

# Glen Innes Severn Council Meeting

23 APRIL 2026

## ANNEXURES

# Annexures

TABLE OF CONTENTS		PAGE
<b>7.1</b>	<b>Resolution Tracking Report</b>	
	Annexure A Actions Outstanding as at 17.4.26.....	3
	Annexure B Actions Finalised between 20.3.26 and 17.4.26.....	41
<b>7.2</b>	<b>School of Arts and Music Advisory Committee - Terms of Reference</b>	
	Annexure A School of Arts and Music Advisory Committee Terms of Reference .....	53
<b>7.3</b>	<b>Aboriginal Consultative Committee - Election of Committee</b>	
	Annexure A Glen Innes Aboriginal Consultative Committee AGM - Minutes - 23 February 2026 .....	59
<b>7.4</b>	<b>Emmaville Mining Museum Committee - Election of Committee</b>	
	Annexure A AGM Minutes - Emmaville Mining Museum Committee - 26.2.26.....	60
<b>7.5</b>	<b>Emmaville War Memorial Hall Committee - Election of Committee</b>	
	Annexure A Minutes - Emmaville War Memorial Hall Committee AGM - 26.3.26.....	62
<b>7.8</b>	<b>Draft Glen Innes Highlands Precincts Activation Framework &amp; Strategy</b>	
	Annexure A Draft Glen Innes Highlands Activation Framework & Strategy 2026 - 2029.....	64
<b>7.9</b>	<b>Development Assessment Report - DA-11-26 - Subdivision (7 Lots into 4 Lots) - 217 Grey Street and 177-179 Bourke Street, Glen Innes</b>	
	Annexure A Development Assessment Report .....	304
	Annexure B Proposed Plan of Subdivision .....	336
<b>9.1</b>	<b>Minutes of Council Community Committee Meetings for Information</b>	
	Annexure A Australia Day Committee - 4/03/26.....	337
	Annexure B Library Committee - 21/10/25.....	339
	Annexure C Library Committee - 9/12/25 .....	344



<b>Division:</b> <b>Committee:</b> Council <b>Officer:</b>	<b>Date From:</b> <b>Date To:</b>  <b>Printed: Friday, 17 April 2026 3:11:01 PM</b>
--	--

**Action Sheets Report**

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
27/06/2024	7.14	Derry Place Road Closure	<p><b>15.06/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Proceeds to close the road corridor that holds Derry Place.</li> <li>Determines the area of land needed within Lot 7 Deposited Plan 1008237 to enable a cul-de-sac head in Penzance Street.</li> <li>Confirms its intention to exchange land from the closed Derry Place for a partial widening of Penzance Street, subject to a further report that sets appropriate compensation, having regard to valuation of both parcels by an independent registered property valuer.</li> </ol> <p><b>CARRIED</b></p>	31/05/2026	Woods, Colin	<p><b>16 Jul 2024 2:16pm Reid, Adam</b></p> <p>Due to illness of Property Officer, this has not progressed. Notification to service providers to be issued</p> <p><b>16 Jul 2024 2:18pm Reid, Adam - Target Date Revision</b></p> <p>Target date changed by Reid, Adam from 11 July 2024 to 31 January 2025 - Time required for process of road closure</p> <p><b>07 Aug 2024 11:24am Reid, Adam</b></p> <p>Notification period set for 15 August 2024 to 12 September 2024</p> <p><b>15 Aug 2024 2:54pm Reid, Adam</b></p> <p>Notification sent to all notifiable authorities, adjoining land holders, local newspapers, and Council website on 15 August 2024 for a period of 28 days</p> <p><b>18 Oct 2024 1:52pm Reid, Adam</b></p> <p>New England Surveying and Engineering have been engaged to complete the road closure on behalf of Council in tandem with the land owners subdivision plans. Negotiations surrounding the payment to Council for the land to be acquired and exchanged will be held at the time of subdivision</p> <p><b>04 Nov 2024 3:02pm Reid, Adam</b></p> <p>Property Officer awaiting quote for closure of road corridor to on bill to Land owners</p> <p><b>03 Jan 2025 1:53pm Reid, Adam</b></p> <p>Property Officer waiting on confirmation of payment for the oncost for survey works</p> <p><b>21 Jan 2025 3:33pm Reid, Adam</b></p> <p>Received payment from Allcrete on 20/01/2025. Notification sent to New England Surveying and Engineering to begin process.</p> <p><b>21 Jan 2025 4:03pm Reid, Adam - Target Date Revision</b></p> <p>Target date changed by Reid, Adam from 31 January 2025 to 30 June 2025 - Payment received to start survey work received 20/01/2025</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p><b>10 Feb 2025 8:36am Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Hunt, David by Duffell, Debbie - Resignation of Officer.</p> <p><b>07 Apr 2025 9:12am Hunt, David</b></p> <p>New England Surveying and Engineering engaged to prepare Compiled Plan, Liaise with Crown Lands Office, Lodge plan with Glen Innes Severn Council and lodge documentation with NSW Land Registry Service.</p> <p><b>07 May 2025 9:28am Hunt, David</b></p> <p>New England Surveying and Engineering are still progressing through the requirements required to close the road corridor that holds Derry Place. This will involve liaising with Crown Lands, Glen Innes Severn Council and the NSW Land Registry Service. It is anticipated that the work required by New England Surveying and Engineering will be completed by the end of August 2025.</p> <p><b>02 Jun 2025 9:50am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 30 June 2025 to 31 December 2025 - Date revised to allow for surveying and land valuations to occur.</p> <p><b>04 Jul 2025 11:15am Hunt, David</b></p> <p>New England Surveying &amp; Engineering have confirmed that a title has now been created for the land, known as Derry Place, which confirms the road has been closed. Next steps are to work through selling / transferring the land to Allcrete. Due to vacant Property Officer position not being filled, this will take longer than originally expected.</p> <p><b>20 Aug 2025 9:36am Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land.</p> <p><b>10 Sep 2025 2:19pm Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined,</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>an independent valuation will be procured to determine monetary amounts required for the transfer of land. Action still progressing.</p> <p><b>10 Nov 2025 12:52pm Hunt, David</b></p> <p>Manager of Infrastructure Delivery has been tasked with determining the amount of land required for the cul-de-sac head. Once determined, an independent valuation will be procured to determine monetary amounts required for the transfer of land. Action still progressing.</p> <p><b>19 Nov 2025 8:11am Hunt, David - Reallocation</b></p> <p>Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p><b>03 Dec 2025 8:17am Woods, Colin - Target Date Revision</b></p> <p>Target date changed by Woods, Colin from 31 December 2025 to 31 January 2026 - Currently with the design team</p> <p><b>05 Feb 2026 8:21am Woods, Colin</b></p> <p>Design Team is currently finalizing plans for Cul-de-sac. Once this is done, the process of preparing for public consultation will commence.</p> <p><b>12 Feb 2026 8:05am Woods, Colin - Target Date Revision</b></p> <p>Target date changed by Woods, Colin from 31 January 2026 to 31 March 2026 - Waiting to formalise public exhibition.</p> <p><b>30 Mar 2026 11:29am Woods, Colin - Target Date Revision</b></p> <p>Target date changed by Woods, Colin from 31 March 2026 to 31 May 2026 - Design team have advised that pegging and surveying of the land is in the final stages and should be complete within three (3) weeks. Once completed we can proceed to public consultation.</p>
28/11/2024	9.5	Petition for Street Surveillance in the Central Business District	<p><b>21.11/24 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <ol style="list-style-type: none"> <li>1. Receives and notes the petition.</li> <li>2. Notes the allocation in the current budget for CCTV for Council assets.</li> <li>3. Continues to apply for external funding.</li> </ol>	30/05/2026	Sheridan, Riarna	<p><b>02 Dec 2024 3:52pm Smith, Bernard - Reallocation</b></p> <p>Action reassigned to Burley, Gayleen by Smith, Bernard - Leave it to you Gayleen to refer. Suggest a staged approach with a report to the February Workshop</p> <p><b>10 Dec 2024 4:34pm Burley, Gayleen - Reallocation</b></p> <p>Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>4. Works with the community to encourage property owners to install CCTV on their own premises.</p> <p>5. Develops a Public Safety and Asset Protection CCTV Strategy incorporating Council installed cameras, mobile cameras, lighting, and property owner installed cameras.</p> <p>6. Expresses its extreme concern regarding the impact on the community of crime particularly in public areas and makes a commitment to address the issue as much as possible, and that the General Manager be requested to bring back a comprehensive report to Council regarding the matter.</p> <p>7. Notes the information presented to the meeting by Cr D Scott.</p> <p><b>CARRIED</b></p>			<p><b>12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision</b></p> <p>Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise.</p> <p><b>15 May 2025 8:52am Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p><b>16 May 2025 11:23am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 27 June 2025 to 29 August 2025 - Progress is continuing in line with the resolution, with significant upgrades to Council's CCTV network scheduled to commence between late May and early June 2025. These works are being delivered within the allocated \$50,000 budget for the current financial year and include the installation of 16 new cameras in the CBD between Bourke and Meade Streets, 13 new cameras and system upgrades at the Town Hall, and the first-ever installation of CCTV at ANZAC Park.</p> <p>Development of the Public Safety and Asset Protection Strategy is also progressing internally, with initial scoping underway. A draft strategy is expected to be prepared for review by 29 August 2025.</p> <p><b>06 Jun 2025 8:35am Sheridan, Riarna</b></p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets), and 13 new cameras along with system upgrades at the Town Hall are on track to be installed by 30 June 2025. The Public Safety and Asset Protection Strategy also remains on track for preparation and review by 29 August 2025.</p> <p><b>10 Jul 2025 8:17pm Sheridan, Riarna</b></p> <p>Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras along with system upgrades at the Town Hall are expected to be completed by 30 July. The Public Safety and Asset Protection</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>Strategy remains on track for preparation and review by 29 August 2025.</p> <p><b>10 Aug 2025 6:54pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 29 August 2025 to 30 October 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall was delayed due to contractor illness and then weather, but is now continuing. The contractor has confirmed all works will be completed by the end of August at the latest.</p> <p>The Public Safety and Asset Protection (CCTV) Strategy has been paused to ensure it fully incorporates the upgraded infrastructure, aligns with community safety priorities and reflects best practice.</p> <p><b>17 Sep 2025 4:46pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 19 December 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall has been completed and key staff trained in the use of the new system.</p> <p>A draft of the Public Safety and Asset Protection (CCTV) Strategy is now anticipated to be completed by December 2025 due to changes in staffing responsible for completion of the strategy.</p> <p><b>07 Oct 2025 8:43pm Sheridan, Riarna</b></p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station. Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is anticipated by December 2025 following staffing changes.</p> <p><b>13 Nov 2025 2:06pm Sheridan, Riarna</b></p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>monitor at the Glen Innes Police Station - awaiting quotations. Still awaiting Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is still anticipated by December 2025 following staffing changes.</p> <p><b>06 Dec 2025 3:21pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Quotations for Stage 2 of the Grey Street CCTV upgrade have been received and are now being assessed, with a preferred supplier expected to be selected prior to 19 December 2025 and upgrade works to commence early in 2026.</p> <p>NSW Police are yet to provide a template Memorandum of Understanding used by other councils, which is required to inform the development of a local CCTV viewing agreement.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy has been completed and will be presented to Council at its February 2026 meeting following the standard internal review process. This internal review could not be finalised in time for inclusion in the December agenda due to the meeting being brought forward by one week and competing operational priorities within existing staff capacity.</p> <p><b>12 Feb 2026 8:50am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 May 2026 - Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Stage 2 of the Grey Street CCTV upgrade with the successful supplier engaged and works anticipated to commence in late February 2026. Discussions with</p> <p>NSW Police regarding a viewing screen are also anticipated to be concluded in late February 2026.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy will now be put to Council's March meeting due to resourcing limitations throughout the Christmas and January period.</p> <p><b>19 Mar 2026 12:34am Sheridan, Riarna</b></p> <p>Progress is continuing in line with Council's resolution. The engaged</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>supplier has placed orders for the Stage 2 CCTV equipment, with installation expected to commence in mid April and completion anticipated in May.</p> <p>Council has also reached agreement with NSW Police (Glen Innes Police Station) to install a dedicated monitoring screen within the station, enabling real time surveillance of Grey Street. This approach is consistent with arrangements implemented by other councils across NSW.</p> <p>The draft Public Safety and Asset Protection CCTV Strategy is currently under review and is scheduled to be presented to Council at the April meeting.</p> <p><b>17 Apr 2026 10:30am Sheridan, Riarna</b></p> <p>Progress is continuing in line with Council's resolution. Stage 2 CCTV installation works along Grey Street and installation of the viewing monitor at the Glen Innes Police Station is scheduled to be completed by end of May. The draft Public Safety and Asset Protection CCTV Strategy is now scheduled to be put to Council's May meeting.</p>
28/11/2024	12.1	Purchase of Property	<p><b>24.11/24 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report.</li> <li>Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land.</li> <li>Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all</li> </ol>	30/06/2027	Smith, Bernard	<p><b>11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve.</p> <p><b>15 May 2025 2:35pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 01 June 2025 to 31 December 2026 - Resolution includes raising the borrowings for the total project, this will occur in 2 loans and the second will not be raised until mid 2026.</p> <p><b>15 May 2025 2:40pm Smith, Bernard</b></p> <p>Sale contract finalised within 4 weeks, includes provisions relating to carpark design, works funded by vendor, other works to be undertaken by vendor., Brief for internal fitout design to be issued with 4 week., Draft plan of subdivision being prepared.</p> <p><b>10 Jun 2025 3:40pm Smith, Bernard</b></p> <p>Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>associated and necessary disbursements, fees and duties.</p> <p>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.</p> <p>5. Gives public notice of its intentions to classify the land as Operational Land in accordance with the provisions of Section 34 of the <i>Local Government Act 1993</i> and that submissions be received for a minimum period of 28 days closing at 4:00pm on 24 January 2025.</p> <p>6. That, if no objecting submissions are received, Council classifies the property being land owned by the Council that is shown as Lot 1 on Plan B as Operational Land in accordance with Section 31 of the <i>Local Government Act 1993</i>.</p> <p>7. Notes that the land currently used for carparking is to continue in that form.</p> <p><b>CARRIED</b></p>			<p><b>21 Aug 2025 12:25pm Smith, Bernard</b></p> <p>Negotiations have been protracted however contract should be signed by the end of August</p> <p><b>18 Sep 2025 1:22pm Smith, Bernard</b></p> <p>Negotiations still underway and very protracted regarding a range of matters.</p> <p><b>03 Nov 2025 11:42am Smith, Bernard</b></p> <p>Contract of sale signed in October, tender for design to be awarded at the November meeting</p> <p><b>08 Dec 2025 10:03am Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 31 December 2026 to 30 June 2027 - Second round of borrowings will not occur until well into 2026</p> <p><b>30 Jan 2026 4:28pm Smith, Bernard</b></p> <p>Contract of sale entered into, design is progressing, vendor has to complete a number of actions including the subdivision of the land.</p> <p><b>18 Mar 2026 2:41pm Smith, Bernard</b></p> <p>Nothing further to add to the previous update.</p>
07/03/2025	4.1	Expression of Interest - Sale of 146 and 148 Church Street	<p><b>2.03/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Accepts the offer of \$250,000 from New England CT Pty Ltd and proceeds with the sale of 146 and 148 Church Street, incorporating the below items into the contract as applicable, and</p> <p>2. Creates a budget of \$10,000 to complete a subdivision of the rear area of 148 Church Street, allowing the front office area to be sold while retaining the historical elements</p>	30/05/2026	Sheridan, Riarna	<p><b>07 Apr 2025 9:21am Hunt, David</b></p> <p>Tenterfield Surveying engaged to prepare subdivision documents. APJ Law engaged to draft lease conditions and contract of sale.</p> <p><b>07 Apr 2025 9:22am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 21 March 2025 to 06 April 2025 - To allow further time to complete actions.</p> <p><b>08 Apr 2025 1:55pm Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 06 April 2025 to 30 June 2025 - Date revised to allow for subdivision to be prepared and lodged.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			of the building, and			07 May 2025 9:33am Hunt, David
			3. Includes as part of the subdivision, a realignment of the rear boundary of 146 Church Street (the dwelling site) to ensure adequate separation between the dwelling and retained rear section of 148 Church Street is provided, and			Tenterfield Surveying engaged to proceed with subdivision requirements. Lease documents created and provided to lessee.
			4. Authorises the General Manager (or delegate) to negotiate lease terms with New England CT Pty Ltd for both properties for an 18-month period while the subdivision process is completed, ensuring the inclusion of the following:			02 Jun 2025 9:59am Hunt, David
			<ul style="list-style-type: none"> <li>☐ A clause requiring the Lessee to secure all the necessary approvals and licenses for the permitted use within three months of signing the lease,</li> <li>☐ A clause requiring the Lessee commence operation of the CT business within six months of obtaining the required approvals,</li> <li>☐ An option for the Lessee to purchase the properties 12 months after the subdivision is completed.</li> </ul>			Tenterfield Surveying continuing with requirements for subdivision. Lease has been executed with New England CT.
			5. Authorises the General Manager to execute all necessary documentation to effect the lease and the Contract for the Sale of Land, and			02 Jun 2025 10:22am Hunt, David - Reallocation
			6. Requests that a report be brought back to the July 2025 Council Meeting outlining potential future uses for the rear section of 148 Church Street, which will be retained by Council.			Action reassigned to Sheridan, Riarna by Hunt, David - As requested by Director Sheridan. Actions assigned to MAS have been completed at stage.
			<b>CARRIED</b>			06 Jun 2025 8:54am Sheridan, Riarna - Target Date Revision
						Target date changed by Sheridan, Riarna from 30 June 2025 to 31 July 2025 - Progress to date includes finalisation and execution of the lease and lodgement of Development Applications for both subdivision and change of use to a Medical Centre (including associated alterations and additions). These applications are currently under assessment in accordance with Council's Conflict of Interest Policy (Dealing with Council-Related Development). The sale contract will be prepared closer to the date of sale, being 12 months post-subdivision in line with the resolution.
						A report is on track to be presented to the July 2025 Council Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.
						10 Jul 2025 8:27pm Sheridan, Riarna
						Further progress made in line with the resolution includes, a report for the Development Application for the change of use to a medical centre, including associated alterations and additions has been prepared for Council's consideration at the July 2025 Ordinary Meeting in accordance with Council's Conflict of Interest Policy - Dealing with Council-Related Development.
						The Development Application for subdivision is expected to be considered at the September 2025 Council Meeting. This was delayed to allow for a reconfiguration of the proposed lots, which now includes the existing dwelling site (146 Church Street) forming part of the front

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>portion of the land to be subdivided at 148 Church Street.</p> <p>To meet item 6 of the resolution, a separate report has been prepared for the July 2025 Meeting, outlining potential future uses for the rear portion of 148 Church Street, which is to be retained by Council.</p> <p><b>15 Aug 2025 8:11am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 July 2025 to 31 October 2025 - Further progress in line with the resolution includes: the Construction Certificate for the CT Scanning facility has been lodged and is under assessment; the Development Application for the subdivision is on track for consideration at the September 2025 Council Meeting; and, following Council's July 2025 resolution, community consultation has commenced inviting submissions on potential future use options for the rear portion of the site / heritage building to be retained by Council. An Open Day is also planned for September (date to be confirmed) to allow the public to visit the site and view the area firsthand to further inform submissions.</p> <p><b>17 Sep 2025 4:47pm Sheridan, Riarna</b></p> <p>Further progress in line with the resolution includes:</p> <p>Following issue of the Construction Certificate, New England CT has commenced fit-out works to the front portion of the Essential Energy building (148 Church Street) for the purpose-built CT Scanning Facility. Due to an unforeseen delay by the planning consultant, the Development Application for the subdivision will now be reported to Council in October. In line with Council's July 2025 resolution, community consultation continues, inviting submissions from the community on potential future uses for the rear portion of the site and heritage building to be retained by Council. An Open Day is scheduled to held on Saturday 20 September to allow the public to visit the site and view the area firsthand to inform submissions.</p> <p><b>07 Oct 2025 9:04pm Sheridan, Riarna</b></p> <p>Further progress continues in line with the Council resolution. A report recommending approval of the subdivision of 146-148 Church Street is included in the October Council Agenda. New England CT Pty Ltd has confirmed that internal fit-out works to the front portion of the Essential Energy building (148 Church Street) are progressing well. They are awaiting completion of Essential Energy's power upgrade, after which a soft launch is planned for late January 2026,</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>followed by a full opening in February 2026, consistent with the resolution timeframe. Outcomes from the community consultation and Open Day on future uses of the rear portion of the site will be reported to Council's November meeting.</p> <p><b>13 Nov 2025 2:14pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 31 December 2025 - Works continue to progress in accordance with the resolution. The Development Application for the subdivision has been approved, and Council is now awaiting lodgement of the Subdivision Certificate by the contracted land surveyor to enable the subdivision process to proceed through to registration. All other components of the resolution have been completed.</p> <p><b>06 Dec 2025 3:30pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 December 2025 to 30 May 2026 - Subdivision Certificate application is anticipated to be submitted to Council by the surveyor in late December 2025 or January 2026. All other items of the resolution are complete.</p> <p><b>12 Feb 2026 12:14pm Sheridan, Riarna</b></p> <p>Preparation of the Subdivision Certificate application remains underway. The surveyor has advised that final plan refinements and supporting documentation are being completed prior to lodgement to ensure compliance with NSW Land Registry Services requirements.</p> <p>Lodgement is anticipated late February 2026. All other components of the resolution have been completed.</p> <p><b>19 Mar 2026 12:51am Sheridan, Riarna</b></p> <p>Preparation of the Subdivision Certificate application continues. The surveyor has advised that final plan refinements and supporting documentation are being completed prior to lodgement to ensure compliance with NSW Land Registry Services requirements.</p> <p>Lodgement is anticipated late March 2026. All other components of the resolution have been completed. New England CT has lodged their Occupation Certificate application, along with the CT scanning machine being installed in mid-March, ready for opening very soon.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p><b>17 Apr 2026 12:35pm Sheridan, Riarna</b></p> <p>It is pleasing to advise that Council has issued an Occupation Certificate to New England CT Pty Ltd, with operations commencing in mid April and clients now being welcomed on site.</p> <p>The subdivision certificate is progressing, with lodgement by the surveyor anticipated by the end of April.</p> <p>In accordance with the resolution and lease arrangements, New England CT Pty Ltd will be eligible to proceed with the purchase of 146 Church Street and the front portion of 148 Church Street following the registration of the subdivision by Lands Registry Services (LRS).</p>
24/04/2025	7.13	Waste-to-Energy Technology - Costs, Benefits and Risks	<p><b>14.04/25 RESOLUTION</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Notes the contents of this report.</li> <li>2. Creates a sub-committee of Council comprised of Councillors Davis, Scott, Arandale and Parsons, the General Manager, the Director of Place and Growth, John Winter and 3 SEATA directors to undertake further investigations and discussions regarding a potential Public Private Partnership (PPP), and to obtain legal advice to inform this process.</li> <li>3. Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA.</li> <li>4. Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including legal considerations, and estimated costs and returns to potentially progress the proposed agreement towards the ownership and means of operation of a SEATA plant by GISC, to also enable GISC to become a power producer and retailer.</li> </ol>	30/06/2026	Sheridan, Riarna	<p><b>08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 September 2025 - Works are progressing in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee are currently being developed, with the first meeting scheduled to be held prior to 30 June 2025.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p><b>06 Jun 2025 9:29am Sheridan, Riarna</b></p> <p>Works continue to progress in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee have been developed and are being reviewed, with the first meeting still scheduled to be held prior to 30 June 2025, with invites to be sent out within the coming week.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p><b>10 Jul 2025 8:42pm Sheridan, Riarna</b></p> <p>Works continue to progress in accordance with item 1 of the</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>5. Makes recommendation for the amendment of the Draft Community Strategic Plan, Delivery Program and the Operational Plan to ensure there are no potential impediments for submissions to OLG.</p> <p>6. Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works.</p> <p><b>CARRIED</b></p>			<p>resolution. A sub-committee meeting has been scheduled for 4 August 2025 and will inform future progression of the project and allocation of \$75k for feedstock trial.</p> <p><b>15 Aug 2025 8:22am Sheridan, Riarna</b></p> <p>Works are progressing in line with the resolution, with a comprehensive report presented to Council's August meeting detailing progress to date, outcomes of the Sub-Committee meeting, the scheduled date for the independent feedstock trial, and the next steps to progress to a potential PPP.</p> <p><b>18 Sep 2025 6:24am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 September 2025 to 30 November 2025 - Following Council's August 2025 resolution (15.08/25), the Sub-Committee established under resolution 14.04/25 has been placed on hold to ensure probity and compliance with the Local Government Act 1993 and the OLG's PPP Guidelines. Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p><b>07 Oct 2025 9:09pm Sheridan, Riarna</b></p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p><b>13 Nov 2025 2:23pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p><b>06 Dec 2025 3:33pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 30 April 2026 - SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p> <p><b>12 Feb 2026 9:19am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 April 2026 to 30 June 2026 - In January 2026, Council officers provided biosolids and green waste samples to SEATA at their request to undertake benchtop trials in preparation for continuous testing of the Pilot Plant. The benchtop trial successfully produced high quality biochar and the process performed as expected.</p> <p>Independent laboratory analysis of inputs and outputs, including testing for solids, metals and PFAS, is underway. SEATA has advised that full results are expected by mid March due to extended PFAS analysis timeframes. The data will inform an indicative mass and energy balance to support full scale continuous testing, which is now anticipated to occur in April 2026.</p> <p>Pilot plant upgrades, including the elevator bucket feed in system, are nearing completion. Components have been constructed and factory acceptance tested, with installation now progressing on site.</p> <p>The Service Level Agreement has been finalised and forwarded to SEATA for review and execution.</p> <p><b>19 Mar 2026 12:55am Sheridan, Riarna</b></p> <p>Council is currently awaiting the results of SEATA's benchtop trials of green waste and biosolids undertaken in January 2026. SEATA is in the process of reviewing the Service Level Agreement (SLA) for the proposed feedstock trial provided by Council Officers, with commencement anticipated in April, subject to execution of the SLA and formal confirmation of the start date from SEATA.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>17 Apr 2026 10:57am Sheridan, Riarna</p> <p>The results of SEATA's benchtop trials of green waste and biosolids, undertaken in January 2026, are still pending.</p> <p>SEATA is currently reviewing the proposed Service Level Agreement (SLA) prepared by Council officers for the feedstock trial. Subject to execution of the SLA and formal confirmation from SEATA, commencement of the trial is anticipated in late April or May 2026.</p>
24/04/2025	7.8	Glen Innes Community and District Centre - In Kind Support	<p><b>9.04/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Advocates for Homes North to strengthen their support of Glen Innes and District Community Centre (GIDCC) operations and the client referral process.</li> <li>Authorises Council Officers to provide in-kind support through assistance with developing a 2025/26 Strategy document for the GIDCC.</li> <li>Authorises Council Officers to provide in-kind administrative support for the preparation of external grant applications for the GIDCC to improve the Centre's financial position.</li> <li>Requests the General Manager to investigate and determine the availability of up to \$20,000 within the current financial year budget, for the purpose of providing a one-off subsidy to support the debt repayment and running costs of the GIDCC; and</li> <li>Notes that this subsidy is intended to assist the Community Centre Committee in maintaining service continuity while they work to improve their financial sustainability.</li> <li>Supports in principle the concept of establishing a Community Service Hub in Glen Innes to improve access to coordinated services for vulnerable and disadvantaged</li> </ol>	30/06/2026	Woodland, Lindsay	<p><b>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</b></p> <p>Target date changed by Brackenborough, Ellie from 08 May 2025 to 30 June 2025 - In Kind Support has commenced by way of:</p> <p><b>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</b></p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - - Strategy Workshop Attendance</p> <p><b>15 May 2025 2:50pm Brackenborough, Ellie - Target Date Revision</b></p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - Support through determination of current NFP status and distribution identified grant opportunities.</p> <p><b>10 Jun 2025 2:49pm Brackenborough, Ellie - Completion</b></p> <p>Completed by Brackenborough, Ellie (action officer) on 10 June 2025 at 2:49:55 PM - In Kind Support has commenced by way of: - Strategy Workshop Attendance (MCS &amp; AMG), - Offer of MCS to create graphic design of Strategy Document (Data context not yet received) , - Support through determination of current NFP status and distribution identified grant opportunities, - Offer of grant writing support for identified grants</p> <p><b>24 Feb 2026 11:19am Duffell, Debbie</b></p> <p>Action uncompleted - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p><b>24 Feb 2026 11:20am Duffell, Debbie - Completion</b></p> <p>Uncompleted by Duffell, Debbie</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>members of the community; and</p> <p>7. Authorises the General Manager to engage with relevant local service providers, including Homes North, the Glen Innes &amp; District Community Centre, and State and Federal Government agencies, to explore co-location opportunities and collaborative service delivery models; and</p> <p>8. Requests the General Manager to investigate potential Council-owned or leased facilities suitable for such a co-location, including operational, financial, and community benefits and constraints; and</p> <p>9. Advocates to relevant government departments and funding bodies for support to progress a Community Service Hub in Glen Innes, including identification of grant opportunities and partnership models; and</p> <p>10. Receives a report outlining options, preliminary findings, and next steps for consideration at the August 2025 Ordinary Council Meeting.</p> <p><b>CARRIED</b></p>			<p><b>24 Feb 2026 11:22am Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p><b>13 Mar 2026 1:44pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 June 2025 to 01 June 2026 - Items 1,2,3,4,5 have been completed. Items 6 and 7 are progressing with discussions already held over previous months with GIDCC and Homes North to confirm their respective support for the Glen Innes Community Services Hub concept. Moving forward the intention is to establish a Project Team with key stakeholders to progress with the development of a pam=n to establish the Community Services Hub.</p> <p><b>14 Apr 2026 12:06pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 01 June 2026 to 30 June 2026 - Items 1,2,3,4,5 have been completed. Items 6 and 7 are progressing with a meeting scheduled with GIDCC, Homes North, PHN and Rural Fit to progress the Glen Innes Community Services Hub concept. Moving forward the intention is to establish a Project Team with key stakeholders to progress the development of the Community Services Hub in Gen Innes.</p>
24/07/2025	12.2	Taronga Mines - Mine Camp at Glen Innes Airport - Final Terms to form Binding Heads of Agreement	<p><b>37.07/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <p>1. Endorses the final terms as contained in Annexure 1 of this report to form the Binding Heads of Agreement with Taronga Mines Pty Ltd for the lease of part of the Glen Innes Airport site to establish a mine camp supporting the Taronga tin mine at Emmaville;</p>	30/04/2026	Sheridan, Riarna	<p><b>15 Aug 2025 8:37am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 07 August 2025 to 30 November 2025 - The final Heads of Agreement has been received by Taronga for execution by the General Manager in line with the resolution. Taronga has confirmed that the lease agreement will be prepared once the Heads of Agreement has been executed.</p> <p><b>18 Sep 2025 6:53am Sheridan, Riarna</b></p> <p>The final Heads of Agreement has been executed by the General Manager. Council is now awaiting Taronga to provide a copy of the lease, which will be prepared in line with the resolution.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>2. Notes that Taronga will be responsible for preparing the Heads of Agreement and lease documentation;</p> <p>3. Approves the execution of the Heads of Agreement, subject to all relevant terms and conditions being met;</p> <p>4. Approves the execution of the lease, as prepared in accordance with the terms of the executed Heads of Agreement.</p> <p><b>CARRIED</b></p>			<p>07 Oct 2025 9:35pm Sheridan, Riarna</p> <p>No change since the previous update. The final Heads of Agreement has been executed by the General Manager, and Council is now awaiting Taronga to prepare and provide a copy of the lease, which will be drafted in accordance with the terms outlined in the resolution.</p> <p><b>14 Nov 2025 7:02am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 November 2025 to 31 January 2026 - Some progress has been made. Taronga's consultant has provided a draft plan of subdivision consistent with the Heads of Agreement. This subdivision is required to clearly define the land parcel for lease registration with NSW Land Registry Services. To be clear, no land is being sold, and Council will retain full ownership of the site.</p> <p>Further work on the subdivision cannot proceed until the land is reclassified from Community to Operational, which is anticipated to occur in December 2025. Taronga is still to provide a copy of the proposed lease, noting that the lease cannot be executed or registered until the reclassification process is complete in accordance with legislative requirements.</p> <p><b>07 Dec 2025 3:09pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 06 March 2026 - No further progress has been made since the November 2025 update. NSW DPHI is still finalising the land reclassification Planning Proposal (from Community to Operational Land) which is required to enable the subdivision and Taronga's lease over the subdivided portion of land to be finalised. It is now anticipated the reclassification will be finalised in either late December 2025 or January 2026.</p> <p><b>12 Feb 2026 9:57am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 06 March 2026 to 30 April 2026 - NSW DPHI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.</p> <p>DPHI is now completing final approvals prior to publication, with the</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>updated LEP anticipated to be publicly available by mid February 2026. Once published, this will enable subdivision of the relevant portion of land at the airport upon which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to allow the lease to Taronga to be registered on title and to finalise the lease arrangements in accordance with Council's resolution.</p> <p><b>19 Mar 2026 1:28am Sheridan, Riarna</b></p> <p>Progress continues on the Land Reclassification Planning Proposal, which must be finalised prior to Taronga Mines progressing the subdivision of land required to establish a Mine Camp at the Glen Innes Airport.</p> <p>NSW DPHI has advised that the final instrument has been received from the Parliamentary Counsel's Office, with an outcome anticipated in late March or early April. Following this, the updated Local Environmental Plan (LEP) will be published on the NSW Legislation website.</p> <p>Once published, this will enable subdivision of the relevant portion of land at the airport on which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to facilitate registration of the lease to Taronga on title and to finalise lease arrangements in accordance with Council's resolution.</p> <p><b>17 Apr 2026 12:14pm Sheridan, Riarna</b></p> <p>Steady progress continues. The land reclassification planning proposal has now been finalised and gazetted on the NSW Legislation website. This now allows Taronga Mines to progress the subdivision of land required to establish a Mine Camp at the Glen Innes Airport and prepare the lease in line with the resolution. This body of work is anticipated to be completed by / around June 2026.</p>
28/08/2025	8.1	Notice of Motion - Former Glen Innes Ambulance Station - Proposed Return to Community Ownership	<p><b>11.08/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <p>1. Notes the community interest and historic value of the former Ambulance Station at 104 Bourke Street, Glen Innes.</p>	30/06/2026	Smith, Bernard	<p><b>18 Sep 2025 1:20pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 11 September 2025 to 22 December 2025 - Ongoing advocacy</p> <p><b>20 Nov 2025 2:16pm Smith, Bernard</b></p> <p>Mayor has written to Minister and raised with local member</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>2. Supports the Mayor to continue enquiries with the State Government regarding its future use and ownership.</p> <p>3. Defers any formal request for transfer until a clear and suitable plan for use and funding is identified.</p> <p><b>CARRIED</b></p>			<p><b>30 Jan 2026 4:24pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 22 December 2025 to 30 June 2026 - Response yet to be received from the Minister, advocacy to be ongoing.</p> <p><b>18 Mar 2026 2:30pm Smith, Bernard</b></p> <p>Matter still under consideration by the state, attempts made to illicit a response.</p>
28/08/2025	12.1	Waste-To-Energy - Public Private Partnership Progress Update And Next Steps	<p><b>15.08/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Notes that the Sub-Committee established under resolution 14.04/25 has been paused to ensure probity and full compliance with the <i>Local Government Act 1993</i> and the OLG's Public Private Partnership (PPP) Guidelines.</p> <p>2. Determines that the PPP initial assessment documentation will not be prepared or submitted to the OLG until the independent feedstock trial is completed and results are available to confirm the technology's viability enabling evidence-based due diligence, risk assessment, and project scoping.</p> <p>3. Receives a further report following the feedstock trial, outlining the results and providing recommendations on whether to proceed with a potential PPP process in line with statutory and probity requirements.</p> <p><b>CARRIED</b></p>	30/06/2026	Sheridan, Riarna	<p><b>18 Sep 2025 6:27am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 11 September 2025 to 28 November 2025 - Progress in line with the resolution has been made - Council officers are awaiting a response from SEATA to questions raised to inform development of a Service Level Agreement (SLA) for the independent feedstock trial. The trial is anticipated to proceed in October 2025, subject to receipt of SEATA's response, finalisation of the SLA and confirmation from SEATA that the trial is ready to commence.</p> <p><b>07 Oct 2025 9:37pm Sheridan, Riarna</b></p> <p>Progress remains steady, with SEATA understood to be finalising responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial.</p> <p><b>14 Nov 2025 7:06am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 November 2025 to 28 February 2026 - Progress remains steady, SEATA confirmed that responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial. Once received, these responses will enable finalisation of the agreement and scheduling of the trial. SEATA further indicated that the trial will likely proceed in February, once fabrication of an elevated bucket has been completed and installed.</p> <p><b>07 Dec 2025 3:13pm Sheridan, Riarna</b></p> <p>SEATA has now provided responses to Council's questions to inform the draft Service Level Agreement for the independent feedstock trial</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>The Service Level Agreement has been scheduled to be completed, reviewed and provided to SEATA for execution by late December / early January to ensure ample time for the trial to proceed in February 2026, once fabrication of an elevated feed bucket has been completed and installed to the technology.</p> <p><b>12 Feb 2026 9:59am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Awaiting full-scale continuous feedstock trial to occur and results provided to progress this resolution. SEATA confirmed the full-scale trial is anticipated to now occur in April 2026 following the receipt of benchtop trial analysis results in March 2026 and completion of plant upgrades to allow the trial.</p> <p><b>19 Mar 2026 1:30am Sheridan, Riarna</b></p> <p>Council is currently awaiting the results of SEATA's benchtop trials of green waste and biosolids undertaken in January 2026. SEATA is in the process of reviewing the Service Level Agreement (SLA) for the proposed feedstock trial provided by Council Officers, with commencement anticipated in April, subject to execution of the SLA and formal confirmation of the start date from SEATA.</p> <p><b>17 Apr 2026 12:18pm Sheridan, Riarna</b></p> <p>The results of SEATA's benchtop trials of green waste and biosolids, undertaken in January 2026, are still pending.</p> <p>SEATA is currently reviewing the proposed Service Level Agreement (SLA) prepared by Council officers for the feedstock trial. Subject to execution of the SLA and formal confirmation from SEATA, commencement of the trial is anticipated in late April or May 2026.</p>
28/08/2025	7.5	Financial Assistance Grants - Letter from Local Government Grants Commission	<p><b>7.08/25 RESOLUTION</b></p> <p>That Council prepares a submission to the Local Government Grants Commission during the consultation process, highlighting the impact of the current methodology on Glen Innes Severn Council and advocating for reforms that provide more equitable outcomes for rural and regional councils.</p> <p><b>CARRIED</b></p>	30/06/2026	Woodland, Lindsay	<p><b>18 Sep 2025 3:18pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 11 September 2025 to 31 October 2025 - Formal consultation process has not yet commenced. LW will clarify with the Grants Commission the timing of consultation and make a submission accordingly.</p> <p><b>18 Nov 2025 11:46am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 31 October 2025 to 19 December 2025 - WE have yet to hear from the Grants</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
<p><b>Action Sheets Report</b></p>	

