

BUSINESS PAPER

Ordinary Council Meeting

To be held on

Thursday, 23 April 2026



Statement of Ethical Obligations

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

Conflicts of Interest

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

Recording of Council Meetings

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

Council meetings should be:

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



Notice is herewith given of an

ORDINARY MEETING

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

Thursday, 23 April 2026 at 9:00 AM

ORDER OF BUSINESS

1	ACKNOWLEDGEMENT OF COUNTRY.....	3
2	OPENING WITH PRAYER.....	3
3	APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS	3
4	MINUTES OF PREVIOUS ORDINARY MEETING - 25 MARCH 2026 TO BE CONFIRMED.....	3
5	DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON- PECUNIARY INTERESTS	3
6	MAYORAL MINUTE(S).....	3
7	REPORTS TO COUNCIL.....	4
7.1	RESOLUTION TRACKING REPORT	4
7.2	SCHOOL OF ARTS AND MUSIC ADVISORY COMMITTEE - TERMS OF REFERENCE	7
7.3	ABORIGINAL CONSULTATIVE COMMITTEE - ELECTION OF COMMITTEE	11
7.4	EMMAVILLE MINING MUSEUM COMMITTEE - ELECTION OF COMMITTEE	16
7.5	EMMAVILLE WAR MEMORIAL HALL COMMITTEE - ELECTION OF COMMITTEE	20

7.6	CUSTOMER SERVICE IMPROVEMENT PLAN – STAGE ONE PROGRESS REPORT.....	24
7.7	INVESTMENTS REPORT - MARCH 2026.....	29
7.8	DRAFT GLEN INNES HIGHLANDS PRECINCTS ACTIVATION FRAMEWORK & STRATEGY	35
7.9	DEVELOPMENT ASSESSMENT REPORT - DA-11-26 - SUBDIVISION (7 LOTS INTO 4 LOTS) - 217 GREY STREET AND 177-179 BOURKE STREET, GLEN INNES	41
8	NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE	49
8.1	NOTICE OF MOTION - BEARDY WATERS WEIR - SEDIMENT MANAGEMENT AND WATER SECURITY ASSESSMENT	49
8.2	NOTICE OF MOTION - DECLARATION OF LIFE CHOICES SUPPORT SERVICES AS A BUSINESS ACTIVITY AND FULL FINANCIAL TRANSPARENCY	54
9	CORRESPONDENCE, MINUTES, PRESS RELEASES	61
9.1	MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION.....	61
9.2	CORRESPONDENCE AND PRESS RELEASES	62
10	REPORTS FROM DELEGATES.....	63
10.1	REPORTS FROM DELEGATES.....	63
11	MATTERS OF AN URGENT NATURE	66
12	CONFIDENTIAL MATTERS	67
12.1	NIRW TENDER P00826 - GREEN WASTE PROCESSING	68

Bernard Smith
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 25 MARCH 2026 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

7 REPORTS TO COUNCIL

REPORT TITLE: 7.1 RESOLUTION TRACKING REPORT

REPORT FROM: General Manager’s Office

PURPOSE

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

RECOMMENDATION

THAT Council:

1. *Notes the information contained in this report.*
2. *Notes the response contained with the report in relation to Resolution 4.02/26 and the allocation of tasks to multiple officers.*

REPORT

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the March 2026 Council Meeting	29
New actions assigned following March 2026 Council Meeting	16
Actions completed since the previous report	-15
Outstanding Actions as of Friday, 17 April 2026	30

Annexure A provides the most recent comments, from the responsible officers, as of Friday, 17 April 2026.

Annexure B outlines the 10 Council Resolution actions that have been completed since the report presented to Council in March 2026.

Council at the February 2026 meeting resolved, *inter alia*,

4.02/26 RESOLUTION

THAT Council:

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

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

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

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

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Nil.

Risk

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

- Annexure A Actions Outstanding as at 17.4.26
- Annexure B Actions Finalised between 20.3.26 and 17.4.26

REPORT TITLE: 7.2 SCHOOL OF ARTS AND MUSIC ADVISORY COMMITTEE - TERMS OF REFERENCE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to seek Council endorsement of the School of Arts and Music Advisory Committee Terms of Reference (April 2026) (**Annexure A**) to support the operation and evaluation of the Pilot School of Arts and Music.

RECOMMENDATION

THAT Council:

- 1. Adopts the School of Arts and Music Advisory Committee Terms of Reference (April 2026).**
- 2. Appoints Councillor and Councillor as Council delegates to the Committee until September 2027.**

REPORT

At the February 2026 Ordinary Council Meeting, Council resolved the following:

7.02/26 RESOLUTION

THAT Council:

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

6. Extends its thanks to stakeholders who have participated in and contributed to the engagement process.
7. Requests that within six months of commencement of operations, a further report be provided to Council outlining:
 - 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.

Regarding Point 5, Council received a single submission which spoke to fee comparisons with other local facilities including the Community Centre and Highlands Hub and offered an opinion that the fee of \$10 per hour appeared to be very reasonable. Some concern was expressed that the income generated may not cover operational expenses. Council is endeavouring to find a balance between providing the community (participants) with a cost-effective approach to delivering the variety of services and activities. A review of the financial position of the facility will be undertaken at the 6-month point (in accordance with Point 7) and report back to Council for consideration.

Regarding Point 2, incorporated in the adopted operating model is the proposed establishment of an Advisory Committee to support the pilot and embrace the notion of genuine collaboration between Council and the community. The School of Arts and Music Advisory Committee is intended to provide a constructive and collaborative forum for community members to offer advice, ideas and feedback to Council on matters relevant to the goals, operation and evaluation of the pilot. Accordingly, Council officers have prepared Terms of Reference for the School of Arts and Music Advisory Committee.

The proposed Terms of Reference clearly establish the Committee as wholly advisory, with no delegated authority, decision-making or operational functions. Council retains responsibility for all governance, financial and management decisions.

Importantly, the Terms of Reference explicitly recognises that the School of Arts and Music operates as a pilot initiative with a defined timeframe, and that the Committee's role is to support Council in assessing lessons learned, opportunities and challenges identified during the pilot period.

The Terms of Reference have been developed to align with:

- the *Community Committees of Council Manual*,
- relevant provisions of the *Local Government Act 1993*, and
- Council's public-facing statements regarding the purpose and intent of the pilot.

Council appointment of Councillor members and General Manager appointment of community members are clearly articulated, ensuring appropriate governance oversight and administrative flexibility during the pilot.

The Terms of Reference provide for the appointment of up to two Councillors to the Committee, requiring Council to determine the nominated Councillor representatives.

KEY CONSIDERATIONS

Financial/Asset Management

The Advisory Committee will not have authority to commit expenditure, manage assets or allocate resources. Any financial or asset-related implications arising from the pilot will continue to be managed through Council's adopted budget and decision-making processes.

Policy

Adoption of the Terms of Reference is consistent with Council's Community Committees of Council Manual and supports Council's approach to structured community input through advisory committees. No changes to existing Council policy are required.

Risk

The Terms of Reference mitigate governance risk by:

- clearly defining the Committee's advisory role,
- preventing operational or decision-making drift, and
- explicitly linking the Committee's existence to the pilot period.

Clear governance boundaries assist in managing stakeholder expectations and support Council's ability to conclude or vary the pilot as required.

Community Consultation

The Advisory Committee provides a structured mechanism for community input during the pilot. No additional public consultation is required to adopt the Terms of Reference.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

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

CONCLUSION

Adopting the School of Arts and Music Advisory Committee Terms of Reference provides a clear, structured and governance-sound mechanism for community advice during the Pilot School of Arts and Music. The proposed arrangements support constructive engagement, protect Council’s decision-making authority, and assist Council to evaluate the pilot and determine future directions.

ATTACHMENTS

Annexure A School of Arts and Music Advisory Committee Terms of Reference

REPORT TITLE: 7.3 ABORIGINAL CONSULTATIVE COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Aboriginal Consultative Committee held on Monday, 23 February 2026, in accordance with Council’s Community Committees of Council Manual, and the *Local Government Act 1993*.

RECOMMENDATION

THAT Council:

- 1. Endorses the following community representatives as members of the Aboriginal Consultative Committee, as elected at the AGM:***
 - *Tracey Dennis,*
 - *Waabii Chapman Burgess,*
 - *Richard Fields,*
 - *Meagan Cutmore,*
 - *Jacqueline Byrne, and*
 - *Katie Spry.*
- 2. Endorses the Mayor (Councillor Margot Davis) as the Committee Chairperson of the Aboriginal Consultative Committee, and***
- 3. Endorses the Deputy Mayor (Councillor Carol Sparks) as the Deputy Committee Chairperson of the Aboriginal Consultative Committee.***

REPORT

The Aboriginal Consultative Committee is predominantly an advisory committee established by Council but also has an advocacy function as defined in the Objectives of the Committee’s Terms of Reference. The Committee provides a forum to facilitate the development of a confident, inclusive and well-informed Aboriginal community.

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

- the Aboriginal Consultative Committee Terms of Reference,
- the Community Committees of Council Manual, and
- Council’s adopted policies and codes of conduct.

