBQ, etc.	Lesley Julie
	<p>Sports Ground- Selena asked to speak. They are working towards forming a committee for the Glencoe Sports Ground. Community invited to join if interested. More information will be sent out to the community. The sports ground will be used to run Dog trials and sales, and any other events. They will also allow free camping. Selena thanked the hall committee for writing a 'Letter of Support' for their grant application.</p>	

MEETING CLOSED: 3:10pm

NEXT MEETING: Saturday 9th May 2026, 2pm, at the Glencoe Hall

Rachel Welstead

.....
 Chairman

18/2/2026

.....
 Date

Glen Innes Severn Library Committee

17 February 2026

Glen Innes Severn Learning Centre Conference Room – 9 am

Meeting opened at 9.05 am

Present: Kerry Muir, Cr. Anne Vosper, Jenny Sloman, Byron Sansom, Kerry Byrne
(Minutes)

Apology: Lindsay Woodland, Sarah Wilson, Cr. Margot Davis, Lindy Stevenson

Declaration of Interest: None.

Minutes of previous meeting – 9 December 2025.

Moved: Kerry Byrne

Seconded: Jenny Sloman

Business Arising: None.

Correspondence: None.

Senior Librarian TAFE NSW Library Services: None.

Manager, Library and Learning Centre Report – December 2025 – January 2026

December 2025

Santa's Christmas visit to the Library

Twenty-seven excited children visited the Library on Wednesday, 10 December, to meet Santa and receive a special book. It was wonderful to see even the youngest children running up to Santa with big smiles and very few tears on the day! Santa did a fantastic job bringing joy to the day.

Jane Austen's 250th Birthday Celebration

The Library celebrated a Jane Austen Day on Thursday, 11 December commencing at 9.30 am and going through until 4.30 pm. A morning tea and a luncheon was organised to celebrate Jane's 250th Birthday with a screening of 'Pride and Prejudice' with Colin Firth as Mr Darcy – the best version of Pride and Prejudice. Attendees wore period clothing for the occasion and enjoyed the birthday celebrations.

Library Christmas Closures

The Glen Innes Severn Libraries across the region closed for the Christmas holidays at

- Glen Innes Library: Wednesday, 24 December, commencing at 12 pm.
- Emmaville Library: Friday, 12 December, commencing at 10 am.
- Deepwater Library: Wednesday, 17 December, commencing at 10 am.

Members were invited to celebrate the festive season with a Christmas morning tea at Emmaville and Deepwater Libraries and to stock up on books, magazines and DVDs to enjoy over the holiday period.

Community Toy Donations

The Library team annually supports the Glen Innes Family and Youth Support Services (GIFYSS) Toy Drive for families in need. GIFYSS is a non-profit organisation that supports families by offering parenting programs, practical assistance and counselling support. They have well established connections with families and will distribute the new toys throughout Glen Innes Severn region before Christmas.

Red Cross Christmas Tree

The Library team participates in the community Red Cross Christmas Tree event at the Glen Innes Town Hall to celebrate Christmas, to promote public library services, and the importance of reading, knowledge building and community connections.

January 2026

Library Team Workshop

The Library Team Workshop in January brought our team together to learn about our individual communication skills and preferences to increase our team's productivity and well-being. This workshop was delivered by a Daly & Ritchie trainer.

Paul Wilson from 'Listen in Glen Innes' delivered a recording workshop so the library team could gain skills and learn about the production of recordings (editing, mixing, processing and mastering) for a future Seniors Week project in 2026.

The team worked on the annual activity program, risk assessed the Learning Centre and grounds, updated our knowledge of emergency evacuations procedures, raised our awareness on manual handling, fine-tuned our customer service delivery and performed a practical evacuation drill.

NEW – Summer Twilight Program

During January and February, two events featuring Jennifer 'Efa' McKenzie and Matt Dobbs have been organised to provide local stars an opportunity to inspire others to reach for the stars.

Both are associated with the Glen Innes High School, and while Jennifer is a student, Matt is a Science Teacher and both are high achievers. Jennifer's event on Thursday, 8 January was well attended by the community.

Annual Monthly Movie Program

Two monthly movie events have been organised for this year's annual program, one on Saturdays and the other on Thursday nights. These events are aimed at meeting the needs of different target groups in our community. The Saturday events will feature movie marathons which will run from 9 – 3 pm and should encourage seniors, adults and families to connect with their community. While the Thursday night movies will screen appropriate family movies for a night out with children. All events will be free and provide refreshments.

Our first 'After Dark' movie on Thursday, 22 January featured 'The Mask' and this will be followed by a Saturday Marathon Movie, Grease and Grease 2 on Saturday, 21 February.

School Holiday Program

The summer school holiday program was organised to cover a diverse interest area:

- Sustainable gardening experiences at the Oasis Community Gardens.
- Bootcamp with Bri Short from PhysiGro.
- A K-POP craft experience and activities.
- ‘Elio’ movie afternoons at Glen Innes and Emmaville Libraries.

Regional Youth Holiday Break Program - Summer

The Regional Youth Holiday Break Program was full of fun packed activities from canvas painting with Lloyd Hornsby, Garden to Plate (Pizza) at the Oasis Community Gardens, and Bootcamp with Bri Short. The youth activities were supported by a grant from NSW Government – Office for Youth, and in association with Glen Innes Severn Council.

GENERAL BUSINESS

1. Work Health & Safety

As mentioned in the Library Manager’s Report:

- The Annual Library Team Workshop in January included risk assessment of the Library and Learning Centre and included the external grounds before reopening the Learning Centre for 2026.
- Raised awareness on manual handling guidelines and procedures.
- Performed a practical evacuation drill, discussed and ran through our emergency evacuations procedures.

2. Proposed Amendments to the Library Act 1939

Legislations are passing through the NSW Parliament on proposed amendments to the Library Act 1939 which will strengthen the rights of people to knowledge without interference.

3. Free Pixii Period Products will be available at the Library commencing in March.

4. Library Annual Program February – March 2025

• Community Movies

- **‘Movie Marathon’** on Saturday, 21 February, 9am – 3pm screening **‘Grease’** and **‘Grease 2’**.
- **‘After Dark’** movie night on Thursday, 26 February at 6.30 pm featuring a family fantasy movie **‘The Dark Crystal: Age of Resistance’**.

- **Community Events**

- **Pam Hata (Solo Acoustic Artist)** and Paul Wilson (Listening in Glen Innes), present a workshop on 'How to Write, Produce and Publish Music' - Saturday, 28 February – 2pm – 3.30pm.
- Library Services collaborating with Economic Development and Tourism to jointly coordinate events for **Senior's Festival, 2 – 15 March 2026** – Grant Funded. Program attached.
- Delivering Council's **International Women's Day, Friday, 6 March** at the Glen Innes Chapel Theatre.

5. Welcome to our new Committee member

Members of the Committee welcomed Byron Sansom to the Committee as their new Youth Representative and confirmed that the Committee wanted feedback from young people in our community on what this Committee and the Library can do to meet their needs and to give them a voice in our community.

Byron had received some feedback from young people that a youth focused drama group would be well received. Jenny Sloman who is connected to the Glen Innes Chapel Theatre said this information will be given to the Chapel Theatre Committee and associated members.

Item to be actioned:

Action taken by:

Nil

Next meeting: Tuesday, 14 April 2026

9.00 am

William Gardner Conference Room

Glen Innes Severn Learning Centre