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
						<p>Commission about their engagement process.</p> <p><b>11 Dec 2025 10:51am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 19 December 2025 to 30 January 2026 - Our request for information to the Department on the likely timing of the consultation has confirmed that the consultation has not yet commenced as the Commission is still in the planning/scoping stage. It appears likely that the consultation process will commence in the new calendar year.</p> <p><b>04 Feb 2026 12:22pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 January 2026 to 30 March 2026 - Council Officers have previously contacted the Grants Commission to seek advice on when the proposed consultation process will commence. The Commission's response did not provide a commencement date for the consultation. No further information on the consultation process is available at this time.</p> <p><b>13 Mar 2026 2:58pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 March 2026 to 30 June 2026 - No information can be found on the Grant Commission's website on the FAG Grant consultation. Will continue to monitor.</p> <p><b>14 Apr 2026 12:09pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 30 June 2026 to 30 June 2026 - GISC has not yet received any further advice regarding the consultation for the review of the allocation processes for FAG grants.</p>
25/09/2025	12.2	Sale of Council-owned land at Dumaresq Street, Glen Innes - Sale and Marketing Options	<p><b>23.09/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <ol style="list-style-type: none"> <li>1. Authorises the listing of 186 Dumaresq Street, Glen Innes at \$330,000 inclusive of GST for a maximum period of six months.</li> <li>2. Authorises the listing of 194 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months.</li> </ol>	30/06/2026	Woods, Colin	<p><b>09 Oct 2025 8:41am Hunt, David - Target Date Revision</b></p> <p>Target date changed by Hunt, David from 09 October 2025 to 30 June 2026 - Work to commence on selection the most appropriate agent to list the vacant lots of land. Agent expected to be selected by the middle of November 2025 to allow for marketing and sale of the land.</p> <p><b>10 Nov 2025 12:54pm Hunt, David</b></p> <p>Submissions from Real Estate Agents received. Successful agent to be appointed by 15th of November.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>3. Authorises the listing of 196 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months.</p> <p>4. Authorises the listing of 198 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months.</p> <p>5. Authorises the Common Seal of Council to be affixed to the contract of sale for any of the above lots if the minimum listing price is achieved within the six-month period.</p> <p>6. Requests that a report be presented to a Council Meeting, outlining additional options for selling any of the specified lots that remain unsold after the six-month period. Additionally, the General Manager may bring to Council offers which warrant consideration.</p> <p><b>CARRIED</b></p>			<p>19 Nov 2025 8:12am Hunt, David</p> <p>Country Wide Property selected to market and sell vacant land at market values as per Council Resolution.</p> <p>19 Nov 2025 8:13am Hunt, David - Reallocation</p> <p>Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p>09 Dec 2025 3:17pm Woods, Colin</p> <p>Exclusive selling agent agreements with Country Wide Property have been signed and the properties have been listed on their website. There has been no correspondence from CWP since listing.</p> <p>05 Feb 2026 8:25am Woods, Colin</p> <p>The properties continue to be listed with Country Wide Property. The agent advises that interest has been minimal with the only enquiries being interested in residential property.</p>
16/10/2025	7.2	Psychosocial Safety	<p><b>3.10/25 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Adopts the Draft Councillor Psychosocial Safety and Wellbeing Framework - Foundational Stage.</p> <p>2. Implements the actions outlined in the Framework and continues to develop the Framework to meet SafeWork NSW Code of Practice requirements.</p> <p>3. Continues to advocate for improvements in managing the Psychosocial Safety and Wellbeing of Councillors, to the relevant State Government Ministers, key Government Departments including Office</p>	30/06/2026	Woodland, Lindsay	<p>18 Nov 2025 11:50am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 October 2025 to 30 April 2026 - The foundational stage Psychosocial Safety &amp; Wellbeing Framework for Councillors was adopted by Council at the October OCM. The document will be updated over the coming months with further engagement of Councillors required at a future workshop and peer review by industry and other Councils to be completed.</p> <p>13 Mar 2026 2:59pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 April 2026 to 30 April 2026</p> <p>14 Apr 2026 12:14pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 April 2026 to 30 June 2026 - Council Officers are waiting on feedback (peer review) from councils and stakeholders. Council Officers will also focus on</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>of Local Government and Safework NSW, and relevant stakeholders including Local Government NSW, Country Mayors Association and other Councils.</p> <p>4. Proactively seeks peer and expert review as Council moves from the foundational stage into the final stage.</p>			<p>completing the Framework (from Foundational stage to Final) before the end of the financial year.</p>
			<b>CARRIED</b>			
27/11/2025	8.1	Notice of Motion - Customer Service Improvement and Service Review - Immediate and Long-Term Actions	<p><b>19.11/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <p>1. Notes that the Customer Service Service Review will be undertaken in 2025/2026 in accordance with Operational Plan Action O1.3.3.9.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Response timeframes and escalation pathways,</li> <li>• Clear standards for communication and follow-up,</li> <li>• Staff training in customer-centred service delivery,</li> <li>• Improved coordination between departments for customer requests, and</li> <li>• Mechanisms for monitoring and reporting on customer satisfaction.</li> </ul> <p>3. Ensures that the Improvement Plan align with the long-term Service Review Framework, ensuring that lessons and data from Stage 1</p>	23/04/2026	Woodland, Lindsay	<p><b>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation</b></p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p><b>11 Dec 2025 10:59am Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - An update to Council at its February Meeting will be provided on the progress made against each item in the resolution. Immediate actions for service improvements will be the key area of focus initially.</p> <p><b>04 Feb 2026 12:32pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 27 February 2026 to 23 April 2026 - Work has commenced on the Customer Service Improvement Plan (immediate improvements) and an update report will be tabled at the April OCM in line with the resolution.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

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

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>with the clear expectation that any future concept must integrate appropriate commercial elements to ensure, at minimum, a cost-neutral operational outcome for ratepayers.</p> <p>3. Requests the preparation of a full business case and feasibility assessment, incorporating:</p> <ul style="list-style-type: none"> <li>• heritage and engineering due diligence,</li> <li>• capital and operational cost modelling,</li> <li>• financial viability testing,</li> <li>• WHS and risk analysis,</li> <li>• governance and partnership options,</li> <li>• staging and funding pathways aligned to grant availability.</li> </ul> <p>4. Confirms that any proposal relating to ownership, leasing, operation or rehabilitation of the heritage assets must comply with Council's statutory obligations, including the Local Government Act, heritage protections, probity requirements, and Council's responsibility for the long-term intergenerational custody of the asset;</p> <p>5. Notes that the business case is to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> <li>• inclusion in the 2026/27 Operational Plan and Budget,</li> <li>• co-funding through external grant programs, or</li> <li>• wholly funded through successful grant applications.</li> </ul> <p>6. Requests a further report to Council presenting the completed business case</p>			<p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p> <p><b>19 Mar 2026 1:52am Sheridan, Riarna</b></p> <p>No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time, however investigations into alternative sources of funding are being explored.</p> <p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p> <p><b>17 Apr 2026 12:19pm Sheridan, Riarna</b></p> <p>No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time, however investigations into alternative sources of funding are being explored, including a potential EOI for interested parties to lease the Powerhouse while a business case is developed and masterplan prepared as part of the Precincts Activation Framework and Strategy being presented to Council's April meeting.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			and recommending a preferred future-use model based on evidence, financial sustainability, risk management and long-term community benefit and aligned with the Precincts and Activation Framework currently in development.			
			<b>CARRIED</b>			
18/12/2025	7.7	Adoption of the Draft Glen Innes Highlands Economic Development Strategy 2026 - 2030 & Draft Glen Innes Highlands Destination Management Plan 2026 - 2030	<p><b>8.12/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <ol style="list-style-type: none"> <li>Notes the outcomes of the public exhibition of the Draft Glen Innes Highlands Economic Development Strategy 2026-2030 and the Draft Glen Innes Highlands Destination Management Plan 2026-2030.</li> <li>Adopts the Glen Innes Highlands Economic Development Strategy 2026-2030 and the Glen Innes Highlands Destination Management Plan 2026-2030, incorporating the amendments outlined in this report.</li> <li>Further reviews the documents following the outcome of Council's Special Rate Variation application.</li> </ol> <p><b>CARRIED</b></p>	30/06/2026	Sheridan, Riarna	<p><b>12 Feb 2026 12:07pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 01 January 2026 to 30 June 2026 - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p> <p><b>19 Mar 2026 1:54am Sheridan, Riarna</b></p> <p>No change since February Ordinary Meeting report update - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p> <p><b>17 Apr 2026 12:29pm Sheridan, Riarna</b></p> <p>No change since March Ordinary Meeting report update - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
18/12/2025	7.3	Establishment of a Community Safety Forum	<p><b>4.12/25 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Establishes a Community Safety Forum.</li> <li>Adopts the Draft Terms of Reference for the Community Safety Forum.</li> <li>Calls for expressions of interest from members of the community to participate in the Forum.</li> </ol> <p><b>CARRIED</b></p>	29/05/2026	Smith, Bernard	<p><b>30 Jan 2026 4:22pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 01 January 2026 to 29 March 2026 - Initial date unrealistic, Expressions of interest to be called during February.</p> <p><b>18 Mar 2026 2:31pm Smith, Bernard</b></p> <p>Currently being advertised.</p> <p><b>18 Mar 2026 2:32pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 27 March 2026 to 30 April 2026 - Currently being advertised, should go to the April meeting</p> <p><b>15 Apr 2026 4:57pm Smith, Bernard</b></p> <p>Applications close 24 April.</p> <p><b>15 Apr 2026 4:58pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 30 April 2026 to 29 May 2026 - Applications still open</p>
19/02/2026	7.7	Internal Loan Update	<p><b>10.02/26 RESOLUTION</b></p> <p>THAT:</p> <ol style="list-style-type: none"> <li>Council notes the information in this report.</li> <li>A Councillor Workshop be conducted to inform Councillors on the operation of Council's cash flow management.</li> </ol> <p><b>CARRIED</b></p>	29/05/2026	Woodland, Lindsay	<p><b>13 Mar 2026 3:21pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 05 March 2026 to 24 April 2026 - The Cashflow Management item will be scheduled for a forthcoming Council Workshop in March or April.</p> <p><b>14 Apr 2026 12:19pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 24 April 2026 to 29 May 2026 - The focus of the Finance Team has been on preparing budgets for 2026/27 FY. A council workshop on cash flow will be scheduled for May.</p>
19/02/2026	7.4	Glen Innes School of Arts and Music Pilot - Proposed Operating Model	<p><b>7.02/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Notes the progress made to establish the recently approved pilot program for the Glen Innes School of Arts.</li> </ol>	30/06/2026	Woodland, Lindsay	<p><b>13 Mar 2026 3:18pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 05 March 2026 to 27 March 2026 - The proposed fees for the School of Arts and Music room hire are currently on public exhibition. The item will be dealt with at the March Ordinary Council Meeting should any substantial submissions be received regarding the proposed fees. The pilot program is being implemented and is scheduled to be open week</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>2. Approves the preferred operating model (Option 3: Council &amp; Community Operated) co-designed in collaboration with key stakeholders.</p> <p>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.</p> <p>4. Resolves to place this amendment to the 2025/26 Fees and Charges on public exhibition for 28 days in accordance with the <i>Local Government Act 1993</i>.</p> <p>5. Receives a further report to Council after the exhibition period in the event of Council receiving substantial submissions regarding the amendment to the Fees and Charges; otherwise, that the amendments be adopted by Council.</p> <p>6. Extends its thanks to stakeholders who have participated in and contributed to the engagement process.</p> <p>7. Requests that within six months of commencement of operations, a further report be provided to Council outlining:</p> <p style="margin-left: 20px;">a. Actual utilisation rates and financial performance against cost neutrality assumptions,</p> <p style="margin-left: 20px;">b. A refined financial model including break-even analysis and downside scenarios,</p> <p style="margin-left: 20px;">c. Defined key performance indicators for the remainder of the pilot period,</p> <p style="margin-left: 20px;">d. A review of governance arrangements, including advisory committee structure and membership, and</p> <p style="margin-left: 20px;">e. Clear success criteria and review</p>			<p>commencing 20th April 2026.</p> <p><b>14 Apr 2026 12:17pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 27 March 2026 to 30 June 2026 - A report will be tabled at the April Ordinary Council Meeting to establish the Advisory Committee. An Expression for Interest process has recently been completed and 9 parties have expressed their interest. Work is continuing for a soft opening from week commencing 20 April. A formal opening date will be planned for May 2026 - date yet to be confirmed.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
<p><b>Action Sheets Report</b></p>	

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			thresholds to inform Council's determination of the future of the program at the conclusion of the pilot.			
			<b>CARRIED</b>			
19/02/2026	7.6	Quarterly Budget Review - December 2025	<b>9.02/26 RESOLUTION</b>	30/04/2026	Mills, Gary	<p><b>17 Mar 2026 4:36pm Mills, Gary - Target Date Revision</b></p> <p>Target date changed by Mills, Gary from 05 March 2026 to 30 April 2026 - To be covered in the next QBR</p>
			<p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes and adopts the December 2025 Quarterly Budget Review.</li> <li>2. Requests that future Quarterly Budget Review Statements include:                             <ol style="list-style-type: none"> <li>a. The Responsible Accounting Officer's statement in accordance with the OLG QBRs Guidelines;</li> <li>b. Clear identification of structural versus temporary budget adjustments; and</li> <li>c. Explicit commentary on the impact of quarterly variations on the Long-Term Financial Plan and key financial sustainability indicators.</li> </ol> </li> </ol>			
			<b>CARRIED</b>			
19/02/2026	7.18	Renewable Energy Zone - Community Benefit Fund Framework & Voluntary Planning Agreement Template	<b>21.02/26 RESOLUTION</b>	30/05/2026	Sheridan, Riarna	<p><b>19 Mar 2026 1:23am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 05 March 2026 to 30 May 2026 - In accordance with the resolution, the draft REZ Community Benefit Fund Framework and supporting Voluntary Planning Agreement Template were placed on public exhibition from 20 February to 19 March 2026. Submissions received are currently being reviewed, with an update to be provided to Councillors at the April Ordinary Meeting.</p> <p><b>17 Apr 2026 12:32pm Sheridan, Riarna</b></p> <p>In accordance with the resolution, the draft REZ Community Benefit Fund Framework and supporting Voluntary Planning Agreement Template were placed on public exhibition from 20 February to 19</p>
			<p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Endorses the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework for the purpose of public exhibition for 28 days.</li> <li>2. Endorses the draft REZ Voluntary Planning Agreement (VPA) template for concurrent public exhibition.</li> <li>3. Displays the draft Renewable Energy Zone</li> </ol>			

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>(REZ) Community Benefit Fund Framework and the draft REZ Voluntary Planning Agreement (VPA) template on Council's website, and that it be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> <li>• Council's Town Hall Office, and</li> <li>• The Village Post Offices at Deepwater and Emmaville.</li> </ul> <p>4. Requests that, prior to adoption, Council staff review and integrate the principles and strategic approach of the Glen Innes Highlands Economic Development Strategy 2026–2030 into the Community Benefit Fund Framework, including community wealth-building, place-based capital investment, liveability enablers, and Council's population growth target of 10,000 residents.</p> <p>5. Receives a further report following the exhibition period that includes:</p> <ul style="list-style-type: none"> <li>a. a summary of submissions received, and</li> <li>b. advice on any amendments arising from public feedback and strategic alignment considerations prior to final adoption.</li> </ul>			<p>March 2026.</p> <p>Submissions received are currently being reviewed and finalised. While an update was initially anticipated for the April Ordinary Meeting, a report will now be provided to Councillors at the May Ordinary Meeting to allow sufficient time to appropriately consider the submissions and incorporate them into a final, comprehensive report.</p>
			<b>CARRIED</b>			
19/02/2026	7.1	Resolution Tracking Report	<p><b>4.02/26 RESOLUTION</b></p> <p>THAT Council:</p> <p>Notes the information contained in this report, and</p> <p>1. Requests the General Manager to review and refine the internal process for allocation and tracking of Council resolutions to ensure that:</p> <ul style="list-style-type: none"> <li>a. Where resolutions contain multiple</li> </ul>	31/05/2026	Smith, Bernard	<p><b>18 Mar 2026 2:35pm Smith, Bernard</b></p> <p>The practicality of part one is being reviewed given system constraints. Fragmentation of responsibility is also being considered.</p> <p><b>18 Mar 2026 2:37pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 31 May 2026 - Part 1 is difficult to efficiently implement.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p>
<p><b>Action Sheets Report</b></p>	<p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>actions capable of being progressed concurrently, those actions are assigned and delivered in parallel rather than sequentially,</p> <p>b. Clear responsibility is allocated to relevant officers for each action component, with appropriate coordination oversight,</p> <p>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</p> <p>2. Requests that, where resolutions include advocacy actions, reporting includes advice on advocacy undertaken by the Mayor and any associated outcomes or progress.</p>			
			<b>CARRIED</b>			
19/02/2026	6.1	Establishment of the Mayoral Community Impact Fund and Schools Mayoral Emerging Leadership Awards	<p><b>2.02/26 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Approves the establishment of the Mayoral Community Impact Fund to replace the Mayoral donations program with an annual allocation of \$10,000, commencing in the 2026/27 financial year, subject to adoption through the annual Budget process.</p> <p>2. Notes that the Fund will operate under the Mayor's delegated authority, in accordance with endorsed guidelines and with all allocations to be endorsed by the General Manager as compliant with Council policy, budget, and probity requirements.</p> <p>3. Approves that the Mayoral Community Impact Fund will be delivered through the following</p>	30/06/2026	Smith, Bernard	<p><b>18 Mar 2026 2:34pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 30 June 2026 - Will be incorporated in draft budget for Council consideration, proposal to be communicated to schools.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			funding streams: <ol style="list-style-type: none"> <li>a. Micro-Grants for Community Activation – supporting low-cost, high-impact community-led initiatives,</li> <li>b. Volunteer Recognition and Civic Contribution – recognising unpaid contribution and strengthening civic pride,</li> <li>c. Seed Funding for Local Innovation and Pilot Projects – enabling early-stage trials and proof-of-concept activity,</li> <li>d. Hardship and Rapid Response Support – providing timely assistance for urgent community needs through recognised agencies,</li> </ol> <ol style="list-style-type: none"> <li>4. Approves the inclusion of a Schools Mayoral Emerging Leadership Awards stream within the fund, which aims to recognise emerging leadership in local primary and secondary schools through school-nominated, non-cash awards, with awards:                             <ol style="list-style-type: none"> <li>a. Nominated by participating schools,</li> <li>b. Presented at existing school presentation events,</li> <li>c. Provided as non-cash educational supports (e.g. vouchers, books, IT resources).</li> </ol> </li> <li>5. Requests the General Manager to develop guidelines for the operation of the Fund and Awards Program, including governance, reporting, and accountability arrangements and in accordance with this resolution.</li> <li>6. Requests that an annual summary report be provided to Council outlining total allocations</li> </ol>			

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			made under the Fund and recipient categories.			
			<b>CARRIED</b>			
19/02/2026	7.8	Capital Works Program Progress Report as at 31 January 2026	<p><b>11.02/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes the information contained in the Capital Works Program Progress Report, and</li> <li>2. Requests that future Capital Works reporting include:                             <ol style="list-style-type: none"> <li>a. Clear identification of projects at risk of deferral or carryover and quantification of anticipated carryovers,</li> <li>b. High-level commentary on delivery capacity and sequencing risks, and</li> <li>c. Refinement of the Project Pipeline Register to include defined project maturity stages, progression milestones, and accountability measures to support structured advancement toward shovel-ready and grant-ready status.</li> </ol> </li> </ol>	30/05/2026	Smith, Bernard	<p><b>18 Mar 2026 2:39pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 30 May 2026 - Will not be fully implemented for March meeting.</p>
			<b>CARRIED</b>			
25/03/2026	12.2	Deepwater Railway Station Expressions of Interest	<p><b>30.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Authorises the calling of Expressions of Interest for a Licence to Occupy the Deepwater Railway Station and that the Expressions of Interest be accepted only from Incorporated Community Groups. The period of the Licence to Occupy will be for an initial three years with an option to extend until 30 November 2030.</li> </ol>	31/05/2026	Woods, Colin	<p><b>30 Mar 2026 11:32am Woods, Colin - Target Date Revision</b></p> <p>Target date changed by Woods, Colin from 08 April 2026 to 31 May 2026 - Expressions of Interest have been advised on Council's website with a closing date of 28 April.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>2. Requests a report be brought back to a Council Meeting outlining the Expressions received and provide a recommended action.</p> <p><b>CARRIED</b></p>			
25/03/2026	7.19	Draft Road, Bridge and Place Naming Policy	<p><b>22.03/26 RESOLUTION</b></p> <p><b>THAT:</b></p> <p>1. Council endorses the Draft Road, Bridge and Place Naming Policy for public exhibition, and</p> <p>2. Council displays the Draft Road, Bridge and Place Naming Policy on Council’s website, and that it be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> <li>• Council’s Town Hall Office, and</li> <li>• The Village Post Offices at Deepwater and Emmaville.</li> </ul> <p>3. Council requests that, following the public exhibition period, the subsequent report to Council include consideration of how the policy may be further strengthened to recognise naming as a strategic tool for place-making and economic development, including alignment with:</p> <ul style="list-style-type: none"> <li>a. Council’s broader place branding and identity,</li> <li>b. cultural heritage and local Aboriginal recognition, and</li> <li>c. Council’s emerging GeoRegion narrative and aspirations.</li> </ul> <p>4. The 2021 Roads Consultative Committee recommendation and subsequent Council resolution (28.01/22) is to be rescinded, and the new policy is to be applied to the naming of the</p>	29/05/2026	Kamphorst, Anthony	<p><b>16 Apr 2026 11:54am Kamphorst, Anthony - Target Date Revision</b></p> <p>Target date changed by Kamphorst, Anthony from 08 April 2026 to 29 May 2026 - The Policy is currently on public exhibition which closes on the 26th of April 2026. The new target date allows time for the consultation period, amendments to the policy (if required) and submission to the next Council meeting.</p>

<b>Division:</b> <b>Committee:</b> Council <b>Officer:</b>	<b>Date From:</b> <b>Date To:</b>  <b>Printed: Friday, 17 April 2026 3:11:01 PM</b>
<b>Action Sheets Report</b>	

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			Shannon Vale Road bridge over the Mann River.			
			<b>CARRIED</b>			
25/03/2026	7.20	Glen Elgin Sportsgrounds Plan of Management for Public Exhibition	<b>23.03/26 RESOLUTION</b>  <b>THAT Council:</b>  1. Resolves to hold a public hearing in accordance with section 40A of the <i>Local Government Act 1993</i> in respect of the Draft Glen Elgin Sports Grounds Plan of Management; and  2. Authorises the General Manager to arrange and publicly notify the public hearing, including fixing the date, time and venue; and  3. Requests that a further report be prepared to Council after the public hearing, in the event of Council receiving any substantial submissions regarding the Draft Glen Elgin Sports Grounds Plan of Management; otherwise, that the Draft Glen Elgin Sports Grounds Plan of Management be adopted by Council.	30/04/2026	Woods, Colin	<b>30 Mar 2026 11:30am Woods, Colin - Target Date Revision</b>  Target date changed by Woods, Colin from 08 April 2026 to 30 April 2026 - A Public Hearing for the POM is currently being organised and should be held by end of April.
			<b>CARRIED</b>			
25/03/2026	7.2	Delivery Plan Resourcing	<b>6.03/26 RESOLUTION</b>  <b>THAT Council:</b>  1. Notes the information contained in the report, and  2. Requests a further report to the May 2026 Ordinary Council Meeting that provides: a. a clear statement on whether workforce capacity is sufficient to deliver the Delivery Program,  b. a high-level assessment of the extent to	28/05/2026	Smith, Bernard	<b>30 Mar 2026 7:52am Smith, Bernard - Target Date Revision</b>  Target date changed by Smith, Bernard from 08 April 2026 to 28 May 2026 - Resolution states May

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<p>which vacancies and recruitment are impacting delivery, and</p> <p>c. identification of known workforce gaps and proposed strategies to address those gaps.</p> <p><b>CARRIED</b></p>			
25/03/2026	7.12	Revised Community Cultural Relations Policy	<p><b>16.03/26 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <ol style="list-style-type: none"> <li>Approves for the revised Community Cultural Relations Policy to be placed on public exhibition for 28 days from Monday, 30 March 2026.</li> <li>Displays the revised Community Cultural Relations Policy on Council's website, and that it be made available for viewing at the following locations:                             <ul style="list-style-type: none"> <li>Council's Town Hall Office, and</li> <li>The Village Post Offices at Deepwater and Emmaville.</li> </ul> </li> <li>Requests the Director Corporate and Community Services to prepare a further report to Council after the exhibition period in the event of Council receiving any substantive submissions regarding the Community Cultural Relations Policy; otherwise, that the Community Cultural Relations Policy be adopted by Council.</li> </ol> <p><b>CARRIED</b></p>	29/05/2026	Woodland, Lindsay	<p><b>27 Mar 2026 8:27am Wright, Brendan - Reallocation</b></p> <p>Action reassigned to Woodland, Lindsay by Wright, Brendan - Hi Lindsay - this has gone on public exhibition. Re-assigned to you to determine at end of that period if it needs to go back to Council.</p> <p><b>14 Apr 2026 12:21pm Woodland, Lindsay - Target Date Revision</b></p> <p>Target date changed by Woodland, Lindsay from 08 April 2026 to 29 May 2026 - The Cultural Plan is on public exhibition until end of April. A report (if required) will be prepared for the May Ordinary Council Meeting.</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed:</b> Friday, 17 April 2026 3:11:01 PM</p>
<p><b>Action Sheets Report</b></p>	

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
25/03/2026	7.16	Capital Works Program Progress Report as at 28 February 2026	<p><b>20.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes the information contained in the report, and</li> <li>2. Requests that future Capital Works Program reporting be provided on a quarterly basis aligned with the Quarterly Budget Review, and be refined to:                             <ol style="list-style-type: none"> <li>a. focus on project status, risks, delivery confidence and financial performance,</li> <li>b. provide consistent and current commentary across all projects, and</li> <li>c. clearly identify projects at risk of delay, cost variation or carryover.</li> </ol> </li> </ol> <p><b>CARRIED</b></p>	28/05/2026	O'Brien, Fiona	<p><b>16 Apr 2026 1:30pm Duffell, Debbie - Target Date Revision</b></p> <p>Target date changed by Duffell, Debbie from 08 April 2026 to 28 May 2026 - Noted. This report will be updated and realign with the QBR schedule.</p>
25/03/2026	12.1	Land Purchase	<p><b>29.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>1. Notes the strategic importance of adopting a more interventionist approach to housing delivery to support workforce attraction, liveability and economic development.</li> <li>2. Notes that the proposed acquisition is currently reliant on anticipated proceeds from asset sales and future revenue that has not yet been realised, and that this introduces financial and delivery risk.</li> <li>3. Defers a final decision on the purchase of Lot 153 Hunter Street at this time.</li> <li>4. Requests a further report to Council that outlines:</li> </ol>	25/09/2026	Smith, Bernard	<p><b>30 Mar 2026 7:53am Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 08 April 2026 to 25 September 2026</p>

<p><b>Division:</b></p> <p><b>Committee:</b> Council</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Friday, 17 April 2026 3:11:01 PM</b></p>
--	---

^MEETING DATE	ITEM NO.	SUBJECT	MOTION	TARGET DATE	RESPONSIBLE OFFICER	COMMENTS
			<ul style="list-style-type: none"> <li>o a clear framework for Council's role in housing delivery (including facilitation, partnership and direct development models),</li> <li>o priority housing outcomes and target cohorts (including key workers, rental supply and housing diversity),</li> <li>o delivery mechanisms and partnership opportunities (including government, community housing providers and private sector),</li> <li>o confirmed and secured funding pathways, including timing of cashflows and contingencies where asset sales or revenues are delayed or not achieved,</li> <li>o feasibility assessment principles to guide future land acquisition and development decisions.</li> </ul> <p>5. Notes that any future consideration of land acquisition should be assessed against this framework to ensure alignment with Council's long-term strategic approach and financial sustainability.</p> <p>6. Authorises the General Manager to monitor the outcome of the auction process and, should the property not sell, report back to Council on any potential opportunity for negotiated purchase aligned with the above framework.</p> <p><b>CARRIED</b></p>			

<p><b>Division:</b></p> <p><b>Committee:</b> Council Actions - Finalised</p> <p><b>Officer:</b></p>	<p><b>Date From:</b> 20.3.26</p> <p><b>Date To:</b> 17.4.26</p>
<p><b>Action Sheets Report</b></p>	
<p><b>Printed: Friday, 17 April 2026 3:13:28 PM</b></p>	

MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
24/04/2025	11.1	Illegal Trade of Tobacco in Glen Innes	<p><b>25.04/25 RESOLUTION</b></p> <p>That That this council must act to hinder if not close the illegal trade of tobacco in Glen Innes. By,</p> <ol style="list-style-type: none"> <li>Enforcing no smoking rules within our Main Street.</li> <li>Ensuring the tobacco shops in Glen Innes Strictly adhere to our councils Development. Control Plan and remove the shop window facade blocking visibility into shopfronts.</li> <li>Reporting the presence and effects of these shops and products to NSW Health and demand action.</li> <li>Work with local police to eliminate the sale of illegal tobacco products in our town. And,</li> <li>Demand action by state and federal governments to stop these products ending up in the hands of our children.</li> </ol> <p><b>CARRIED</b></p>	Sheridan, Riarna	<p><b>08 May 2025 12:13pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 June 2025 - Council officers have completed initial investigations. Updated 'No Smoking' signage is being ordered and installed in the CBD to support enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action has commenced with tobacco retailers, and concerns have been referred to NSW Health. Council is also working with Police on illegal tobacco sales and advocating to other levels of government.</p> <p><b>06 Jun 2025 9:34am Sheridan, Riarna</b></p> <p>Progress continues to be made. Updated 'No Smoking' signage is on track for installation in the CBD by 30 June, supporting enforcement under Council's Smoke Free Outdoor Environment Policy. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p><b>10 Jul 2025 8:46pm Sheridan, Riarna</b></p> <p>Progress continues to be made. Updated 'No Smoking' signage has been ordered and is still awaiting production. Date of installation extended to 30 August to allow for production and delivery to Council. Compliance action with local tobacco retailers is ongoing. As of the date of this update, the NSW Public Health Inspector has not yet attended Glen Innes, although, as previously reported, the town remains on their inspection schedule.</p> <p><b>10 Jul 2025 8:49pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 June 2025 to 30 August 2025 - To allow for signage to be produced and installed and compliance action with tobacco retailers to be finalised.</p> <p><b>15 Aug 2025 8:25am Sheridan, Riarna</b></p> <p>Further progress has been made in line with the resolution, with updated no-smoking signage for the CBD now delivered and scheduled for installation before 30 August 2025. The new</p>	17/04/2026

<p><b>Division:</b></p> <p><b>Committee:</b> Council Actions - Finalised</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b> 20.3.26</p> <p><b>Date To:</b> 17.4.26</p> <p><b>Printed: Friday, 17 April 2026 3:13:28 PM</b></p>
--	---

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
					<p>signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>18 Sep 2025 6:43am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 August 2025 to 30 September 2025 - The updated no-smoking signage for the CBD is now scheduled for installation before 30 September 2025, following minor delays caused by resourcing constraints. Once installed, the signage will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>09 Oct 2025 12:41pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 31 October 2025 to 14 October 2025 - Installation of the updated no-smoking signage in the CBD is now scheduled for completion by 14 October 2025, following minor delays due to staffing constraints. The signage is ready for installation and, once in place, will enable Council to issue penalty infringement notices for non-compliance.</p> <p><b>14 Nov 2025 6:26am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 14 October 2025 to 30 December 2025 - Updated no smoking signs have now been installed across the CBD, enabling authorised Council officers to issue Penalty Infringement Notices in line with policy and legislation. Public communications about the new signage and enforcement approach are scheduled for completion before 30 November. Compliance action has already led to one retailer removing unlawful signage, with the remaining matter ongoing and expected to be resolved in the coming weeks.</p> <p><b>07 Dec 2025 10:08am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 28 February 2026 - Communications notifying the public of the new no-smoking signs installed throughout the CBD have been prepared and are scheduled for release before the end of December 2025. Compliance action on unauthorised signage on one of the tobacco shops continues, and Council has been invited to speak at the mid-December Legislative Assembly Inquiry into the Illegal Trade of Tobacco, following its submission to the Inquiry.</p>	

<b>Division:</b>		<b>Date From:</b>	20.3.26
<b>Committee:</b>	Council Actions - Finalised	<b>Date To:</b>	17.4.26
<b>Officer:</b>			
<b>Action Sheets Report</b>		<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
					<p>19 Mar 2026 1:16am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Following Council's submission to the Inquiry into the Illegal Tobacco Trade, General Manager Bernard Smith attended NSW Parliament on 17 December 2025 and addressed the Legislative Assembly, outlining Council's concerns and advocating for stronger action to address and prevent the ongoing illegal trade of tobacco.</p> <p>The Inquiry remains ongoing, with the NSW Government lodging its submission on 10 March 2026. The submission identifies a number of measures to be strengthened in relation to compliance and enforcement, including expanded inspection and enforcement activities, significantly increased penalties, the introduction and use of short and long-term closure orders for non-compliant premises, and enhanced coordination between NSW Health, NSW Police and federal agencies. The submission also reinforces new regulatory powers that enable the closure of premises for up to 90 days (or up to 12 months through the courts) and introduces stronger accountability measures, including offences targeting landlords who knowingly permit illicit tobacco operations within leased premises.,</p> <p>In response to these strengthened legislative and enforcement settings, Council officers will undertake targeted follow up action at a local level. This includes making direct contact with NSW Health and real estate agencies known to manage premises associated with illegal tobacco retailing in Glen Innes, with a view to leveraging the strengthened compliance and enforcement powers.</p> <p>Local compliance action taken in relation to signage requirements under relevant legislation continues, with one identified operator now compliant. The remaining operator continues to be non-compliant, with further compliance and enforcement action scheduled to be undertaken prior to the end of March 2026.,</p> <p>Council officers will continue to monitor the progress of the Inquiry and any resulting legislative or policy changes, and will actively utilise strengthened compliance and enforcement mechanisms to support regulatory outcomes and reduce the impacts of illegal tobacco trade within the Glen Innes Severn</p>	

<p><b>Division:</b></p> <p><b>Committee:</b> Council Actions - Finalised</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b> 20.3.26</p> <p><b>Date To:</b> 17.4.26</p> <p><b>Printed: Friday, 17 April 2026 3:13:28 PM</b></p>
--	---