AGM process and membership

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

At the AGM held on Monday, 23 February 2026, 6 nominations were received from community members for appointment to the Committee (**Annexure A – AGM Minutes**).

In line with the Committee's Terms of Reference, Aboriginal Community Representatives shall come from a maximum of:

- Two executive members of the Glen Innes Local Aboriginal Lands Council,
- One member from Cooramah Aboriginal Corporation,
- One member from Boorabee Aboriginal Corporation,
- One Armajun Health Service representatives,
- One Elder Representative,
- Four other Aboriginal Community representatives, and
- Two Aboriginal Youth Representatives: A male and a female under the age of 25.

Invitations to attend Committee meetings will be extended to the following agencies; however, the representatives from these agencies will not act as formal delegate/member of the Committee:

- Hunter New England Health,
- Healthwise,
- Pathfinders,
- Aboriginal Educational Consultative Group,
- Family and Community Services,
- Glen Innes Police, and
- Glen Innes Family Youth Support Services.

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

Council, staff and non-voting participants

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

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

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

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

In addition to Council Representatives (Cr Margot Davis and Cr Carol Sparks) appointed in accordance with Council's resolution 5.09/25, dated Thursday, 25 September 2025, the Minutes of the Aboriginal Consultative Committee AGM (**Annexure A**) include the following recommendations, for Committee membership and Officer Bearers, for consideration by Council:

Name	Role	Voting (Y/N)
Mayor Margot Davis	Chairperson	Y
Deputy Mayor Carol Sparks	Deputy Chairperson	Y
Tracey Dennis	Community Representative - Glen Innes Local Aboriginal Lands Council	Y
Waabii Chapman Burgess	Community Representative - Cooramah Aboriginal Corporation	Y
Richard Fields	Aboriginal Community representative	Y
Meagan Cutmore	Community Representative - Glen Innes Local Aboriginal Lands Council	Y
Jacqueline Byrne	Boorabee Aboriginal Corporation and Aboriginal Elder Representative	Y
Katie Spry	Aboriginal Community representative	Y
Lindsay Woodland	Staff - Director of Corporate and Community Services - Management Representative	N
Ellie Brackenborough	Staff - Manager of Community Services - Management Representative	N
Gregory Ford	Minute Secretary – Council Officer	N

KEY CONSIDERATIONS

Financial/Asset Management

The Aboriginal Consultative Committee is predominantly an advisory committee of Council and has no financial or asset management delegations, although it has an advocacy function as defined in the Objectives of the Terms of Reference. All financial

decisions, budget adoption and expenditure authority rest with Council and authorised Council officers.

Policy

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

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

The manual includes this provision:

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

Risk

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

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

These risks are mitigated through:

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

Community Consultation

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

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Aboriginal Consultative Committee conducted its AGM on 23 February 2026 in accordance with Council's Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and continue to provide informed, ethical and transparent advice to Council.

ATTACHMENTS

Annexure A Glen Innes Aboriginal Consultative Committee AGM - Minutes - 23 February 2026

REPORT TITLE: 7.4 EMMAVILLE MINING MUSEUM COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Emmaville Mining Museum Committee held on Thursday, 26 February 2026.

RECOMMENDATION

THAT Council:

1. Endorses the following community representatives as members of the Emmaville Mining Museum Committee for the ensuing term, as elected at the AGM:

- *Dell Brown,*
- *Evan Brown,*
- *Jackie Coppolaro,*
- *Cody Fitzgerald,*
- *David Freeburn,*
- *Heather Green,*
- *Mark Green,*
- *Harry Moroney, and*
- *Alan Smith.*

2. Endorses the election of the following office bearers of the Emmaville Mining Museum Committee, as resolved at the AGM:

- *President – Evan Brown,*
- *Secretary – Harry Moroney,*
- *Treasurer – Heather Green,*
- *Publicity Officer – Jackie Coppolaro.*

REPORT

Committee status and legislative framework

The Emmaville Mining Museum Committee is a community committee established under section 355 of the *Local Government Act 1993* (LGA) in connection with Council's management of the Emmaville Mining Museum.

The Committee exercises delegated authority as determined by Council, including responsibility for the day-to-day management and operation of the Emmaville Mining Museum, within the scope of delegations approved by Council.

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

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

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

AGM process and membership

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

At the AGM held on Thursday, 26 February 2026, nine nominations were received from community members for appointment to the Committee (refer **Annexure A – AGM Minutes**).

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

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, the Council representative on the Emmaville Mining Museum Committee is Cr Tim Alt.

Additionally, Council’s Coordinator Economic Development and Tourism attends these meetings as a non-voting member.

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

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

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

Name	Role	Voting (Y/N)
Dell Brown	Community Member	Y
Evan Brown	President, Community Member	Y
Jackie Coppolaro	Publicity Officer, Community Member	Y
Cody Fitzgerald	Community Member	Y
David Freeburn	Community Member	Y
Heather Green	Treasurer, Community Member	Y
Mark Green	Community Member	Y
Harry Moroney	Secretary, Community Member	Y
Alan Smith	Community Member	Y

KEY CONSIDERATIONS

Financial/Asset Management

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

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

Policy

The Committee operates in accordance with:

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

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

Risk

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

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

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

These risks are mitigated through:

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

Community Consultation

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

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Emmaville Mining Museum Committee conducted its AGM on 26 February 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and to continue exercising its delegated responsibilities for the management of the Emmaville Mining Museum in a lawful, transparent and accountable manner.

ATTACHMENTS

Annexure A AGM Minutes - Emmaville Mining Museum Committee - 26.2.26

REPORT TITLE: 7.5 EMMAVILLE WAR MEMORIAL HALL COMMITTEE - ELECTION OF COMMITTEE

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is for Council to consider and endorse the outcomes of the **Annual General Meeting (AGM)** of the Emmaville War Memorial Hall Committee held on Thursday, 26 March 2026.

RECOMMENDATION

THAT Council:

- 1. Endorses the following community representatives as members of the Emmaville War Memorial Hall Committee for the ensuing term, as elected at the AGM:***
 - Rob Banham,***
 - Leah Johnson,***
 - Daphne Say,***
 - Chey Stone, and***
 - Dot Wooder.***

- 2. Endorses the election of the following office bearers of the Glencoe Hall Committee, as resolved at the AGM:***
 - President and Treasurer – Rob Banham, and***
 - Secretary – Chey Stone.***

REPORT

Committee status and legislative framework

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

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

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

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

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

AGM process and membership

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

At the AGM held on Thursday, 26 March 2026, five nominations were received from community members for appointment to the Committee (refer **Annexure A – AGM Minutes**).

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

Council, staff and non-voting participants

In accordance with Council resolution 5.09/25, the Council representative on the Emmaville War Memorial Hall Committee is Cr Tim Alt.

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

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

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

Name	Role	Voting (Y/N)
Rob Banham	President, Treasurer and Booking Officer - Community Member	Y
Chey Stone	Secretary – Community Member	Y
Leah Johnson	Community Member	Y
Daphne Say	Community Member	Y
Dot Wooder	Community Member	Y

KEY CONSIDERATIONS

Financial/Asset Management

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

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

Policy

The Committee operates in accordance with:

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

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

Risk

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

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

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

These risks are mitigated through:

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

Community Consultation

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

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Emmaville War Memorial Hall Committee conducted its AGM on 26 March 2026 in accordance with Council’s Community Committees of Council Manual and relevant legislative requirements. Community representatives were duly nominated and office bearers elected. Council endorsement of these outcomes will allow the Committee to be properly constituted for the ensuing term and to continue exercising its delegated responsibilities for the management of the Emmaville War Memorial Hall in a lawful, transparent and accountable manner.

ATTACHMENTS

Annexure A Minutes - Emmaville War Memorial Hall Committee AGM - 26.3.26

REPORT TITLE: 7.6 CUSTOMER SERVICE IMPROVEMENT PLAN – STAGE ONE PROGRESS REPORT

REPORT FROM: Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with a progress update on the implementation of the Customer Service Improvement Plan – Stage One (Immediate Actions), in accordance with Council Resolution 19.11/25 dated 27 November 2025.

RECOMMENDATION

That Council Notes the progress made in implementing the Customer Service Improvement Plan – Stage One (Immediate Actions).

REPORT

Background

At its Ordinary Council Meeting of 27 November 2025, Council resolved to:

19.11/25 RESOLUTION

THAT Council:

1. *Notes that the Customer Service - Service Review will be undertaken in 2025/2026 in accordance with Operational Plan Action O1.3.3.9.*
2. *Requests the General Manager to prepare a Customer Service Improvement Plan – Stage 1 (Immediate Actions) to be implemented during 2025 and 2026 financial year, addressing:*
 - *Response timeframes and escalation pathways,*
 - *Clear standards for communication and follow-up,*
 - *Staff training in customer-centred service delivery,*
 - *Improved coordination between departments for customer requests, and*
 - *Mechanisms for monitoring and reporting on customer satisfaction.*
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.*
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.*

5. *Receives a progress report at the April 2026 Council Meeting outlining:*
 - *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).*
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.*

This report provides the required update.