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
					<p>Local Government Area.</p> <p><b>17 Apr 2026 12:14pm Sheridan, Riarna - Completion</b></p> <p>Completed by Sheridan, Riarna (action officer) on 17 April 2026 at 12:14:29 PM - Resolution complete. Council's ongoing advocacy regarding the illegal tobacco trade has coincided with recent enforcement action by NSW Police and NSW Health across the New England North West region. This week, a targeted compliance operation resulted in three tobacconist premises, including two in Glen Innes, being issued with three month closure orders under the relevant legislation. Approximately \$84,000 worth of illicit tobacco and vaping products were also seized across the region. These actions have been enabled by strengthened State Government powers introduced on 3 November 2025, allowing authorities to close premises suspected of selling illicit tobacco or operating without appropriate approvals.</p>	
22/05/2025	6.1	Managing Psychosocial Safety Risks for Councillors and Upholding Respectful Conduct in Council	<p><b>2.05/25 RESOLUTION</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorses the development of a "Councillor Psychosocial Safety and Wellbeing Framework" to guide how Council identifies, manages and mitigates psychosocial hazards affecting elected members.</li> <li>2. Requests the General Manager to prepare a draft Framework and present it to Council for endorsement by August 2025 with consideration given to:                             <ol style="list-style-type: none"> <li>a. Access to Employee Assistance Program (EAP) or equivalent mental health support for councillors</li> <li>b. Induction and ongoing training on managing conflict, abuse, and difficult community interactions</li> <li>c. Clear procedures for incident reporting, debriefing, and referral after public meetings or distressing events</li> </ol> </li> </ol>	Smith, Bernard	<p><b>10 Jun 2025 3:43pm Smith, Bernard</b></p> <p>A number of stakeholders have been contacted including LGNSW, LGPro, other Councils.</p> <p><b>13 Jun 2025 7:47am Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 05 June 2025 to 29 August 2025 - Aligns with resolution</p> <p><b>21 Aug 2025 12:24pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 29 August 2025 to 29 August 2025</p> <p><b>21 Aug 2025 12:25pm Smith, Bernard</b></p> <p>Report going to August meeting</p> <p><b>18 Sep 2025 1:21pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 29 August 2025 to 31 October 2025 - Was deferred from listing on August agenda</p> <p><b>03 Nov 2025 11:41am Smith, Bernard - Completion</b></p> <p>Completed by Smith, Bernard (action officer) on 03 November 2025 at 11:41:19 AM - Foundation document adopted by</p>	15/04/2026

<p><b>Division:</b></p> <p><b>Committee:</b> Council Actions - Finalised</p> <p><b>Officer:</b></p> <p><b>Action Sheets Report</b></p>	<p><b>Date From:</b> 20.3.26</p> <p><b>Date To:</b> 17.4.26</p> <p><b>Printed: Friday, 17 April 2026 3:13:28 PM</b></p>
--	---

MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<p>d. Communication protocols and standards to minimise hostility, bullying, and misinformation in Council forums and community platforms</p> <p>e. Guidance for risk assessments related to public meetings, online interactions, or site visits involving elected officials</p> <p>3. Includes psychosocial safety as a standing consideration in Council's quarterly WHS reporting and Risk Register reviews, including any identified councillor-specific incidents or risks.</p> <p>4. Advocates through LGNSW and regional groupings for the development of state-wide resources and shared frameworks to support the mental health and psychosocial safety of elected representatives.</p> <p style="text-align: center;"><b>CARRIED</b></p>		<p>Council at the October meeting.</p> <p><b>24 Feb 2026 11:25am Duffell, Debbie - Completion</b></p> <p>Uncompleted by Duffell, Debbie - check point 3 has been actioned, and add a comment.</p> <p><b>18 Mar 2026 2:47pm Smith, Bernard</b></p> <p>Psychosocial risks and data are discussed at every Staff WHS consultative committee meeting, a Risk Register Review has not been undertaken recently, no councillor incidents or risks have been reported or identified.</p> <p><b>18 Mar 2026 2:50pm Smith, Bernard - Target Date Revision</b></p> <p>Target date changed by Smith, Bernard from 31 October 2025 to 30 April 2026</p> <p><b>15 Apr 2026 5:01pm Smith, Bernard - Completion</b></p> <p>Completed by Smith, Bernard (action officer) on 15 April 2026 at 5:01:57 PM - Report was considered by Council in September 2025. Advocacy has occurred and industry input sought into the current Foundation document.</p>	
16/10/2025	7.9	Planning Proposal - PP-2025-373 - Reclassification of Council Owned Land	<p><b>10.10/25 RESOLUTION</b></p> <p><b>THAT Council:</b></p> <p>1. Notes the independent facilitator's report on the outcomes of the public exhibition and public hearing held 10 September 2025 (Annexure A).</p> <p>2. Endorses the planning proposal (Annexure B), having considered the outcomes of the public exhibition and hearing, and authorises its submission to the Department of Planning, Housing and Infrastructure with a request to amend the Glen Innes Severn Local Environmental Plan 2012 accordingly.</p>	Sheridan, Riarna	<p><b>20 Nov 2025 8:03am Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 30 December 2025 - The Planning Proposal has been finalised and uploaded to the Department via the NSW Planning Portal for updating of the LEP accordingly. It is anticipated that the update will be finalised by the Department by end of December in line with the original dates recorded with the PP application.</p> <p><b>07 Dec 2025 3:35pm Sheridan, Riarna - Target Date Revision</b></p> <p>Target date changed by Sheridan, Riarna from 30 December 2025 to 31 January 2026 - The Planning Proposal is still being finalised by the Department. At this stage, it is now anticipated to be finalised in either late December 2025 or January 2026.</p>	17/04/2026

<b>Division:</b> <b>Committee:</b> Council Actions - Finalised <b>Officer:</b>	<b>Date From:</b> 20.3.26 <b>Date To:</b> 17.4.26  <b>Printed: Friday, 17 April 2026 3:13:28 PM</b>
<b>Action Sheets Report</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			3. Records its appreciation to community members who made submissions or attended the public hearing.  <b>CARRIED</b>		<b>12 Feb 2026 10:52am Sheridan, Riarna - Target Date Revision</b> Target date changed by Sheridan, Riarna from 31 January 2026 to 30 March 2026 - NSW DPPI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in December 2025 and confirmed its accuracy.  DPPI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026.  <b>19 Mar 2026 1:37am Sheridan, Riarna - Target Date Revision</b> Target date changed by Sheridan, Riarna from 30 March 2026 to 30 May 2026 - Progress continues on the Land Reclassification Planning Proposal, with NSW DPPI advising that the final instrument has now been received from the Parliamentary Counsel's Office. , An outcome is anticipated in late March or early April, following which the updated Local Environmental Plan (LEP) will be published on the NSW Legislation website. The Planning Proposal will be finalised upon publication of the LEP.  <b>17 Apr 2026 12:19pm Sheridan, Riarna - Completion</b> Completed by Sheridan, Riarna (action officer) on 17 April 2026 at 12:19:09 PM - Resolution Complete. The Reclassification of Land Planning Proposal has been finalised and gazetted on the NSW Legislation website.	
18/12/2025	7.2	Proposed Name Change - Glen Innes Highlands Council	<b>3.12/25 RESOLUTION</b>  That Council:  Defers the consideration of the proposed name change until the March 2026 Ordinary Council Meeting, with a Councillor Workshop to be held beforehand. The report to the March 2026 meeting is to include full and detailed cost implications and the option for community consultation and engagement.	Matthews, Sybylla	<b>02 Feb 2026 8:55am Matthews, Sybylla - Target Date Revision</b> Target date changed by Matthews, Sybylla from 01 January 2026 to 19 February 2026 - Postposed until after Councillor Workshop  <b>05 Mar 2026 10:50am Matthews, Sybylla - Target Date Revision</b> Target date changed by Matthews, Sybylla from 19 February 2026 to 25 March 2026 - The report to the March 2026 meeting is to include full and detailed cost implications and the option for	31/03/2026

<b>Division:</b>		<b>Date From:</b>	20.3.26
<b>Committee:</b>	Council Actions - Finalised	<b>Date To:</b>	17.4.26
<b>Officer:</b>			
<b>Action Sheets Report</b>		<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<b>CARRIED</b>		community consultation and engagement. <b>31 Mar 2026 12:24pm Matthews, Sybylla - Completion</b> Completed by Matthews, Sybylla (action officer) on 31 March 2026 at 12:24:31 PM - Name Change Report did not pass	
19/02/2026	7.2	ALGA National General Assembly 2026	<b>5.02/26 RESOLUTION</b>  That Council authorises for the Mayor, Cr M Elphick, Cr T Alt and the General Manager to attend the National General Assembly of Local Government, which is being held in Canberra from Tuesday, 23 June 2026 until Thursday, 25 June 2026.	Duffell, Debbie	<b>17 Mar 2026 4:08pm Duffell, Debbie - Target Date Revision</b>  Target date changed by Duffell, Debbie from 05 March 2026 to 03 April 2026 - Awaiting confirmation of attendees prior to completing registrations. <b>07 Apr 2026 3:50pm Duffell, Debbie - Completion</b>  Completed by Duffell, Debbie (action officer) on 07 April 2026 at 3:50:45 PM - Conference registrations completed 7.4.26	07/04/2026
19/02/2026		Confirmation of Minutes	<b>1.02/26 RESOLUTION</b>  That the Minutes of the Ordinary Meeting of the Council held on 18 December 2025, copies of which were circulated, be taken as read and confirmed as a correct record of the proceedings of the Meeting, subject to the amendment of Resolution number 3.12/25, to correct 'March 20206' to 'March 2026'.	Duffell, Debbie	<b>17 Mar 2026 4:09pm Duffell, Debbie - Target Date Revision</b>  Target date changed by Duffell, Debbie from 05 March 2026 to 03 April 2026 - Notation to be added to previous Minutes. <b>09 Apr 2026 9:23am Duffell, Debbie - Completion</b>  Completed by Duffell, Debbie (action officer) on 09 April 2026 at 9:23:16 AM - Minutes and Minutes Book updated to remove typo.	09/04/2026
25/03/2026	7.11	Strategic Review of the Audit, Risk and Improvement Committee - March 2026	<b>15.03/26 RESOLUTION</b>  <b>THAT Council:</b>  1. Receives and notes the review,  2. Endorses the recommendations contained in the independent Strategic Review of the Audit, Risk and Improvement Committee (Annexure A) to be implemented in full.  <b>CARRIED</b>	Wright, Brendan	<b>27 Mar 2026 8:26am Wright, Brendan - Completion</b>  Completed by Wright, Brendan (action officer) on 27 March 2026 at 8:26:52 AM - Resolution noted.	27/03/2026

<b>Division:</b> <b>Committee:</b> Council Actions - Finalised <b>Officer:</b>	<b>Date From:</b> 20.3.26 <b>Date To:</b> 17.4.26  <b>Printed: Friday, 17 April 2026 3:13:28 PM</b>
<b>Action Sheets Report</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
25/03/2026	7.13	Roads Consultative Committee - Terms of Reference - revised	<p><b>17.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Adopts the revised Roads Consultative Committee Terms of Reference.</li> <li>Notes that an Annual General Meeting of the Roads Consultative Committee is to be scheduled within three months of this Council meeting, with subsequent Annual General Meetings to be scheduled in accordance with the adopted Terms of Reference.</li> </ol> <p><b>CARRIED</b></p>	Wilkins, Kimberley	<p><b>27 Mar 2026 8:29am Wright, Brendan - Reallocation</b></p> <p>Action reassigned to Wilkins, Kimberley by Wright, Brendan - Hi Kim - Council has adopted the revised ToRs, which should now be considered by the Committee at its next meeting, to be scheduled within 3 months. Thanks - Brendan</p> <p><b>15 Apr 2026 4:45pm Wilkins, Kimberley</b></p> <p>Email 15.4.2026 sent from Governance Officer Brendan Wright to Media and Comms Officer Sybylla Matthews advising that the Roads Consultative Committee TOR be placed on the website under Community Committees of Council. Sybylla is currently on two weeks leave and will attend to this request on her return from leave.</p> <p><b>15 Apr 2026 4:48pm Wilkins, Kimberley</b></p> <p>Kimberley Wilkins has arranged for the Roads Consultative AGM to be scheduled for 11 June at 10.30am in the William Gardner Conference Room to appoint a new Roads Consultative Committee and provide all members with the revised and adopted Terms of Reference document.</p> <p><b>15 Apr 2026 4:50pm Wilkins, Kimberley - Completion</b></p> <p>Completed by Wilkins, Kimberley (action officer) on 15 April 2026 at 4:50:17 PM - Kimberley Wilkins has arranged for the Roads Consultative AGM to be scheduled for 11 June at 10.30am in the William Gardner Conference Room to appoint a new Roads Consultative Committee and provide all members with the revised and adopted Terms of Reference document. Sybylla Matthews (Comms Officer) has been asked to upload the ToR to the Community Committees of Council section of the Council website which will be completed on Sybylla's return from leave.</p>	15/04/2026
25/03/2026	7.8	Glencoe Hall Committee - Election of Committee	<p><b>12.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the following community representatives as members of the Glencoe Hall Committee for the ensuing term, as elected at the AGM:</li> </ol>	Duffell, Debbie	<p><b>27 Mar 2026 8:26am Wright, Brendan - Reallocation</b></p> <p>Action reassigned to Duffell, Debbie by Wright, Brendan</p> <p><b>27 Mar 2026 9:53am Duffell, Debbie - Completion</b></p> <p>Completed by Duffell, Debbie (action officer) on 27 March 2026 at 9:53:06 AM - Committee notified of Council resolution via</p>	27/03/2026

<b>Division:</b>	<b>Date From:</b> 20.3.26
<b>Committee:</b> Council Actions - Finalised	<b>Date To:</b> 17.4.26
<b>Officer:</b>	
<b>Action Sheets Report</b>	<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			<ul style="list-style-type: none"> <li>• Lesley (Caren) Donald,</li> <li>• Helen Gunther,</li> <li>• Andrew Irwin,</li> <li>• Glenda Laughton,</li> <li>• Selena McMullen,</li> <li>• Evelyn Scott,</li> <li>• Robert Walker,</li> <li>• Rachel Welstead, and</li> <li>• Julie Wright.</li> </ul> <p>2. Endorses the election of the following office bearers of the Glencoe Hall Committee, as resolved at the AGM:</p> <ul style="list-style-type: none"> <li>• Chair – Rachel Welstead,</li> <li>• Vice Chair – Andrew Irwin,</li> <li>• Secretary – Helen Gunther,</li> <li>• Treasurer – Julie Wright.</li> </ul>		email.	
			<b>CARRIED</b>			
25/03/2026	7.6	Glen Innes Community Access Committee - Election of Committee	<p><b>10.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <p>1. Endorses the following community representatives as members of the Glen Innes Community Access Committee, as elected at the AGM:</p> <ul style="list-style-type: none"> <li>• Maryann Brookfield,</li> <li>• Jo-Anne Cooper,</li> <li>• Lyn Cregan,</li> <li>• Leonie Lee,</li> <li>• Kerrie Sturtridge,</li> <li>• Julie Teal, and</li> <li>• David Thomas.</li> </ul> <p>2. Endorses the election of the following office bearers of the Glen Innes Community Access Committee, as resolved at the AGM:</p> <ul style="list-style-type: none"> <li>• President- Jo-Anne Cooper,</li> <li>• Vice President- David Thomas.</li> </ul>	Duffell, Debbie	<p><b>27 Mar 2026 8:26am Wright, Brendan - Reallocation</b></p> <p>Action reassigned to Duffell, Debbie by Wright, Brendan</p> <p><b>27 Mar 2026 9:52am Duffell, Debbie - Completion</b></p> <p>Completed by Duffell, Debbie (action officer) on 27 March 2026 at 9:52:47 AM - Committee notified of Council resolution via email.</p>	27/03/2026

<b>Division:</b>		<b>Date From:</b>	20.3.26
<b>Committee:</b>	Council Actions - Finalised	<b>Date To:</b>	17.4.26
<b>Officer:</b>			
<b>Action Sheets Report</b>		<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
<b>CARRIED</b>						
25/03/2026	12.3	General Manager Performance Review for 2025	<p><b>31.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Notes that the General Manager's annual performance review has been completed in accordance with Clause 7 of the Contract of Employment,</li> <li>Adopts the Performance Agreement for the 2026–2027 period, including agreed performance criteria and measures,</li> <li>Notes that the Performance Agreement may be varied by agreement during the term in accordance with the Contract, and</li> <li>Authorises the Mayor to provide the required written statement to the General Manager outlining the outcomes of the review and the agreed performance criteria for the forthcoming period.</li> </ol>	Smith, Bernard	<p><b>15 Apr 2026 4:59pm Smith, Bernard - Completion</b></p> <p>Completed by Smith, Bernard (action officer) on 15 April 2026 at 4:59:32 PM - Actions have been completed, Mayor has provided written statement to the General Manager</p>	15/04/2026
<b>CARRIED</b>						
25/03/2026	7.7	Glen Innes Severn Library Committee - Election of Committee	<p><b>11.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the following community representatives as members of the Glen Innes Severn Library Committee for the ensuing term, as elected at the AGM:                             <ul style="list-style-type: none"> <li>Kerry Muir,</li> <li>Byron Sansom,</li> <li>Jenny Sloman, and</li> <li>Lindy Stevenson.</li> </ul> </li> </ol>	Duffell, Debbie	<p><b>27 Mar 2026 8:38am Wright, Brendan - Reallocation</b></p> <p>Action reassigned to Duffell, Debbie by Wright, Brendan</p> <p><b>27 Mar 2026 9:53am Duffell, Debbie - Completion</b></p> <p>Completed by Duffell, Debbie (action officer) on 27 March 2026 at 9:53:11 AM - Committee notified of Council resolution via email.</p>	27/03/2026

<b>Division:</b>		<b>Date From:</b>	20.3.26
<b>Committee:</b>	Council Actions - Finalised	<b>Date To:</b>	17.4.26
<b>Officer:</b>			
<b>Action Sheets Report</b>		<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>	

^MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
			2. Endorses the election of the following office bearers of the Glen Innes Severn Library Committee, as resolved at the AGM: <ul style="list-style-type: none"> <li>• Chair - Kerry Muir,</li> <li>• Vice Chair - Lindy Stevenson,</li> <li>• Minute Secretary - Jenny Sloman.</li> </ul>			
			<b>CARRIED</b>			
25/03/2026	7.9	Saleyards Advisory Committee - Election of Committee	<b>13.03/26 RESOLUTION</b>  THAT Council: <ol style="list-style-type: none"> <li>1. Endorses the following community representatives as members of the Saleyards Advisory Committee for the ensuing term, as elected at the AGM:                             <ul style="list-style-type: none"> <li>• Agent Representatives:                                     <ul style="list-style-type: none"> <li>o Elders: Michael Lamph</li> <li>o Colin Say &amp; Co: Shad Bailey</li> <li>o Newberry and te Velde: Terry te Velde</li> <li>o Nutrien: Jim Ritchie</li> </ul> </li> <li>• Landholder Representatives:                                     <ul style="list-style-type: none"> <li>o Kurt Parker</li> <li>o Lyle Perkins</li> <li>o Angus Vivers</li> </ul> </li> </ul> </li> <li>2. Endorses the election of the following office bearer of the Saleyards Advisory Committee, as resolved at the AGM:                             <ul style="list-style-type: none"> <li>• Chair - Shad Bailey</li> </ul> </li> </ol>	Duffell, Debbie	27 Mar 2026 8:26am Wright, Brendan - Reallocation  Action reassigned to Duffell, Debbie by Wright, Brendan  27 Mar 2026 9:52am Duffell, Debbie - Completion  Completed by Duffell, Debbie (action officer) on 27 March 2026 at 9:52:59 AM - Committee notified of Council resolution via email.	27/03/2026
			<b>CARRIED</b>			

<b>Division:</b>		<b>Date From:</b>	20.3.26
<b>Committee:</b>	Council Actions - Finalised	<b>Date To:</b>	17.4.26
<b>Officer:</b>			
<b>Action Sheets Report</b>		<b>Printed: Friday, 17 April 2026 3:13:28 PM</b>	

MEETING DATE	ITEM NUMBER	SUBJECT	MOTION	RESPONSIBLE OFFICER	COMMENTS	DATE COMPLETED
25/03/2026	7.5	Australia Day Committee - Election of Committee	<p><b>9.03/26 RESOLUTION</b></p> <p>THAT Council:</p> <ol style="list-style-type: none"> <li>Endorses the following community representatives as members of the Australia Day Committee for the ensuing term, as elected at the AGM:                             <ul style="list-style-type: none"> <li>Robert Arthur,</li> <li>Karen Carr,</li> <li>Bev Edkins,</li> <li>Richard Edkins,</li> <li>Peter Haselwood,</li> <li>Mahri Koch,</li> <li>Jan Lemon,</li> <li>Kerrie Sturtridge, and</li> <li>Jenny Thomas.</li> </ul> </li> <li>Endorses the election of the following office bearers of the Australia Day Committee, as resolved at the AGM:                             <ul style="list-style-type: none"> <li>Chair – Jan Lemon,</li> <li>Secretary – Mahri Koch.</li> </ul> </li> </ol> <p><b>CARRIED</b></p>	Duffell, Debbie	<p>27 Mar 2026 8:25am Wright, Brendan - Reallocation</p> <p>Action reassigned to Duffell, Debbie by Wright, Brendan</p> <p>27 Mar 2026 9:52am Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 27 March 2026 at 9:52:53 AM - Committee notified of Council resolution via email.</p>	27/03/2026
25/03/2026	7.3	Change of Date for June 2026 Ordinary Council Meeting	<p><b>7.03/26 RESOLUTION</b></p> <p>That Council reschedules the June 2026 Ordinary Council Meeting to Thursday, 18 June 2026, to accommodate attendance at the 2026 Australian Local Government Association National General Assembly in Canberra.</p> <p><b>CARRIED</b></p>	Duffell, Debbie	<p>27 Mar 2026 10:14am Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 27 March 2026 at 10:14:09 AM - Outlook calendar invitation update, website updated, live stream provider notified, Infocouncil updated.</p>	27/03/2026



# School of Arts and Music Advisory Committee

## Terms of Reference

April 2026



## RCC- TERMS OF REFERENCE

### Introduction

Council recognises the Pilot School of Arts and Music as an important community facility that supports creativity, learning, cultural participation and connection.

The Pilot School of Arts and Music Committee (the Committee) is established to provide a friendly, constructive forum where community members and Council can work together to support the ongoing success, use and development of the School.

The Committee's role is to provide practical advice, ideas and feedback to Council to help further the goals and operations of the Pilot School of Arts and Music, while recognising that Council remains responsible for decision-making, resourcing and management.

The Advisory Committee will oversee:

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

The Committee supports open communication between Council, users of the School and the wider community, and helps ensure that community perspectives are considered when Council is planning for the future of the facility.

The Pilot School of Arts and Music operates as a time limited pilot initiative, intended to test and evaluate the use of the facility for arts and music purposes and to inform Council's future decisions regarding longer-term use, governance and management arrangements.

The Committee is wholly advisory and does not have delegated authority.

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

### Scope

- 1 The Committee functions as a wholly advisory committee to Council and has no delegated decision-making powers.
- 2 The Committee provides advice and feedback to Council on matters that help support, improve and further the goals and operations of the Pilot School of Arts and Music at a strategic and evaluative level only.
- 3 The Committee does not make decisions, approve expenditure, manage the facility, direct staff, or act on behalf of Council.
- 4 The Committee is not a forum for resolving individual grievances or operational issues, but may raise broader matters and themes for Council's consideration.

Pilot Period

## RCC- TERMS OF REFERENCE

- 5 The Pilot School of Arts and Music pilot program will operate for the period from 20 April 2026 to 29 October 2027, unless extended or concluded earlier by resolution of Council.
- 6 The Committee is established for the duration of the pilot period and does not have an ongoing role beyond that period unless otherwise resolved by Council.
- 7 At the conclusion of or within the pilot period, Council may determine to conclude the pilot, extend the pilot, amend these Terms of Reference, or establish alternative governance arrangements for the facility.

### Objectives

- 8 The objectives of the Committee are to:
  - support the ongoing success and sustainability of the Pilot School of Arts and Music;
  - provide informed community advice to Council on how the School can best meet the needs of arts and music users;
  - contribute ideas and feedback that assist Council to plan for future use, development and opportunities;
  - strengthen communication between Council, users of the School and the broader community;
  - promote a shared understanding of Council’s strategic direction and constraints; and
  - provide feedback to assist Council in evaluating the effectiveness of the pilot during its operation.
- 9 In working towards these objectives, the Committee may provide advice on matters such as:
  - the use and programming of the Pilot School of Arts and Music at a strategic level;
  - opportunities to support arts, music, education and cultural activities;
  - ideas to improve community access, participation and engagement;
  - partnerships, collaborations and long term opportunities;
  - challenges and opportunities affecting the School;
  - strategic plans, studies or proposals referred by Council for comment, and
  - lessons learned, risks and improvement opportunities identified during the pilot period.

### Conduct

- 10 Members are expected to work collaboratively, respectfully and constructively in the interests of the Pilot School of Arts and Music.
- 11 Members must conduct themselves in accordance with Council’s policies, codes of conduct and the standards set out in the Manual.
- 12 Members must not engage in conduct that brings Council or the Committee into disrepute or undermines respectful participation.

## RCC- TERMS OF REFERENCE

### Membership

- 13 The Committee will comprise no fewer than four (4) and no more than twelve (12) community members with an interest or experience relevant to arts, music, culture, education or community activities.
- 14 Up to two (2) Councillors may be appointed to the Committee by Council resolution.
- 15 Community members are appointed in accordance with the Manual.
- 16 The General Manager has authority to accept and appoint new community members to the Committee during the term of Council, in line with the Manual.
- 17 Council officers may attend meetings to support the Committee and provide information, but do not have voting rights.

### Meeting Practice

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

### Quorum

- 20 A quorum will be one-half of the total voting membership plus one.
- 21 If a quorum is not present within 15 minutes of the scheduled start time, the meeting will be adjourned.
- 22 At the Chair's discretion, informal discussion may occur, noting that no formal decisions or recommendations may be made without a quorum.

### Office Holders

- 23 The Chair will be nominated from amongst the members at the AGM, and appointed for a period of 12 months.
- 24 If there is more than one nomination, voting may take place through an open ballot by way of a show of hands.
- 25 In the absence of the Chair, a Councillor or nominated member may chair the meeting.
- 26 A Council officer will act as Committee Secretary.

### Officer Support and Information

- 27 Council officers will provide information and updates that support the Committee's advisory role.

## RCC- TERMS OF REFERENCE

- 28 Information provided will generally focus on future planning, opportunities, constraints and strategic matters rather than day-to-day operational issues.
- 29 Requests for additional information will be considered by the General Manager or delegate, having regard to relevance, governance and available resources.

### Legislation and Supporting Documents

#### *Local Government Act 1993*

- 30 The Committee is not constituted as a delegated committee under section 355 of the Local Government Act 1993 and operates as a consultative body only.
- 31 These Terms of Reference are to be read together with the Community Committees of Council Manual, which guides committee operation except where varied.

### Variation And Review

- 32 These Terms of Reference will be reviewed at least once every term of Council (four years), or earlier if required.
- 33 The operation of the Committee will also be reviewed as part of Council's evaluation of the Pilot School of Arts and Music pilot program.
- 34 Any amendments must be approved by Council. Significant amendments will be reported to Council for endorsement.

RCC- TERMS OF REFERENCE

Appendix A

Document Control/Authorisation

<b>Responsible Officer</b>		Manager Governance (MG)			
<b>Reviewed By</b>		School or Arts and Music Advisory Committee			
<b>Review Due Date</b>		May 2027			
<b>Version Number</b>		1			
<b>Versions</b>	<b>Date</b>	<b>Resolution Number</b>	<b>Description of Amendments</b>	<b>Author / Editor</b>	<b>Approved / Adopted By</b>
	April 2026		First version	MG	

DRAFT



**Aboriginal Consultative Committee**  
**MINUTES OF ANNUAL GENERAL MEETING**  
 HELD ON: 23 February 2026

**MEETING OPENED:** 04:25pm

**PRESENT:** Mayor Margot Davis (Chairperson), Cr Carol Sparks (Deputy Chairperson), Lindsay Woodland (GISC), Jacqueline Byrne, Meagan Cutmore, Waabii Chapman Burgess, Tracey Dennis and Jo Cooper.

**APOLOGIES:** Katie Spry, Richard Fields,

**DECLARATIONS OF CONFLICT OF INTEREST:**

Mayor Margot Davis – Local Connect

Tracey Dennis – Glen Innes Local Aboriginal Lands Council

**MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:**

Moved: **Cr Carol Sparks** seconded: **Waabi Chapman Burgess** that the minutes of the previous AGM, dated 27 February 2025 be accepted.

**CARRIED**

Item No.	Item	Action
4	<b>NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:</b>	
4.1	<ul style="list-style-type: none"> <li>• Nominations were received for Tracey Dennis, Waabii Chapman Burgess, Richard Fields, Meagan Cutmore, Jacqueline Byrne, and Katie Spry.</li> </ul>	Nil
7	<b>VOTING:</b>	
7.1	<ul style="list-style-type: none"> <li>• There were less than 12 nominations hence all nominations were accepted by consensus.</li> </ul>	Nil
8	<b>ELECTION OF OFFICE BEARERS:</b>	
8.1	<ul style="list-style-type: none"> <li>• In line with the Aboriginal Consultative Committee Terms of Reference, the following office bearers were elected:                             <ul style="list-style-type: none"> <li>○ Mayor Margot Davis – Chairperson</li> <li>○ Deputy Mayor Carol Sparks – Deputy Chairperson</li> <li>○ Gregory Ford – Committee Secretary</li> </ul> </li> </ul>	Nil
9	<b>SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:</b>	
9.1	<ul style="list-style-type: none"> <li>• The following meeting dates and locations were proposed for the coming year:                             <ul style="list-style-type: none"> <li>○ 25 May 2026 – 03:30pm – Cooramah Cultural Centre</li> <li>○ 31 August 2026 – 03:30pm – Cooramah Cultural Centre</li> <li>○ 30 November 2026 – 03:30pm – Cooramah Cultural Centre</li> <li>○ 22 February 2026 Ordinary and AGM – 02:00pm – The Willows</li> </ul> </li> </ul> <p>These dates were voted on and accepted unanimously.</p>	Nil

**MEETING CLOSED:** 04:51pm

**NEXT MEETING:** 25 May 2026 03:30pm – Cooramah Cultural Centre

**Minutes 2026 AGM**  
**Emmaville Mining Museum**  
**26th February 2026**

**Meeting Opened: 3:40pm**

**Present:** Evan Brown, Mark Green, Ann Vosper, Jackie Coppolaro, Rhonda Bombell, Dell Brown, Heather Green, Harry Moroney.

**Apologies:** Cody Fitzgerald, Alan Smith.

**Declaration of conflict of interest:** Nil.

**Previous Minutes:** Minutes of the 2025 AGM were read by Harry Moroney.

“That the previous minutes be accepted as a true record”: Moved: Heather Green, seconded: Mark Green, carried.

**Business Arising:** Nil.

**Correspondence:** Nil.

**President’s Report:** The President tabled an annual report, (copy attached).

That the Presidents report be accepted: Moved: Mark Green, seconded: Rhonda Bombell, Carried.

**Treasurers’ Report:** The treasurer tabled the treasurer’s report (copy attached) for the period 1/2/2025 to 31/1/2026 showing an opening balance of \$29,724.37, with income from sales, donations and a grant totaling \$28,328.74, an expenditure totaling \$22,030.68, and a closing balance of \$30,545.21.

“That the treasurers report be accepted” moved: Heather Green, seconded: Evan Brown, carried.

**Election of Office Bearers:** The President thanked all Committee members for their hard work throughout the year, and declared all positions vacant. Ann Vosper was appointed returning officer, and Evan vacated the chair.

**President:** Nominee: Evan Brown, nominated: Dell Brown, seconded: Jackie Coppolaro, carried.

**Vice President:** No Vice President elected.

**Secretary:** Nominee: Harry Moroney, nominated: Evan Brown, seconded: Coppolaro, carried.

**Treasurer:** Nominee: Heather Green, nominated: Dell Brown, seconded: Evan Brown, carried.

**Publicity Officer:** Nominee: Jackie Coppolaro, nominated: Heather Green, seconded: Evan Brown, Carried.

**Committee:** The following applicants make up the balance of the Committee: Mark Green, Cody Fitzgerald, Dell Brown, Alan Smith, David Freeburn.

**General Business:** 1) Entry fees to remain unchanged for the coming year.

2) A refurbishment for the bottle-display-room was discussed and it was decided to put up a donation box in order to acquire funds needed to the necessary upgrades.

3) OH+S issues are still outstanding. Council to follow up.

4) It was decided that a 1.6% surcharge on eftpos transactions would be implemented immediately.

There being no further business the meeting was declared closed at: 4:10pm.

Next AGM: Thursday 18thFebruary 2027.

.....

(President)

.....

(Secretary)



**EMMAVILLE WAR MEMORIAL HALL  
MINUTES OF ANNUAL GENERAL MEETING  
HELD ON: 26.03.2026**

**MEETING OPENED:** 6.00pm

**PRESENT:** Rob Banham (Treasurer), Rob Banham (Minute Taker) Dot Wooder, Daphne Say, Leah Johnson, (Chairman & Secretary resigned in Sept 2025).

**APOLOGIES:** Chey Stone.

Moved R. Banham , seconded D. Wooder that the apologies be accepted.

**CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:**

List the details of any conflicts of interest here.

**MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING:**

Moved R. Banham, seconded L. Johnson that the minutes of the previous meeting, dated {INSERT DATE} be accepted.

**CARRIED**

Include Mover and Secunder for all items' resolution and whether carried.

Item No.	Item	Action
<b>5</b>	<b>REPORT FROM THE CHAIRPERSON / PRESIDENT: Treasurer</b>	
<b>Item number (e.g. 5.1)</b>	5.1: Welcome and thank you for attending. 5.2: Discussion regarding the resignation of Daniel & Claire Sproule after they closed their business in Emmaville. 5.3: Spoke about the renovation and upgrade work that was carried out and completed on the hall thanks to the Stronger Country Communities grant, a big thank you to Richard Quinn for his support as we received this grant before Covid and he applied for extension after extension so we could complete the project. 5.4: Spoke about permanent hall hire we have with the Preschool, Library and a Room Hire.	
<b>6</b>	<b>TREASURER REPORT</b>	
<b>Item number</b>	6.1: Spoke about the financials for the hall account we have \$4572.57 in the bank. 6.2: Only have reoccurring bills to pay Origin Energy. 6.3: Regional Australia Bank Community Partnership Program where we received \$27.81 in our first year with the bank. 6.4: Spoke about the Grant Monies we received \$131658 and show the reconciliation of the amounts and spreadsheet we forwarded to Council.	
<b>7</b>	<b>NOMINATIONS FOR MEMBERSHIP FOR THE COMING YEAR:</b>	
<b>Item number</b>	7.1: Rob Banham, Dot Wooder, Leah Johnson, Daphne Say, Chey Stone.	
<b>8</b>	<b>VOTING:</b>	
<b>Item number</b>	8.1: Voting was conducted by a show of hands.	
<b>9</b>	<b>ELECTION OF OFFICE BEARERS:</b>	
<b>Item number</b>	9.1: Chairperson: Nominated Rob Banham Seconded Dot Wooder Accepted.	

Item No.	Item	Action
	9.2: Secretary: Nominated Chey Stone Seconded Rob Banham Accepted. Note Chey phoned and said she would accept the position. 9.3 Treasurer: Nominated Rob Banham Seconded Dot Wooded Accepted.	
10	<b>SETTING OF DATES, TIMES AND LOCATION FOR MEETINGS FOR THE COMING YEAR:</b>	
	Meetings for the coming year. All meetings will be held at the Emmaville War Memorial Hall Moore Street, Emmaville. 25 <sup>th</sup> June 2026 24 <sup>th</sup> September 2026 17 <sup>th</sup> December 2026 AGM 25 <sup>th</sup> March 2027	

MEETING CLOSED: 6.00pm.

NEXT MEETING: 25<sup>th</sup> June 2026 at Emmaville War Memorial Hall, Moore Street, Emmaville.



.....  
Chairperson

26.03.2026

.....  
Date

**Glen Innes  
Highlands  
Precincts Activation  
Framework &  
Strategy  
2025 – 2030**

**NOTE – GRAPHIC DESIGN TO BE COMPLETED**

## Acknowledgement of Country

Glen Innes Severn Council acknowledges the Ngarabal people as the Traditional Custodians of the lands and waterways across the Glen Innes Highlands. We pay our deepest respect to Elders past, present and emerging and we honour the enduring spiritual and cultural relationships that Aboriginal people hold with this Country, with its granite ridgelines, its rivers and gorges, its high-country skies and its ancient soils.

The places described in this Framework rest upon Country that has been shaped, known and cared for across millennia. Council commits to ensuring that the planning, activation and stewardship of public spaces across the Highlands is guided by genuine respect, by a willingness to listen and by an openness to understanding the stories, knowledge and aspirations of the First Peoples of this place.

**MESSAGE FROM MAYOR**

***TO BE COMPLETED.***

## How to Read This Framework

The Framework is structured to be read sequentially. As per the table below, each chapter has one job. Every chapter builds on the one before it.

Chapter	What it does	How each Chapter connects
<b>Chapter 1</b> Introduction	Establishes the purpose, scope and strategic alignment of the Framework, including why place activation matters in the Glen Innes Highlands context.	Sets the direction for everything that follows.
<b>Chapter 2</b> What is Place Activation?	Defines place activation in the Glen Innes Highlands context and sets out the activation spectrum, pillars and principles that underpin the Framework.	The Five Pillars are embedded in Chapter 6's priorities. The Activation Spectrum (Tactical, Programmatic, Structural) is used to categorise every project in every masterplan.
<b>Chapter 3</b> Place Activation Context	Summarises the demographic, economic, environmental and policy context shaping activation across the Local Government Area.	Provides the broader context that informs the precinct assessments in Chapter 4 and ensures masterplans align with Council's strategic direction.
<b>Chapter 4</b> Precinct Assessments	Provides detailed analysis of each of the eight precincts, including their role, character, strengths, constraints and opportunities.	This is the starting evidence base. It goes to the community in Chapter 5 for validation and correction. The patterns identified across all eight assessments directly inform the four goals in Chapter 6.

Chapter	What it does	How each Chapter connects
<p><b>Chapter 5</b> Community Consultation Framework</p>	<p>The most important part. Explains how consultation and place audits will be undertaken, including tools, methodology and how community input will validate, correct and add to the Chapter 4 evidence before any decisions are made.</p>	<p>Community input and the corrected baseline together form the combined evidence that gets tested against Chapter 6's goals and priorities. Nothing enters a masterplan without passing through this step first.</p>
<p><b>Chapter 6</b> Place Activation Framework</p>	<p>Establishes the guiding principle, four goals and eight activation priorities that guide what comes out of consultation and into each individual masterplan.</p>	<p>Every idea from Chapter 5 consultation is tested here: does it serve a goal, does it align with a priority? If yes, it enters the masterplan. If no, it is noted and referred. This is the decision-making step that ensures masterplans are strategic, not wish lists.</p>
<p><b>Chapter 7</b> Delivery and Governance</p>	<p>Sets out how the Framework will be implemented, including the rolling masterplan program, resourcing approach, program coordination and measurable actions.</p>	<p>Projects that pass the Chapter 6 test are developed into masterplan project registers, categorised by Chapter 2's Activation Spectrum, costed, staged and prepared to a grant ready standard. This chapter defines when each precinct is consulted, when each masterplan is adopted and who delivers it.</p>
<p><b>Chapter 8</b></p>	<p>Establishes how progress will be tracked, evaluated and</p>	<p>Tracks whether the program is delivering against the</p>

Chapter	What it does	How each Chapter connects
Monitoring and Review	reported, including the monitoring framework, reporting cycle and major review points.	Chapter 6 goals and priorities, using the Chapter 4 baseline as the starting measurement. Closes the loop: did activation actually improve the places we assessed?
<b>Appendices</b>	Supporting templates, consultation tools, assessment criteria, asset schedules and reference material.	Provides the practical tools referenced throughout Chapters 4, 5 and 7 that ensure consistency across all eight precincts.

### Use of Glen Innes Highlands and Glen Innes Severn Council Terminology

The terms **Glen Innes Highlands** and **Glen Innes Severn Council** are both used throughout this Framework.

They refer to the same geographic area but are used in different contexts.

- **Glen Innes Severn Council** is the local government authority responsible for planning, infrastructure, services and governance across the Local Government Area.
- **Glen Innes Highlands** is the region’s destination and place brand. It is used to promote the area to visitors, investors and the broader community, and reflects the identity, landscape and experience of the area.

#### Within this Framework:

- **Glen Innes Severn Council** is used when referring to Council’s role, responsibilities and decision-making functions
- **Glen Innes Highlands** is used when referring to place, identity, experience and the broader perception of the area

In practice, the two are closely aligned and may be used interchangeably where the context is clear.

### **Use of Sources and Citations**

For ease of reading, detailed source references have not been inserted within the body of the framework.

All supporting sources, including heritage listings, historical references and strategic documents, are consolidated in **Appendix I**.

This approach ensures the document remains clear and accessible, while maintaining transparency and evidentiary support.

## Contents

Acknowledgement of Country .....	2
Message from the Mayor .....	3
How to Read This Framework .....	4
EXECUTIVE SUMMARY .....	11
1. INTRODUCTION.....	15
1.1 Why Place Activation Matters.....	17
1.2 Current Position - Place-Activation and Master Planning within the Glen Innes Severn Local Government Area .....	19
1.3 A Deliberate Approach to Community Consultation .....	21
1.4 Strategic Alignment .....	22
2. WHAT IS PLACE ACTIVATION?.....	26
2.1 What Place Activation Means in the Glen Innes Highlands.....	26
2.2 The Activation Spectrum.....	27
2.3 2.3 The Pillars of Place Activation .....	29
2.4 Place Activation Principles.....	32
2.5 A Community-Shaped Framework.....	33
2.6 Council’s Role.....	33
2.7 Methodology .....	34
3. PLACE ACTIVATION - STRATEGIC CONTEXT .....	36
3.1 Understanding Place Before Activating It .....	36
3.2 Historical Context.....	37
3.3 Geographic Context.....	43
3.4 Social and Cultural Context .....	45
3.5 Key Context Observations.....	47
4. PRECINCT ASSESSMENTS.....	49
4.1 How this Chapter Works .....	49
4.2 Glen Innes Township Precinct .....	53
4.2.1 Glen Innes Town Centre Activation Area .....	54
4.2.2 Glen Innes Civic, Heritage Parks and Community Facilities Activation Area .....	65
4.2.3 Glen Innes Railway Station and Rail Trail Gateway Activation Area.....	70
4.2.4 Centennial Parklands Activation Area.....	75
4.2.5 Glen Innes Powerhouse Activation Area .....	81
4.2.6 Glen Innes Sporting and Recreation Activation Area.....	86
4.2.7 Glen Innes Showground and Equestrian Activation Area.....	92
	8

4.3	Emmaville Village Precinct.....	98
4.4	Deepwater Village Precinct .....	106
4.5	Glencoe Village Precinct.....	114
4.6	Red Range Village Precinct.....	120
4.7	Stonehenge Recreation Reserve Precinct .....	125
4.8	Beardy Waters Precinct .....	130
4.9	Mann River Reserve, Wyaliba Precinct.....	135
4.10	Place Assessments Summary — Key Findings Across the Highlands .....	140
5	COMMUNITY CONSULTATION FRAMEWORK .....	145
5.1	Why Consultation Matters .....	145
5.2	Where We Are Now and the Path to Master planning .....	145
5.3	Consultation Principles .....	146
5.4	Consultation Sequence and Rationale .....	147
5.5	Consultation Delivery and Roles .....	150
5.6	Consultation Tools and Templates .....	152
6	THE GLEN INNES HIGHLANDS PLACE ACTIVATION FRAMEWORK .....	161
6.1	What This Chapter Does .....	161
6.2	The Guiding Principle .....	161
6.3	Four Patterns, Four Goals .....	162
6.4	Eight Priorities .....	163
6.5	How the Goals and Priorities Get Applied to the Master Plan Creation Process .....	165
6.6	Worked Example: Deepwater .....	166
6.7	Where the Priorities Apply .....	167
7.	DELIVERY AND GOVERNANCE.....	169
7.1	From Framework to Masterplans.....	169
7.2	What Each Masterplan Will Contain .....	169
7.3	‘Quick-Win’s Explained.....	171
7.4	The Rolling Masterplan Program.....	172
7.5	Resourcing and Delivery Model .....	175
7.6	Program Coordination and Specialist Input .....	175
7.7	Funding Approach .....	176
7.8	Framework Delivery Milestones .....	177
7.9	Risk and Contingency .....	177
7.10	Measurable Actions.....	179
8.	MONITORING AND REVIEW.....	188

8.1	Why Monitoring Matters .....	188
8.2	The 4 Aspect Analysis as Baseline .....	188
8.3	Evaluation Tools .....	188
8.4	The NSW Public Space Evaluation Tool in Monitoring .....	193
8.5	Core Evaluation Questions .....	193
8.6	Reporting Cycle .....	194
8.7	Who Does the Monitoring.....	195
8.8	Keeping it Practical.....	196
	APPENDIX A – PRECINCTS ASSESSMENT TEMPLATE .....	197
	APPENDIX B —.....	206
	• COMMUNITY CONSULTATION TEMPLATE .....	206
	• QUICK WINS REGISTER TEMPLATE.....	206
	• ‘WHAT WE HEARD’ TEMPLATE .....	206
	APPENDIX C — NSW PUBLIC SPACE EVALUATION TOOL APPLICATION GUIDE.....	215
	APPENDIX D — ACTION PRIORITISATION CRITERIA.....	220
	APPENDIX E — ASSET SCHEDULE BY PRECINCT AND VILLAGE .....	224
	APPENDIX F — STRATEGIC ALIGNMENT MATRIX .....	231
	APPENDIX G — SOURCE DOCUMENTS.....	235

## EXECUTIVE SUMMARY

***The vision for the Glen Innes Highlands Precincts Activation Framework & Strategy is to provide a clear, practical framework that enables every precinct across the Glen Innes Highlands to be understood, planned and activated through community shaped masterplans that unlock local identity, strengthen everyday life and create meaningful reasons for people to gather, discover, create and stay.***

At more than a thousand metres above sea level, straddling the Great Dividing Range in the New England High Country of northern New South Wales, the Glen Innes Highlands occupies one of the most distinctive place positions in regional Australia.

It is a landscape sculpted by granite; from the towering tors of Stonehenge Recreation Reserve to the smooth river boulders of the Mann River gorge country and further defined by cool-climate seasons, open skies, heritage townships, sporting traditions, village life and nationally significant cultural assets.

Long before the granite tors of the New England tableland were given European names, though, this Country was known, managed and deeply valued by the Ngarabal people.

The Ngarabal are the Traditional Custodians of the lands and waterways across the Glen Innes Highlands and their spiritual, cultural and practical relationships with this landscape stretch back tens of thousands of years. The high-country plateaus, river corridors, gorge systems and granite formations that define the Highlands today were places of gathering, ceremony, resource management, trade and seasonal movement long before the colonial period.

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

Declared in March 2010, Boorabee and The Willows are managed under the International Union for Conservation of Nature (IUCN) Category VI, as a protected area with sustainable use of natural resources - our nation's most secure way of protecting native habitat for future generations.

The Glen Innes Severn Local Government Area (LGA) spans 5,487 square kilometres and is home to approximately 8,978 people (2024 estimate), with an aspiration to grow to 10,000 by 2035. It is also one of only three pilot GeoRegions in Australia, positioning the Highlands uniquely within a Geotourism and place-based economic development context.

Within this setting sits a network of places that shape both community life and visitor experience.

The Glen Innes township is the civic and commercial heart of the LGA, while villages such as Emmaville, Deepwater, Glencoe and Red Range contribute their own character, history and role. Natural and landscape destinations; Stonehenge Recreation Reserve, Beardy Waters and Mann River Reserve at Wyaliba add a further dimension of environmental, cultural and experiential value.

Together, these places form a connected regional system rather than a collection of isolated settlements.

Public space sits at the centre of that network — town centres, parks, sporting grounds, cultural sites, reserves, village streets and landscape destinations. These are the places where community life becomes visible, where social and economic activity occurs and where visitors form their understanding of the Highlands.

The performance of these places' matters.

- A town centre that feels active and well cared for builds confidence.
- A village that feels distinctive encourages people to stop and stay.
- A sporting precinct that is welcoming strengthens participation and community connection.
- A landscape destination that is legible and accessible improves visitor experience.

For the Glen Innes Highlands, public space is not secondary infrastructure. It is fundamental to liveability, identity and economic performance.

This Framework has been prepared to respond to that opportunity.

It identifies eight precincts across the LGA, spanning the Glen Innes township, villages and landscape destinations and establishes a place-based activation direction for each. The eight planning areas 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

Importantly, this Framework has been prepared as a deliberate first step.

***Full place audits and community consultation have not yet been undertaken. This is intentional. This is because the detailed understanding of how places function cannot be done properly without the people who know these places best.***

**How a park is used on a Saturday morning, which footpath is missing, where a village feels welcoming and where it does not, what stories should be told and what changes would make the biggest difference — that knowledge lives in communities, not in strategy documents.**

**Rather than pre-determining outcomes, Council has chosen to establish a clear strategic framework and then engage directly with communities with a genuine invitation to shape what comes next.**

Consultation is proposed to commence in May 2026, beginning with Deepwater, followed by Emmaville, Glencoe and Red Range, and then progressing across Glen Innes precincts and landscape destinations through a staged program extending to 2030.

A suite of tools will be used to support this process, including:

- NSW Public Space Evaluation Tool
- place-based observation and behaviour mapping
- stakeholder workshops and community sessions
- surveys and interviews
- activity and usage analysis
- photographic and spatial documentation

These tools will be applied together, ensuring that both quantitative and qualitative insights inform future masterplans.

Activation within the Framework is structured around five pillars:

- Story and Culture
- Nature and Outdoors

- Village Life and Community
- Public Realm and Amenity
- After Dark

It is also structured around a staged approach to delivery:

- Tactical
- Programmatic
- Structural

This ensures that ideas can be tested, refined and demonstrated before significant capital investment is committed.

**What this Framework does not do is apply a one-size-fits-all response.** The role of the Town Centre is different from the role of Deepwater. A major sporting precinct requires a different activation approach from a landscape destination or a railway heritage site. A wild river campground at the Mann River calls for a fundamentally different response than the civic parklands of the Standing Stones. This Framework embraces that diversity — setting a common direction while leaving room for place-specific responses, local priorities and community-shaped outcomes.

The Framework establishes a rolling masterplan program supported by an early activation program of quick wins, pilot projects and tactical improvements that build momentum while masterplans are being prepared.

It includes measurable actions, a monitoring and evaluation framework, and a comprehensive set of appendices including audit templates, consultation tools and asset schedules for all eight precinct areas.

Above all, This Framework starts from a simple proposition: the future strength of the Glen Innes Highlands will be shaped not only by what the region has, but by how well its places work, how clearly they express identity, and how confidently they invite people in. This is a document about confidence in place — and it begins where it should, by listening to the people who know these places best.

## 1. INTRODUCTION

The Glen Innes Highlands is entering a period of strategic transition.

Across the Local Government Area, there is a clear need to strengthen the way places function, connect and present — for the community, for visitors and for future growth.

Public spaces, town centres, villages and key destination areas play a critical role in shaping daily life. They influence how people interact, how businesses operate and how the Highlands is experienced and perceived.

At the same time, Council’s strategic direction has placed a strong emphasis on precinct planning, activation and the quality of the public realm. This reflects a broader understanding that well designed and well activated places are not an optional extra — they are fundamental to liveability, economic resilience and regional competitiveness.

This Framework responds to that direction.

It establishes a coordinated, place-based approach to activation across the Glen Innes Highlands, providing a clear structure for how precincts, villages and key destinations will be understood, planned and progressively improved over time.

Importantly, this is an overarching framework, not a detailed masterplan.

It does not attempt to resolve individual sites or design outcomes. Instead, it:

- identifies priority places across the LGA
- establishes a consistent approach to place assessment and activation
- sets the strategic direction for future precinct masterplans

A defining feature of this Framework is the decision to start with structure, not solutions.

Detailed place audits and community consultation have not yet been undertaken.

This is deliberate.

Rather than pre-determining outcomes, the Framework establishes the process, tools and sequence through which communities will shape the future of their places.

Consultation and place-based analysis will commence from May 2026, ensuring that future masterplans are grounded in local knowledge, lived experience and community priorities.

This approach makes the Framework both ambitious and practical.

It is ambitious in that it seeks to reposition public space as a key driver of local vitality, place identity and destination quality across the Highlands.

It is practical in that it recognises the operational realities of a rural council — including the need to stage delivery over time, leverage external funding and focus effort where the greatest strategic return can be achieved.

The Framework also responds to the unique identity of the Glen Innes Highlands.

As a designated GeoRegion and an emerging Geotourism destination, the Highlands has a distinct opportunity to strengthen how its landscape, heritage and culture are expressed through its places. Activation is therefore not only about improving amenity — it is about reinforcing identity, supporting visitor experiences and strengthening local pride.

Ultimately, this Framework provides a clear starting point.

It brings together Council’s strategic direction, local context and emerging opportunities into a single, coherent structure that will guide the next phase of place planning and activation across the Glen Innes Highlands.

### 1.1 Why Place Activation Matters

Place activation matters because it changes how a place is used, how it feels and what it makes possible.

In regional communities, that change can be significant. A small improvement in comfort, visibility or amenity can shift a place from being somewhere people pass through to somewhere they choose to stay. Better lighting, seating, shade, interpretation, planting, event programming, public art, flexible gathering space or improved arrival points can alter how a town centre performs, how a sporting precinct is experienced or how a visitor understands a destination.

In the Glen Innes Highlands, those shifts carry real value.

For residents, they can improve daily life. Public spaces that feel welcoming, comfortable and active support social connection, recreation, community participation and wellbeing. They create more reasons to spend time locally and more opportunities for different age groups to share space.

For businesses, they can strengthen trade. More attractive and engaging public spaces can encourage longer dwell time, more foot traffic and stronger local spending. In village settings, even modest upgrades can increase stop and stay behaviour. In Glen Innes township, stronger precinct activation can help reinforce the role of the town as the region’s commercial and civic anchor.

For visitors, they can improve the quality of the whole destination. Public space often forms the first and most immediate impression of a place. Whether visitors understand where to go, what to experience and why a place matters is influenced heavily by arrival, signage, atmosphere, interpretation and amenity.

For the Highlands more broadly, activation can strengthen identity. It makes the area feel more coherent, more confident and more distinctive. It brings geology, landscape, heritage, culture, creativity and community life into the foreground.

This is particularly important in the Glen Innes Highlands context.

The Highlands is not competing as a generic regional destination. Its future is being shaped around an identity grounded in natural beauty, strong community, rich heritage and a distinct Geotourism proposition.

The region’s status as one of only three pilot GeoRegions in Australia provides a rare platform. That status reflects an integrated story of landform, geology, biodiversity, culture and night skies.

Public space activation should make that story visible and tangible. It should connect people to place in ways that are memorable, locally grounded and economically meaningful.

Well activated places do not just look better. They perform better. They support stronger local life, more confident communities and more compelling visitor experiences.

Ultimately, places that feel vibrant encourage people to stay, return and invest. Places that feel empty or underutilised do not.

That is why this Framework matters.

## 1.2 Current Position - Place-Activation and Master Planning within the Glen Innes Severn Local Government Area

The Glen Innes Highlands has a strong history of investment in place.

Public spaces across the LGA reflect decades of civic investment, community effort and local pride — from Grey Street to the Standing Stones, from Wilson Park to village recreation reserves.

What has been less well developed, until now, is a single strategic framework that draws these places together. One that identifies their collective potential, clarifies their individual roles and sets out a coordinated program for their improvement.

This is not to say that planning has been absent. Council has invested in a range of strategies, plans and infrastructure that support place activation. These documents provide important foundations, but until now have not been brought together into a single, coordinated framework.

- **The Glen Innes Highlands Economic Development Strategy 2026–2030** and the **Glen Innes Highlands Destination Management Plan 2026–2030** both identify vibrant, well-activated public spaces as essential to community wellbeing, economic resilience and visitor economy growth.
- **The Glen Innes Severn Council Sporting Facilities Review and Master Plans**, adopted in 2018, and currently under review for updating by late 2026, provide detailed analysis and costed recommendations for the region's major sporting infrastructure, including Wilson Park, Kerry Mead Park, King George Oval, the Glen Innes Tennis Centre, the Showgrounds and village recreation reserves at Emmaville and Deepwater.
- **The Heritage Parks Masterplan** (currently being developed) establishes a foundation for the management and enhancement of key heritage-listed public parks — Veness Park, ANZAC Park, King Edward VII Park and King George V Oval — recognising their historical, cultural and social value to the community.
- **The Glen Innes Severn Council Public Art Policy** provides a framework for visual and performing arts in public places.
- **Plans of Management (PoMs)** including the Centennial Parklands Plan of Management (currently under review), Lex Ritchie Park Plan of Management and the Glen Innes Severn Crown Land Plan of Management, which establish statutory frameworks for the use, management and development of key public

land assets. These documents guide permissible uses, environmental management, community access and long-term stewardship, and form an important foundation for future activation and master planning.

- The delivery of the **Glen Innes ‘Nature Play’ Playground in ANZAC Park, Glen Innes Highlands Skywalk** in January 2024 and the **Glen Innes Indoor Sports Stadium** represent major recent capital achievements that have already changed how people experience the Highlands.

What has been missing, however, is the connective layer.

The document that clearly articulates:

- which places matter most
- how those places relate to each other
- the role each plays in the life of the Highlands
- how communities will be engaged to shape those places
- how investment will be staged and delivered over time

This Framework provides that structure.

### 1.3 A Deliberate Approach to Community Consultation

This Framework has been prepared ahead of detailed community consultation.

The purpose of the Framework is to establish a clear structure and approach before engaging with communities, ensuring that future masterplans are shaped by local knowledge rather than predetermined solutions.

*This is because the detailed understanding of how places function cannot be done properly without the people who know these places best.*

How a park is used on a Saturday morning, which footpath is missing, where a village feels welcoming and where it does not, what stories should be told and what changes would make the biggest difference — that knowledge lives in communities, not in strategy documents.

Importantly, this Framework does not determine specific projects or design outcomes. Those decisions will be made through community consultation and embedded within each precinct masterplan.

Consultation will commence in May 2026 and will be undertaken as a staged program across all precincts.

A combination of tools will be used, including:

- NSW Public Space Evaluation Tool
- 4 Aspect Analysis
- place typologies
- community workshops and stakeholder engagement
- on-site observation and behaviour mapping
- surveys and interviews
- activity and usage data

Ultimately, Community Consultation is the core input into how places will be planned and prioritised.

## 1.4 Strategic Alignment

This Framework has been borne directly from Council’s Integrated Planning and Reporting framework.

It is not a standalone initiative. It is the result of a clear line of strategic intent flowing from the community’s long-term vision, through Council’s four-year program, into specific annual actions.

That linkage is deliberate and structured.

- **Glen Innes Severn Council Community Strategic Plan 2025–2035 (CSP)** establishes the long-term vision and aspirations of the community, including outcomes relating to liveability, economic prosperity, community wellbeing and the protection and enhancement of place.
- **Glen Innes Severn Council Delivery Program 2025–2029 (DP)** translates those aspirations into a coordinated program of Council-led initiatives, including a clear commitment to precinct and activation planning across the LGA.
- **Glen Innes Severn Council Operational Plan 2025–2026 (OP)** then identifies the specific actions required to deliver that commitment — including the development of a precincts and activation framework and supporting place-based strategies.

Within this structure, the Framework is directly linked to the **CSP Fit for the Future Infrastructure** strategic objective, which recognises the importance of well-planned, high-quality public spaces in supporting long term growth and liveability.

This is reinforced through:

- **CSP Goal 2**  
→ leading precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal
- **Delivery Program Strategy F1.2.1**  
→ developing a precincts and activation vision that reflects the unique character of towns and villages across the LGA
- **Operational Plan actions**  
→ F1.2.1.2 Scope place activation plan for Glen Innes Central Business District (CBD) that outlines actions to enhance the vibrancy usability and appeal of the town centre.

→ F1.2.1.3 Develop and deliver a precincts and activations framework and strategy for rural villages.

This Framework is the direct response to those commitments.

It provides the structure, spatial logic and strategic direction required to move from high-level intent to place-based planning and delivery.

### **Broader Strategic Alignment**

This alignment is further strengthened through Council’s broader strategic program, which collectively reinforces the role of place as a driver of economic, social and cultural outcomes:

- **Glen Innes Highlands Economic Development Strategy 2026–2030**  
positions vibrant and inclusive places as a core driver of economic growth and sets a clear population aspiration of 10,000 people by 2035
- **Glen Innes Highlands Destination Management Plan 2026–2030**  
identifies the Highlands as a destination shaped by authentic, place-based experiences connected to landscape, heritage, culture and community
- **Glen Innes Severn Council Public Art Policy**  
supports the integration of cultural expression and storytelling into public space
- **Glen Innes Severn Council Sporting Facilities Review and Master Plans (currently under review for updating in 2026)**  
Recognises sporting assets as active precincts that contribute to community life, participation, events and regional visitation.
- **The emerging Glen Innes Severn Council Heritage Parks Masterplan (currently in development, to be delivered in 2026)**  
establishes a strategic foundation for the management and enhancement of key heritage parklands, including ANZAC Park, King Edward Park, Veness Park and King George Oval.
- **Council’s event program** further reinforces this relationship between place and economy, with major events such as:
  - **The Australian Celtic Festival;**
  - **Minerama; and**
  - **Christmas in the Highlands**

Demonstrating the ability of Glen Innes to activate spaces, attract visitors and strengthen community life.

This Framework ensures that key precincts are planned and positioned to support both everyday use and major event activation.

### **GeoRegion and Geotourism Alignment**

A defining element across Council’s strategic direction is the Highlands’ identity as a GeoRegion.

This is not simply a branding position. It is supported by a structured regional approach to Geotourism, as outlined in the International Engagement Strategy titled *A Proposed Aspiring UNESCO Global Geopark Nomination for the New England North West Region*.

That Strategy establishes a clear pathway toward recognition as an Aspiring UNESCO Global Geopark, positioning the region within a globally recognised framework that integrates:

- geological heritage
- landscape and biodiversity
- Aboriginal and European cultural heritage
- education and interpretation
- sustainable economic development

Geotourism is defined as tourism that focuses on an area’s geology and landscape as the basis for visitor engagement, learning and experience, while enhancing broader natural and cultural assets.

Importantly, the Strategy moves beyond traditional tourism models. It adopts a holistic product and experience framework, identifying core pillars including:

- touring routes
- iconic landforms
- geology and mining heritage
- waterfalls and natural systems
- museums and cultural assets
- events and visitor experiences

This approach directly aligns with the Glen Innes Highlands’ strengths and provides a structured basis for place-based planning and activation.

The Strategy also establishes a clear economic and regional development case, identifying the potential to:

- grow visitation, including high-yield international markets
- generate regional employment and investment
- strengthen regional collaboration across multiple LGAs

- position the Highlands within emerging global Geotourism markets

Within this context, the GeoRegion identity is not aspirational — it is a strategic direction already in progress.

This has clear implications for how places across the Highlands should be planned and activated.

Public spaces, precincts and activation opportunities must be planned to:

- express geological and landscape identity
- support Geotourism product development and interpretation
- connect places through coherent visitor journeys and touring routes
- enable both everyday community use and destination-based experiences

## 2. WHAT IS PLACE ACTIVATION?

### 2.1 What Place Activation Means in the Glen Innes Highlands

Place activation means making places easier to use, more welcoming and more enjoyable so people choose to spend time there.

It is the deliberate process of transforming a space that people pass through into a place where people choose to pause, gather, participate, discover and return. It can involve permanent physical change; a new path, shade structure, public artwork or upgraded oval.

It can involve temporary programming, a market, performance, twilight event or pop-up exhibition. It can also involve something less tangible but equally important: creating the conditions in which a community feels permission and support to use, enjoy, claim and care for its own public places.

In professional practice, place activation draws on a long lineage of placemaking and urban design thinking. For example:

- The work of Jan Gehl provides the observational foundation through its focus on the relationship between public space quality and public life.
- The Project for Public Spaces framework provides the evaluative logic through its focus on access, comfort, sociability and activity.
- The NSW Public Spaces Charter provides the broader policy context, identifying qualities such as being open and welcoming, community focused, locally distinctive, green and resilient, healthy and active, safe and secure, well designed and well managed.

#### *What this means for the Glen Innes Highlands*

Put simply, place activation for the Glen Innes Highlands means:

- Better public spaces
- More activity and events
- A stronger local economy

It also means that in the Glen Innes Highlands, activation must respond to local conditions, including climate, settlement patterns, community life and landscape character. What works in metropolitan areas does not translate directly to this context.

This is a high-country rural region at more than 1,000 metres elevation, with cold winters, dispersed settlement, strong sporting and volunteering traditions, deep

heritage attachments, a modest population base and a landscape of granite, gorge, river and open sky that is unlike anywhere else in New South Wales.

Place activation here does not look like place activation in Sydney, or in Maitland, or in any other community. It looks like the Glen Innes Highlands.

- It sounds like the roar of the crowd when the Magpies score a try at Mead Park on a Saturday afternoon...
  - It smells like woodsmoke and frost on a Glencoe morning.
  - It feels like stopping at Stonehenge Recreation Reserve and realising that the boulders around you are older than human memory.
  - It is the experience of walking the Skywalk at Centennial Parklands and understanding, suddenly, why people have been drawn to this high country for millennia.

That local grounding is critical.

Activation in the Glen Innes Highlands is not about importing urban trends. It is about strengthening the places that already matter, improving how they function and making them more welcoming, more comfortable, more connected and more meaningful.

## 2.2 The Activation Spectrum

Not all activation is the same. This Framework distinguishes between three types of intervention that sit along a spectrum from the immediate and reversible to the permanent and transformative.

**Tactical activation** is rapid, low-cost and often temporary. It includes measures such as:

- movable seating;
- temporary signage;
- planters;
- painted wayfinding cues;
- pop-up stalls;
- QR-code storytelling;
- trial installations; and
- community-led experiments

Tactical activation is valuable precisely because it is light. It can be deployed quickly to test an idea, generate interest, create a talking point or demonstrate what a place could

become. If it works, it builds the case for something more substantial. If it does not, the cost of learning is low.

**Programmatic activation** is recurring, curated and calendar driven. It includes:

- markets;
- festivals;
- sporting fixtures
- twilight events;
- performances;
- artist residencies;
- school activities;
- seasonal village celebrations; and
- coordinated activation programs.

Programmatic activation creates the rhythm and pattern that give a place its social life. In the Highlands, this means everything from the Australian Celtic Festival at the Standing Stones to a Saturday morning at Lions Park Cottage Markets to an evening basketball fixture at the Glen Innes Indoor Sports Stadium.

**Structural activation** is permanent, physical and capital-intensive. It includes:

- new paths;
- crossings;
- lighting;
- shade structures;
- public art installation;
- trail infrastructure;
- building upgrades;
- oval and court improvements;
- adaptive reuse;
- playground construction; and
- major landscape works.

Structural activation creates the enduring foundation of place quality. It is the most expensive form of activation and therefore the most important to get right, which is why this Framework advocates using tactical and programmatic activation to test demand and build evidence before structural commitments are made.

The most effective place outcomes use all three types in combination, layered intelligently over time.

## 2.3 The Pillars of Place Activation

This Framework organises place activation across five thematic pillars. These pillars are not rigid categories. They are lenses — ways of looking at a place and identifying what kind of activation it needs. Most places will benefit from action across multiple pillars, but the balance will vary depending on the character, function and community role of each precinct or village.

### *Pillar 1 – Story and Culture*

Every place in the Glen Innes Highlands carries stories. Some are ancient — the deep-time geological narratives embedded in granite and the Ngarabal knowledge of Country. Others are more recent — civic history, mining history, railway heritage, Celtic identity, industrial heritage and the resilience of communities such as Wyaliba. Story and Culture activation involves making these narratives visible and accessible through heritage interpretation, wayfinding, digital storytelling, public art, museum and exhibition functions, creative programming, cultural events, First Nations interpretation, artist residencies and festival development. In a region with GeoRegion status and aspirations toward UNESCO Global Geopark recognition, this is not optional. It is strategically important.

### *Pillar 2 – Nature and Outdoors*

The Glen Innes Highlands is defined by its natural landscape. Granite tors, gorge country, waterfalls, rainforest gullies, elevated plateaus, dark skies, river corridors and birdlife create a genuinely strong nature-based activation platform.

Nature and Outdoors activation connects people to this landscape through trails, walking and cycling routes, nature play, bouldering access, birdwatching infrastructure, Geotourism interpretation, environmental education, scenic lookouts, dark-sky programming and seasonal landscape events.

It applies most strongly to Stonehenge Recreation Reserve, Beardy Waters, Mann River Reserve at Wyaliba and Centennial Parklands, but it is also relevant in township and village settings through parks, creek corridors, shade planting and the integration of natural elements into the public realm.

### *Pillar 3 – Village Life and Community*

In the Glen Innes Highlands, the most important places are often not the showpiece destinations but the everyday spaces where community life happens.

The oval on a Saturday. The park after school. The hall on election night. The caravan park where travellers stop and stay. The general store where locals catch up.

Village Life and Community activation involves supporting these patterns of use — and gently strengthening them — through improved amenity, small-scale events, community markets, sporting fixture support, volunteer recognition, school engagement, village pride initiatives, better connections between community facilities, and the creation of conditions in which local enterprise, creativity and stewardship can flourish.

This pillar reminds us that the goal of activation is not spectacle. It is the everyday quality of life in places that people call home.

#### ***Pillar 4 – Public Realm, Amenity and Design Quality***

None of the other pillars can succeed if a place is uncomfortable, inaccessible, poorly maintained, hard to find — or visually inconsistent and unmemorable. First impressions in a regional town are almost always visual: the coherence of a main street, the quality of its materials, the rhythm of its shopfronts and awnings, the presentation of its heritage assets, the consistency of its signage, lighting and street furniture, and the dignity of its civic spaces.

This pillar has two equally important dimensions:

**Amenity (functional performance).** Paths, crossings, seating, shade, lighting, wayfinding, accessibility, toilets, drinking water, cleanliness, safety and shelter. These are the basic preconditions of use. In the Highlands high-country climate — summer sun, winter cold, autumn frost and spring wind — amenity design is a determining factor in whether a place works.

**Design quality (visual and experiential).** The deliberate design of the public realm so that places read as coherent, well-considered and locally grounded. This includes streetscape character, materials and detailing, the treatment of heritage interfaces, colour and lighting palettes, signage family, shopfront and awning presentation, public art integration, and the visual relationship between private buildings and public space. Design quality is how a visitor distinguishes one place from another — the difference between Deepwater and Tenterfield, or Glen Innes and Armidale. It is what people remember.

Every precinct masterplan will include a set of design principles appropriate to its character — from full public domain guidelines for the Town Centre to a simple, locally-grounded palette for each village. Where the scale of intervention warrants it,

qualified design input (urban design, landscape architecture, heritage) will inform masterplan development.

This pillar applies universally across all eight precincts.

### ***Pillar 5 – After Dark***

The Glen Innes Highlands has genuine potential to develop a stronger pattern of evening and twilight activation, but this must be approached with honesty about context.

At more than 1,000 metres elevation, winter evenings are cold and dark by 5pm.

Populations are dispersed. Not every place can or should be animated after sunset. But there are real and practical opportunities that can extend the social, cultural, economic and recreational life of the Highlands into the early evening — and in some cases, into the night sky itself.

After Dark activation in the Highlands can include:

- Twilight markets in the Town Centre and villages;
- Evening sport at the Glen Innes Indoor Sports Stadium and floodlit outdoor courts;
- Illuminated heritage walks along Grey Street, connecting to the 4 Heritage Parks ;
- Seasonal evening events at Centennial Parklands / the Standing Stones and Skywalk — sunset ceremonies, dark sky gazing, cultural performances and festival programming that extends gently beyond daylight hours;
- Cultural programming at Town Hall and the future Powerhouse precinct;
- Coordinated dining and trading hours that give visitors a reason to stay in town past five o'clock;

After Dark activation should be guided by clear principles. Safety and comfort must come first: lighting, seating, toilets, clear navigation and passive surveillance.

Programming should be seasonal and climate aware. It should support local businesses wherever possible. Pilot events should test demand before recurrent programming is committed.

Importantly, not every place needs to be active after dark — a portfolio approach, focused on the township, the Sporting Precinct, Centennial Parklands, Stonehenge and selected village events, is more appropriate than blanket expectations.

## 2.4 Place Activation Principles

Six principles guide the application of these pillars across the Glen Innes Highlands:

**Lead with Place.** Every activation decision should respond to the specific character, scale, identity and community context of the place it affects. What works in Glen Innes Town Centre will not necessarily work in Red Range. What animates Stonehenge Recreation Reserve may have no relevance to Beardy Waters. The pillars provide a common language; the places themselves determine the specific response.

**Design for Everyone.** Public places must be welcoming to all ages, abilities, cultures and backgrounds. Accessibility is not an add-on. It is a core design requirement that shapes paths, seating, signage, surfaces, gradients, lighting and amenity from the outset. The Skywalk's all-access design demonstrates what this looks like when it is done well.

**Think in Networks, Not Nodes.** Precincts, villages and landscape destinations should be planned as a connected system. Improving wayfinding in the Town Centre should help visitors find the Railway Station. Better trail connections from Centennial Parklands should draw people into the Powerhouse precinct. Village activation in Deepwater should encourage longer regional touring that benefits Emmaville and Glencoe. Investment in one place should strengthen the experience of adjacent places.

**Test Before You Invest.** Tactical and programmatic activation should be used to test ideas, build evidence and generate community confidence before structural commitments are made. A pop-up market tests demand. A temporary trail marker tests a route. A pilot lighting installation tests an After Dark concept. This is not timidity — it is intelligence.

**Celebrate the Everyday.** Places should work well on ordinary days, not only during festivals and special events. The measure of a well-activated place is whether it is comfortable, legible and inviting on a quiet Tuesday afternoon — not only on the opening night of the Celtic Festival.

**Partner to Deliver.** Activation in rural communities depends on shared ownership. Council cannot — and should not — do everything alone. Local businesses, sporting clubs, artists, school communities, volunteer groups, cultural organisations and individual residents all have roles to play. The Framework should enable and support community-led activation wherever feasible, with clear guidance, proportionate governance and manageable expectations.

## 2.5 A Community-Shaped Framework

This Framework is intended to be community shaped.

It is not a document prepared for Council alone. It is a strategic platform for conversation, collaboration and shared action in the places that matter most to local people. Its success will ultimately be judged not by the quality of its analysis, but by whether it helps deliver visible improvements in places that communities use, value and care about.