Stage One Implementation – Actions Completed or in Progress

Since November 2025, a range of initiatives aligned to Stage One have been implemented or are in progress.

1.1 Customer Service Capacity and Front-Line Experience

- A customer experience feedback kiosk is in the final stages of procurement and implementation at the Grey Street (Town Hall) customer service counter. Once implemented, the kiosk will capture real-time, point-of-service feedback from walk-in customers, which will provide actionable insights into customer satisfaction.
- Additional support staff have been engaged to strengthen the capacity at Council's main customer service desk with a second (back-up) customer service officer employed on a part-time basis for this purpose.
- Work is progressing to embed clearer expectations for communication, follow-up and escalation, aligned to Council's published service standards.

1.2 Strategy, Standards and Transparency

- A Customer Experience Strategy (2026–2029) has been drafted and is in the final stages of internal review and development. The Strategy, which will be presented to Council for adoption, will provide a structured framework covering service standards, staff capability, system improvements, and data management.
- A two-page Customer Service Charter has been drafted for public display and distribution. It will also be presented to Council for adoption in the near future and will set out Council's service commitments and response standards.
- GISC is progressing with the development and implementation of a strategic intervention and training program for staff to be rolled out in the coming months. The "Every Action, Every Person" program addresses the importance of living Council's brand in every interaction with customers. The opportunity for the program is to grow awareness and drive a positive shift in behaviour across all public facing roles. When staff members understand that they represent Council in every interaction with customers, then growing trust with the community becomes everyone's responsibility.

1.3 Systems, Data and Technology Enablement

- Implementation of RecordPoint, a SharePoint-based “manage in place” records management system, is well advanced. RecordPoint will replace the current ECM records management system, with an expected go-live prior to 30 June 2026.
- Significant progress has been made toward implementation of the Civica Altitude **Customer Relationship Management (CRM)** module, with go-live scheduled for first quarter 2026/2027. The CRM will replace ECM task functionality and support improved coordination of customer requests, service standards, follow-up and reporting.
- Council has applied to the *Local Government Procurement Innovation Development Fund* for grant funding to support the implementation of Microsoft Dynamics 365 Contact Centre. The proposed solution would integrate with the forthcoming Civica CRM as well as Microsoft Teams to provide intelligent voice and web-based chat services for customers. Subject to funding approval, implementation is targeted for FY 2026/2027.
- Progress is being made toward web-based and mobile-based productivity tools for field staff, supporting improved communication, coordination and monitoring of customer work requests.

Key Findings Emerging from Stage One

Early findings from Stage One implementation indicate that:

- Increased front-line capacity and real-time feedback mechanisms improve visibility of customer experience issues,
- Clear service standards, supported by systems and data, are critical to service consistency and customer confidence,
- High-volume service areas benefit from improved coordination and end-to-end accountability, and
- Reliable customer experience reporting depends on improved data quality and modern systems.

These findings will inform the Customer Service Review.

Alignment with Service Review and Long-Term Framework

Stage One actions have been designed to align with the draft Customer Experience Strategy and the forthcoming service review, ensuring that immediate improvements:

- Establish performance baselines,
- Generate evidence and insights, and
- Inform Stage Two system integration and continuous improvement.

Office Co-Location and “One GISC” Model

Customer service considerations are being incorporated into office co-location planning, including:

- Integrated systems supporting shared visibility of customer requests,
- Shared reception and service points, and
- Cross-functional workflows supporting a “One GISC” service delivery model.

Next Steps

The next phase of work will focus on:

- Finalising and presenting the Customer Experience Strategy and Customer Service Charter to Council,
- Completing RecordPoint implementation,
- Preparing for Civica CRM go-live,
- Establishing baseline customer experience measures and reporting,
- Implementing the “Every Action, Every Person” Training Program for staff, and
- Progressing Stage Two initiatives focused on system integration and continuous improvement.

KEY CONSIDERATIONS

Financial/Asset Management

Operational resources have been allocated within existing budgets to support Stage One implementation. Future budget requirements will be considered through the annual budget process and informed by Stage One outcomes.

Policy

Nil.

Risk

Inability to continue staged improvement may impact customer satisfaction, service consistency and organisational reputation. The staged approach to improving customer service mitigates this risk by embedding system supported, evidence-based improvements.

Community Consultation

Council’s current service database, based on Microsoft Lists, has been consulted to determine basic statistics such as customer service type, which in turn are being used to inform current actions and strategies. This capability will be greatly enhanced with the implementation of the Civica Altitude CRM.

Council also implementing a customer experience feedback kiosk at the main customer service desk, to provide point-of-service feedback directly from customers.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

The Council resolution of 27 November 2025 has resulted in measurable progress in customer service capability, systems and insight. Stage One actions are delivering early benefits and establishing a strong foundation for the customer service review and Stage Two improvements.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.7 INVESTMENTS REPORT - MARCH 2026

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

Council had **\$16.2M** invested in term deposits at the end of the reporting month.

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

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

SUMMARY OF INVESTMENTS

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A3/BBB+	21/04/2026	3.90%	BOQ*	No	1,000,000	29,170
A2/A-	29/04/2026	4.20%	Rabobank	Yes	1,000,000	31,414
A1+/AA-	18/05/2026	4.45%	Westpac	Yes	1,700,000	18,446
A2/A-	22/05/2026	4.23%	ING	Yes	1,000,000	42,300
A3/BBB+	22/05/2026	4.05%	BOQ*	No	1,000,000	40,389
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB+	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	07/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A1+/AA-	21/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A1+/AA-	05/09/2026	4.10%	NAB	Yes	1,000,000	41,000
A1+/AA-	29/10/2026	4.15%	NAB	Yes	1,000,000	41,500
A1+/AA-	14/12/2026	4.57%	Westpac **	Yes	1,000,000	45,950
Expected Return FY25		4.17%	Total Investments		16,200,000	598,197
Avg. Headline Rate Return		4.16%	Cash on Hand		4,170,524	
			Total Cash and Investments		20,370,524	

** green deposit/**no fossil

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

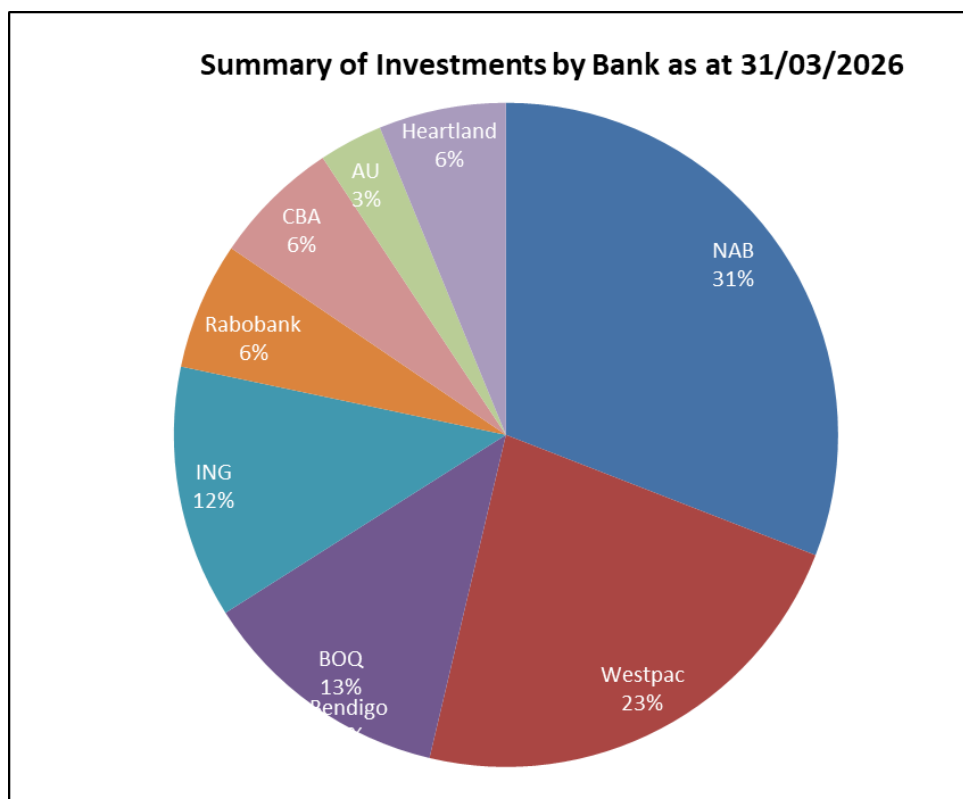
Investment Interest	
Interest received for year to 31 Mar	\$709,696.00

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

Investment Movements	
Opening Balance as at 1 Mar 2026	18,200,000
Less :	
Maturities (2)	2,000,000
Subtotal	16,200,000
Plus :	
Rollovers (0)	-
New Investments (0)	-
Current Balance as at 31 Mar 2026	16,200,000

During the reporting month, term deposit of \$1 million each held with Rabo bank and NAB matured. No new investment was made.

The graph below shows the summary of investments by bank:



Unrestricted Cash Position

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

The table below is reporting restricted funds balances as of 31 March 2026.