That means the Framework must create an environment in which communities feel empowered to contribute. It must recognise that some activation ideas will need to be tested, refined and learned through doing. Not every project will work immediately. That is part of place-based experimentation and should be accepted rather than feared.

The detailed mechanisms for engagement and community input are set out in Chapter 5. At this point, the important principle is clear: future activation across the Highlands should be informed not only by strategic planning, but by local knowledge, community initiative and shared ownership.

## 2.6 Council's Role

Glen Innes Severn Council's role in place activation operates across four dimensions.

**Council as Strategist** Council sets the strategic direction for place activation through this Framework and its broader strategic instruments.

It defines priorities, identifies planning areas, establishes the activation pillars, and ensures that place-based investment is aligned with community, economic, tourism, cultural and environmental objectives.

This strategic function is essential because it prevents activation from becoming a disconnected series of one-off projects and ensures that effort accumulates toward coherent, lasting place outcomes.

**Council as Provider** Council directly provides and maintains the public infrastructure that forms the foundation of place quality — paths, parks, ovals, buildings, lighting, seating, shade, signage, amenity blocks, playgrounds, trails and public art.

It also provides key community services and programs that contribute to activation outcomes, from library and cultural services to recreation programming to visitor information.

The quality of this provision determines the baseline experience of every public place in the Highlands.

**Council as Enabler** Council enables activation by others, by community groups, businesses, artists, clubs, schools and volunteers through clear policies, efficient approvals, supportive advice, shared resources and a culture of encouragement rather than restriction.

This enabling role is particularly important in a rural context where Council's operational capacity is finite and community energy is a critical asset. Enabling does not mean abdicating responsibility.

It means creating the conditions in which others can act safely, confidently and effectively within a shared strategic framework.

**Council as Funder and Advocate** Council invests in place activation through its annual budgets and capital programs, and it advocates for external investment through grant applications, partnership negotiations and strategic representations to state and federal government.

The Framework should be used to strengthen the quality and competitiveness of funding bids by providing the strategic context, place analysis and implementation logic that grant assessors increasingly require.

Council also has a role in brokering partnerships between community groups and external funding sources and in positioning the Highlands for investment that individual communities or organisations might not be able to attract alone.

## 2.7 Methodology

This Framework has been prepared through a comprehensive review of Council's available strategic, place and asset material, supplemented by place-specific research and NSW policy guidance.

The evidence base includes village assets and data collection prepared by Council officers.

The methodology has involved:

- strategic document review
- place and asset data analysis
- policy alignment assessment
- benchmarking against comparable frameworks
- spatial analysis of precinct and village structure

- development of an activation framework, implementation pathway and monitoring approach tailored to the Highlands’ rural context

It must also be stated clearly that this Framework is based on strategic evidence review, not a completed field audit program.

Full place audits have not yet been undertaken. Community consultation specific to this project has not yet occurred.

While the evidence base is sufficient to establish a credible strategic framework, identify key assets, define broad activation directions and support early action planning, it is not sufficient by itself to finalise detailed masterplan outcomes, resolve site-specific design decisions or determine precise community priorities.

That is why the Framework is positioned as the strategic precursor to master planning, not a substitute for it.

### 3. PLACE ACTIVATION - STRATEGIC CONTEXT

While the Glen Innes Highlands has strong natural, cultural and community assets, many public spaces are underutilised, inconsistently presented or lack clear identity and connectivity. This creates missed opportunities for community use, visitor engagement and economic activity.

#### 3.1 Understanding Place Before Activating It

*“Place is not just a location. It is a story.”* — Project for Public Spaces

Place activation does not begin with projects, events or infrastructure. It begins with understanding.

Every place carries its own structure, history and identity. These are not abstract qualities. They are shaped by landscape, climate, culture, settlement patterns and the lived experience of the community. When activation responds to these factors, it strengthens identity and creates places that feel authentic, usable and valued. When it does not, outcomes risk feeling generic, disconnected and short-lived.

For the Glen Innes Highlands, this point is critical.

This is not a blank canvas. It is a place with deep cultural foundations, a distinctive high-country environment, a strong heritage legacy and a dispersed settlement pattern that shapes how people live, connect and move. It is also a place with clear opportunities - where strong visitation, natural assets and community pride are not yet fully translated into consistent place experience.

Understanding this context is therefore not a background exercise. It is the foundation for every decision that follows.

This chapter brings together the key factors that shape place across the Glen Innes Highlands. It draws on geographic, historical, social and cultural analysis to establish a clear and shared understanding of:

- how the area has developed over time
- how it functions today
- what makes it distinctive
- where the opportunities and constraints sit

This understanding directly informs the activation framework, precinct planning and implementation approach that follow.

Because effective place activation does not impose change — it works with what is already there, strengthens what matters and reveals what is often hidden in plain sight.

### **3.2 Historical Context**

#### ***Ngarabal People***

The Ngarabal people are the traditional owners of the Glen Innes Highlands area. During the thousands of years they have lived here, they perfected what every modern local must learn to do; adapt to the highland climate.

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

The Mann River corridor, was a significant meeting ground. NSW National Parks records that both the Ngarabal people from the northern tablelands and the coastal Gunbaynggir people gathered there, drawn by the abundant wildlife, clean water and natural beauty of the gorge country.

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

Declared in March 2010, Boorabee and The Willows are managed under the International Union for Conservation of Nature (IUCN) Category VI, as a protected area with sustainable use of natural resources - our nation's most secure way of protecting native habitat for future generations.

This deep history is embedded in the landscape and must be acknowledged as the foundational layer of any place activation framework.

#### ***European Exploration***

European exploration of the New England area began with John Oxley in 1818. Glen Innes was established in the 1850s during the pastoral expansion of the Northern Tablelands, when squatters and selectors took up vast runs of grazing country across the high plains. The earliest selections in the Red Range area date to 1854, when families settled along the Mann River. By 1859, a courthouse had been built to house the Court of Petty Sessions and the growing settlement's civic infrastructure was beginning to take form.

#### ***Ottery Arsenic and Tin Mine***

The discovery of tin on Vegetable Creek near Emmaville in the 1870s transformed the region. Contemporary press accounts described the event as creating "unparalleled excitement" across the colony and the mining rush that followed brought prospectors,

merchants, Chinese miners and their families to the Northern Tablelands in significant numbers.

The Ottery Arsenic and Tin Mine, located eight kilometres northeast of Emmaville, is one of the most historically significant mining sites from this period and a heritage asset of genuine state importance.

The tin lode was discovered in 1875 by Alexander Ottery, and the mine began production in 1882, operating as one of the first underground mines in the Emmaville district.

Ore was extracted and transported to the nearby Tent Hill processing area, where it was crushed and smelted into 50-pound ingots of tin concentrate. As the sulphide content of the ore increased over time, the process evolved; ore was first calcined in furnaces at Ottery before transport to Tent Hill.

From 1920 to 1929, the mine transitioned to arsenic production, with arsenic ore calcined and volatilised through a series of condensation chambers to produce purified white arsenic trioxide. In total, the mine produced approximately 2,000 tonnes of arsenic trioxide and 2,700 tonnes of tin concentrate before operations ceased in 1957.

The Ottery Mine is the oldest principal ore refinery in Australia and is listed on the NSW State Heritage Register under the Heritage Act 1977, as well as under the Glen Innes Severn LEP.

Much of the mine's processing infrastructure remains on site; the former refinery, calciner, kilns, arsenic chambers and chimney stack, though in a state of managed disrepair. The site has been fenced and signed to inform visitors of the cultural and heritage value of the workings.

The NSW Legacy Mines Program has undertaken significant remediation, with Stage 1 completed between 2021 and 2024 including relocation of contaminated tailings and waste rock into engineered containment cells, installation of a passive water treatment barrier and revegetation. Stage 2 remedial planning is currently underway, with completion anticipated in 2026.

As a Geotourism asset, the Ottery Mine is compelling. It tells the story of mineral extraction, industrial processing and environmental legacy in a single, visually dramatic site.

Its State Heritage listing, its rare surviving processing infrastructure and its position within the broader Emmaville mining landscape give it a significance that extends beyond local heritage into the Glen Innes GeoRegion and Geotourism narrative.

Interpreted sensitively and safely, the Ottery Mine has the potential to become one of the most distinctive heritage and Geotourism experiences in the Glen Innes Highlands — a place where visitors can see, understand and reflect on the geological, industrial and human stories embedded in the landscape.

The Chinese community made a significant contribution to the mining economy and their presence is now recorded and interpreted through the Emmaville Mining Museum and broader historical research. The mining era shaped settlement patterns, village formation, transport routes and community identity in ways that remain legible in the landscape today.

### ***Main Northern Railway Line***

The coming of the railway in 1884 was a transformative moment. The Main Northern Line was extended from Armidale to Glen Innes on 19 August of that year, an achievement reported in the *Illustrated Sydney News* as a remarkable feat of engineering.

The first-class brick station that was built, being designed in the early 1880s as a functional yet dignified Victorian-era structure, expressed the civic confidence of a town that saw itself as a permanent and growing regional centre. Stations were also established at Stonehenge (1884–1974) and other points along the line.

The railway connected Glen Innes to Sydney and to the Queensland border at Wallangarra, enabling faster movement of wool, tin, timber and people. It remained the primary transport link until road infrastructure overtook rail in the mid-twentieth century.

Regular passenger services to Glen Innes ceased in November 1988 with the withdrawal of the Northern Mail, the last train to service the township. The rail line remained physically open for a short period thereafter, with the section north of Glen Innes formally closed in October 1989. While isolated movements continued into the early 1990s, all operational rail services north of Armidale had effectively ceased by 1992.

### ***Celtic Ties***

Throughout this period, Celtic settlers, predominantly Scottish, Irish and Welsh, played a formative role in shaping the character of the region.

The naming heritage of the Highlands reflects these origins. Glen Innes itself, Glencoe, Ben Lomond, Shannon Vale and numerous property names carry the echoes of the homelands left behind.

This Celtic thread was formalised in 1991–92 with the creation of the Australian Standing Stones in Centennial Parklands, a national monument comprising 38

megaliths, each 3.5 metres high, arranged in a stone circle. The Standing Stones are the only monument of their kind in the southern hemisphere and have become the symbolic heart of Glen Innes' cultural identity.

### ***Heritage and Built Form as Place Anchors***

The Glen Innes Highlands contains a substantial and diverse portfolio of heritage assets recognised across multiple statutory frameworks.

At the local level, a significant number of heritage items, conservation areas and archaeological sites are identified under Schedule 5 of the Glen Innes Severn Local Environmental Plan 2012. These listings reflect places of local historical, social, architectural and cultural significance distributed across the township of Glen Innes and throughout the villages and rural landscapes of the local government area.

In addition to local listings, a number of places within the Highlands are also recognised at a State level under the Heritage Act 1977 (NSW) and are included on the NSW State Heritage Register. These items are identified as having significance to the broader history and cultural development of New South Wales and are subject to a higher level of statutory protection and recognition.

This layered approach to heritage listing confirms that heritage within the Glen Innes Highlands is not confined to a small number of landmark buildings. It is a defining characteristic of the region, embedded across town centres, villages, transport corridors and rural landscapes.

Within Glen Innes, heritage buildings form a highly intact civic and commercial streetscape, particularly along Grey Street and within the broader town centre. The scale and number of heritage buildings — with over 60 identified within the township alone — reflect the strength of late nineteenth and early twentieth century development associated with mining, pastoralism and the arrival of the railway.

This pattern extends across the wider Highlands. In Emmaville, Deepwater, Glencoe and Red Range, heritage buildings represent the foundational infrastructure of each settlement, including courthouses, halls, schools, banks, theatres and railway facilities. These places are not only historically significant — they continue to function as the primary locations for community life, events and local identity.

### ***Key Civic and Activation Anchors***

Within this broader heritage landscape, several sites are of particular strategic importance due to their scale, prominence and direct relationship to precinct-based activation.

- ***Glen Innes Town Hall*** — a landmark civic building that continues to function as part of Council’s administrative footprint, maintaining a strong civic presence and capacity for community use.
- ***Glen Innes Powerhouse*** — a rare and highly intact industrial heritage site associated with early electricity generation, offering strong adaptive reuse potential within the town centre.
- ***Glen Innes Railway Station*** — a state-listed Victorian station complex forming the core of the Railway Station and Rail Trail Gateway Precinct and reinforcing the town’s historic role in the regional rail network.
- ***Glen Innes Showground*** — a state-significant site with a long history of continuous use, functioning as a major event, agricultural and community gathering space.
- ***Deepwater Railway Station*** — a well-preserved station complex contributing to the historic character of the village and its connection to the broader rail corridor.
- ***Emmaville Courthouse*** — a heritage civic building that continues to support contemporary activation through regular markets, demonstrating the ongoing economic and social role of heritage buildings in village settings.

### ***Community-Managed Heritage and Local Activation***

A defining characteristic of the Glen Innes Highlands is the extent to which heritage buildings remain actively used and are locally managed, often through Section 355 Committees or community organisations.

This governance model plays a critical role in sustaining activation across smaller settlements.

Key examples include:

- ***Deepwater School of Arts*** — a landmark community facility with a long history of use as a hall, theatre, library and meeting space. The building has hosted a wide range of functions including performances, community events, social gatherings and civic activities, and continues to operate as a central venue for the village under local management.

- **Emmaville Mining Museum** — a heritage building repurposed as a museum and community space, managed by a volunteer Section 355 Committee. It plays a key role in preserving and presenting the mining history of the area while also functioning as a visitor attraction and community meeting place.
- **Emmaville War Memorial Hall** — a central community facility with strong social and commemorative significance, used for a wide range of local events including celebrations, gatherings and community functions.
- **Glencoe Community Hall (Former Public School)** — a repurposed school building that now functions as a community hub, hosting events and maintaining social connection within the village.

These buildings demonstrate a consistent pattern across the Highlands: heritage assets are not static. They are actively maintained, programmed and adapted by local communities, providing essential infrastructure for social life, events and local identity.

### **Strategic Role of Heritage in Activation**

The scale and distribution of heritage assets across the Highlands reinforces that place identity is already strongly established.

These assets:

- anchor the identity and character of each precinct and village
- provide existing infrastructure capable of adaptive reuse
- support storytelling, interpretation and Geotourism experiences
- create authentic settings for events, markets and cultural programming
- reinforce the distinctiveness of places across the local government area

Importantly, many of these buildings remain in active use or are managed in a way that supports ongoing activation. The use of places such as the Emmaville Courthouse for markets and the Deepwater School of Arts for regular community events demonstrates that activation is already occurring across the Highlands.

This creates a significant strategic advantage. Rather than relying solely on new infrastructure, place activation can build from existing assets, established patterns of use and strong community stewardship.

In this context, heritage is not a constraint. It is one of the Highlands' most valuable strategic assets — providing authenticity, continuity and a strong foundation for vibrant, resilient and locally distinctive places.

### 3.3 Geographic Context

#### *Geography, Landscape and Geological Character*

The Glen Innes Severn local government area covers 5,487 square kilometres of the New England High Country in northern New South Wales.

It sits at the intersection of the New England Highway and the Gwydir Highway; two of the most important transport corridors in the region and straddles the Great Dividing Range at elevations exceeding 1,000 metres above sea level.

This elevation defines the Highlands' climate, ecology, agricultural character and seasonal rhythms, distinguishing it from both the coastal plains to the east and the western slopes to the west.

The landscape is both scenic and productive. Pastoral agriculture, particularly beef cattle and fine wool, remains a foundation of the local economy and is intrinsically linked to the environmental conditions shaped by the region's geology and elevation.

The landscape is also defined by a distinctive and highly visible geological structure. While part of the broader New England geological province, the Glen Innes Highlands contains a concentrated and accessible expression of these features at a local scale.

Key geological features within the Glen Innes Severn LGA include:

- ***Stonehenge Recreation Reserve*** — extensive granite tors and boulder formations
- ***Beardy Waters and surrounding woodlands*** — river systems, granite outcrops and ecological interface zones
- ***Mann River corridor and escarpment country (Wyaliba)*** — steep gorge systems, exposed rock faces and river-worn boulder landscapes
- ***Centennial Parklands and the Australian Standing Stones*** — a purpose-built cultural monument set within an elevated granite landscape
- ***The Needles (near Gibraltar Range)*** — prominent rock formations associated with the eastern escarpment
- ***Local sapphire fields and fossicking areas*** — reflecting the region's mineral diversity and mining history

From the tors of Stonehenge to the river-worn boulders of the Mann River, from elevated outcrops visible from the Skywalk to the geological substrate underlying the region's soils, granite is the dominant visual expression of the Highlands. However, this sits within a broader geological system that includes sapphire-bearing deposits and other mineral resources that have shaped settlement, industry and identity.

This geological foundation is not incidental to the region's strategic positioning. As mentioned in earlier sections, the Glen Innes Highlands is one of only three pilot GeoRegions in Australia, reflecting the integration of geology, landscape, biodiversity and cultural narrative. The aspiration toward UNESCO Global Geopark recognition, requiring a coordinated approach across the broader New England LGAs and their geological assets, would formally recognise this significance and unlock opportunities for Geotourism, interpretation, education and destination development.

Approximately one-quarter of the LGA is national park or state forest, including areas of World Heritage significance within Washpool and Gibraltar Range National Parks. The Mann River Nature Reserve marks a dramatic transition from tableland to gorge country, while Beardy Waters supports one of the district's richest bird habitats.

### **Settlement Pattern**

The settlement pattern is dispersed. The Glen Innes township; home to approximately 6,000 of the LGA's 8,978 residents, functions as the main service centre.

Beyond the township, villages including Emmaville (approximately 50 kilometres north-west), Deepwater (approximately 40 kilometres north on the New England Highway), Glencoe (approximately 25 kilometres south at 1,149 metres elevation) and Red Range (approximately 23 kilometres south-east) each maintain their own community identity, services and public spaces.

Smaller localities including Wellingrove, Torrington, Pinkett, Wyaliba and others contribute additional layers to the settlement fabric.

This dispersal has implications for activation. It means that Council cannot concentrate all investment in a single centre and expect the benefits to flow outward. It means that each village and landscape precinct must be planned on its own terms, with its own assets respected and its own community consulted. And it means that the connections between places — the touring routes, the trails, the signage, the digital storytelling, are as important as the places themselves.

### **Climate**

The climate is cool temperate with four distinct seasons.

- Winters are cold, with frost common and occasional snowfall at higher elevations.
- Spring brings renewal across the Highlands, with warming temperatures, increased daylight, fresh pasture growth and a visible lift in landscape colour and activity.
- Summers are warm but rarely oppressive.
- Autumn is widely regarded as the Highlands' most photogenic season, when poplar and deciduous trees turn gold against the grey granite landscape.

These seasonal rhythms affect how people use public space: warm-season ovals and pools, cool-season indoor sport, spring events and outdoor activation, autumn touring, winter cultural programming.

Any activation framework must be designed with this seasonal reality in mind.

### **3.4 Social and Cultural Context**

The Glen Innes Highlands sits on Ngarabal Country. This connection to Country represents the oldest and most enduring layer of identity across the Local Government Area and must be recognised as foundational to how places are understood, experienced and activated.

Place in the Highlands is shaped not only by culture, but by geology. The region forms part of a recognised GeoRegion, defined by its granite landscapes, elevated terrain and distinct environmental character. This geological identity underpins both the physical form of the Highlands and its emerging Geotourism positioning.

The Skywalk demonstrates how these layers can be brought together in a meaningful way. Through the soundtrails developed to be listened to while standing on each of the 3 Skywalk platforms, it integrates interpretation of Ngarabal Country, Celtic heritage and the geological story of the Highlands, creating a place experience that is grounded, educational and distinctly local. This provides a clear precedent for future activation, where cultural storytelling and geological identity are not treated separately but presented as interconnected elements of place.

Any place activation approach must move beyond acknowledgement toward genuine engagement, ensuring that Aboriginal knowledge, culture and storytelling are embedded with integrity and shaped through ongoing partnership with community.

### Key Metrics

The Highlands supports a relatively small population, with a strong sense of identity, participation and community connection. This is reflected in both the structure of the local economy and the way public spaces are used.

- Population: 8,978 (2024)
- Median age: 50 (NSW: 39)
- Aboriginal and Torres Strait Islander population: ~8%
- Average household size: 2.1
- Gross Regional Product: \$652 million
- Economic growth: 3.0% annually (5-year average)
- Total employment: 3,266 jobs
- Unemployment rate: 2.9%
- **Agriculture, Forestry and Fishing:**
  - \$167 million (27% of GRP)
  - ~20% of employment
- **Education:**
  - Year 12 completion: 30% (NSW: 57%)
  - Bachelor degree or higher: 19% (NSW: 50%)
- **Tourism:**
  - Total visitation: 198,553 (2024)
  - Day visitors: +146% since 2019
  - Average overnight spend: \$332 (NSW: ~\$840)
  - Average length of stay: ~2 nights
  - Visitor economy value: ~\$27 million (target \$30 million by 2030)

The Highlands economy remains grounded in traditional industries, particularly agriculture, while also supported by health care, public administration, education and retail. Employment levels are relatively strong, however the workforce profile reflects lower levels of formal educational attainment compared to the state average. This has

direct implications for workforce capability, digital adoption and the types of activation programs that can be sustainably delivered.

Community life is a defining strength. The Highlands demonstrates high levels of volunteerism and participation, supported by strong sporting traditions and long standing local institutions. Sporting facilities, including Kerry Mead Park, Rugby Park, King George Oval, the Indoor Sports Stadium, the Aquatic Centre and the Showgrounds, function as core social infrastructure supporting connection, youth development and community continuity.

The cultural identity of the Highlands is reinforced through its events calendar. The Australian Celtic Festival is the most prominent expression of this identity, supported by Minerama, the Glen Innes Show, campdraft events, local markets and a range of community and sporting activities. These events play a critical role in activating public space, attracting visitors and reinforcing regional identity.

Tourism is a key economic driver, however there is a clear gap between visitation and economic return. While visitor numbers are strong, relatively low spend and short lengths of stay indicate that the current place experience is not consistently holding visitors. This is a central issue for this Framework. Strengthening the quality, connectivity and depth of place experiences, including public space, interpretation, programming and after dark activity, will be critical to converting visitation into longer stays and increased local expenditure.

The arts and creative sector is also emerging as an important layer within the local context. Council's Public Art Policy provides a framework for delivery, while recent installations and the potential activation of sites such as the Powerhouse Cultural Precinct indicate growing community interest in cultural expression within public space.

### 3.5 Key Context Observations

Drawing together the historical, geographic, social and cultural threads of the Glen Innes Highlands, the following observations define the activation context for this Framework.

The Highlands' identity is already exceptionally strong. Celtic heritage, granite landscapes, GeoRegion geology, First Nations history, mining legacy, sporting culture, village life and high-country climate combine to create a depth of place character most communities spend decades trying to build. The task is not to invent identity, but to reveal it more clearly, connect it more effectively and support it in the public realm.

The settlement pattern is dispersed, and activation must respond accordingly. A township-only focus would fail villages, landscape precincts and the communities that

rely on them. Distributed investment is essential to regional coherence and community trust.

Heritage is both an asset and a responsibility. More than sixty heritage buildings, heritage parks, a state-listed railway station, the Powerhouse, Emmaville’s mining heritage and wider landscape heritage form a significant legacy. Activation must respect this while enabling contemporary use.

Sport and recreation are central to community life. Ovals, courts, pools and showgrounds are not secondary spaces — they are core infrastructure. The Sporting and Recreation Precinct is therefore one of the most important activation environments in the Framework.

The visitor economy has unrealised potential. Strong visitation alongside low stay and spend indicates an experience gap. Stronger interpretation, better-connected destinations, improved public spaces, after-dark activity and village dispersal are key responses.

Granite is the defining geological signature of the Highlands. From Stonehenge’s tors to the Standing Stones and elevated sites such as the Skywalk, it shapes both landscape and identity. It should be consistently expressed and interpreted.

Climate is a primary design driver. At over 1,000 metres elevation, seasonal variation directly affects how people use public space. Activation must be climate-aware, while leveraging opportunities such as autumn colour, winter atmosphere, dark skies and high-country light.

The natural environment is exceptional and under-interpreted. Beardy Waters, Stonehenge’s bouldering landscape and the Mann River corridor are strong assets not yet widely presented. Nature-based activation is a major opportunity.

Community resilience is part of the Highlands’ identity. The Wyaliba bushfires and recovery remain a living story. Activation in these contexts must be sensitive and community led.

The next phase depends on listening. This Framework establishes the structure, but priorities, projects and activation patterns must be shaped by community. Consultation is not a formality — it is fundamental to delivery.

## 4. PRECINCT ASSESSMENTS

### 4.1 How this Chapter Works

This chapter provides a place-based assessment of each of the eight precincts identified in the Framework. These assessments build an initial understanding of each precinct, identify activation opportunities, and highlight place-specific strengths and challenges.

**Importantly, they provide a starting point, not a conclusion. The evidence base will be tested and refined through community consultation and on-ground audit in the next phase of work.**

The assessments use two complementary tools, adapted from globally recognised place-based methodologies developed by Project for Public Spaces (PPS), including *How to Turn a Place Around*, and tailored to suit the Glen Innes Highlands context.

#### *Precinct Section Structure*

Each precinct section follows a consistent structure:

- **Cultural and Historical Context** — Aboriginal cultural connections and European settlement history.
- **Precinct Description** — Current state, scale and spatial structure.
- **Structure, Assets and Services** — A comprehensive inventory of Council-owned assets, other public and community assets, and supporting services — regardless of whether they are primary destinations.
- **4 Aspect Analysis** — Assessment of Identity, Links, Social and Activities (see below).
- **Key Places Table** — A focused table identifying only the places that define the precinct's public character, strategic function or visitor experience. Not every asset appears here — the table captures the places a visitor would navigate to or that play a direct role in the precinct's activation. Each key place is assigned a typology (see below).
- **Strategic Role** — A single statement defining the precinct's role within the Highlands network.

#### *Use of Sources and Citations*

For ease of reading, detailed source references for each precinct have not been inserted within the body of this chapter.

- All supporting sources, including heritage listings, historical references and strategic documents, are consolidated in Appendix I and correspond to each precinct assessment.
- This approach ensures the document remains clear and accessible, while maintaining transparency and evidentiary support.

### **The 4 Aspect Analysis**

Evaluates each precinct against four criteria that together determine whether a place is working well or has gaps to address.

**Identity** — How a place is perceived and remembered. Is it distinctive or forgettable? Is there a clear sense of character — heritage, landscape, culture, community — that a person carries with them? In the Highlands, where granite, Celtic heritage, sporting culture, village character and geological drama are all powerful identity markers, this aspect is particularly significant.

**Links** — The ease of moving around and between places — on foot, by bicycle, by car. Connectivity, wayfinding, pedestrian comfort, crossing quality and signage. In a dispersed rural LGA, Links also encompasses the touring, cycling and trail connections that shape how visitors and residents move through the regional network.

**Social** — A place's sense of community, opportunities for gathering, perceptions of safety and the social interactions that give a place its human vitality. In rural communities, Social is often most strongly expressed at ovals, parks, halls, markets and community events.

**Activities** — Whether a place provides reasons to visit and stay: programmed uses (events, markets, sport); informal uses (walking, picnicking, play); everyday functional uses (shopping, eating, meeting); and Highlands-specific uses (Geotourism, bouldering, camping, river-based experiences).

### **Place Typologies**

To support consistent analysis, key places and assets within each precinct are classified using a set of place typologies. These typologies describe the primary function of a place and assist in understanding how different spaces contribute to the overall precinct structure.

The typologies used in this Framework are shown in the table overpage.

In most cases, places are assigned a primary typology. However, multiple typologies are only used where a place clearly performs more than one defining function.

**Table - Typologies**

Code	Typology	Description
S	Streets	Main streets and village streets — their presentation, comfort and pedestrian amenity shape activation potential
G	Gateways	Arrival thresholds — highway entries, village arrival points, precinct transitions
P	Parks & Open Space	Memorial spaces, civic open spaces, village greens, recreation grounds
O	Ovals & Recreation	Sporting ovals, courts, swimming facilities, showgrounds, active recreation
T	Trails & Paths	Walking trails, cycling routes, shared paths, future Rail Trail connections
C	Community Buildings	Halls, museums, schools, libraries, Town Hall, churches — programmed and bookable spaces
N	Natural Landscapes	Granite tors, river corridors, woodland, gorge country — activation settings for nature-based experience
Pv	Private & Commercial	Businesses, cafés, breweries, accommodation — anchors that bring people into places

**How the Two Tools Work Together**

**The 4 Aspect Analysis** identifies *what* is happening: strengths and gaps in activity, identity, access and social life.

**The Place Typologies** identify *where* the specific physical settings (street, park, gateway, river corridor) in which those conditions occur. Together, they allow activation responses to be targeted to the right place and the right type of intervention.

### *Templates and Schedules*

The field assessment template applying the same tools at site-specific level is provided in **Appendix A**.

The complete asset schedule for all eight precincts is provided in **Appendix G**.

## 4.2 Glen Innes Township Precinct

The visual signature of the Township is heritage at density — a concentration of Victorian, Federation and inter-war architecture set against wide streets, high-country skies and granite landscapes that, together, give Glen Innes a civic presence few regional centres of its size can match.

### *About the Glen Innes Township Precinct*

The Glen Innes Township Precinct is the consolidated urban precinct covering the settled township of Glen Innes. It brings together seven integrated activation areas that together define the town’s civic, commercial, cultural, recreational and heritage life.

Each area retains its own distinct character, role and activation pathway, but they are planned, assessed and activated as a coordinated whole so that investment in one reinforces the others.

The seven integrated activation areas within the Glen Innes Township Precinct are:

- Glen Innes Town Centre
- Glen Innes Civic, Heritage Parks and Community Facilities
- Glen Innes Railway Station and Rail Trail Gateway
- Centennial Parklands
- Glen Innes Powerhouse Cultural
- Glen Innes Sporting and Recreation
- Glen Innes Showground and Equestrian

The detailed assessments for each of these areas follow in sections 4.2.1 through 4.2.1

### 4.2.1 Glen Innes Town Centre Activation Area

The Glen Innes Town Centre is the first impression of the Highlands, a nationally rare intact nineteenth and early twentieth-century main street of basalt, brick and awninged shopfronts, where the 1873 basalt Courthouse, the 1887 Town Hall and more than 60 heritage-listed buildings give the town a civic and architectural depth that few regional centres in New South Wales can equal.

#### *Cultural and Historical Context*

The Glen Innes Town Centre is located on the lands of the Ngarabal people, whose deep and enduring connection to Country extends back millennia. The Ngarabal name for Glen Innes is Gindaaydjín, meaning “plenty of big round stones on clear plains”, a direct reference to the granite-studded landscape and open tablelands that continue to define the region.

The Ngarabal people lived within a tribal boundary encompassing Ashford, Tenterfield and Glen Innes, moving through Country in accordance with seasonal resources and cultural obligations. Their relationship with land reflected both use and responsibility, sustaining ecological health and biodiversity for thousands of years prior to European arrival. From the 1840s, conflict with European settlers emerged due to fundamentally different approaches to land ownership and use, restricting access to traditional lands and profoundly disrupting Ngarabal life.

European settlement began in 1838 when Archibald Boyd, a Scottish-born barrister turned grazier, registered the first pastoral run, Boyd’s Plains (later Stonehenge), guided into the area by former convicts John Duval and William Chandler, known as the “Beardies”. Surveyor Joseph James Galloway laid out the township in 1851, it was gazetted in 1852, and the first land lots were sold in 1854. The town takes its name from Major Archibald Clunes Innes, commandant at Port Macquarie and holder of the Furracabad pastoral station, though there is no record he ever visited the area. The name was retained through Archibald Mosman, who purchased the station from Innes’ creditors.

The name Severn predates the town. In 1838, Oswald Bloxsome named the local river after the River Severn in Shropshire. A Crown Lands record dated 9 October 1844 already references this name. Severn Shire was proclaimed in 1906, governed from Bourke Street chambers from 1910, and operated for 98 years before merging with the Municipality of Glen Innes in 2004 to form Glen Innes Severn Council.

The district’s strong Celtic heritage, reflected in place names such as Glencoe, Ben Lomond, Inverell and the Gwydir, originates from the Scottish, Irish and Welsh backgrounds of early settlers. “Glen” derives from Scots Gaelic for valley, while “Innes”

comes from the Gaelic inis, meaning an island formed by two branches of a stream. This heritage remains a defining part of local identity, reinforced through the Australian Celtic Festival, the Australian Standing Stones and ongoing civic expression.

The arrival of the Great Northern Railway in 1884 transformed the township, triggering a building boom that produced the civic and commercial buildings that define Grey Street today. Key structures include the Town Hall (1887), Courthouse (1873–74), Post and Telegraph Office (1896) and Boer War Memorial (1902). By the early twentieth century, Glen Innes had developed into a thriving regional centre, with a diverse community including a significant Chinese population associated with the mining boom, reflected in enterprises such as Kwong Sing & Co Emporium (1886–1915).

Electricity was introduced in 1922 via a municipal generating plant behind the Town Hall, marking the transition from kerosene to gas and then electric light. Passenger rail services ceased in 1988, but the legacy of the railway era remains strongly evident in the Town Centre’s heritage streetscape.

### *Precinct Description*

The Glen Innes Town Centre, anchored by Grey Street, forms the commercial, civic and symbolic core of the township and contains one of the most intact historic main street environments in regional New South Wales. With over 60 heritage-listed buildings concentrated within the central business area and surrounding streets, the precinct projects a depth of architectural quality and civic character that is exceptional for a town of this scale.

The precinct is structured around the Grey Street commercial spine, running broadly north–south between Ferguson Street and Wentworth Street, with intersecting streets; Bourke, Meade, Church (New England Highway) and East Avenue supporting movement, service access and secondary commercial activity. This creates a highly legible town centre grid, where the majority of retail, hospitality, civic and professional service uses are concentrated within comfortable walking distance of each other.

Key civic landmarks; the basalt Courthouse (1873–74), the Post and Telegraph Office (1896), the Town Hall (1887) and the Boer War Memorial (1902), anchor the streetscape at prominent locations and are complemented by a dense fabric of heritage-listed commercial and institutional buildings dating from the 1860s through to the interwar period, collectively scheduled under Part 1 of Schedule 5 of the Glen Innes Severn LEP 2012.

The Visitor Information Centre at 152 Church Street provides orientation, local maps, Celtic souvenirs and regional tourism information, functioning as the primary visitor welcome point within the township. The precinct continues to support a functioning retail economy, with a mix of independent boutique stores, hospitality venues, national

services and professional offices operating from heritage shopfronts along Grey Street and surrounding streets.

### ***Precinct Structure, Assets and Services***

The Town Centre is structured around the Grey Street commercial spine, where the majority of civic, commercial, retail and hospitality functions are concentrated. Intersecting streets — particularly Bourke, Meade, Church and Wentworth — provide secondary activity frontages, service access and connections to the New England Highway and surrounding residential areas. This grid creates a compact and walkable precinct core.

### ***Council-owned and managed assets***

***Glen Innes Town Hall (265 Grey Street)*** Situated at the centre of the Grey Street spine, the Town Hall is the most prominent civic building in the precinct. Designed by Deniliquin architect Frederick Harrison in a hybrid French Renaissance/Italianate style, its foundation stone was laid by Sir Henry Parkes on 24 August 1887 and the building opened in November 1888 at a cost of £2,975. The Hall features an elaborate main façade with a fine tower, central hall flanked by offices and tenancies, and a later proscenium stage added for theatrical and musical performances. It continues to function as a civic venue for community events, performances and Council business, and is heritage-listed under Schedule 5 of the Glen Innes Severn LEP 2012 (Item I100).

***Former Severn Shire Council Chambers (181 Bourke Street)*** Built in 1910, this brick building with an elaborate rendered parapet façade served as the administrative home of the Severn Shire for nearly a century. Heritage-listed under Schedule 5 (Item I045). The building is being reactivated as a pilot School of Arts and Music, commencing April 2026.

### ***Glen Innes Severn Council Administration Building (136 Church***

***Street)*** Constructed in 1962, the current Council offices, which adjoin the former Severn Shire Council Chambers site, house some existing Council administration staff today for the local government area.

***Glen Innes Youth Booth (142 Meade Street)*** Located in the former ‘Toy Library’ building, The Youth Booth is a safe and welcoming space for young people aged 12-24 in the Glen Innes Severn local government area. This service offers activities, support and opportunities to get involved in the community. Council proudly supports inclusion and diversity across all of our services.

***Glen Innes Visitor Information Centre (152 Church Street)*** Located on the New England Highway at the eastern edge of the Town Centre, the Tudor-style Visitor

Information Centre is a Council facility serving as the primary orientation point for visitors arriving in Glen Innes. It is stocked with local maps, brochures, Celtic souvenirs, and regional tourism products. Staff assist with accommodation bookings, travel tips and recommendations. The Centre also provides the starting point for the self-guided Glen Innes Heritage Walk.

**Boer War Memorial (corner Grey and Meade Streets)** Positioned at a prominent intersection within the Grey Street spine, this white marble memorial pillar on a Ravensworth sandstone base was constructed in 1902 by Thomas Brown of West Maitland. It commemorates the 46 soldiers from Glen Innes who served in the South African (Boer) War, three of whom were killed. The memorial retains its original steel balustrade fence and multi-branch fitting lamp and is heritage-listed under Schedule 5 (Item I084).