Externally restricted cash, cash equivalents and investments as at 31 Mar 2026		
	\$'000	
Included in Grant related contract liabilities	2,672	as at 31 Mar 2026
Developer contributions - Rangers Valley Feedlot S7.11	1,323	as at 30 Jun 2025
Water Fund	2,844	as at 31 Mar 2026
Sewer Fund	2,680	as at 31 Mar 2026
Waste management	4,658	as at 30 Jun 2025
Drainage	1,186	as at 30 Jun 2025
Council Committees	406	as at 30 Jun 2025
Specific purpose unexpended grants (general funds)	2,903	as at 31 Mar 2026
Total external restrictions	18,673	
Total Cash & investments as at 31 Mar 2026	20,851	
Unrestricted cash position (i.e. available after the above restrictions)	2,179	

The Contract Assets balance as at 31 Mar 2026

5,154

The unrestricted cash position reported as of 31 March 2026 is positive \$2.179M.

This reflects a decrease of \$2.060M from the prior month balance of \$4.239M, primarily due to:

- An approximately \$1M increase in externally restricted funds classified within liabilities.
- General Fund operating cash movements, including significant roads projects payments and payroll payments during the month.

Additionally, \$1.6M in LRCI grant funding was received, reducing council contract assets.

Certification

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

KEY CONSIDERATIONS

Financial/Asset Management

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

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

Investment Balances	This Year	Last Year
Opening Balance 1 Mar	18,200,000	15,700,000
Closing Balance 31 Mar	16,200,000	14,700,000

Credit Quality Portfolio Compliance

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

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	16,200,000
Yes	AA	61.7%	10,000,000	100%	6,200,000
Yes	A	16.7%	2,700,000	45%	4,590,000
Yes	BBB	21.6%	3,500,000	30%	1,360,000
Yes	Government	0.0%	-	100%	16,200,000
		100.0%	16,200,000		

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

Risk

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

RISK ASSESSMENT OF INVESTMENT PORTFOLIO

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	16,200,000	100%
Total			16,200,000	100%

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

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

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

**REPORT TITLE: 7.8 DRAFT GLEN INNES HIGHLANDS PRECINCTS
ACTIVATION FRAMEWORK & STRATEGY**

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to present to Council the Draft Glen Innes Highlands Precincts Activation Framework and Strategy 2026 - 2029 (**Annexure A**) and to seek endorsement to put the draft document on public exhibition for 28 days commencing Tuesday 28 April 2026.

Following exhibition, a further report will be presented to the June 2025 Council meeting for adoption of the document, incorporating any changes arising from the consultation period and completion of graphic design and final formatting.

RECOMMENDATION

THAT Council:

- 1. Endorses the Draft Glen Innes Highlands Precincts Activation Framework and Strategy 2026 - 2029 for public exhibition for a period of 28 days commencing Tuesday 28 April 2026.***
- 2. Receives a further report at its June 2026 meeting to adopt the final version of the Glen Innes Highlands Precincts Activation Framework and Strategy 2026-2030 incorporating any changes from public submissions and the final graphic design for formal adoption and publication.***
- 3. Notes that consultation for Deepwater will commence late May 2026 in-line with the Framework.***

REPORT

Background

The Draft Glen Innes Highlands Precincts Activation Framework and Strategy 2026–2029 (the Framework) has been prepared in response to Council’s adopted strategic planning framework, including the Delivery Program 2025–2029 and Operational Plan 2025–2026. These documents include specific actions requiring Council to develop a coordinated approach to place activation across the local government area, including a precincts and activation framework and strategy.

This Framework is the direct response to those commitments and provides the strategic structure required to move from high level intent to place based planning and delivery. **Importantly, it does not attempt to finalise detailed designs or lock in site specific projects.** Rather, it establishes the overall structure Council will use to assess places with

the community, develop individual masterplans, prioritise projects and stage delivery over time. In that sense, it is the strategic precursor to master planning, not the master planning itself.

Precinct Structure

The Framework identifies eight precincts across the Glen Innes Highlands. These are:

- **Glen Innes Township Precinct – containing 7 activation areas:**
 - The Town Centre
 - The Civic, Heritage Parks and Community Facilities
 - The Railway Station and Rail Trail Gateway
 - The Centennial Parklands Destination, incorporating the Australian Standing Stones and Glen Innes Highlands Skywalk
 - The Glen Innes Powerhouse
 - The Sporting and Recreation
 - The Glen Innes Showground and Equestrian
- **Emmaville Village Precinct**
- **Deepwater Village Precinct**
- **Glencoe Village Precinct**
- **Red Range Village Precinct**
- **Stonehenge Recreation Reserve Precincts**
- **Beardy Waters Precinct**
- **Wyaliba / Mann River Reserve Precinct**

Deliberate Approach to Consultation

A key feature of the Framework is that it has been prepared before full community consultation and before detailed masterplans have been prepared. This is deliberate. The document recognises that detailed place understanding cannot be developed properly without local knowledge and that future masterplans must be shaped with communities, not simply presented to them after the fact.

This is why the Framework should be understood as a strategic platform rather than a finished design response. It establishes the process, tools and sequence for engagement first. Consultation will then progressively test and improve the baseline evidence and inform the preparation of future precinct masterplans. This approach is more transparent, more credible and more likely to result in place outcomes that genuinely reflect local priorities.

The draft document proposes a staged consultation and master planning sequence, commencing with Deepwater and Emmaville, followed by Glencoe and Red Range, then a mix of Glen Innes activation areas and landscape destinations. This staged approach reflects both strategic sequencing and operational practicality.

How the Framework Works

The Framework is structured as a step-by-step methodology that moves from strategic context through to implementation and ongoing monitoring. Each chapter has a defined role and builds on the one before it, ensuring a clear and consistent pathway from high level strategy to community informed master planning and delivery.

Chapter 1 – Introduction

The Framework begins by establishing its purpose, scope and strategic alignment. It explains why place activation matters in the Glen Innes Highlands context and sets the direction for the document. This chapter frames the intent of the Framework and underpins everything that follows.

Chapter 2 – What is Place Activation?

This chapter defines place activation in a local context and introduces the activation spectrum (tactical, programmatic and structural), along with the core pillars and principles that guide the Framework. These concepts are used throughout the document to ensure consistency. In particular, the activation spectrum is later applied to categorise projects within masterplans, while the pillars directly inform the priorities established in Chapter 6.

Chapter 3 – Place Activation Context

This chapter provides the broader demographic, economic, environmental and policy context shaping activation across the local government area. It ensures that all future planning is grounded in evidence and aligned with Council’s strategic direction. This context directly informs the precinct assessments that follow.

Chapter 4 – Precinct Assessments

Chapter 4 presents detailed assessments of each of the eight precincts, including their role, character, strengths, constraints and opportunities. This forms the baseline evidence for the Framework. Importantly, this evidence is not treated as final – it is taken forward into consultation to be validated, corrected and expanded by the community.

Chapter 5 – Community Consultation Framework

This is a critical chapter of the Framework. It sets out how consultation and place based audits will be undertaken, including the tools, methodology and approach to engagement. Community input is used to test and refine the Chapter 4 baseline before any decisions are made. This ensures that future masterplans are informed by local knowledge and lived experience, not just technical analysis.

Chapter 6 – Place Activation Framework

Chapter 6 is the decision making core of the Framework. It establishes a guiding principle, four goals and eight activation priorities. All ideas and opportunities identified through consultation are tested against this framework. Only those that align with the goals and priorities are progressed into masterplans. This ensures that outcomes are strategic, coordinated and aligned with Council’s broader objectives, rather than a collection of unfiltered ideas.

Chapter 7 – Delivery and Governance

This chapter explains how the Framework will be implemented. It outlines the rolling masterplan program, resourcing approach, coordination model and delivery structure. Projects that have passed the Chapter 6 assessment are developed into precinct masterplans, categorised using the activation spectrum, costed, staged and prepared to a grant ready standard. This chapter also defines sequencing, responsibilities and delivery pathways.

Chapter 8 – Monitoring and Review

The final chapter establishes how progress will be tracked and evaluated over time. It includes the monitoring framework, reporting approach and review cycles. Performance is measured against the goals and priorities established in Chapter 6, using the Chapter 4 baseline as the starting point. This ensures that Council can assess whether activation is delivering measurable improvements across precincts.

Appendices

The appendices provide the practical tools that support the Framework, including consultation templates, assessment criteria, asset schedules and reference material. These ensure consistency in how the Framework is applied across all eight precincts.

Summary

In summary, the Framework operates as a complete planning and delivery cycle: it establishes the context, defines the approach, assesses each place, validates that understanding with the community, applies a strategic filter to ideas, translates those into masterplans, delivers projects, and then measures whether those actions have improved each place over time.

KEY CONSIDERATIONS

Financial/Asset Management

The Framework itself does not commit Council to specific capital expenditure. Rather, it provides the strategic basis for future investment decisions, grant applications, staging and prioritisation. Any capital works, masterplan implementation projects or major precinct improvements arising from the Framework will be subject to separate Council consideration through future budgets, grant processes and project specific reports.