**Grey Street public realm, footpaths and laneways** Council manages the Grey Street public domain including footpath pavements, street furniture, lighting, pedestrian crossings and laneway connections that support the overall movement, amenity and presentation of the Town Centre. These elements collectively define the visitor experience and the everyday functioning of the precinct.

#### **Other public and community assets**

**Glen Innes Courthouse (Grey Street)** Designed by Colonial Architect James Barnet and constructed in 1873–74 of rough coursed local basalt with contrasting granite quoins, the Courthouse is a landmark civic building of high-quality design and composition. It features a central double-height courtroom flanked by single-storey wings, verandahs supported on slender timber posts, and hipped roofs clad in corrugated iron. Substantial additions by Government Architect Walter Liberty Vernon in 1898, including two new wings and a new entry porch, brought the building to substantially its present form. Described as highly intact with a high level of integrity, the Courthouse continues to function in its original use.

It is listed on the State Heritage Inventory and heritage-listed under Schedule 5 (Item I079). The use of local basalt stone is rare among courthouses designed by Barnet, and the retention of original stables (now a garage and records room) is unusual for courthouses in New South Wales.

**Glen Innes Post and Telegraph Office (Grey Street, corner Meade Street)** An impressive two-storey Federation Arts and Crafts building designed by NSW Government Architect Walter Liberty Vernon and constructed in 1895–96 by Sandbrook Brothers for £2,505. Large arched openings dominate the main façade, with rubbed red brick trim, a complex hipped slate roof with decorative terracotta ridge-capping, and

five corbelled face brick chimneys. It was added to the NSW State Heritage Register on 23 June 2000 and the Australian Commonwealth Heritage List on 8 November 2011 — making it one of the most significant heritage items in the precinct and one of only a handful of State-listed buildings within the Town Centre. It continues to operate as a post office and is heritage-listed under Schedule 5 (Item I083, State significance).

**School of Arts Building (266 Grey Street)** Built in 1887 by Henry Kendrick, the School of Arts is Italianate in style with a rendered brick balustrade parapet that complements the Town Hall directly opposite. For many years, it was the social centre of Glen Innes, housing a large library, billiard room, reading room and games area. It is heritage-listed under Schedule 5 (Item I099).

**Chapel Theatre (143 Church Street)** The former Methodist Chapel, purchased in 1983 by the Glen Innes Arts Council — the oldest continuing Arts Council in NSW, formed in 1944 — and converted to a community theatre. Opened by NSW Premier Neville Wran in December 1984 with a gala production of *My Fair Lady*. Heritage-listed under Schedule 5 (Item I052). ([Heritage Walk Brochure](#))

**Land of the Beardies History House Museum (Ferguson Street, corner West Avenue)** The former Glen Innes Hospital complex, taken over by the newly formed Glen Innes & District Historical Society in 1969 and opened as a folk museum in 1970. Houses extensive collections from the town and district, including medical history, Aboriginal artefacts, the Both Respirator ('wooden lung'), and the current exhibition '*The Grey Street Buildings and Their History*'. Heritage-listed under Schedule 5 (Item I076).

**Glen Innes Fire Station (202 Bourke Street)** Built in 1916, replacing the original brigade formed in 1888. Heritage-listed under Schedule 5 (Item I046).

**Police Station Complex (126 Meade Street)** Simple late Victorian cottage-style police station, residence and lock-up keeper's cottage, dating from 1876. Heritage-listed under Schedule 5 (Item I154).

**Heritage-listed commercial buildings** Grey Street and its surrounding streets contain a dense concentration of heritage-listed commercial buildings under Schedule 5, including:

- Bank of NSW / former Westpac (320 Grey Street, 1884–85) — a grand Victorian Italianate two-storey building described as a 'miniature Florentine palazzo' (Item I112)
- National Bank / The Furry Cow (251 Grey Street, 1925) — a two-storey inter-war brick former bank with its vault still intact (Item I097)

- Kwong Sing & Co Emporium (196–204 Grey Street, 1886–1915) — Glen Innes' oldest surviving retail business (Item I091)
- Club Hotel (150 Grey Street, 1906) — a key building in the character of Grey Street (Item I086)
- Great Central Hotel (313 Grey Street, 1887) — erected on the site of the first hotel in Glen Innes (Item I111)
- Commercial building / former Grand Cinema (176 Grey Street, 1917) — a fine Edwardian 700-seat picture theatre (Item I089)
- Imperial Hotel (322 Grey Street, 1901) (Item I113)
- Meyers Bakery (338 Grey Street, 1921) (Item I116)
- Commonwealth Bank (280 Grey Street, 1936 façade) (Item I093 area)
- Glen Innes Examiner (124 Bourke Street, 1874) (Item I043)

In total, Schedule 5 of the Glen Innes Severn LEP 2012 lists in excess of 40 heritage items on Grey Street alone, with additional items on Bourke, Meade, Church, Macquarie, Wentworth and Ferguson Streets, some of which include:

- St Patrick's Catholic Church (163 Church Street, c1908–09) — heritage-listed (I055)
- St Joseph's Convent (163 Church Street, 1916) — heritage-listed (I057)
- St Joseph's School (163 Church Street) — heritage-listed (I058)
- Masonic Hall (162 Church Street, 1934) — heritage-listed (I054)
- Glen Innes Public School (171–179 Church Street) — heritage-listed (I062, I063, I064)
- Cameron Memorial Uniting Church (74 Macquarie Street) — heritage-listed (I139)
- Christina Cameron Memorial Hall (Macquarie Street, corner Bourke Street) — heritage-listed (I135)

### ***Precinct services and supporting uses***

The Town Centre contains a comprehensive range of retail, hospitality, professional and civic services concentrated along Grey Street and intersecting streets. These include:

- Banking services (Commonwealth Bank, National Australia Bank, Regional Australia Bank)

- Postal services (Glen Innes Post Shop, 319 Grey Street)
- Supermarket and general retail (Coles, Woolworths, specialty stores, boutique retailers)
- Cafés, restaurants and hospitality venues (Peppermints Café, Dragon Court, Glen Pie Shop, Eat Bite Italian, Rhubarb and Rosie, The Local, and others)
- Charity, vintage and antique stores (Bowerbirds Emporium, Marlou Vintage, Bourke Street Vintage, and others)
- Professional services (legal, accounting, real estate, medical)
- Optometry and health services (Brennan & Smith Optometrists, nearby medical centres)
- Motor vehicle and fuel services (Autopro, service stations on the highway)
- Service NSW (co-located with Coles)
- Glen Innes Examiner (weekly newspaper, historically based at 124 Bourke Street)

While modest compared to larger regional centres, the range and concentration of services within the Town Centre supports both day-to-day convenience for residents and a genuine visitor experience. The operation of independent businesses from heritage shopfronts is a distinctive characteristic of Grey Street and contributes strongly to the precinct's authenticity and appeal.

#### 4 Aspect Analysis

**Identity.** Exceptionally strong and deeply layered. The Town Centre's identity rests on three intersecting foundations:

- the ancient cultural significance of Gindaaydjín as Ngarabal Country;
- the civic confidence expressed through one of the densest concentrations of heritage-listed buildings in regional New South Wales; and
- the distinctively Celtic cultural overlay that is unique in the Australian context.

Grey Street carries in excess of 40 heritage-listed items under Schedule 5 of the Glen Innes Severn LEP 2012; commercial buildings, former banks, hotels and civic structures dating from the 1860s through to the interwar period. The Post and Telegraph Office carries both a State Heritage Register listing and a Commonwealth Heritage List entry. The Courthouse, designed by James Barnet in local basalt, is a rare and highly intact example of colonial civic architecture. The Town Hall, with its foundation stone laid by Sir Henry Parkes, projects the civic aspiration of the 1880s.

The Celtic identity, reinforced by the Australian Celtic Festival, the Standing Stones (forming part of the Centennial Parklands Precinct), events, naming conventions and town branding, adds a cultural layer that is unique in regional NSW.

However, the Ngarabal cultural layer, the oldest and deepest layer of this place, is not yet visibly expressed within the Town Centre's public realm. There is currently no permanent interpretation of the name Gindaaydjin, or of the Ngarabal people's connection to Country, within the streetscape. This represents a significant gap in the precinct's identity and an opportunity for more visible, respectful and meaningful acknowledgement.

Additionally, some quieter sections and vacant shopfronts dilute the identity in parts, and the heritage story, while available through the Heritage Walk brochure and app — is not yet comprehensively interpreted within the street environment itself.

**Links.** The Grey Street grid is clear, compact and walkable at its core. Most civic, retail and hospitality destinations are within comfortable walking distance of each other, and the intersecting street pattern provides logical wayfinding for pedestrians familiar with the layout.

However, pedestrian connections from the Town Centre to other nearby precincts, particularly the Heritage Parks (to the east), the Sporting and Recreation Precinct (to the north-west), the Powerhouse Cultural Precinct (Church Street) and the Railway Station are not always legible or comfortable. Wayfinding signage is present but could be significantly strengthened, particularly at highway entry points and key decision points where visitors arriving on the New England Highway must choose between turning into town or continuing through.

Vehicle movement dominates some sections and crossing comfort is inconsistent. The New England Highway (Church Street) creates a physical and perceptual separation between the Town Centre and assets to its east.

Links to the broader Highlands touring network, including connections to Centennial Parklands, the GeoRegion and the potential future New England Rail Trail could be made far more visible from the centre.

At a regional level, the Town Centre's role as the primary orientation point for visitors dispersing to villages such as Emmaville, Deepwater, Glencoe and Red Range should be more strongly expressed through directional signage, digital presence and interpretive wayfinding.

**Social.** The Town Centre supports a reasonable level of social interaction during business hours, with retail, hospitality and civic uses generating foot traffic along Grey

Street. The Heritage Walk attracts visitors and the Glen Innes Highlands Visitor Information Centre provides a social starting point.

However, evening and weekend social activity is noticeably quieter, or non-existent and the centre currently lacks consistent outdoor dining precincts, informal gathering points and social infrastructure that encourages lingering rather than transacting.

Community events periodically transform the Town Centre's social energy — the Australian Celtic Festival, Minerama, Christmas in the Highlands and monthly markets generate intense activation. The Town Hall has hosted performances from Dame Nellie Melba to The Wiggles and continues to serve as a community gathering venue. But this energy is not sustained year-round.

There is also an opportunity outside of existing NAIDOC week celebrations to incorporate Aboriginal cultural events, community-led activities, and interpretive programming into the Town Centre's social calendar, which would strengthen both social connection and cultural recognition within the precinct's most public and visible setting. The history of the diverse communities that built the Town Centre, including the significant Chinese population who supported the mining era and whose legacy is reflected in Kwong Sing & Co could also be more actively told and celebrated.

**Activities.** Retail, service and civic activities are the primary generators. The Glen Innes Heritage Walk brochure and app, discoverable via the Glen Innes Highlands website and the Visitor Information Centre, provides an established interpretation activity covering over 60 buildings. The Land of the Beardies History House Museum — while located at the northern edge of the precinct, anchors a deeper heritage experience and its current Grey Street Buildings exhibition connects directly to the Town Centre story.

The reactivation of the former Severn Shire Council Chambers as a School of Arts and Music (April 2026) will add a new cultural and educational activity within the precinct.

Events, particularly the Australian Celtic Festival, Minerama, Christmas in the Highlands and the Chapel Theatre's performance program, create peaks of intense activity. The Chapel Theatre, home to the oldest continuing Arts Council in NSW, provides a year-round cultural venue.

However, outside event peaks, there are limited reasons for a visitor to stay beyond a single transaction. Evening activities are minimal. Cultural programming is intermittent. The absence of consistent After Dark activation limits the centre's ability to convert day visitors into evening stayers.

There is clear potential to expand the Town Centre's activity profile through heritage-based experiences (guided walks, storytelling, night-time interpretation), cultural

activation (First Nations interpretation, public art, creative programming), an expanded hospitality and outdoor dining offer, and better integration with surrounding precinct activities including the Powerhouse, Heritage Parks and the potential future Rail Trail.

### *Key Places and / or Assets*

#	Place	Typology
1	Grey Street main street commercial spine	S
2	Glen Innes Town Hall (1887, heritage-listed)	C, Pv
3	Glen Innes Visitor Information Centre, 152 Church St	C, Pv
4	Former Severn Shire Council Chambers, 181 Bourke St (1910, heritage-listed, Pilot / Temporary School of Arts and Music from April 2026)	C
5	Glen Innes Severn Council Administration Building, 136 Church St (1962)	C
6	Boer War Memorial (1902, heritage-listed)	P, C
7	Grey Street public realm, footpaths and laneways	S, G
8	Boer War Memorial (1902, heritage-listed)	P, C
9	Heritage-listed commercial buildings, banks, hotels (40+ LEP items)	Pv, S, C
10	Civic and business frontages, Grey Street and intersecting streets	Pv, S

**Other Key Places and / or Assets (Non-Council Owned)**

#	Place	Typology
12	Glen Innes Courthouse (1873–74, James Barnet — State Government)	C, G
13	Glen Innes Post and Telegraph Office (1896, Walter Liberty Vernon — State Heritage Register, Commonwealth Heritage List — Australia Post)	C
14	School of Arts Building (1887 — privately held)	C, Pv
15	Chapel Theatre (former Methodist Chapel — Glen Innes Arts Council)	C, Pv
16	Land of the Beardies History House Museum (Historical Society)	C, Pv

**Strategic Role**

The Town Centre is the Highlands' living heart; the most visible, active and symbolically important place in Glen Innes and the primary focus for public realm investment, heritage interpretation, business activation and visitor experience. It is the place where the ancient cultural significance of Gindaaydjin, the civic confidence of the colonial era and the contemporary identity of the Glen Innes Highlands converge, and it must function as the primary gateway from which visitors orient, explore and disperse across the broader Highlands network.

## 4.2.2 Glen Innes Civic, Heritage Parks and Community Facilities Activation Area

Glen Innes could present itself to visitors as a town in a garden if clever connections from the Town Centre are made with the lineal sequence of mature, heritage-listed parks (Veness, ANZAC, King Edward VII and King George V) lining East Avenue and other outlying parks / community facilities.

### *Cultural and Historical Context*

This area occupies lands of the Ngarabal people within the broader landscape of Gindaaydjin. Rocky Ponds Creek, which forms the natural spine connecting the heritage parks, would have been a significant water source and movement corridor within the Ngarabal cultural landscape long before European settlement reshaped it. This cultural layer is not yet visibly interpreted within any of the parks and represents an opportunity for respectful acknowledgement.

Prior to the 1890s, the land now occupied by the heritage parks was described as "a seething, pestilent quagmire" — a swampy, low-lying area along Rocky Ponds Creek with only one crossing, in Ferguson Street, consisting of "a few large stones thrown into the bed of creek answering the purpose of a bridge." In the 1890s, the Municipal Council, led by Mayor James Healey, remembered as "the father of our beautiful parklands", drew up plans and undertook the drainage and landscaping that transformed the area into formal civic open space. Miles of underground rubble drains were laid and by December 1931, Mayor W.A. Dibley stated: "Taking the parks alone, these were not surpassed in any part of the state."

The parklands subsequently absorbed layers of civic memory. The reserve was named ANZAC Park to commemorate those who fought at Gallipoli and other battlefronts, with the Soldiers Memorial opened on 1 November 1922 by M.F. Bruxner MLA and memorial gates unveiled on 14 February 1924. King George V Oval received its commemorative gates in 1937 as a memorial to the late King, along with a grandstand that anchors the oval's identity as the town's most evocative sporting landscape.

### *Precinct Description*

This precinct brings together the township's principal civic parks, heritage open spaces and community gathering places into a network that, while not yet fully connected, collectively defines the everyday public life character of Glen Innes.

The parks range from formal heritage landscapes carrying the weight of community remembrance to versatile everyday spaces that host markets, play, dog walking and traveller rest. All four heritage parks, Veness Park, ANZAC Park, King Edward VII Park and King George V Oval are heritage-listed under Schedule 5 of the Glen Innes Severn LEP

2012 and form a linear sequence through the township that is the subject of the Glen Innes Heritage Parks Masterplan, currently being developed by Council.

Beyond this core sequence, Lions Park, Quinton Park and Lex Ritchie Park serve complementary functions at dispersed locations across the township, markets, traveller rest, gateway welcome and passive recreation.

### ***Precinct Structure, Assets and Services - Council-owned and managed assets***

***ANZAC Park (East Avenue)*** The symbolic centre of the precinct. Contains the Soldiers Memorial (1922), Vietnam War Memorial, National Service Memorial, memorial gates (1924) and the recently completed \$1.2 million Anzac Park ‘Nature Play’ Playground: inclusive, sensory and adventure-based play for all ages and abilities. Heritage-listed (Items I070, I037).

***King Edward VII Park (East Avenue)*** Southern anchor of the heritage parks sequence, connected by a shared pathway. Historically accommodated the Glen Innes Croquet Club and early tennis courts. Features a mature tree canopy, formal parkland setting and the heritage-listed Rotunda Bandstand (Item I172). Heritage-listed (Item I071).

***Veness Park (East Avenue)*** Northern anchor of the heritage parks sequence. Features a recent public art installation capturing the character and history of Glen Innes. Heritage-listed (Item I073).

***King George V Oval (East Avenue / Wentworth Street)*** Features a historic grandstand and commemorative gates (1937, Item I132), both heritage-listed (Item I072, I178). Described as a picturesque cricket ground with a good synthetic wicket. Its role could transition toward a village green for boutique cricket, school events and community activations.

***Lions Park (89 East Avenue)*** One of the township's most versatile public spaces. Home to the Glen Innes Cottage Markets (Saturday mornings), BBQ and picnic facilities, amenities block, dump point, and a soon to be fully fenced off-leash dog area (delivered May 2026). Located on the eastern side of Rocky Ponds Creek, separated from the Sporting and Recreation Precinct.

***Quinton Park (55 Wentworth Street)*** Connected by a concrete bicycle path. Shaded grassed areas and a modern playground in a pleasant mid-township setting.

***Lex Ritchie Park (western entry to Glen Innes, Part Reserve 38614)*** Gateway welcome point for visitors arriving from the Gwydir Highway. Named after Lex Ritchie OAM, recognised for his contributions to tourism, the Australian Standing Stones, the

Celtic Festival and the Visitor Information Centre. Centrepiece is a 60-metre wind turbine blade from the White Rock Wind Farm, a sculptural landmark and educational feature highlighting the New England Renewable Energy Zone. Current facilities include sealed parking, picnic tables, Rotary-installed shelter and interpretive signage.

### **Existing planning context**

A **Glen Innes Heritage Parks Masterplan** is currently in development and will establish the strategic foundation for the management, enhancement and improved connectivity of Veness Park, ANZAC Park, King Edward VII Park and King George V Oval, transforming what currently functions as a collection of individual spaces into a legible, connected civic spine.

The current Plan of Management for **Lex Ritchie Park** identifies planned improvements including a walking/cycling track, viewing platform, evolving night lighting, further public art, water bubblers and BBQ infrastructure.

A proposed future **Rocky Ponds Creek linear path**, if realised, would create a direct physical connection between the civic parks network and the Sporting and Recreation Precinct.

### **4 Aspect Analysis**

**Identity.** Strong heritage landscape identity defined by mature tree canopy, formal parkland structure and civic memory.

ANZAC Park carries the deepest symbolic weight — its Soldiers Memorial (1922), Vietnam War Memorial and newly delivered \$1.2 million ‘Nature Play’ Playground create a place that now serves both remembrance and active family life simultaneously.

Veness Park’s public art installation adds a creative layer.

King George Oval’s grandstand is an architectural landmark of local sporting memory.

Lex Ritchie Park’s wind turbine blade creates a distinctive and unexpected arrival marker at the western gateway.

However, identity is not consistently expressed across all parks in the network — several spaces lack the interpretation, signage or design coherence that would help visitors and new residents understand their individual significance or their relationship to each other.

**Links.** The Heritage Parks Masterplan currently being developed aims to address the precinct’s most significant challenge: connectivity. Veness Park, ANZAC Park, King Edward VII Park and King George V Oval form a linear sequence through the township, but the physical connections between them are currently incomplete. A person walking

between parks or from the Grey Street Town Centre, may encounter gaps in path continuity, unclear wayfinding or uncomfortable road crossings.

King Edward Park sits at the southern end of the shared pathway connecting the central network, but the pathway does not yet extend legibly through the full sequence.

Lions Park, Quinton Park and Lex Ritchie Park sit in separate locations across the township without formalised connections to the heritage parks spine, however only Lions Park is logically able to be connected to the Heritage Parks.

The Heritage Parks Masterplan represents the critical next step in transforming this collection of individual parks into a legible, walkable civic network.

**Social.** Lions Park's Cottage Markets on Saturday mornings provide the precinct's strongest regular social activation; a consistent weekly gathering point that draws residents and visitors alike. The soon to be delivered (May 2026) off-leash dog area at Lions Park will support daily social interaction among pet owners.

Memorial services at ANZAC Park create powerful civic gathering on significant dates.

The new 'Nature Play' Playground at ANZAC Park is already drawing families and generating a new pattern of everyday social use that the park has not previously experienced.

Quinton Park and King Edward Park support everyday social use — walking, sitting, informal play, but lack the comfortable gathering infrastructure that would encourage people to stay longer.

Lex Ritchie Park serves passing travellers rather than regular community gathering.

**Activities.** Activities are distributed unevenly across the network. Lions Park has the richest activity mix — markets, BBQ, amenities, future dog exercise and RV stopping.

ANZAC Park now combines memorial services with the new Nature Play Park, creating a dual-function space.

King George Oval hosts cricket, school athletics and community events.

Lex Ritchie Park offers passive recreation, rest stopping and educational interpretation.

But several parks in the network offer limited structured or informal activity, and there is no coordinated programming or activation calendar across the civic park system as a whole.

The Heritage Parks Masterplan and the future masterplan for this precinct should address this by identifying how each park contributes to a complementary activity mix rather than duplicating or competing.

**Key Places and / or Assets**

#	Place	Typology
1	ANZAC Park — Soldiers Memorial (1922), Vietnam War Memorial, \$1.2M Nature Play Park	P, C
2	King Edward VII Park and shared pathway	P, T
3	Veness Park and public art installation	P
4	King George V Oval (grandstand, 1937 gates, cricket)	O, P
5	Lions Park (markets, café, dog park, tennis, RV)	P, O, Pv, C
6	Quinton Park (walking trails, bicycle paths, shade)	P, T
7	Lex Ritchie Park (western gateway, wind turbine blade, Reserve 38614)	P, G

**Strategic Role.** This precinct forms the civic and green backbone of Glen Innes — central to local identity, remembrance, community use and the everyday presentation of the township. The place where Gindaaydjini's deep landscape meets the layers of civic memory that Glen Innes has built upon it.

### 4.2.3 Glen Innes Railway Station and Rail Trail Gateway Activation Area

The 1884 Railway Station is a State Heritage-listed Victorian country station of finely proportioned stone, brick and timber that terminates the vista of Wentworth Street and may, with the New England Rail Trail if realised, become the arrival point for a new generation of visitors.

#### *Cultural and Historical Context*

The railway corridor passes through the lands of the Ngarabal people within the broader landscape of Gindaaydjin. The creek corridors, ridgelines and open plains traversed by the rail line were part of the Ngarabal movement network long before European infrastructure reshaped them. This cultural layer is not yet acknowledged within the station precinct and represents an opportunity for future interpretation.

The arrival of the Great Northern Railway was the single most transformative event in the development of Glen Innes as a regional centre. The construction contract for the Uralla to Glen Innes section was issued in January 1881; the contract for the station complex; including station building, turntable, engine shed, coal stage, Station Master's residence and goods shed, followed in August 1882. On 19 August 1884, the Acting Minister of Works officially opened the extension, connecting Glen Innes to Newcastle and Sydney by rail. Glen Innes served as the northern terminus until the line was extended to Tenterfield on 1 September 1886.

The railway triggered a building boom that produced many of the heritage buildings that still define the Town Centre. In its operational years, Glen Innes station supported passenger, freight and mail services, with the line serving as the primary route to Brisbane until the North Coast line was completed in the 1930s. During the Second World War, the inland route was a critical military asset, protected from sea attack — for moving personnel and supplies north. At its peak, the station complex included a goods shed, wool stage, carriage dock, loading bank, 60-foot manual turntable, refreshment rooms and water infrastructure.

Decline came with the rise of road transport. Passenger services to Glen Innes ceased in 1988 following flood damage and declining use, with all passenger rail services north of Armidale formally ceasing in 1992.

#### *Precinct Description*

The Glen Innes Railway Station is a State Heritage Register-listed complex (SHR #01149, listed 2 April 1999) located on Lambeth Street, bounded by Ferguson, Railway and Lang Streets. The station building is described by Heritage NSW as "an excellent country Victorian railway station, well designed, detailed and proportioned" and is recognised

70

as a landmark that terminates the vista of Wentworth Street, one of the few deliberate urban-to-civic axial relationships in Glen Innes. It is assessed as historically, architecturally and socially rare.

The precinct is currently largely dormant. Following closure, the station building was used as a restaurant and bar, then leased to Council for the local Musicians' Guild, but is now vacant. The 2011 repainting in heritage red and cream colours restored its external presentation.

The Margarita & Taco Festival held at the station grounds in November 2023 attracted approximately 1,800 attendees with Council's Annual Report noting that 95% of attendees wanted to see more events and festivals at the station, a powerful demonstration of latent demand.

The proposed New England Rail Trail, a 103-kilometre multi-use pathway from Armidale to Glen Innes along the abandoned rail corridor, positions the station as a major future trailhead. The project is projected to attract 15,000 new day visits and 14,000 new overnight stays annually. Multiple business case studies and development plans have been completed and the Friends of New England Rail Trail (NERT) continue to advocate for construction.

Crown land Reserve R6355, situated between Oliver Street and the old railway line to the south of the town centre, adjoins where the potential Rail Trail would enter town and presents a potential physical link to the Craigieburn Tourist Park and the broader township, as identified in Council's Crown Land Plan of Management.

### ***Precinct Structure, Assets and Services - Council-managed and State-owned heritage assets***

The precinct is centred on the heritage-listed station complex and the adjacent rail corridor, with the station forecourt providing the primary public-facing interface to Lambeth Street and the Wentworth Street vista.

***Glen Innes Railway Station building (Lambeth Street, 1884)*** A Type 5 first-class brick building with cement facing, featuring a central entrance with colonnaded verandahs on both platform and road sides, and pavilions at each end. The booking office, waiting room, parcel office, porter's and lamp rooms are contained within the building. Repainted in heritage red and cream in 2011. Currently vacant. Heritage-listed: SHR #01149, LEP Schedule 5 Item I123.

***Brick platform (1884)*** Original brick-faced platform dating from the station's construction.

***Timber signal box*** Original timber signal box retained within the station complex.

**Water tank and water column** Metal water tank on a steel base and a swivel water column with blue canvas tube — remnant infrastructure from the steam era.

**Overbridge (Sydney end of yard)** Timber overbridge on brick piers at the southern end of the station yard.

**Station forecourt and landscape** Forecourt area with heritage plantings including two notable oak trees. The forecourt provides the primary arrival and gathering space within the precinct.

**Two station residences** Two residences from the early construction period retained within the station group, contributing to the precinct's integrity as a complete railway complex.

**Goods shed and yard infrastructure** Goods shed located to the north, along with remnant turntable, wool stage, loading bank and carriage dock — elements that speak to the station's former freight and pastoral function.

**Rail corridor and future trailhead** The disused rail corridor extending south toward Stonehenge, Glencoe and Armidale forms the alignment for the proposed New England Rail Trail. The Glen Innes station would function as the northern trailhead.

#### **Other assets and connections**

- Reserve R6355 (Crown land, between Oliver Street and the old railway line) — potential link to Rail Trail entry, Craigieburn Tourist Park and the township
- Railway Tavern (80 Bourke Street) — heritage-listed hotel adjacent to the station precinct (LEP Item I038)
- Former Station Master's cottage (Lambeth Street, corner Wentworth Street) — heritage-listed (LEP Item I122)

#### **4 Aspect Analysis**

**Identity.** Powerful heritage identity. The station's architectural integrity is described as an elegant first-class Victorian building of rare design quality that projects the civic confidence of the 1880s. The railway carries deep community memory: 104 years of passenger, freight and mail services that shaped the town's growth and connected it to the nation. The Wentworth Street vista creates a deliberate urban relationship between the Town Centre and the station that few regional towns possess. Heritage NSW assesses the station as historically, architecturally and socially rare.

However, this identity remains largely latent. The station's current dormancy means its story is not actively told, and many visitors may pass nearby without recognising its

significance or future potential. The Ngarabal cultural connection to the corridor landscape is entirely uninterpreted.

**Links.** Currently the precinct's weakest dimension. The station is not visually or comfortably connected to the Town Centre, the civic park network, or the Powerhouse precinct on Church Street. The Wentworth Street axis provides a direct alignment to Grey Street but is not reinforced by wayfinding, pedestrian treatment or interpretive signage. Reserve R6355 and the Rocky Ponds Creek corridor offer potential future links to the Sporting and Recreation Precinct.

The Rail Trail, if and when constructed, will transform this aspect fundamentally — creating a primary active transport and recreation link connecting Glen Innes to Armidale via Stonehenge and Glencoe, and positioning the station as a gateway for 29,000 projected annual visits. In the interim, Links remains the precinct's most significant gap.

**Social.** Currently limited. The station precinct has no regular social use and provides few reasons for everyday visitation. However, the Margarita & Taco Festival (November 2023, approximately 1,800 attendees) demonstrated the site's capacity to attract and host community activity when activated, with 95% of attendees indicating they want to see more events at the station. This highlights the gap between latent capacity and current use.

**Activities.** Minimal at present. No regular programmed or informal activities occur within the precinct. The station's future as a trailhead, with cycling, walking, heritage interpretation, markets, hospitality and adaptive reuse, represents a dramatic potential transformation. Interim activation through events, temporary programming and heritage open days could begin to build the precinct's activity profile ahead of the Rail Trail's delivery.

**Key Places and / or Assets**

#	Place	Typology
1	Heritage-listed railway station buildings (1884)	C, G
2	Station forecourt and arrival area	G, P
3	Brick platform, signal box and rail infrastructure	T, C

#	Place	Typology
4	Rail corridor and future New England Rail Trail trailhead	C
5	Reserve R6355 — potential Rail Trail entry and township link	T, G

### **Other Key Places and / or Assets (Non-Council Owned)**

#	Place	Typology
6	Railway Tavern, 80 Bourke Street (heritage-listed)	Pv
7	Former Station Master's cottage, Lambeth Street (heritage-listed)	C

### **Strategic Role**

A key gateway precinct with powerful heritage value and major future potential as the northern trailhead of the New England Rail Trail. The station's architectural quality, its deliberate axial relationship to the Town Centre and its capacity for adaptive reuse position it as a threshold between Glen Innes' past and its future as a Highlands destination.

#### 4.2.4 Centennial Parklands Activation Area

First impression: a circle of granite megaliths on an open green plateau under some of the darkest skies in eastern Australia, the Australian Standing Stones, the Skywalk boardwalk, Martins Lookout and the elevated parklands combine to give Centennial Parklands a monumental, landscape-scale visual identity that is unlike anything else in regional New South Wales.

##### *Cultural and Historical Context*

The Ngarabal name for this place is Eerindii; a traditional meeting ground where coastal and inland peoples gathered. The site also provided orientation to significant cultural locations including the Ochre Pits. This deep cultural connection predates European settlement by millennia and adds a layer of significance that extends well beyond the parklands' contemporary civic and recreational functions. The name Eerindii has been adopted for the town's expanded water storage (Eerindii Ponds), reflecting an ongoing recognition of Ngarabal cultural naming, a practice that should be further extended within the parklands themselves.

The land was first gazetted as a reserve in 1897 and again in 1910. In its early decades it served varied uses, including a nine-hole golf course and a proposed fishing attraction, before being formally dedicated as a park in 1972. The parklands' primary infrastructure role, housing the town's water treatment works and overflow dam, has coexisted with its public recreation function throughout its history.

The transformation of Centennial Parklands into a nationally significant cultural landscape began with the Australian Standing Stones. In Australia's 1988 Bicentenary Year, the Celtic Council of Australia under the leadership of Convenor Peter Alexander, developed the idea of a national monument to honour all Celtic peoples who helped pioneer Australia.

Glen Innes responded with a 46-page submission proposing a stone circle inspired by the Ring of Brodgar in Scotland's Orkney Islands and the Callanish Stones on the Isle of Lewis. The project was completed through the efforts of a small, dedicated group of local citizens, with the stones sought, split and drilled by George Rozynski and William Tyson, and loaded and transported by Robert Dwyer and Ted Nowlan. Lex Ritchie served as Project Coordinator. The Australian Standing Stones were officially dedicated on 1 February 1992.

That same year, 1992, saw the inaugural Australian Celtic Festival held at the Standing Stones, now in its 34th year (2026) and renowned as the premier Celtic event of New South Wales. It is the only festival in Australia to recognise a different Celtic nation each year.

### **Precinct Description**

Centennial Parklands, located off Watsons Drive to the east of the Glen Innes township, encompasses 12.1 hectares of Crown land (Reserve 46112 and Reserve 1000334) and forms one of the most distinctive and nationally significant public landscapes in regional New South Wales.

The parklands are categorised under Council's site-specific Plan of Management as Park, General Community Use, Natural Area – Bushland and Area of Cultural Significance, the only Crown land reserve in the Glen Innes Severn LGA to carry this designation. The Australian Standing Stones Management Board (ASSMB), a Section 355 Committee under Council, oversees day-to-day cultural programming and maintenance of the monument and is integral to the successful planning and delivery of the annual Celtic Festival.

The parklands are structured around three principal landscape areas: Nowlan Green (the main ceremonial space hosting the Standing Stones and the Celtic Festival), the Western Green (a natural amphitheatre) and the Hilltop Green (on adjoining land, used for jousting and highland games during the Festival).

Martins Lookout, above the main grounds, provides the elevated setting for the Glen Innes Highlands Skywalk.

### **Precinct Structure, Assets and Services - Council-owned and managed assets**

**Australian Standing Stones (Nowlan Green)** An array of 38 locally quarried granite megaliths, each approximately 3.5 metres high, arranged as a circle of 24 stones representing the hours of the day, with three central stones; the Australis Stone (linking old and new worlds), the Gaelic Stone (Scotland, Ireland, Isle of Man) and the Brythonic Stone (Wales, Cornwall, Brittany). Seven additional stones mark solstice and equinox alignments.

When viewed from above, the arrangement incorporates both a Celtic Cross and the Southern Cross. Notable individual elements include the Ogham Stone (approximately 15 tonnes, inscribed in the Ogham language translating as *Gleann Maqi Aongusa*; "the Glen of the Sons of Angus"), the Gorsedd Stone (Welsh and Cornish Bardic tradition), Tynwald Hill (Manx Parliament) and the Hill of Tara (ancient seat of the Irish High Kings).

A 10-metre exclusion zone, managed by the ASSMB protects the monument's setting. The Standing Stones are listed on the National Trust Register.

**Glen Innes Highlands Skywalk at Martins Lookout** An 80-metre elevated, all-access boardwalk connecting three panoramic lookout points oriented across the Highlands landscape. Opened 19 January 2024 as a \$2 million project funded by the

NSW Government. Each vantage point is supported by a Soundtrail accessible via QR codes, delivering immersive audio storytelling from Indigenous custodians, astronomers, geologists and historians, interpreting the region's geology, First Nations knowledge and Celtic heritage in line with the LGAs Pilot GeoRegion status. The Skywalk is designed with raised boardwalks and accessible ramps for all mobility levels.

**Crofters Cottage Café** A stone and mortar building modelled on a traditional Scottish *Taigh Dubh* (black house), functioning as a café and cultural centre. Recently renovated with a new roof and painting inside (2025). Supports everyday visitation and dwell time within the parklands.

**Amenities, playground and picnic infrastructure** Upgraded amenities block incorporating a rose garden pergola and children's play space (timber and steel structure), completed in 2024. Celtic Family Wall, multiple Celtic monuments including homage to Peter Alexander. Covered picnic tables, shelters and seating connecting to a bitumen sealed parking corridor.

**Event areas** Nowlan Green (Standing Stones and Celtic Festival main site), Western Green (natural amphitheatre) and Hilltop Green (jousting during ACF). Human sundial, Brandubh board and Excalibur installation provide interactive visitor elements.

**Trails and access** Tregurtha Way provides pedestrian access from Watsons Drive to the Stones (steep concrete pathway, not currently DDA compliant). Unpaved trail network across the broader parklands. Primary vehicle access via Watsons Drive / Meade Street.

### **Other precinct elements**

- Glen Innes Water treatment works and overflow dam (operational infrastructure)
- Celtic flag poles and ceremonial elements (flag lowering ceremonies held on each Celtic national day; solstice and equinox ceremonies)
- Saturday morning Park Run (weekly community activation)

### **Existing Planning Context - Centennial Parklands**

Council has previously undertaken planning for Centennial Parklands through the development of a master plan (plan only) and supporting concept plans (2019–2020). This work provides a strong and well-considered foundation for the precinct, identifying opportunities to improve access, amenities, movement and event capacity.

In addition, Council has a site-specific Centennial Parklands Plan of Management (PoM) (currently under review), which provides the statutory framework for the use and management of the parklands as Crown land for public recreation.

Key planned improvements identified in the PoM include:

- Construction of a new public access road from Shannonvale Road (bypassing private property for festival and visitor access)
- Upgrading pathways to DDA compliance
- Integration of bush tucker vegetation into the Hilltop Walk revegetation program — an opportunity to deepen Ngarabal cultural interpretation through living landscape
- Integrated weed management targeting blackberry, cotoneaster and privet

These documents remain relevant and will be used as a base for future planning, with updates to be informed by this Framework, including alignment with the Glen Innes Highlands GeoRegion, improved visitor experience and expanded year-round activation.

The Centennial Parklands Masterplan plan, supporting concept plans and current Centennial Parklands Plan of Management are available on Council’s website: <https://www.gisc.nsw.gov.au/Council/Public-Documents-and-Policies/Plans-Strategies-and-Other-Public-Documents>

#### 4 Aspect Analysis

**Identity.** Extraordinary. The Australian Standing Stones are arguably the single most recognisable place-identity marker in the entire New England region; a nationally listed monument that draws on ancient Celtic tradition, local granite, astronomical alignment and community volunteerism.

The Skywalk has added a contemporary interpretive layer honouring Glen Innes’ GeoRegion status, with its Soundtrails intertwining Ngarabal, geological and Celtic narratives.

The Celtic Festival reinforces identity at peak intensity, drawing visitors from across Australia.

However, the Ngarabal cultural layer, the name Eerindii, the significance of the meeting ground and the connection to the Ochre Pits remains under expressed within the parklands’ physical environment. The PoM’s proposal to integrate bush tucker vegetation into revegetation programs represents a meaningful first step toward interpreting Ngarabal knowledge through living landscape rather than signage alone.

**Links.** Internal connections between the Stones, the Skywalk and the broader trail network could be stronger. Visitors arriving by car find parking but may not immediately understand how to navigate the full precinct experience.

Tregurtha Way's steep grade and non-DDA compliance limits accessibility.

Connections to the Town Centre are present but not consistently legible or comfortable for walking. The proposed new access road from Shannonvale Road, identified in the PoM, would resolve current constraints involving private property and provide a more direct visitor arrival route, a critical improvement for festival and peak-period access.

**Social.** Strong during events. The Celtic Festival transforms the parklands into one of the most socially animated spaces in regional NSW, with pipe bands, ceremonies, markets, music, re-enactments, food and children's entertainment over four days.

Flag lowering ceremonies on Celtic national days and solstice and equinox ceremonies create periodic ritual gatherings. The Saturday morning Park Run provides weekly community activation. Crofters Cottage supports everyday social use. Outside these moments, however, the precinct does not consistently function as a social gathering place.

After Dark activation; twilight events, sunset ceremonies, evening programming, dark sky gazing at both the Stone or the Skywalk, represents an untapped opportunity.

**Activities.** Festival-driven activities are outstanding. The Skywalk provides a strong self-guided Geotourism experience with its immersive Soundtrail. The Standing Stones themselves offer interactive visitor elements; the human sundial, Brandubh board, Excalibur, solar noon shadow markers that reward exploration.

Walking, picnicking and photography are established informal activities. Park Run delivers weekly participation.

There is scope for expanded Celtic and Geotourism interpretation, dark-sky programming, nature-based activities and cultural events to create a more consistent year-round activity layer beyond festival peaks.

**Key Places and / or Assets**

#	Place	Typology
1	Centennial Parklands - open space, amenities block, playground, picnic tables, Celtic Wall and associated monuments	P, T, N
2	Australian Standing Stones - 38 megaliths, Nowlan Green (National Trust Register)	C, N, G

#	Place	Typology
3	Glen Innes Highlands Skywalk — 80m boardwalk, Martins Lookout	T, N, C
4	Crofters Cottage Café	P, S
5	Event areas — Nowlan Green, Western Green, Hilltop Green	N, G
6	Parklands trail network and Tregurtha Way	T, N
7	Panoramic lookouts	N, G

**Strategic Role.** A signature destination precinct at the heart of Glen Innes' cultural identity, visitor economy and place branding — where the ancient Ngarabal meeting ground of Eerindii, the contemporary Celtic monument and the Highlands' geological story converge. The Highlands' sky and stone.

#### **4.2.5 Glen Innes Powerhouse Activation Area**

The 1922 Powerhouse is raw industrial heritage hiding in plain sight, a robust steel former electricity building on Church Street whose original generators, trusses and industrial fabric give it an authentic, unvarnished character that is strikingly rare in a regional setting and ripe for cultural reactivation.

##### ***Cultural and Historical Context***

The story of electricity in Glen Innes begins earlier than the Powerhouse itself.

In 1884, the streets were illuminated by 25 gas lamps, tended by a lamplighter on horseback. Provision of electricity had been discussed by Council as far back as 1890.

In 1919, Council resolved to proceed, and electrical engineer James P. Franki was appointed to design a power station for the supply of electricity to the town.

Construction commenced in late 1921 using locally made bricks and the Powerhouse commenced operation on 21 August 1922 at a cost of £31,000. Its initial power source comprised suction gas engines run on gas produced by burning wood, with an initial capacity of 336 horsepower (25 kilowatts), described at the time as one of the best municipal generating plants in the State. Consumers were charged a connection fee of £2/12/6.

The Powerhouse's central location, directly behind the Town Hall, was deliberately chosen: the generation source needed to be as close to the consumer as possible and the main consumers were expected to be the Grey Street businesses.

In 1929 a larger Crossley Premier heavy oil engine was installed, but due to the Depression there was no further expansion until 1950. The North West County Council was formed in 1945 and acquired the electricity assets in 1951.

The Powerhouse supplied electricity to Glen Innes until 1956, when the town was connected to the broader grid. The building closed in 1986, partly due to increased oil prices and the greater reliability of external supply. From 1991, a Powerhouse Museum was operated on the site for several years by dedicated volunteers before closing.

The Powerhouse thus tells a complete arc of regional energy history: from kerosene lamps to gas, from gas to locally generated electricity, from municipal power to the county grid and now, with the New England Renewable Energy Zone transforming the Highlands' energy landscape, from fossil fuel generation to renewable energy. This narrative depth is a rare asset.

### **Precinct Description**

The former Glen Innes Powerhouse at 148 Church Street is a heritage listed industrial building constructed in 1922 for the generation and supply of electricity to the township.

It is of high local significance for its historical, aesthetic, social and technical value, retaining much of its original fabric and early machinery, including generators that powered Glen Innes until the mid-twentieth century.

The site spans approximately 3,048 square metres and is zoned B2 Local Centre. At its Extraordinary Meeting held 7 March 2025, Council resolved to subdivide the land to enable a CT Scanning Facility business to lease and then purchase the front section of the block and the dwelling next door, located at 146 Church Street.

The rear portion, approximately 2,335 square metres, encompasses the historic Power Station building and its adjoining sealed carpark. The building is protected as a local heritage item under Schedule 5 of the Glen Innes Severn LEP 2012 (Item I053). It is described as a relatively rare example of an early twentieth century industrial building surviving with its early machinery in situ and intact.

Following community engagement undertaken between 13 August and 30 September 2025 under the title *Help Re-energise the Glen Innes Powerhouse*, including a public Open Day attracting approximately 300 visitors and 40 online submissions, Council resolved on 27 November 2025 (Resolution 17.11/25) to acknowledge *Option 1: the Combined Multipurpose Heritage and Activation Model* as the preferred future direction for the site and Powerhouse building upon it.

The resolution requires that any future concept integrate appropriate commercial elements to ensure, at minimum, a cost neutral operational outcome for ratepayers.

A business case is to be developed through grant funding and presented to Council with a recommended future use model based on evidence, financial sustainability, risk management and long term community benefit, aligned with this Framework.

### **Precinct Structure, Assets and Services - Council owned and managed assets**

The precinct is centred on the Powerhouse building and its immediate surrounds on Church Street (the New England Highway), with secondary access potential via Fitzhardinge Lane to the north and the rear Council carpark to the south, via Sommerlad Lane.

**Former Glen Innes Powerhouse (148 Church Street, 1922)** A locally made brick industrial building with arched windows, corrugated iron annexes and a large internal volume retaining rare and partially operable early electrical machinery, including:

- A Crossley Premier heavy oil engine (installed 1929)
- A Bellis 600 BHP diesel engine
- British Thomson Houston alternators
- Operational travelling cranes

The building also contains an administration area with offices, reception, communications room, strongroom, breakroom and amenities – most of which have been leased (with option to purchase) to New England CT Pty Ltd. An adjoining warehouse includes an industrial warehouse area with air-conditioned site office, powered roller doors, storerooms and amenities. The site includes a secure rear carpark with bitumen sealed hardstand and security fencing. Heritage listed under Schedule 5 (Item I053).

***Church Street public realm and frontage*** The Powerhouse fronts directly onto Church Street (New England Highway), providing prominent highway visibility and a public domain interface that currently does not express the precinct's heritage character or activation potential.

***Fitzhardinge Lane (northern laneway corridor)*** Provides secondary access and servicing from the north. Potential future role as an activated laneway connecting Church Street to the Powerhouse precinct.

***Rear Council carpark via Sommerlad Lane*** Could provide access to the rear of the site, supporting event logistics, servicing and secondary visitor entry.

#### ***Other assets and connections***

- ***Glen Innes Town Hall (265 Grey Street, immediately adjacent to the west, separated by the Town Hall carpark, accessed via Sommerlad Lane)***. The Powerhouse's original siting near the Town Hall creates a direct physical and historical relationship between the two buildings.
- ***Chapel Theatre (143 Church Street)***: Cultural venue operated by the Glen Innes Arts Council, providing a complementary creative and performance function on the same street.

#### ***4 Aspect Analysis***

***Identity***. The Powerhouse holds a distinct and authentic industrial identity, telling the story of electricity generation, municipal infrastructure and technological change in the Highlands. Unlike the civic heritage of Grey Street or the landscape identity of Centennial Parklands, it represents a working history: mechanical, functional and

grounded in production. The retention of original machinery and spatial form provides interpretive depth that cannot be recreated.

The complete energy arc, from kerosene to gas to local generation to grid to renewables, positions the Powerhouse as a uniquely layered heritage asset aligned with the New England Renewable Energy Zone narrative.

However, this identity remains largely latent. Outside targeted events such as the 2025 Open Day, the site is not yet widely recognised as a destination. The Ngarabal cultural connection to this landscape and its energy systems is entirely uninterpreted.

**Links.** The precinct is located on Church Street but currently lacks strong integration with surrounding movement networks and visitor flows. Pedestrian connections to Grey Street, the civic parks and other precincts are limited and wayfinding is minimal.

The site does not yet form part of a clearly legible visitor circuit. Improving physical and visual connections, including the activation of Fitzhardinge Lane as a pedestrian link to Church Street and the Town Centre, will be critical to increasing visitation.

Being located near the Town Hall creates a natural but currently unexpressed connection that should be formalised through design and interpretation.

**Social.** Currently intermittent and event driven. The 2025 engagement program, including the Open Day with approximately 300 visitors, demonstrated the site's capacity to attract and host community activity when activated. Between these events, the site has limited day to day presence.

The endorsed multipurpose model, with its emphasis on community, creative and educational uses alongside heritage and commercial functions, provides a framework for building sustained social activation.

**Activities.** Minimal at present, limited to occasional events and passive heritage interest. Future activity potential is significant and diverse, consistent with the endorsed multipurpose model. The five community engagement themes identified through the 2025 process provide a clear framework:

- Heritage and industrial interpretation (Very Strong community support)
- Tourism and event activation (Strong)
- Creative, cultural and education uses (Moderate)
- Community development (Moderate)
- Energy transition and Renewable Energy Zone interpretation (Emerging)

This breadth positions the Powerhouse as one of the most flexible and scalable activation opportunities within the Framework.

**Key Places and / or Assets**

#	Place	Typology
1	Former Glen Innes Powerhouse (1922, heritage listed, Item I053)	C, Pv
3	Church Street highway frontage / public realm and movement corridor	S, T
4	Fitzhardinge Lane – Northern laneway corridor	S, T
5	Rear Council Carpark – which could provide access to the rear of the site via Sommerlad Lane)	Pv, S

**Other Key Places and / or Assets (Non-Council Owned)**

#	Place	Typology
5	Chapel Theatre, 143 Church Street (Glen Innes Arts Council)	C, Pv

**Strategic Role**

A major heritage led regeneration opportunity that expands the Highlands' cultural, educational and visitor economy offer.

The Powerhouse has the potential to become a regionally significant destination linking industrial heritage, energy transition and contemporary activation and to play a central role in diversifying the identity and experience of Glen Innes beyond its traditional assets. The Highlands' engine: past, present and future.

### 4.2.6 Glen Innes Sporting and Recreation Activation Area

The visual character of sport in Glen Innes is dispersed and green Wilson Park, Kerry Mead Park, King George Oval, the Tennis Centre and the Indoor Sports Stadium read as a distributed network of well-used playing fields, courts and facilities set within the township's wider park and tree canopy, rather than as a single consolidated precinct.

#### *Cultural and Historical Context*

Rocky Ponds Creek, which forms the natural spine connecting Wilson Park, Reserve R6352 and Reserve R6355, would have been a significant water corridor and ecological resource within the Ngarabal cultural landscape. This cultural layer is not currently interpreted at any of the precinct's sporting facilities and represents an opportunity for future acknowledgement.

Sport has been central to the social fabric of Glen Innes since the earliest years of European settlement. The pastoral culture of the district, grounded in physical labour, horsemanship and community cooperation, found its expression in organised sport from the late nineteenth century. Cricket, rugby, athletics and equestrian events drew communities together across vast distances, and the ovals, courts and reserves established in that era continue to anchor the town's sporting identity today.

#### *Precinct Description*

The Glen Innes Sporting and Recreation Precinct comprises a distributed network of Council managed active and passive recreation assets located across the township. It is anchored by the Wilson Park sporting hub to the north-west of the Town Centre, Kerry Mead Park to the south and a series of complementary facilities that collectively form Glen Innes' primary recreation system.

While geographically dispersed, these assets operate as a single system supporting organised sport, informal activity, community health, youth recreation and regional event capability. The precinct's distributed layout is both its strength (diversity of offer) and its challenge (lack of a unified identity or connected movement network).

Council's Glen Innes Sporting Facilities Review and Master Plans document (currently under review) provides the strategic foundation for facility planning across the precinct, identifying upgrade priorities, spatial improvements and long-term infrastructure needs.

#### *Precinct Structure, Assets and Services - Council owned and managed assets*

***Wilson Park Complex (155 West Avenue, Crown Reserve R78517)*** The primary multi-sport facility in Glen Innes. The southern portion is centred on a multi-purpose oval with lighting used for soccer, touch football, cricket and athletics,

adjoining a clubhouse with amenities, storage and canteen, two cricket nets, and a footbridge over Rocky Ponds Creek.

Recently completed upgrades include new cricket training nets with professional grade artificial turf (2025).

The northern portion comprises grassed open space adjoining Rocky Ponds Creek with potential for future wetland development. Asset condition ratings from the Crown Land PoM: Clubhouse (Condition 2, Good), Pedestrian Bridge (Condition 2, Good), Amenities (Condition 3, Fair). Classified as District Open Space under a Gold maintenance schedule. Categorized as Sportsground, Park and Natural Area (Watercourse).

***Glen Innes Indoor Sports Centre (189 Herbert Street)*** An all-weather venue with two indoor courts supporting basketball (Glen Innes Polar Bears), netball (Glen Innes Netball Association) and futsal (Glen Innes Futsal Club). Features include a PA system, changerooms with disabled access, a multipurpose room seating approximately 50 people with NBN connection and smart TV, a full commercial kitchen, kiosk and showers.

***Adjoining outdoor basketball and netball courts*** Outdoor multi-sport courts adjacent to the Indoor Sports Centre, installed with NSW Government grant funding. Lighting upgrades under the Play Our Way program are to be completed by 30 June 2026, enabling evening sport under lights.

***Small playground (behind outdoor courts)*** A small playground adjacent to the outdoor courts, contributing to family oriented informal activity around the Indoor Sports Centre.

***Kerry Mead Park (southern Glen Innes)*** Home of the Glen Innes Magpies rugby league club. Features a prominent two storey clubhouse and expanding field infrastructure. A \$100,000 investment (NSW Rugby League Infrastructure grant and Council match) will deliver two new full size playing and training fields, bringing the total to four usable fields. The expanded capacity will support nearly 300 junior and senior players, multiple age group fixtures on the same day, visiting Group 19 teams and school competitions.

***Glen Innes Aquatic Centre (179 West Avenue)*** A seasonal outdoor swimming facility featuring a 25 metre main pool with ramp access for wheelchairs, a learn to swim and lap pool and a toddler splash pool. Heated facility. Programs include aqua aerobics, babies water familiarisation, coaching, learn to swim and stroke development. Open seasonally (September to March/April).

***Glen Innes Tennis Centre (155 West Avenue)*** Managed by the Glen Innes and District Tennis Association. Facilities include a clubhouse with kitchen and toilet/shower facilities, seven synthetic grass courts (all with lighting) and two hard courts. Located in a park setting one block from the CBD. Supports competitive and social play across all ages.

***Glen Innes Skate Park (179 West Avenue)*** A recently redeveloped youth focused recreation facility. Completed in late 2024 and open to the community. Located adjacent to the Aquatic Centre, contributing to an informal recreation cluster on West Avenue.

***Lynch Oval*** An underutilised sporting reserve with no current programmed use. Retains its physical structure as an oval but presently functions as passive open space. Presents a clear opportunity for future reactivation or alternative use.

***Rocky Ponds Creek corridor (Reserves R6352 and R6355)*** Reserve R6352 (58,001 square metres, north of Wilson Park) contains a portion of Rocky Ponds Creek with maintained cleared land and more natural areas.

***Future pump track (subject to design and grant funding)*** Identified as an opportunity to further expand youth oriented and informal recreation within the precinct.

### ***Other sporting and recreation assets (non-Council)***

The broader Glen Innes sporting and recreation landscape also includes the below key sporting and recreation non-Council assets.

While these facilities are independently owned and managed and fall outside the scope of this Framework's master planning program, they contribute to the overall sporting and recreation character of the township and their continued operation supports community participation, social connection and visitor appeal.

***Glen Innes Racecourse (Glen Innes Jockey Club)*** Regarded as one of the best racecourses in northern NSW. The Glen Innes Jockey Club hosts the annual Glen Innes Races, with the main race run over 1,400 metres. The Jockey Club traces its history to at least 1875, with references in the historical record to annual meetings from that period. Race day is a major social occasion attracting visitors from surrounding districts and beyond. The racecourse and training facilities are used by local trainers throughout the year, and the venue is available for events and functions. ([Glen Innes Jockey Club](#); [Trove, Glen Innes Jockey Club Races, 1877](#))

**Glen Innes Bowling Club** Founded in 1917 with the official opening in 1919, the Glen Innes Bowling Club celebrated its 100th anniversary in 2017. It features a recently refurbished clubhouse with dining, outdoor space and bowling greens. A family friendly community venue that operates year-round. ([Glen Innes Bowling Club](#))

**Glen Innes Golf Club** An 18-hole course over 120 years old, located in the Tablelands high country. The club was founded at the start of the twentieth century and continues to provide a memorable golfing experience for both novice and experienced players. ([Glen Innes Highlands, Golf](#); [Golf NSW](#))

**Glen Innes Pistol Club and Glen Innes Clay Target Club** Independently owned and managed facilities supporting shooting sports. The Clay Target Club is physically located within Stonehenge Recreation Reserve (R33301) and is addressed within that precinct.

#### 4 Aspect Analysis

**Identity.** Strong community identity grounded in sporting culture, club tradition and volunteer pride. The Indoor Sports Centre has created a new contemporary landmark. Kerry Mead Park's Magpies clubhouse carries powerful rugby league associations. Wilson Park's multi-sport oval is the everyday sporting heart of the township.

However, the precinct's dispersed layout means it does not project a unified identity. There is no single recognisable brand for the Glen Innes sporting network. Individual facilities are well known to users but less visible to visitors.

The Ngarabal cultural connection to these landscapes, particularly to Rocky Ponds Creek which threads through the precinct, is not expressed at any facility. As the precinct develops, there is an opportunity to weave acknowledgement of Country into the public realm, wayfinding and interpretive elements of the sporting network.

**Links.** The precinct's distributed geography creates a significant Links challenge. Wilson Park, Kerry Mead Park and Lynch Oval are not co located and moving between them on foot is not practical. Rocky Ponds Creek provides an underlying natural spine with potential to support future shared paths connecting facilities, including a strategic link between Lion's Park and the Skate Park / Tennis Centre / Aquatic Centre, however these connections are not yet formalised.

The Indoor Sports Centre's Herbert Street location creates an emerging cluster with Wilson Park, the outdoor courts, the Aquatic Centre and the Tennis Centre, but pedestrian links between these assets could be significantly improved.

**Social.** Exceptionally strong during sporting seasons, match days and events. Weekend sport at Wilson Park, Kerry Mead Park and the Indoor Sports Centre generates intense social energy: families gathering, children playing, volunteers working, spectators watching from the sidelines.

Kerry Mead Park's growing capacity for hosting simultaneous fixtures will further strengthen its role as a social gathering point.

Between seasons and events, however, social use is more modest. The forecourt and gathering spaces around the Indoor Sports Centre and outdoor courts are emerging as informal social nodes, a trend that should be supported and strengthened.

**Activities.** The richest Activities profile of any precinct. Soccer, touch football, cricket, athletics, rugby league, basketball, netball, futsal, tennis, swimming, skating and informal family recreation all occur across the network.

The Indoor Sports Centre has expanded indoor activity options significantly. Evening sport under lights will become possible with the completion of the Play Our Way outdoor court lighting by 30 June 2026.

Activities are the precinct's greatest strength, but there is scope to improve the informal, family oriented and non-competitive activity layer: nature play, casual walking, picnicking, after school recreation, that would broaden the precinct's appeal beyond organised sport.

**Key Places and / or Assets**

#	Place	Typology
1	Wilson Park Complex (soccer, touch, cricket, Rugby Park)	O, P
2	Glen Innes Indoor Sports Stadium (basketball, netball, futsal)	C, O
3	Adjoining outdoor basketball and netball courts	O
4	Small playground behind outdoor netball / basketball courts	P
5	Glen Innes Aquatic Centre	O, C
6	Kerry Mead Park (Magpies rugby league, clubhouse)	O, C

#	Place	Typology
8	Lynch Oval	P, N
9	Glen Innes Tennis Centre	O
10	Glen Innes Skate Park	O, P
12	Rocky Ponds Creek corridor (Reserves R6352 and R6355)	T, N
13	Future Pump Track (subject to design and grant funding)	O, P

### ***Strategic Role***

A critical network supporting participation, youth activity, community health, family life and regional event capability. The precinct's strength lies in its diversity and the depth of community ownership invested in each facility. The Highlands' arena.

### 4.2.7 Glen Innes Showground and Equestrian Activation Area

The Showground is Federation architecture in working order; a State Heritage-listed 10-hectare precinct where the 1892 Exhibition Pavilion, the 1899 Covered Grandstand, the 1922 Industrial Pavilion and the 1928 Cadell Memorial Rotunda sit within a park-like landscape of historic plantings, projecting a depth of agricultural, equestrian and community heritage that has hosted the same kind of gathering for more than 140 years.

#### *Cultural and Historical Context*

The Ngarabal people traded with other Aboriginal groups, exchanging ochre, stone and other goods across networks that extended from the tablelands to the coast. The site on which the Showground now stands would have formed part of this trading and cultural landscape for millennia before European arrival. This cultural layer is not currently interpreted within the Showground and represents an opportunity for respectful acknowledgement in future planning.

The Glen Innes Show has one of the longest continuous histories of any regional show in New South Wales. The first Show was held in 1869 in conjunction with Inverell and in 1870 a show was held on land near the Primary School.

The first show at the current Bourke Street site was held in 1874 and the site was formally gazetted by the NSW Government in 1877. From that point, the Showground developed progressively through a period of intensive building from the 1890s to the 1920s, producing the suite of Federation style architect designed structures that define its character today.

The Showground was listed on the NSW State Heritage Register on 4 September 2015 (SHR #01961), recognised as an outstanding, picturesque and stylistically cohesive suite of Federation style buildings set within a planned, park like landscape. It is one of the few remaining showgrounds in New South Wales retaining a full complement of architect designed show buildings clustered around a central arena. It is also heritage listed under Schedule 5 of the Glen Innes Severn LEP 2012 (Item I036, State significance).

The park like landscaped grounds feature historic plantings dating to 1897, established for Queen Victoria's Diamond Jubilee, including elms, eucalypts (yellow box, white gum) and pines.

The Showground's state heritage significance is enhanced through its association with the Dumaresq family, noted colonial politicians and pastoral holders, and with W.T. Cadell, a pastoralist who developed Deepwater Station and whose contributions to the fine wool export industry in colonial New South Wales are commemorated in the Cadell

Memorial stand. During the Second World War, the site was occupied by the Army from 1942 to 1945, resuming shows in 1946.

For much of the late nineteenth and early twentieth century, the Glen Innes Show was widely regarded as one of the leading shows in NSW, known as "The Royal of the North."

### ***Precinct Description***

The Glen Innes Showground occupies a 10-hectare (approximately 7 acre) site on Bourke Street, bounded by Bourke Street to the north, Hunter Street to the east, George Street to the south and residential blocks to the west. It is Crown land managed by the Glen Innes Showground Land Manager, a volunteer committee of seven members appointed by the Minister for Lands every five years, with a caretaker employed for day-to-day operations.

This governance structure means that any masterplan for this precinct must be prepared in partnership with the Trust rather than as a Council only document. The Showground Trust and the Show Society face an ongoing challenge to source sufficient funds to maintain the many heritage listed buildings on site. Several structures, including pavilions and the Cadell Memorial sheep judging stand, require urgent conservation work.

The **Equestrian Park**, a Council controlled reserve located east of the Showground on the other side of Hunter Street, provides a sand arena and grassed sports area. It is primarily used for training, casual riding and informal equestrian activity. The Sporting Facilities Review & Masterplan document (currently under review) recommends transferring management of the Equestrian Park to the Showground Trust to consolidate equestrian facilities under a single management arrangement.

For the purposes of this Framework, the Showground and Equestrian Park are treated as one precinct given their functional relationship.

### ***Precinct Structure, Assets and Services - Showground Trust managed assets (Crown land)***

***Central arena and show ring*** A steel fenced central arena flanked by the 1899 Grandstand seating 400. The arena is the primary event space for the annual Show, campdraft, show jumping and equestrian programs.

#### ***Heritage buildings and pavilions***

- Main Exhibition Pavilion (1892, 1,500 square metres): One storey timber pavilion with domed tower and king post trussed ceiling. Suitable for exhibits, conventions and functions.

- Industrial Pavilion (1922, 1,500 square metres, F.J. Madigan / Madigan and Cusick): Suitable for exhibits, conventions and functions.
- Cadell Memorial Rotunda (1928, H.A. Tutt and Son): Octagonal sheep judging stand with terra cotta tiled roof. Requires urgent conservation work.
- Covered Grandstand (1899, Thompson and Holmes, supervised by A.W. Lane): 400 seat Federation style grandstand.
- Yarraford Hall
- Cattle Pavilion (1909 to 1910, J.F. O'Connor)
- Stables (1906, Rowland Bros)
- Caged bird pavilion
- Show secretary's office
- Smaller pavilions and meeting rooms
- Four stand shearing complex

***Livestock and equestrian infrastructure*** 180 standard horse stalls and 19 premium horse stalls. Stud cattle pavilions and prime cattle yards.

***Catering and hospitality*** Fully equipped commercial kitchen with a dining area seating 90 people. Outdoor barbecue with undercover seating for 130 people.

***Camping grounds*** Fully fenced and secure camping area with powered and unpowered sites (\$32 per night). Shaded areas for tents, caravans and motorhomes. 46 toilets (two with disabled access), 18 hot showers (one with disabled access), water refilling stations, black water waste disposal, pet friendly policy, easy access for large rigs and more than 400 powered sites during major events.

***Park like landscaped grounds*** Historic plantings dating to 1897 (Queen Victoria's Diamond Jubilee), including elms, eucalypts and pines. The grounds contribute to the overall park like character of the precinct.

### ***Council managed assets***

***Equestrian Park (Hunter Street)*** Sand arena and grassed sports area east of the Showground. Primarily used for training, Pony Club and casual riding rather than major event programming.

#### 4 Aspect Analysis

**Identity.** Exceptional heritage identity of state significance. The Federation style timber buildings, designed by Sydney and regional architects including Thompson and Holmes, J.F. O'Connor, Rowland Bros and Madigan and Cusick, display classical decorative elements alongside vernacular features such as post and beam sheds, post and rail gates and fences, stables and yards. The 1899 Grandstand, the 1892 Main Exhibition Pavilion, the 1922 Industrial Pavilion and the 1928 Cadell Memorial stand create an architectural ensemble that is rare in NSW. The Showground's heritage assessment describes it as illustrative of an "ideal" regional showground, one of NSW's most comprehensive arrays of show buildings sited on a single showground and arranged in an aesthetically pleasing and distinctive way around the central arena.

The Ngarabal cultural connection to this landscape is not yet interpreted on site. The Showground's identity as a State Heritage Register site also deserves greater interpretation and promotion. Many visitors and residents who have not explored the site outside event periods may not understand its architectural and historical significance.

**Links.** The Showground sits on Bourke Street in the eastern part of the township, reasonably accessible by car. However, wayfinding for visitors unfamiliar with Glen Innes could be improved.

It is not prominently signed from the highway or the Town Centre. Walking connections between the Showground and the Town Centre, are not strongly expressed.

For camping visitors, the Showground functions as a self-contained base, but connections from the camping area to the rest of the Highlands' experience (walking / driving to Grey Street or other areas) could be significantly strengthened through orientation and wayfinding within the camping area.

The Equestrian Park across Hunter Street is physically close but operates somewhat independently and the future masterplan should investigate how the two sites can function as a more cohesive whole.

**Social.** Powerful but event-driven. During the annual Show, campdraft, show jumping, Pony Club events and EPIC Campdraft, the Showground is one of the most socially animated places in the Highlands; families, competitors, volunteers, spectators and travellers converging in a setting that has hosted exactly this kind of gathering for over 140 years.

Men in Glen adds a wellbeing and mental health dimension to the social calendar, creating a different but equally important form of community gathering.

The camping function creates a quieter but steady social baseline. Travellers stopping, staying, sharing stories around the barbecue area. Between major events, however, the Social dimension is modest. The precinct does not currently function as an everyday community gathering place outside event periods.

**Activities.** Rich and diverse during events. The annual Glen Innes Show (three days in February, livestock exhibitions, horse events including top class show jumping, ring programs and community celebration), the Glen Innes Campdraft (three days, over 1,000 runs), the EPIC Campdraft and Challenge (over \$100,000 in prizes, elite competitors from across Australia), the Spring Show Jumping Carnival (October long weekend, 60cm to 140cm classes), Pony Club events, the Glen Innes Hereford Bull Show and Sale (80 years running) and Men in Glen create an activities profile that few single venues in the Highlands can match. Camping provides a year round activity baseline.

Between events, activity is limited to camping and informal use. There is scope for expanded programming: heritage tours showcasing the Federation era buildings, equestrian clinics and training camps, agricultural education, twilight events, market activation, cultural programming and visitor interpretation. The Showground's heritage buildings, commercial kitchen, dining and barbecue facilities and large covered pavilions provide the infrastructure to support a much broader range of activation than currently occurs.

**Key Places and / or Assets**

#	Place	Typology
1	Central arena and show ring	O, P
2	Covered Grandstand (1899, Thompson and Holmes, 400 seats)	C
3	Main Exhibition Pavilion (1892, 1,500 sqm)	C
4	Industrial Pavilion (1922, Madigan and Cusick, 1,500 sqm)	C
5	Cadell Memorial Rotunda (1928, sheep judging stand)	C

#	Place	Typology
6	Horse stalls (180 standard, 19 premium) and cattle infrastructure	O
7	Commercial kitchen, dining and outdoor BBQ	C, Pv
8	Camping grounds (powered/unpowered, 400 plus event sites)	Pv
9	Equestrian Park sand arena (Hunter Street, Council controlled)	O
10	Park like landscaped grounds (historic plantings from 1897)	P, N

### ***Strategic Role***

A State Heritage listed showground and equestrian precinct of rare architectural and cultural significance.

The Showground's 150 plus year continuous operation, its Federation era buildings, its role as host to the annual Show, campdraft, EPIC Campdraft and Spring Show Jumping, and its substantial camping infrastructure make it the Highlands' arena for agricultural heritage, equestrian sport, large scale community events and traveller hospitality.

### 4.3 Emmaville Village Precinct

Emmaville reads as a mining village that never pretended to be anything else; a compact, authentic main street on Moore Street where the Emmaville Mining Museum, the heritage-listed War Memorial Hall and the former Courthouse sit alongside miners' cottages, the contemporary Robot sculpture and a lived-in streetscape whose character is inherited rather than curated.

#### *Cultural and Historical Context*

The Ngarabal name for the place now known as Emmaville is Marran, meaning "*plenty of leeches*", reflecting the environmental characteristics of the landscape prior to European settlement. This name, recorded by J. MacPherson in 1930 in a study of Aboriginal place names in Northern New South Wales, is an essential part of the village's identity and should be recognised in future planning, interpretation and place making.

European settlement of the area was driven by the discovery of tin on Strathbogie Station in 1872 by itinerant piano tuner Thomas Carlean, who found stream tin (known as "black sand") in Vegetable Creek. This led to deep shaft excavations in 1873 and a subsequent massive tin lode discovery in 1882. The settlement grew rapidly as a mining centre, supported in part by Chinese market gardens that fed the mining population and gave the settlement its original name, Vegetable Creek. By the early twentieth century, Emmaville had a population of approximately 7,000 people, including around 2,000 Chinese residents, making it larger than Glen Innes and highlighting its historic significance as a major regional mining and service centre.

Being a private township, Emmaville was never officially gazetted as a village or town. In 1882 the settlement was arbitrarily renamed by the Department of Lands, without local consultation and against considerable protest, in honour of Lady Emma Maria Loftus, the wife of the then NSW Governor Lord Augustus Loftus. The name Vegetable Creek survives in the Vegetable Creek Hospital, which continues to operate today.

The village's mining legacy continues to shape its identity, reinforced by its role within a broader mineral rich landscape and its connection to fossicking, mineral exploration and nearby heritage sites.

At the centre of this legacy is the Emmaville Mining Museum, which originated from the private mineral and photographic collection of Jack and Jean Curnow, who began assembling specimens in 1939 in their family bakery. Following the closure of the bakery in 1969, the collection was gifted to the community and Council acquired the former store building to establish the Museum. Today it houses over 4,000 mineral and gem specimens, including the Jillet, Gilbey, Ellis, Schumacher, Trethewey, Hermann and

Maskey collections, plus over 200 photographs dating as far back as 1893. The adjacent Foley's General Store Museum is a replica general store recreating the era.

The mining era also established the Vegetable Creek Medical Fund Association in 1881, organised by mining engineer Alfred Cadell, reputed to be the first medical benefits fund in Australia. Weekly subscriptions of one shilling per man covered non-working family members and the proceeds helped establish both a local doctor (Dr John Thomas Burgoyne) and the construction of the Vegetable Creek Hospital around 1882. The first local branch of St John Ambulance was also started at Vegetable Creek.

Emmaville also contributes to regional folklore through the story of the "Emmaville Panther", described as one of Australia's most famous manifestations of a cryptic animal. Sightings of a large black cat were reported from 1902 onwards, with a major flap in the late 1950s and 1960s. A black panther was reportedly shot in the area in 1902 and the Museum still displays a black panther in its miners' hut exhibit.

### ***Precinct Description***

Emmaville today is a small, compact village of around 500 residents, located approximately 45 kilometres north-west of Glen Innes at an elevation of 890 metres.

Despite its modest scale, it continues to function as a local service centre for the surrounding rural area, retaining a level of infrastructure and service provision that reflects its historic role as a major regional centre.

The village is structured around a defined main street environment centred on Moore Street and Glen Innes Road, where civic, community and service-based uses are concentrated. This creates a highly legible village core, supported by a secondary recreation cluster located to the west of the centre around the Emmaville Oval and Swim Centre.

The Vegetable Creek Multipurpose Service (the former Vegetable Creek Hospital) provides 24-hour nursing, residential aged care, community nursing, allied health support, emergency services and acute beds, an uncommon level of health infrastructure for a village of this scale.

The village has 14 heritage listed items under Schedule 5 of the Glen Innes Severn LEP 2012, including the State Heritage Register listed Ottery Arsenic and Tin Mine (SHR #00392) located approximately eight kilometres north-east.

Overall, the village supports a mix of community facilities, local services and visitor-oriented uses, with its identity strongly tied to heritage, mining history and its role within the Glen Innes Highlands GeoRegion.

### ***Village Structure, Assets and Services***

Emmaville is structured around a compact and highly legible village core centred on Moore Street and Glen Innes Road, where the majority of civic, community and service based functions are located. This main street spine forms the primary activity area of the village, with most destinations within short distance of each other. A secondary recreation cluster is located to the west of the village centre, creating a clear but loosely connected spatial structure.