Policy

The Framework has been prepared to align with Council's Integrated Planning and Reporting framework, including the Community Strategic Plan 2025–2035, Delivery Program 2025–2029 and Operational Plan 2025–2026. It also aligns with Council's broader place, visitor economy, public art, sporting facilities and heritage related strategic work, ensuring that precinct planning is not undertaken in isolation but as part of an integrated strategic program.

Risk

Without a coordinated framework, there is a risk that planning and investment across towns, villages and destination areas will occur inconsistently, opportunistically or without a clear strategic basis. The Framework mitigates this risk by providing a structured methodology for place assessment, consultation, prioritisation, master planning and delivery. It also reduces the risk of premature or poorly informed project commitments by making clear that detailed outcomes must first be tested through community consultation and the Framework’s decision making structure.

Community Consultation

Public exhibition of the draft Framework will provide the first formal opportunity for community input into the document itself. This is distinct from the later, more detailed consultation that will be undertaken for individual precinct masterplans. In effect, the current exhibition asks the community whether Council has the right framework, structure and process before Council moves into the next stage of place based planning. This is an appropriate and transparent approach for a document of this kind.

Options (if applicable)

Council may:

1. Endorse the Draft Glen Innes Highlands Precincts Activation Framework and Strategy for public exhibition, (this is the recommended option), or
2. Decline to exhibit the draft Framework, which would delay the establishment of a coordinated methodology for precinct planning, activation and future master planning across the local government area.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

This report links to Council’s Delivery Program *Fit for the Future Infrastructure Strategy* F1.2.1 Develop a precincts and activation vision that balances economic, cultural, environmental and social priorities to reflect the unique character of towns and villages in the LGA.

CONCLUSION

The Draft Glen Innes Highlands Precincts Activation Framework and Strategy is not a detailed masterplan for individual places. It is the strategic framework that explains how Council will move from broad place based intent to community informed master planning and staged delivery across the Glen Innes Highlands.

It is an important document because it provides the missing structure between Council’s high level strategic commitments and future on the ground precinct planning. It explains what places are included, how they will be understood, how communities will shape them, how projects will be tested and prioritised, and how delivery will occur over time.

For these reasons, it is appropriate that the draft Framework be placed on public exhibition so that Council can test the approach with the community before finalising and adopting the document.

ATTACHMENTS

Annexure A Draft Glen Innes Highlands Activation Framework & Strategy 2026 - 2029

REPORT TITLE: 7.9 DEVELOPMENT ASSESSMENT REPORT - DA-11-26 - SUBDIVISION (7 LOTS INTO 4 LOTS) - 217 GREY STREET AND 177-179 BOURKE STREET, GLEN INNES

REPORT FROM: Place and Growth

PURPOSE

The purpose of this report is to seek Council's determination of Development Application DA-11-26 for the subdivision of land (seven (7) lots into four (4) lots) at 217 Grey Street and 177-179 Bourke Street, Glen Innes.

This report has been prepared in accordance with Council's Conflicts of Interest Policy (In Dealing with Council-related Development).

The attached Development Assessment Report provides a detailed planning assessment (**Annexure A**). No variations to development standards are proposed, and no submissions were received during public exhibition.

RECOMMENDATION

That Council approves Development Application No. DA-11-26 for a Subdivision (7 Lots into 4 Lots) at 217 Grey Street and 177-179 Bourke Street, Glen Innes, subject to the conditions of consent contained in Schedule 1 (Annexure A).

REPORT

Background and Process

The Development Application subject of this report has been submitted by the current landowners and seeks consent for subdivision only.

The subdivision is required to facilitate implementation of Council Resolution 24.11/24, which authorised the acquisition of the former Dimmeys building and associated land (carpark). A copy of the resolution is provided overpage.

As Council will benefit from the proposal, the application is classified as Council-related development in accordance with Council's Conflicts of Interest Policy (In Dealing with Council Related Development) Accordingly:

- The application has been independently assessed by an external planning consultant (Kate Lucantonio),
- A Conflict-of-Interest Management Statement was prepared and exhibited, and
- The matter is reported to Council for determination.

These steps ensure compliance with Council's Conflicts of Interest Policy.

24.11/24 RESOLUTION

THAT Council:

1. Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report.
2. Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land.
3. Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all associated and necessary disbursements, fees and duties.
4. Raises the total loan borrowings of \$6,000,000 staged as required over a 2-year period commencing in the current financial year to fund the purchase and the necessary works to complete the project.
5. Gives public notice of its intentions to classify the land as Operational Land in accordance with the provisions of Section 34 of the *Local Government Act 1993* and that submissions be received for a minimum period of 28 days closing at 4:00pm on 24 January 2025.
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 *Local Government Act 1993*.
7. Notes that the land currently used for carparking is to continue in that form.

Site Description

The subject land is located within the Glen Innes CBD and is zoned E1 Local Centre under the Glen Innes Severn LEP 2012.

The site comprises an established commercial precinct containing:

- Mackenzie Mall (local heritage item),
- The Old Mill building (local heritage item),
- The former Dimmeys building,
- A large, shared car parking area, and
- Ancillary infrastructure including a Return and Earn Reverse Vending Machine (RVM) and public amenities (located between Mackenzie Mall and the former Dimmeys Building).

As shown in **Figure 1** and **Figure 2** overpage, the land currently comprises seven lots with primary frontage to Grey Street, providing on street parking and pedestrian access and secondary frontage to Bourke Street, which accommodates on-site parking, servicing and pedestrian access. The rear car park is also accessible via Grovers Lane for both vehicles and pedestrians and via Sachs Lane for pedestrian access only.



Figure 1 – Existing Lot Layout – 217 Grey Street & 177 – 179 Bourke Street, GLEN INNES (Source: Dye & Durham Terrain)



Figure 2 – Aerial Imagery Existing Lot Layout – 217 Grey Street & 177 – 179 Bourke Street, GLEN INNES (Source: Dye & Durham Terrain)

Proposed Subdivision

As depicted in **Figure 3** below, the application seeks consent to reconfigure the land into four lots (only). No building works or change of use proposed.

Proposed Lot	Area (Approximate)	Characteristics (Summary)
1	4,442m ²	<ul style="list-style-type: none"> ➤ Lot to contain external car parking area (accessed from Bourke Street, Sachs Lane [pedestrian only at current] and Grovers Lane). ➤ As shown on the proposed plan of subdivision, lot to also incorporate the following elements as easements: <ul style="list-style-type: none"> ○ ‘Return And Earn’ RVM with dedicated parking spaces, ○ Mackenzie Mall dedicated customer parking spaces, and ○ Service NSW dedicated driver testing parking spaces.
2	627m ²	<ul style="list-style-type: none"> ➤ Lot to contain “the Old Mill” and some curtilage to sides. ➤ Car parking spaces located at the northern side of the building to be incorporated into the lot.
3	3,528m ²	<ul style="list-style-type: none"> ➤ Lot to contain “Mackenzie Mall”.
4	1,077m ²	<ul style="list-style-type: none"> ➤ Lot to contain ‘Dimmeys’ building.

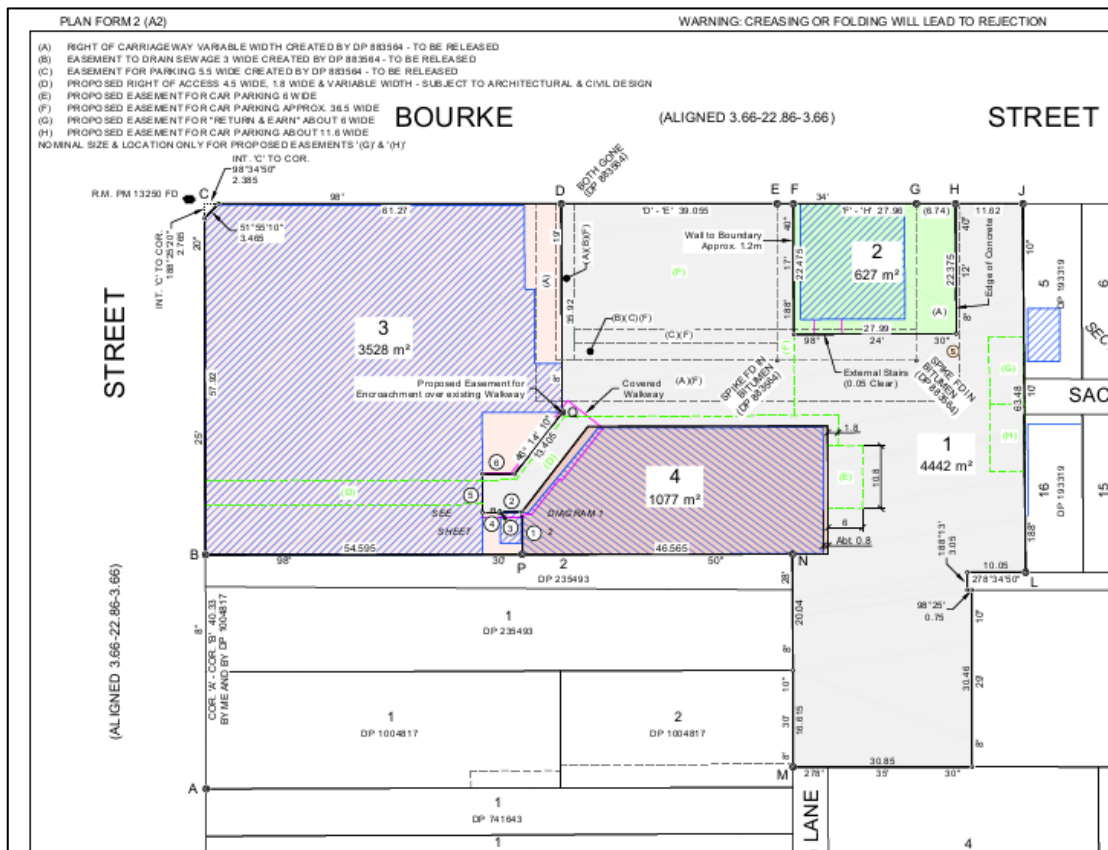


Figure 3 - Proposed subdivision plan showing four (4) lots and reconfigured boundaries. Easements and Site Functionality

The proposal includes the release (i.e. removal) of existing easements and the creation of new easements to ensure orderly use of the site.

The easements can be found on the proposed Plan of Subdivision (*Annexure B*) and include the following:

Release of Easements (A–C)

- Easements (A), (B) and (C) as shown on the plan refer to existing easements to be released as they no longer align with the new lot configuration. These include:
 - Existing right of carriageway access to be released (A),
 - Easement to drain sewage to be released (B),
 - Easement for parking to be released (C).

Creation of Easements (D–H)

- Easements (D), (E), (F), (G) and (H) as shown on the plan refer to new easements to be created to support the proposed lot configuration and orderly functioning of the site. These include:
 - Easement for shared access across the site to be created (D),
 - Easements for formalised parking arrangements to be created, including:
 - Dedicated parking spaces for Service NSW driver training vehicles (E),
 - Dedicated parking spaces for Mackenzie Mall customers (F),
 - Dedicated parking space serving the Return and Earn RVM* (H).
 - Easement for location of the Return and Earn RVM* (G).

**As per the plan of subdivision, easements (G) and (H) are nominal size and locations only. A suggested condition of development consent has been placed to ensure the final location and sizing of easements (G) and (H) are determined prior to lodgement of the application for Subdivision Certificate.*

Public Exhibition

The application was publicly exhibited for a period of 28 days from 18 February to 20 March 2026, in accordance with Council's Conflicts of Interest Policy (In Dealing with Council Related Development).

Exhibition included:

- Publication on Council's website,
- Notification in the 'Our Council' newsletter,
- Exhibition of all supporting documentation.

No submissions were received during or outside of the exhibition period.

It is important to note that a minor discrepancy in the exhibition description (referencing a 5 into 4 lot subdivision, not the correct 7 into 4 lot subdivision) was identified. The independent consultant confirmed this was not material and would not have influenced submissions, as the correct proposal details were correctly stated within the exhibited documentation and also within the 'Our Council' newsletter.

Planning Considerations

As detailed within the external planning consultant's assessment (*Annexure A*), the proposed subdivision:

- Is permissible with consent in the subject E1 Local Centre zone,
- Complies with applicable provisions of the Glen Innes Severn LEP 2012 and DCP 2014,
- Does not seek any variations to development standards,
- Results in no adverse environmental, social or economic impacts.

The assessment also included consideration of the following key matters:

Heritage

The site contains two local heritage items. As no physical works are proposed, the subdivision will not impact heritage significance.

Access and Parking

The proposed easement framework ensures continued shared access and parking across the site, maintaining existing functionality.

Servicing

- Sewer infrastructure services all lots,
- Stormwater can be managed appropriately,
- Lot 4 requires a separate water connection, to be addressed through conditions of consent.

The independent Assessment Report with proposed conditions of consent is provided as *Annexure A* and the proposed plan of subdivision is provided as *Annexure B*.

KEY CONSIDERATIONS

Financial/Asset Management

The subdivision gives effect to the resolution through facilitating the securance of the land and building in accordance with Council Resolution 24.11/24.

Policy

The process undertaken for the assessment of a development application owned by Council has been consistent with Council's endorsed Conflicts of Interest Policy (In Dealing with Council-Related Development).

Risk

Organisational risk has been reduced through strict adherence with the endorsed Conflicts of Interest Policy.

Community Consultation

The Development Application was placed on public exhibition in accordance with Council's Conflict of Interest Policy (In Dealing with Council-Related Development). No submissions were received during the exhibition period.

Options (if applicable)

Council may:

1. **Approve the Development Application (Recommended)** - This option enables implementation of Council Resolution 24.11/24, facilitates the acquisition of the land and building, and ensures appropriate easement arrangements are established to support the orderly and ongoing functioning of the site.
2. **Defer the Development Application** - This option may include refinement of easement arrangements, servicing details or other site-specific matters. This option is not recommended as the application has been independently assessed, is compliant with relevant planning controls, and no submissions were received during public exhibition.
3. **Refuse the Development Application** - This option would prevent implementation of Council Resolution 24.11/24 and is not supported by the planning assessment. No planning, environmental or public interest grounds have been identified to justify refusal.

Link/s to the Delivery Program/Operational Plan

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

CONCLUSION

The proposed subdivision facilitates implementation of Council Resolution 24.11/24 and is administrative in nature, with no physical works or change of use proposed.

The application has been independently assessed in accordance with Council's Conflicts of Interest Policy, with no submissions received during public exhibition. It is considered to comply with the relevant planning controls and will not result in adverse impacts.

Accordingly, the application is recommended for approval, subject to the conditions of consent contained in Schedule 1 of Annexure A.

ATTACHMENTS

- Annexure A Development Assessment Report
- Annexure B Proposed Plan of Subdivision

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

Clause 3.9 of Council's *Code of Meeting Practice* states the following:

A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted six (6) business days before the meeting is to be held (by 12 noon on the Wednesday one (1) week prior to the council meeting).

REPORT TITLE: 8.1 NOTICE OF MOTION - BEARDY WATERS WEIR - SEDIMENT MANAGEMENT AND WATER SECURITY ASSESSMENT

REPORT FROM: Councillors

MOTION

THAT Council:

1. **Recognises the weir on Beardy Waters as a critical piece of local water infrastructure contributing to water security, drought resilience, and amenity within the Glen Innes local government area.**
2. **Notes that sediment accumulation upstream of the weir may be impacting:**
 - **hydraulic capacity and storage function,**
 - **water quality and reliability,**
 - **operational performance of the asset.**
3. **Resolves to undertake a technical investigation and feasibility assessment into sediment management options for the Beardy Waters weir pool, including:**
 - **hydrological and geomorphological assessment,**
 - **sediment characterisation and volume analysis,**
 - **ecological and fisheries constraints,**
 - **engineering options for sediment removal, redistribution, or stabilisation.**
4. **Requests that this assessment be conducted as an asset management and water security initiative, with consideration of:**
 - **long-term infrastructure performance,**
 - **climate variability and drought preparedness,**

- *whole-of-system water management outcomes within the Macintyre River catchment.*
- 5. Directs Council staff to commence pre-lodgement consultation with relevant NSW Government agencies, including:**
- *NSW Department of Climate Change, Energy, the Environment and Water,*
 - *Department of Primary Industries and Regional Development*
- to identify approval pathways under the:**
- *Water Management Act 2000,*
 - *Fisheries Management Act 1994.*
- 6. Receives a report back to Council within six months outlining:**
- *feasibility findings,*
 - *regulatory requirements and risks,*
 - *indicative costs and funding opportunities,*
 - *recommended next steps, including whether to proceed to a Part 5 Review of Environmental Factors (REF) under the Environmental Planning and Assessment Act 1979.*
- 7. Notes that this investigation is to be undertaken in alignment with Council’s current Drought Management Plan, complementing immediate response measures while proactively addressing longer-term infrastructure readiness and water security considerations beyond the Plan’s immediate operational scope.**

I, Councillor David Scott, give notice that at the next Ordinary Meeting of Council to be held on Thursday, 23 April 2026, I intend to move the abovementioned motion.

RATIONALE

The Beardy Waters weir represents an important but under-assessed item of public infrastructure. Like many inland weir systems, it is subject to progressive sedimentation which can reduce effective storage capacity, alter hydraulic behaviour, and impact water quality over time.

A proactive, evidence-based approach to sediment management aligns with core local government responsibilities in asset stewardship, risk management, and long-term service delivery. Importantly, framing this work as asset maintenance and water security planning—rather than a standalone dredging activity—ensures alignment with NSW regulatory frameworks and improves the likelihood of agency support.

Undertaking a structured feasibility assessment allows Council to:

- understand the true scale and nature of sediment impacts,
- evaluate practical and environmentally responsible management options,
- position the project for future state or federal funding opportunities.

This motion does not commit Council to dredging works, but instead establishes a prudent and strategic pathway to determine whether intervention is justified, feasible, and approvable.

FINANCIAL IMPLICATIONS

Initial investigation costs to be met within existing operational budgets where possible or identified through the quarterly budget review process. Future capital works, if supported, would be subject to further Council consideration and external funding opportunities.

RISK AND GOVERNANCE

This approach:

- minimises regulatory risk through early agency engagement,
- ensures compliance with NSW legislative frameworks,
- supports informed decision-making prior to any capital commitment.

Appendix

The Beardy Waters notice of motion complies with and directly supports the strategic objectives, operational goals, and financial principles established in the other provided sources.

1. Strategic Alignment with Community Aspirations

The motion to investigate sediment management and water security at Beardy Waters aligns with the Community Strategic Plan (CSP) 2025–2035.

- **Water Security:** The community identified sustainable water security as being of "highest importance".
- **Infrastructure:** The motion supports Goal 1.1, which focuses on providing "sustainable and resilient infrastructure including water and sewer services".
- **Resilience:** It aligns with the goal of strengthening resilience to the negative impacts of extreme weather and adapting to climate change through the New England and North West Regional Plan.

2. Operational Plan Compliance

The motion is consistent with specific actions outlined in the **Operational Plan 2025–2026**:

- **Action F1.1.1:** This action mandates ensuring the community is provided with "safe, secure and reliable water". The technical investigation proposed in the motion (hydrological and sediment analysis) is a direct step toward this goal.

- **Ongoing Initiatives:** The motion complements current work on the Drought Management Plan and the recently endorsed Regional Drought Resilience Plan, both of which emphasize a proactive approach to water resource efficiency.

3. Compliance with Drought Management and Resilience Plans

The motion addresses specific technical issues identified in the Council's drought-related sources:

- **Drought Management Plan (DMP):** The DMP identifies Beardy Waters Weir as the "raw water source" for the Glen Innes township. It explicitly notes that sedimentation/siltation (such as the 6ML removed in 2019) can inhibit pumping and reduce water quality.
- **Regional Drought Resilience Plan (RDRP):** The RDRP identifies "Enhanced water storage capacity and security through feasibility studies for weir development" as a key transformative outcome. The NOM's focus on investigating practical management options for the weir pool directly mirrors these RDRP recommendations

4. Financial and Asset Management Principles

The motion adheres to the Sound Financial Management Principles and the Long-Term Financial Plan (LTFP):

- **Prudent Planning:** The motion is framed as an asset management initiative. This aligns with Council's principle to "invest in responsible and sustainable infrastructure for the benefit of the local community".
- **Budgetary Awareness:** The motion explicitly states that initial costs are to be met within existing operational budgets where possible. This is compliant with Council's need to manage an environment of "limited resources" and structural deficits in the General Fund. This potential work is a fair charge against the Water Fund.
- **Future Funding:** By undertaking a formal feasibility assessment, Council positions the project to facilitate future funding via grants, which is a key strategy outlined by the General Manager to address significant costs and risks.

5. Regulatory and Legislative Compliance

The motion correctly identifies the required approval pathways under the *Water Management Act 2000* and the *Fisheries Management Act 1994*.

- This demonstrates compliance with Council's responsibility to meet "specific environmental standards and regulations" related to water management.
- The emphasis on "long-term infrastructure performance" and "drought preparedness" mirrors the statutory requirements under the Local Government Act 1993 for councils to spend responsibly and sustainably.

In summary, the notice of motion is a prudent and strategic step that integrates asset stewardship with community-driven priorities for water security, fully complying with the Council's integrated planning and reporting framework.

I commend this Notice of Motion to Council.

Cr David Scott
Councillor
Date: 13 April 2026

Officer Comment

Council is currently finalising its **Integrated Water Cycle Management (IWCM)** Plan, which will consider Beardy Waters Weir as part of the broader water supply system, including strategic commentary on storage capacity and longer-term risks such as sedimentation. It is appropriate that this work be completed first, as it will inform any future priorities or directions in a more integrated and evidence-based way.

To meaningfully assess the extent to which sedimentation may be affecting storage capacity at Beardy Waters would require specialised technical investigations, including bathymetric surveys and associated analysis. This type of investigation would be complex and costly, with indicative costs well in excess of \$100,000, and there is currently no budget provision for this work.

Given the above, management's view is that consideration of any further investigative work would be best deferred until the IWCM is finalised, at which point Council will be better placed to assess priorities, costs and value for money within the context of the overall water system.

ATTACHMENTS

There are no annexures to this report.

Clause 3.9 of Council's *Code of Meeting Practice* states the following:

A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted six (6) business days before the meeting is to be held (by 12 noon on the Wednesday one (1) week prior to the council meeting).

REPORT TITLE: 8.2 NOTICE OF MOTION - DECLARATION OF LIFE CHOICES SUPPORT SERVICES AS A BUSINESS ACTIVITY AND FULL FINANCIAL TRANSPARENCY

REPORT FROM: Councillors

MOTION

THAT Council:

1. *Formally resolves that Life Choices Support Services (LCSS) be assessed for classification as a business activity of Council in accordance with the NSW Office of Local Government Pricing & Costing for Council Businesses guidelines and the competitive neutrality framework.*
2. *Undertakes and reports a formal competitive neutrality assessment of LCSS, including:*
 - *determination of gross operating turnover,*
 - *assessment against Category 1 and Category 2 thresholds, and*
 - *consideration of whether LCSS operates in a materially contestable market.*
3. *Prepares and reports financial statements for LCSS, consistent with Special Purpose Financial Statement (SPFS) principles, including:*
 - *a full profit and loss statement,*
 - *balance sheet (where applicable),*
 - *statement of cash flows (where applicable),*
 - *full cost attribution including overheads, insurance, and superannuation,*
 - *identification and quantification of any Community Service Obligations (CSOs).*
4. *Subject to the outcome of the competitive neutrality assessment, prepares formal SPFS in accordance with NSW reporting requirements for declared business activities.*
5. *Provides full financial disclosure to Council and the community, including:*
 - *gross operating turnover,*
 - *a breakdown of revenue sources (NDIS, Commonwealth programs, grants, user charges),*

- *operating expenditure,*
 - *any direct or indirect subsidies, including cross-subsidisation from general rates or reserves,*
 - *projected financial performance for FY2025–2026, including net surplus or deficit and assessment of commercial sustainability.*
- 6. Reports operational metrics for the past three financial years, including:**
- *number of clients,*
 - *full-time equivalent (FTE) staff,*
 - *fleet vehicles utilised.*
- 7. Ensures transparency, with all reporting presented in Open Council, except where specific items meet the strict criteria for confidentiality under Section 10A(2) of the Local Government Act 1993.**
- 8. Receives a report to the next Ordinary Meeting of Council outlining:**
- *the completed competitive neutrality assessment,*
 - *the financial statements for LCSS, and*
 - *recommendations regarding the classification and governance of LCSS as a Council business activity.*

I, Councillor David Scott, give notice that at the next Ordinary Meeting of Council to be held on Thursday, 23 April 2026, I intend to move the abovementioned motion.

RATIONALE

On 12 March 2026, a Question with Notice was submitted seeking detailed financial and operational information regarding Life Choices Support Services (LCSS), including profit and loss reporting, turnover, cost attribution, and subsidy disclosure.

The officer response confirmed that:

- LCSS operates in a contestable market alongside private providers,
- Council has not undertaken a formal competitive neutrality assessment,
- There is no existing profit and loss statement, turnover disclosure, or cost attribution, and
- Financial information has been treated as internal and potentially confidential.

DISCUSSION

The response highlights a fundamental governance gap.

LCSS operates within funding frameworks such as the NDIS and Commonwealth aged care programs, in direct competition with private and not-for-profit providers. In such an environment:

- Transparency is essential to ensure that Council is not unintentionally distorting the market through undisclosed subsidies.
- The absence of full cost attribution means Council cannot demonstrate whether services are priced at, above, or below true cost.
- The lack of a formal assessment against competitive neutrality thresholds indicates that compliance with the NSW framework has not been tested.

Importantly, Council’s position contains a clear governance contradiction:

- If LCSS is a **ratepayer-funded community service**, then its financial performance should be openly disclosed in full.
- If LCSS operates in a **commercially sensitive, contestable market**, then it must be treated as a business activity and reported accordingly under the competitive neutrality framework.

These two positions cannot logically coexist without undermining public accountability.

COMPARATIVE EXAMPLES

A relevant benchmark is Walcha Council, which has:

- Declared its aged care operations as a business activity,
- Published full Special Purpose Financial Statements, including profit and loss and balance sheet,
- Explicitly disclosed a ratepayer subsidy, and
- Obtained audit sign-off from the NSW Auditor-General.

A further local comparison is Uralla Shire Council, which operates the McMaugh Gardens aged care facility as a Commonwealth-approved provider.

This requires structured financial reporting, cost attribution, and compliance with external regulatory and funding frameworks—demonstrating that councils operating in aged care markets can and do maintain detailed financial transparency.

These examples demonstrate that:

- Full transparency is both practical and compliant, and
- Claims of “commercial sensitivity” are not a barrier to appropriate disclosure.

CONCLUSION

This motion does not seek to undermine Life Choices Support Services. Rather, it seeks to:

- Strengthen governance,
- Ensure compliance with NSW policy frameworks, and
- Provide transparency to the community and to competing providers.

Declaring LCSS as a business activity and implementing appropriate financial reporting will:

- Protect Council from potential competitive neutrality complaints,
- Provide clarity on the true cost and sustainability of the service, and
- Align Glen Innes Severn Council with best practice across the local government sector.

I commend this Notice of Motion to Council.

Cr David Scott
Councillor
Date: 13 April 2026

Officer Comment

Introduction:

Life Choices is a long-standing provider of Aged and Disability Services in Glen Innes and supports older residents, those with a disability, and vulnerable members of the community to maintain a dignified quality of life.

As was already planned, a workshop is an appropriate forum to discuss Life Choices Support Services and its path forward noting the impact of the recent Aged Care reforms.

Given the state of change in the sector around the reforms and in the absence of Council understanding the implications, it is unwise and would be an uninformed decision for Council to adopt the Notice of Motion at this time.

Given Life Choices operates in a commercial setting, it is also important not to disadvantage Council or its clients through a poorly executed review process.

Australia's aged care system has undergone once-in-a-generation reform following the Royal Commission into Aged Care Quality and Safety. The key changes now in effect are:

- New *Aged Care Act 2024* (commenced 1 November 2025) – a rights-based legislative framework replacing the 1997 Act,
- Support at Home program – replaced Home Care Packages (HCP) and Short-Term Restorative Care; aligned with the new Act from 1 November 2025,
- Stronger provider regulation and quality standards, including registration, audits and expanded reporting obligations,
- Changed funding and user contribution arrangements, including co-payments for some non-clinical services.

Local governments are not policymakers in aged care, and the reforms have direct operational, financial and community impacts on councils - particularly those that deliver aged care or community support services, or act as place-based coordinators.

Key implications at a glance (council perspective)

- Older residents have clearer rights and stronger protections,
- Councils face higher governance, compliance and workforce pressures,
- Financial sustainability of council-run aged care is under strain,
- Community expectations of councils are rising faster than funding,
- Local government's place-based role is more important than ever.

Officer Comment to the respective points outlined in the NOM:

Items 1 and 2

Subject to the outcomes of this NOM, the General Manager would conduct an assessment of Life Choices Support Services (LCSS) in accordance with the NSW Office of Local Government Pricing & Costing for Council Businesses guidelines and the competitive neutrality framework. Consistent with those guidelines, the assessment would commence with an operational review to determine whether LCSS should properly be regarded as a business activity, having regard to:

- the objectives of the service,
- the funding and regulatory environment (including NDIS and aged care settings),
- whether the activity is undertaken with a commercial or profit-seeking intent, and
- the presence and extent of market competition.

Subject to the outcome of that initial determination, the General Manager would undertake a formal competitive neutrality assessment, including, where applicable:

- determination of annual gross operating turnover (gross operating income) in accordance with OLG guidelines,
- assessment against the Category 1 and Category 2 thresholds, noting that Category 1 applies where annual gross operating income exceeds \$2 million, and
- consideration of whether LCSS operates in a materially contestable market, including competition from private or not-for-profit service providers.

The outcome of the assessment would be reported to Council together with a recommendation as to whether LCSS should be declared a business activity of Council, and if so, the appropriate Category 1 or Category 2 classification and associated governance and reporting arrangements.

Item 3

The OLG guidelines require separate internal financial reporting for activities treated as business activities, particularly for Category 1 businesses. However:

- formal Special Purpose Financial Statements (SPFS) are required only after an activity is declared a business activity and classified accordingly, and
- there is no statutory requirement to prepare SPFS, or publish full balance sheet and cash flow statements, for activities that have not been declared business activities.

Notwithstanding this, to inform Council’s consideration, officers would prepare internal management financial information, to the extent practicable and reliable, including:

- a profit and loss-style operating statement,
- identification and allocation of direct and indirect costs (including overheads, insurance and superannuation), and
- identification and quantification of any Community Service Obligations (CSOs), noting that CSOs must be made explicit where an activity is treated as a business.

Any such information would be prepared for decision-making purposes, not as audited financial statements.

It should be noted that the current Business Dynamics Financial System does not readily allow for reporting at this level. The scheduled implementation of the new Civica Finance System on 1 July 2026 will enable reporting at this level.

Item 4

Officers note that formal SPFS in accordance with NSW reporting requirements are prepared only if Council declares an activity to be a Category 1 or Category 2 business activity.

Accordingly, this step is contingent upon Council first resolving, following receipt of assessment findings, to classify LCSS as a declared business activity.

Item 5

The OLG guidelines and the Local Government Act require:

- full disclosure to Council as the owner of any business activity, and
- public disclosure through statutory reporting, particularly the Annual Report, once an activity is declared a business activity.

Disclosure to the community prior to declaration must be balanced against:

- the reliability of program-level financial data, and
- the need to protect legitimately confidential or commercially sensitive information.

Where LCSS is not declared a business activity, there is no legislative obligation to publish program-level financial statements. Any public reporting beyond statutory requirements would be a matter for Council discretion, subject to section 10A(2) of the Act.

Item 6

Operational data such as:

- number of clients,
- full-time equivalent (FTE) staff, and
- fleet vehicles utilised

may be collated and reported to Council as part of an assessment report, noting that:

- such data is operational information, not financial reporting required under the Act, and
- historical aggregation across multiple financial years may require reasonable assumptions and caveats as to data quality and comparability.

Item 7

The OLG guidelines emphasise transparency but also recognise that:

- councils are responsible for determining the appropriate balance between transparency and confidentiality, and
- confidentiality provisions under section 10A(2) of the *Local Government Act 1993* continue to apply, particularly where disclosure could prejudice the commercial position of Council or breach privacy or contractual obligations.

Accordingly, reports would be prepared for Open Council except where specific information meets the statutory test for confidential treatment.

Item 8

The timeframe proposed of preparing a report for the next Ordinary Meeting of Council Officers is unrealistic and not possible given the current finance system limitations, resourcing constraints, and other more pressing operational priorities.

As previously advised, scheduling a Council workshop in the near future to discuss Life Choices Support Services as a first step to determining its path forward, noting the impact of the recent Aged Care reforms, is the more appropriate and recommended path forward.

ATTACHMENTS

There are no annexures to this report.

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 MINUTES OF COUNCIL COMMUNITY COMMITTEE MEETINGS FOR INFORMATION

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A Australia Day Committee - 4/03/26
Annexure B Library Committee - 21/10/25
Annexure C Library Committee - 9/12/25

REPORT TITLE: 9.2 CORRESPONDENCE AND PRESS RELEASES

REPORT FROM: Corporate and Community Services

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Councillor updates from the General Manager,
- Country Mayors Association – Workshop notification,
- Local Government NSW – newsletter,
- Member for Northern Tablelands, Mr Brendan Moylan MP – weekly reports,
- NSW Health Department – Glen Innes Hospital Redevelopment update, and
- Office of Local Government – monthly newsletter.

Press Releases

- Country Mayors Association of NSW,
- Member for Northern Tablelands, Mr Brendan Moylan MP, and
- Squadron Energy Grafton to Inverell Cycle Classic.

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

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

REPORT FROM: General Manager’s Office

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

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

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

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

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

5.09/25 RESOLUTION

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

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

Date	Committee	Councillor Delegate	Attendance
2.3.26	Glen Innes Community Access Committee AGM	Cr C Sparks Cr A Vosper	Yes Yes
4.3.26	Australia Day Committee AGM	Cr A Parsons	Yes
5.3.26	Audit, Risk and Improvement Committee	Cr M Elphick Cr M Davis	Yes Observer
17.3.26	Community Services Interagency Committee	Cr C Sparks Cr A Vosper Cr M Davis	Yes Yes Yes
17.3.26	Glen Innes & District Community Centre Inc.	Cr C Sparks	Yes
18.3.26	Australian Standing Stones Management Board	Cr M Davis	Apology
21.3.26	Glencoe Hall Committee	Cr M Elphick	Yes
26.3.26	Emmaville War Memorial Hall Committee AGM	Cr T Alt	Apology

KEY CONSIDERATIONS

Financial/Asset Management

Nil.

Policy

Manual for Community Committees of Council.

Risk

Nil.

Community Consultation

Nil.

Options (if applicable)

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

11 MATTERS OF AN URGENT NATURE

12 CONFIDENTIAL MATTERS

CLOSED COUNCIL

To consider Confidential Reports

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

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

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

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

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

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

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

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

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

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

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

RECOMMENDATION

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

<i>Item</i>	<i>Report</i>	<i>Reason</i>
<i>12.1</i>	<i>NIRW Tender P00826 - Green Waste Processing</i>	<p><i>(d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.</i></p> <p><i>(d) (ii) commercial information of a confidential nature that would, if disclosed confer a commercial advantage on a competitor of the Council.</i></p> <p><i>(d) (iii) commercial information of a confidential nature that would, if disclosed, reveal a trade secret.</i></p>

The following recommendation will also be put to the Closed Council:

RECOMMENDATION

That Council moves out of Closed Council into Open Council.