### ***Council-owned and managed assets***

#### ***Emmaville Mining Museum (86 Moore Street)***

Located within the main street, the Mining Museum forms the primary visitor anchor within the village centre. Houses over 4,000 mineral and gem specimens across multiple named collections, over 200 historical photographs and the adjacent Foley's General Store Museum replica. Heritage listed under Schedule 5 (Item I027).

#### ***Emmaville War Memorial Hall (93 Moore Street)***

Situated within the main street core, the War Memorial Hall is a prominent civic building that supports community gatherings, events and local services, including a library and pre-school. Its location contributes to the concentration of civic activity within the village centre.

#### ***RSL Park and Roobot Sculpture (Moore Street vicinity)***

An accessible public open space within the village core incorporating the Roobot sculpture, a distinctive contemporary public art installation. Donated by Taronga Mines Pty Ltd, the Roobot is a kangaroo sculpture crafted from repurposed materials, functioning as both a community space and identity marker near the main streets.

#### ***Emmaville Oval, Recreation Reserve and Caravan Park (1 to 5 Park Street, Crown Reserve R510006)***

A 77,459 square metre multi use reserve gazetted on 15 January 1886, categorised as General Community Use and Sportsground. The reserve incorporates the Emmaville Oval (multi-purpose field with synthetic cricket pitch, athletics infrastructure, perimeter fencing), powered and unpowered camping and caravan sites with amenities and kitchen area, a dam and serves as an evacuation point during emergencies. User groups include the Glen Innes District Cricket Association, Emmaville Central School and Emmaville Deepwater Swimming Club.

***Emmaville Swim Centre (adjacent to Oval precinct)*** A seasonal facility within the recreation reserve featuring a five lane 25 metre pool, a toddler pool, reception and amenities. Co-located with the recreation reserve but separated from the main street, limiting integration with the village core.

***Emmaville Caravan Park (near recreation precinct)***

Situated near the recreation area, the Caravan Park provides key visitor accommodation. While close to major recreation assets, improved pedestrian links and wayfinding to the village centre would strengthen visitor movement and economic flow.

***Other public and community assets***

- Former Emmaville Courthouse (39 to 45 Glen Innes Road): A significant heritage building now operating as a community facility. Heritage listed under Schedule 5 (Item I024).
- Emmaville Central School (north of village centre): A key social anchor established in 1875, with the current site from 1927. Provides primary and secondary education including Stage 6 students through the Dubbo School of Distance Education. ([Wikipedia, Emmaville](#))
- Vegetable Creek Multipurpose Service: 24 hour nursing, residential aged care (13 beds), acute beds, emergency, community nursing and allied health. Part of the Hunter New England Local Health District.
- Emmaville Police Station (Moore Street): Reinforces the concentration of civic services within the village core.
- St Paul's Church (Glen Innes Road, corner Moore Street, heritage listed, Item I023)
- Club Hotel (1 Irby Street, heritage listed, Item I025)
- Former Presbytery (19 O'Donnell Street, heritage listed, Item I029)
- Former Convent (22 to 24 O'Donnell Street, heritage listed, Item I031)
- St Mary's Church (26 to 28 O'Donnell Street, heritage listed, Item I032)
- Post Office (1 Post Office Street, heritage listed, Item I033)
- War Memorial (1 to 3 Post Office Street, heritage listed, Item I035)
- Emmaville Cemetery (314 Rose Valley Road, heritage listed, Item I034)
- Ottery Arsenic and Tin Mine (Tent Hill Road, approximately 8km north east, State Heritage Register #00392, LEP Item I022)

***Village services and supporting uses***

The village centre contains a small but essential cluster of retail, hospitality and service-based uses concentrated along Moore Street and intersecting streets:

- Postal services

- Local retail and convenience goods
- Tattersalls Hotel (hospitality, accommodation)
- Club Hotel
- The Tin Cafe (Emmaville Traders, 36 Irby Street)
- Fuel and basic travel services
- Emmaville Preschool
- Emmaville Central School (primary and secondary)
- Community based and volunteer run facilities
- Emmaville Rural Landfill

While modest in scale, these services are critical to the functioning of the village and support its role as a self-sufficient rural centre. Their concentration within the main street reinforces Moore Street as the primary activity spine.

#### 4 Aspect Analysis

**Identity.** Distinctive and authentic. Emmaville’s identity is strongly grounded in both its Aboriginal cultural heritage and its mining history, providing a layered and place-specific narrative aligned with the Glen Innes Highlands GeoRegion and Geotourism positioning.

The area’s significance to the Ngarabal people, including the naming of Marran, establishes a cultural foundation that predates European settlement and remains relevant to the identity of the place today. This cultural layer is not yet strongly expressed within the public domain and represents an opportunity for more visible and meaningful interpretation.

The Emmaville Mining Museum serves as the primary cultural anchor, offering a genuine visitor experience centred on mineral collection, local history and community storytelling. Heritage buildings, including the War Memorial Hall and former Courthouse, reinforce the village’s historic role as a mining and service centre.

The Robot sculpture introduces a contemporary identity element, while Chinese mining heritage adds further depth and diversity to the narrative.

Overall, Emmaville’s identity is not constructed. It is inherent, emerging from Country, history, landscape and community continuity.

**Links.** Emmaville’s compact form means that most assets are located within relatively short distances of each other, particularly along the Moore Street and Glen Innes Road corridor.

However, physical connections between key assets are not consistently formalised. Gaps in footpath infrastructure between the Caravan Park, village centre, school, recreation precinct and RSL Park limit walkability and reduce cohesion.

Wayfinding within the village is limited, including both directional and interpretive signage. There is currently minimal visible interpretation of Aboriginal cultural connections within the public realm, representing a gap in the visitor and place experience.

At a broader level, connections to the Glen Innes Highlands network could be strengthened through improved touring route signage, digital presence and integration with established routes such as the Fossickers Way.

**Social.** Emmaville supports a small but genuine social environment centred around education, recreation and informal community interaction.

Key gathering points include the War Memorial Hall, school, recreation facilities and village centre. Community events demonstrate strong local participation and pride.

However, the frequency and diversity of organised social activity is limited. There is an opportunity to strengthen the social fabric through more regular and predictable activation, including markets, seasonal events and heritage-focused programming.

There is also an opportunity to incorporate Aboriginal cultural events, storytelling and community-led activities, which would strengthen both social connection and cultural recognition within the village.

**Activities.** The Emmaville Mining Museum represents the primary visitor activity, supported by fossicking, which remains a key regional drawcard. The Oval and Swim Centre provide local recreation opportunities.

The overall visitor activity offering remains limited. There is clear potential to expand and better connect experiences through an Emmaville Heritage and Fossicking Trail, linking the village centre with surrounding assets and aligning with the broader Fossickers Way touring route.

There is also an opportunity to incorporate Aboriginal cultural interpretation and experiences into this trail and broader activation, providing a more complete and authentic representation of the area's history and connection to Country.

The Ottery Mine, located approximately eight kilometres north-east of Emmaville, represents a significant opportunity. As a State Heritage-listed site and the oldest principal ore refinery in Australia, it offers a rare geotourism experience. Subject to safe access, remediation and interpretation, it has the potential to become a major regional drawcard linked to the village centre.

Additional opportunities include expansion of the sculpture trail, increased use of the War Memorial Hall, and heritage and event-based programming to strengthen year-round activation.

### **Key Places and / or Assets**

#	Place	Typology
1	Emmaville Mining Museum (86 Moore Street, heritage listed)	C, Pv
2	Emmaville War Memorial Hall (93 Moore Street, heritage listed)	C
3	RSL Park and Robot sculpture	P, Pv
4	Emmaville Oval, Recreation Reserve and Caravan Park (Reserve R510006)	O, P, Pv
5	Emmaville Swim Centre	O
6	Moore Street village centre and main street spine	S

### **Other Key Places and / or Assets (Non-Council Owned)**

#	Place	Typology
7	Former Emmaville Courthouse (community centre, heritage listed)	C
8	Emmaville Central School	C
9	Vegetable Creek Multipurpose Service	C
10	Village centre services (retail, hospitality and essential services)	Pv C
11	Ottery Arsenic and Tin Mine (8km NE, SHR #00392)	C, N

#	Place	Typology
12	Emmaville Golf Course	O
13	Emmaville Rifle Range	O

**Strategic Role.** A distinctive heritage and mining village that contributes strongly to the Glen Innes Highlands story, supports visitor dispersal and anchors the western Geotourism narrative through its Aboriginal cultural significance, historic mining assets and authentic village character.

#### 4.4 Deepwater Village Precinct

Currently, Deepwater's first impression is a bypass view rather than a main-street arrival; a small village on the New England Highway whose 1865 Deepwater Inn (Top Pub) and historic frontage contain a genuine nineteenth-century character that is currently not expressed in a coherent streetscape, signage or wayfinding experience, leaving visitors with a fleeting glimpse of the spectacular place, rather than a memorable impression.

##### *Cultural and Historical Context*

The Ngarabal People's connection to Deepwater is strong and ongoing. The Ngarabal name for the place now known as Deepwater is Talgambuun, meaning "*dry country with many dead trees*", reflecting the environmental characteristics of the landscape as understood through Ngarabal knowledge. The AIATSIS language map confirms the Ngarabal territory as extending from Stonehenge to Bolivia, including Glen Innes, Wellingrove and Deepwater. This cultural foundation is an essential part of the village's identity and should be recognised in future planning, interpretation and place making.)

European settlement of the Deepwater area began in 1839, when brothers Archibald and Charles Windeyer took up the Deepwater pastoral run, installing William Collins as manager. By 1848 the run covered 60,000 acres (24,281 hectares). The settlement was established on the northern bank of the Deepwater River and prior to the railway arriving in 1886 it comprised a hotel and store, with mining in the surrounding area subsequently boosting it into a village.

The arrival of the Great Northern Railway on 1 September 1886 transformed Deepwater. As the railhead for Emmaville and the surrounding mining district, Deepwater became the busiest and biggest freight centre north of Newcastle in its heyday, with wool, tin and supplies moving through the village in vast quantities. The railway station, a Type 4 standard roadside third class brick building, is part of a significant group of late Victorian railway buildings on the Great Northern Railway between Armidale and the Queensland border. The station closed in 1972 and is now unoccupied, after being leased for use as a community radio station prior. The railway gatekeeper's cottage and stationmaster's residence also survive within the village.

The village's civic fabric was reinforced by the construction of key public buildings in the late nineteenth and early twentieth centuries:

- The Police Station and Official Residence was originally designed as a Courthouse by Government Architect W.L. Vernon in 1895, a single storey timber framed weatherboard building of historic, social and aesthetic significance.

- The School of Arts, designed by architect J.F. O'Connor and opened in December 1912, has served continuously as a community hall, memorial venue, picture theatre, library and social hub, with marble tablets honouring those who served in World War One, World War Two and Vietnam.
- The Eclipse Theatre, built in brick and concrete in 1935 after the original timber theatre burnt down in December 1934, was constructed by German migrant and local businessman Carl W. Baer. Its high two storey facade with the lettering "Eclipse Theatre" and circular rising sun motif remains one of the most recognisable and photographed facades on the New England Highway.

### **Precinct Description**

Deepwater today is a small village of around 450 residents, located approximately 40 kilometres north of Glen Innes on the New England Highway at an elevation of approximately 974 metres. Despite its modest scale, the village retains a notable concentration of heritage listed buildings, a growing artisan economy and a level of community infrastructure that reflects its historic role as a regional freight and service centre.

The village is structured around two intersecting axes: Tenterfield Street, which carries the main commercial and heritage frontage, and the New England Highway corridor, which provides the primary vehicle access and highway visibility.

The Deepwater Recreation Ground sits to the west of the village centre, while the Deepwater River defines the southern edge of the settlement and provides a significant natural and recreational asset, including habitat known locally for platypus.

The village has 17 heritage listed items under Schedule 5 of the Glen Innes Severn LEP 2012, an exceptional concentration for a settlement of this size, reinforcing its significance within the broader Highlands heritage landscape.

### **Village Structure, Assets and Services - Council owned and managed assets**

Deepwater is structured around a compact main street environment along Tenterfield Street, where heritage, commercial and civic uses are concentrated, and a secondary recreation precinct centred on the Deepwater Recreation Ground to the west.

**Deepwater Recreation Ground (10 Short Street, Crown Reserve D510011)** A 65,094 square metre multi use public recreation reserve gazetted on 9 March 1894, categorised as Sportsground. Facilities include:

- the Deepwater Oval (athletics, polocrosse, community events),
- a synthetic cricket wicket,

- two shotput circles,
- three long jump / triple jump sandpits,
- four synthetic grass tennis courts with LED lighting (managed by the Deepwater Tennis Club),
- a fenced children's playground with slide and swings,
- an amenities block,
- an effluent dump point for caravans and motorhomes,
- a dedicated dog off leash area, and
- an approved (but currently not utilised) primitive camping area.

Asset condition ratings: Tennis Courts (Condition 2, Good), Playground (Condition 2, Good), Amenities (Condition 3, Fair). Classified as Local Open Space under a Bronze maintenance schedule with Silver maintenance for surrounds.

**Apex Park (Tenterfield Street / New England Highway)** Provides electric barbecues, a playground, shade and accessible toilets (including wheelchair accessible facilities). Located adjacent to the highway, it supports the village's stop and stay function for travellers.

### Other public and community assets

- **Deepwater Railway Station** (Gough Street, 1886, s170 heritage listing): Type 4 Victorian brick station building with platform, water tank on steel base, water column and loading bank. Currently leased as a community radio station. Generally good condition with some rising damp and salt attack. ([Heritage Item Report](#))
- **Deepwater Police Station and Official Residence** (Gough Street, corner Simpson Street, s170 listing): Designed by Government Architect W.L. Vernon, 1895. Single storey weatherboard building. (Item I002)
- **Deepwater School of Arts** (72 Tenterfield Street, 1912, LEP Item I013): Brick community hall designed by J.F. O'Connor. War memorial tablets for WWI, WWII and Vietnam. King George V memorial extension (1938). Intact structure.
- **Eclipse Theatre** (62 Tenterfield Street, 1935, LEP Item I012): Brick and concrete former picture theatre. High two storey facade with rising sun motif. Landmark building on the New England Highway. Currently disused.
- **Deepwater Racecourse (6 Torrington Road)** Home of the annual Deepwater Races, one of Australia's oldest racing traditions. The first race was held in 1865, organised by Emmanuel Barratt (owner of the Deepwater Hotel) and William Thomas Cadell (of Deepwater Station) and the event has been held on the same grounds ever since, celebrating its 160th anniversary in 2025/2026. Held

annually in January, the races attract strong fields and large crowds from across the region and are widely regarded as one of the highlights of the New England social calendar. Heritage listed under Schedule 5 (Item I199).

- **Former National Bank building** (54 Tenterfield Street, LEP Item I011)
- **Former Post Office** (Tenterfield Street, LEP Item I010)
- **Post Office** (26 Young Street, LEP Item I016)
- **Deepwater Inn** (102 Tenterfield Street, LEP Item I015)
- **Former Stationmaster's cottage** (78 Gough Street, LEP Item I003)
- **Railway gatekeeper's cottage** (6 Simpson Street, LEP Item I006)
- **St Michael Catholic Church and Convent** (Simpson Street, LEP Items I007, I008)
- **Public school principal's residence** (56 Severn Street, LEP Item I005)
- **Deepwater Cemetery** (James Street, LEP Item I004)
- **Deepwater Primary School** (established 1894, still operating)
- **CWA Hall** (available for hire, also hosts preschool)
- **Deepwater Library** (branch of Glen Innes Library, open Wednesdays)

### *Village services and supporting uses*

Despite its small population, Deepwater retains a notable concentration of services and commercial activity, including:

- Foodworks supermarket
- Post office
- Pharmacy (weekday mornings and alternate Saturdays)
- Deepwater Bakery (one of the most popular in the district)
- Commercial Hotel ("The Top Pub"), serving lunch and dinner seven days
- Longhorn Bar and Grill (Deepwater Inn)
- Deepwater Diner (breakfast and lunch, Wednesday to Sunday)
- Deepwater Brewing (52 Wellington Vale Road): craft beer, wood fired pizza, tasting paddles, dog friendly cellar door, open Fridays and Saturdays. A genuine destination draw for visitors. ([Visit NSW](#))

- The Makers Shed: artisanal gallery, bookshop, silver jewellery workshops and writing groups. Open Wednesday to Saturday and Sunday mornings. ([The Makers Shed](#))
- Roadhouse (fuel and hot food, open daily)
- Fresh fruit and vegetable stall (outside the bakery, Wednesday to Friday mornings)
- Echo's Antiques (antiques and collectibles)
- Pursehouse Rural (rural supplies)
- Trethewy Industries / AutoBaler (agricultural and commercial machinery manufacturing)
- Three churches (Anglican, Catholic, Church in the Shed)
- Deepwater Rural Landfill

This level of service provision is remarkable for a village of 450 residents and reflects both Deepwater's highway location and its growing artisan economy.

#### 4 Aspect Analysis

**Identity.** Growing and increasingly distinctive. The combination of heritage shopfronts, artisan food and beverage and village scale creates a character that is simultaneously contemporary and authentic. The 17 heritage listed items under Schedule 5 provide a depth of built heritage that few villages of this size can match.

However, the village's identity is not yet consistently expressed in its public realm. Arrival signage, streetscape presentation and wayfinding do not yet match the quality of the artisan offer. First impressions from the highway could be significantly stronger.

The Ngarabal cultural connection, including the name Talgambuun, is not currently visible within the village and represents a meaningful opportunity for respectful interpretation.

**Links.** The village's public spaces are spread across a small footprint without strong pedestrian connections. A visitor arriving at the highway may not easily find their way to Apex Park or the Recreation Ground.

Internal footpath connectivity is limited. Wayfinding signage is minimal. Links to the broader Highlands touring network, including cycling routes, gravel are a major opportunity.

Deepwater's position on the New England Highway gives it strong drive through visibility, but converting passing traffic into stopping visitors requires better signage, arrival presentation and directional cues.

**Social.** Modest but genuine. Deepwater Brewing has created a new social gathering point, particularly on Friday evenings, along with other hotel establishments in the town. Apex Park supports family picnicking. The Recreation Ground hosts community sport, race days and polocrosse. The School of Arts hall continues to function as a community venue. The Deepwater Progress Association actively promotes local events and community connection. The Deepwater Tennis Club runs competitions and weekly social tennis (Sundays from 3:30pm). However, the village lacks a regular, predictable social activation such as a weekly market, a seasonal event series or a village gathering day that would create a consistent reason for both locals and visitors to converge.

**Activities.** Apex Park supports family picnicking. The Recreation Ground hosts community sport, race days and polocrosse. The School of Arts hall continues to function as a community venue. The Deepwater Progress Association actively promotes and hosts sporadic local events and community connection activities. The Deepwater Tennis Club runs competitions and weekly social tennis (Sundays from 3:30pm).

The annual Deepwater Races, while not a Council owned or managed asset, are the precinct's single largest event and one of Australia's oldest racing traditions, running continuously since 1865. Held in January every year, the races draw large crowds from across the region and generate significant visitor traffic, hospitality spend and social activation within the village. The races demonstrate that Deepwater already has a proven capacity to attract and host large scale visitation.

Aligning village presentation, wayfinding, hospitality and public domain activation around the races and similar peak events would maximise the flow on benefit to the broader precinct.

**Key Places and / or Assets**

#	Place	Typology
1	Deepwater Recreation Ground (oval, tennis courts, playground, dump point, dog off leash area)	O, P
2	Apex Park (BBQ, playground, accessible toilets)	P

#	Place	Typology
3	Heritage shopfronts and Tenterfield Street main street	S, Pv
4	Eclipse Theatre facade (1935, heritage listed landmark)	C
5	Deepwater River and platypus habitat	N
6	Highway facing village entry	G

### *Other Key Places and / or Assets (Non-Council Owned)*

#	Place	Typology
7	Deepwater Racecourse (1865, heritage listed, Deepwater Races held annually in January).	O, Pv
8	Deepwater Brewing (craft beer, pizza, cellar door)	Pv
9	The Makers Shed (gallery, bookshop, workshops)	Pv, C
10	Deepwater Bakery	Pv
11	Deepwater Railway Station (1886, s170 heritage listing, community radio)	C
12	School of Arts Hall (1912, war memorial, community venue)	C
13	Deepwater Police Station and Former Courthouse (1895, W.L. Vernon)	C
14	Deepwater Golf Club (9 hole, sand greens)	O, Pv

***Strategic Role***

A highway heritage village with a growing artisan economy that is emerging as a distinctive stop and stay destination within the Highlands network.

Deepwater's combination of Ngarabal cultural significance (Talgambuun), dense heritage fabric, craft food and beverage, creative enterprise and proximity to the Deepwater River positions it as a village where heritage and contemporary enterprise reinforce each other, drawing visitors off the highway and into a slower, more immersive Highlands experience. The Highlands' artisan village.

## 4.5 Glencoe Village Precinct

Glencoe is a highway-edge village defined by a single landmark; the 120-year-old Red Lion Tavern, with its distinctive "Olde English" presentation, stands as the recognisable visual anchor of the village, while the wider settlement's heritage cottages, pastoral setting and high-country plateau landscape remain largely unexpressed in the public realm along the New England Highway.

### *Cultural and Historical Context*

The area that became Glencoe was originally part of Marouan Station, a pastoral run of approximately 17,000 acres taken up by Walter Hurdale Windeyer and Finney Eldershaw from 1846 to 1848. While a specific Ngarabal place name for the Glencoe locality has not been confirmed through published sources, the AIATSIS language map records the Ngarabal territory as encompassing this area. The Ngarabal cultural connection to this high granite landscape should be recognised in future planning and interpretation.

Around 1871, John Wetherspoon, a Scottish born farmer and future member of the NSW Legislative Council, selected 100 acres of Marouan Station approximately 20 kilometres south of Glen Innes. He made this the nucleus of his eventual 1,600 acre property, which he named Glencoe in memory of his Scottish homeland.

Born at Newburgh, Fifeshire, in 1844, Wetherspoon arrived in Sydney with his family in 1853 and was working as a shepherd in the New England district while still a youth. He built a fine brick residence at Glencoe surrounded by hedges, avenues and many "home country" trees and became deeply involved in public life as President of the Glen Innes Pastoral and Agricultural Society (1888), a founder and vice president of the local Caledonian Society (1892), a member of the Severn Shire temporary council (1906) and a director of the Glen Innes Pastures Protection Board. He published a volume of verse, *Warblings from the Bush* (1890) and grew more Scottish as he aged. When he died at Glencoe on 12 June 1928, he was buried in bitter cold rain, preceded by pipers playing *Loch Aber No More* and *Lord Lovat's Lament*.

The Great Northern Railway came through in the early 1880s and a railway station was built at Glencoe. The village was proclaimed in 1890 and grew up around the station.

At its peak, Glencoe had a sawmill, a baker's shop, a butcher's shop, two general stores, a hotel and a church. The church and the railway station were the first public buildings erected. A public school operated from 1880 to 1966, with the current timber building constructed in 1935. In a pattern repeated across the district, the railway station closed in 1975 and the village contracted, but the small community continues.

### **Precinct Description**

Glencoe today is a small farming village of approximately 200 residents, located on the New England Highway approximately 22 kilometres south of Glen Innes at an elevation of approximately 1,150 metres, making it one of the highest settled points in the Highlands.

The village sits at the foot of the Ben Lomond Range within an expansive granite and pastoral landscape characterised by big sky views, cool climate conditions and quiet authenticity.

The village is structured around a simple linear form along the New England Highway, with Bicentennial Park providing the central recreation and gathering space and the Glencoe Community Hall (the former Public School) serving as the primary civic building. The Glencoe Recreation Reserve, located on the highway, adjoins the New England Rail Trail corridor and is identified as a potential activity node if the trail is developed.

The main industry of the area is sheep and beef cattle breeding with some mining and a vineyard. A fossicking area on the creek to the south of the village offers the chance to find sapphires or zircons.)

The village has five heritage listed items under Schedule 5 of the Glen Innes Severn LEP 2012, including the Marouan Homestead, Glencoe Community Hall (former Public School), the cemetery and Surrey Park residence.

### **Village Structure, Assets and Services - Council owned and managed assets**

Glencoe's village structure is compact and linear, centred on the New England Highway corridor with Bicentennial Park as the primary public gathering space and the Community Hall as the civic anchor.

**Bicentennial Park** The central recreation and gathering space within the village. Features mature trees, open grassed areas and a dog off leash area. Supports passive recreation, community gathering and informal visitor stopping.

**Glencoe Community Hall (8008 New England Highway, former Glencoe Public School)** A timber weatherboard building with a galvanised gabled roof, originally opened as a half time school in November 1880 and converted to a full public school in 1884. The current building was constructed in 1935. The school closed in June 1966 and the building was relocated to the community reserve to serve as the village hall. Contains the Glencoe MUIOOF Anzac Honour Roll (1920) and an illuminated address honouring thirty ex-students who served in World War One (1921).

Renovated, painted and extended in 2019 with a NSW Government grant. Heritage listed under Schedule 5 (Item I201). Available for community hire.

**Sports ground** Located on the northern side of the village. Supports occasional community sport and recreation use.

**Glencoe Recreation Reserve (8039 New England Highway, Crown Reserve R77006)** A 43,881 square metre reserve gazetted on 3 September 1954, categorised as Natural Area (Bushland). Currently a vacant open space area with scattered trees and no Council building assets. Classified as Other Public Space under a Bronze maintenance schedule. The reserve adjoins the potential future New England Rail Trail corridor and was identified in Council's former Destination Management Plan 2021 to 2026 as a key node and attraction on the future trail.

Potential future uses include nature and wild play area, event venue and bouldering destination.

#### **Other public and community assets**

- Marouan Homestead (140 Marouan Road, heritage listed, Item I180): The original station homestead from which the village was carved.
- Historic Uniting Church (over 100 years old): A notable heritage building within the village.
- Glencoe Cemetery (8165 New England Highway, heritage listed, Item I181)
- Surrey Park residence (13 Surrey Park Court, heritage listed, Item I182)
- Former Glencoe railway station site (Main North line, opened 1884, closed 1975): Platform and sidings. Part of the disused rail corridor.

#### **Village services and supporting uses**

Glencoe's service provision is limited in scale but reflects the self-sufficiency of a small farming community:

- Glencoe Post Office / Corner Shop (limited opening hours)
- Fossicking area on the creek south of the village (sapphires, zircons)
- **Note** – The Red Lion Tavern (hospitality, display of artworks and memorabilia) has not operated since closing in 2025.

#### 4 Aspect Analysis

**Identity.** Clear and distinctive despite modest scale. The granite landscape, big sky pastoral vistas, high elevation and Scottish naming heritage create an identity grounded in stone country, cool climate and quiet authenticity.

The story of John Wetherspoon, the Fifeshire shepherd who selected 100 acres and named it after his Scottish homeland, buried to the sound of pipers in the cold rain, gives the village a founding narrative of genuine emotional depth. The Community Hall's war memorials and its history as a bush school add further layers. The village does not need to be large to be memorable. It needs to be legible and comfortable.

However, identity is currently felt more than it is designed. There is no interpretation, signage or public art that explains to visitors what makes Glencoe special. The Ngarabal cultural connection to this high granite landscape, and the earlier Marouan Station history, are not visible within the village. The Scottish story, while known locally, is not told in the public realm.

**Links.** Limited. The village is reached via the New England Highway but is not prominently signed from major routes. Internal connectivity is not an issue given the village's small scale, but external links to Stonehenge Recreation Reserve, Glen Innes and the broader touring network are underdeveloped.

The Glencoe Recreation Reserve's adjacency to the New England Rail Trail corridor is the single most significant future Links opportunity. If the trail is constructed, Glencoe will sit directly on a 103-kilometre active transport route connecting Armidale and Glen Innes, fundamentally changing its accessibility and visitor profile. Cycling and touring stop positioning could significantly strengthen Glencoe's role as a waypoint even before the trail is complete.

**Social.** Intimate. Social life in Glencoe is built around the hall, the park, the pub and the relationships of a small farming community. The village's social capacity for large scale events is limited, but small seasonal pop-up gatherings, a village day, a market, acoustic music, could create gentle social activation without overwhelming the community. The Community Hall, renovated in 2019, provides a functional and welcoming venue for these kinds of gatherings.

**Activities.** Bicentennial Park supports passive recreation and dog exercise. The sports ground hosts occasional use. The Red Lion Tavern and Bellevue Cottage Gallery provide hospitality and creative retail. The fossicking area adds a nature based drawcard. However, there are no structured visitor activities and the activity profile is thin.

The Glencoe Recreation Reserve's identification as a potential Rail Trail node, with suggested uses including nature and wild play, a bouldering destination and an event venue, represents the precinct's most significant activation opportunity. A Granite and Heritage Micro Trail, connecting the village's heritage buildings and landscape features with interpretive signage, nature play elements and public art, would create modest but meaningful activity without overloading the place.

### **Key Places and / or Assets**

#	Place	Typology
1	Bicentennial Park (mature trees, dog off leash area)	P
2	Glencoe Community Hall (former Public School, 1880/1935, heritage listed, war memorials)	C
3	Sports ground	O
4	Glencoe Recreation Reserve (R77006, New England Highway, potential Rail Trail node)	P, T
5	Granite landscape and pastoral setting	N
6	Village entry and touring route interface	G

### **Other Key Places and / or Assets (Non-Council Owned)**

#	Place	Typology
7	Glencoe Post Office / Corner Store	Pv
8	Fossicking area (creek, south of village)	N
9	Historic Uniting Church	C

***Strategic Role***

A smaller village precinct where modest, well targeted improvements can have a strong local impact. Glencoe's combination of granite landscape, Scottish founding narrative, high elevation character and future Rail Trail adjacency give it a distinctive role within the Highlands network as a quiet, authentic waypoint where the geology, the pastoral tradition and the Celtic settlement story converge. The Highlands' granite village.

## 4.6 Red Range Village Precinct

Red Range currently appears as a quiet pastoral crossroads rather than a classic main street, with a small, linear farming village of around 180 residents on Red Range Road, where the Memorial Hall, the former general store and the school form a modest civic cluster within an open agricultural landscape that is the visual identity of the place.

### *Cultural and Historical Context*

While a specific Ngarabal place name for the Red Range locality has not been confirmed through published sources, the AIATSIS language map records the Ngarabal territory as extending across this area and the Mann River would have been a significant resource and movement corridor within the Ngarabal cultural landscape. This cultural connection should be recognised in future planning and interpretation.

European settlement of the area began in 1854 when George Kempton and his wife Harriet, who had arrived in Australia from Ely in Cambridgeshire, England in 1850, made their first land selection at "Rocky Valley" on what is now Red Range Road, along the Mann River. A few years later they made a second selection at a site they called "Splitters Home" at the location that would become Red Range village.

Within a few years the settlement grew to consist of a church, a few houses, a general store and a school, all surrounded by peppermint bushes. A school was operating by 1879 and at one stage had 104 pupils, with children from surrounding properties riding horses or walking long distances to attend.

In the late nineteenth century, the Kingsgate Mines commenced working in the area, with over 60 separate workings scattered across a relatively small area. The mines were originally worked for bismuth and around the turn of the twentieth century they became Australia's principal source of molybdenite (molybdenum), used in metal alloys and very high temperature lubricants. During the Second World War the mines provided limited amounts of piezoelectric quartz for the radio industry. Other village industries included potato farming on the rich red soil (from which the village takes its name), a butter factory, orchards, sawmilling and various butcher shops.

The civic heart of the village was shaped by the construction of the Red Range Memorial Hall, which began as a School of Arts in 1902 and was opened on 14 January 1903, built by F. Cox. Following the First World War, the Red Range Progress Association initiated a movement to convert and extend the building into a memorial hall.

A captured German machine gun was mounted above the door in 1922, and the brick front addition, built by C.W. Cooke, was completed and opened on 12 December 1923.

The hall carries an Honour Roll set into the front brick facade dedicated to those who served in the Great War 1914 to 1919, inscribed "Greater love hath no man than this." It has served continuously as a community hub for meetings, debates, a picture theatre (using magic lantern and later movie shows), library and social gathering.

A wooden bridge across the Mann River served the community for generations before being replaced in 1996 by a new cement structure named after Mr Jack Lawler Senior. Electricity did not arrive until 1955.

### ***Precinct Description***

Red Range today is a small farming village of approximately 180 residents located on Red Range Road approximately 23 kilometres south east of Glen Innes. It is one of the older settled areas in the Glen Innes district, with continuous occupation since 1854, and carries a quiet pastoral identity.

The village is structured around a simple linear form along Red Range Road, with the Memorial Hall, the former general store and the school forming the core civic cluster.

The Red Range Road Mann River Reserve provides the primary public open space and recreational access to the Mann River on the eastern side of the village. The surrounding landscape of ranges, pastoral country and the Mann River corridor defines the precinct's character.

The village has three heritage listed items under Schedule 5 of the Glen Innes Severn LEP 2012: the former Butter Factory archaeological remains (Item I185), the Cemetery (Item I186) and the Memorial Hall (Item I187).

### ***Village Structure, Assets and Services - Council owned and managed assets***

Red Range's village structure is compact and linear, centred on Red Range Road with the Memorial Hall as the civic anchor and the Mann River Reserve as the primary open space and natural asset.

#### ***Red Range Road Mann River Reserve (Red Range Road, Crown Reserve***

***R80774)*** A 38,745 square metre reserve gazetted and categorised as Natural Area (Bushland), located on the eastern side of the Mann River south of Red Range Road. Contains grassed open space with scattered trees providing recreational access to the Mann River. Currently has no Council building assets.

***Red Range Memorial Hall (41 Victoria Street)*** Originally opened as a School of Arts on 14 January 1903, built by F. Cox. Extended with a brick memorial front in 1923 (builder C.W. Cooke) incorporating the WWI Honour Roll. Further additions include a 1938 King George V Memorial extension and a 1977 southern extension and toilet block

added by the Deepwater Apex Club. The building is a timber and fibro structure with a gabled galvanised iron roof and prominent brick frontage bearing the name "Red Range Memorial Hall." An intact building. Heritage listed under Schedule 5 (Item I187). Continues to serve as the primary community venue for the village.

**Red Range Recreation Ground** A local recreation reserve hosting an annual sports day and camp draft. Historical accounts record that the ground previously supported cricket, tennis, rugby union, horse sports, racing and even a rifle range, reflecting the richer sporting life of an earlier, larger village population.

#### **Other public and community assets**

- Red Range Public School (present building opened c1996): Continues to serve the village and surrounding district.
- Former general store (heritage restored in the 1990s): A landmark village building.
- Former Butter Factory (19 Grafton Street): Archaeological remains of the village's dairy industry. Heritage listed under Schedule 5 (Item I185).
- Red Range Cemetery (Red Range Cemetery Road): Heritage listed under Schedule 5 (Item I186).
- Mann River bridge (Jack Lawler Senior Bridge, 1996): Replaced the original wooden bridge.

#### **Village services and supporting uses**

Red Range's service provision is extremely limited, reflecting its small resident population:

- Red Range Public School
- Memorial Hall (community gatherings, occasional events)
- Red Range Rural Landfill
- No retail, hospitality or fuel services currently operate within the village

Residents rely on Glen Innes for all retail, medical and professional services.

#### **4 Aspect Analysis**

**Identity.** Authentic but almost entirely unexpressed in the public realm. Red Range's identity is held in the memory and experience of its residents rather than in signage, interpretation or physical design.

The village's 1854 settlement history, its Kempton family founding narrative, the 60 plus mine workings of the Kingsgate Mines (once Australia's principal source of molybdenum), the Memorial Hall's war honour roll and the quiet beauty of the Mann River corridor collectively provide a rich and genuine identity.

However, there is no public storytelling about any of these layers. No interpretation panel, no heritage trail marker, no public art explains what makes Red Range significant. The Ngarabal cultural connection to the Mann River landscape is also entirely uninterpreted. The opportunity is not to create a new identity but to make an existing one visible.

**Links.** Weak external links. Red Range is not prominently signed or promoted as a destination. The village does not appear in most touring or digital visitor material.

Red Range Road connects to the Gwydir Highway and the Mann River corridor, but these connections are not marketed or interpreted. Internal links are less relevant given the village's small scale, but the connection to the Mann River recreation area and to the broader Highlands touring network represents an activation opportunity, particularly for visitors interested in river-based recreation, mining heritage and pastoral landscape.

**Social.** Very small scale, centred on local residents and occasional visitors. The Memorial Hall provides the primary community gathering venue. The recreation ground hosts the annual sports day and camp draft. The riverside recreation area generates informal social use. Community gathering is intimate and irregular. Any social activation must be proportionate to the village's scale and community capacity, avoiding the imposition of visitor infrastructure that exceeds what the community can sustain.

**Activities.** Minimal structured activities at present. Informal riverside recreation at the Mann River Reserve, including picnicking, nature appreciation, fishing and swimming, provides the primary activity. The annual sports day and camp draft at the recreation ground generate periodic activation. Fossicking in the surrounding mineral rich landscape adds a potential visitor drawcard connected to the broader GeoRegion narrative.

There is no interpretation, trail, event or visitor programming beyond these. A Village Heart and Heritage Trail connecting the Memorial Hall, the former store, the butter factory ruins and the Mann River bridge, modest riverside amenity improvement (shelter, signage, picnic facilities) and inclusion in digital storytelling and the Highlands' touring route material would create foundational activity without overreaching.

**Key Places and / or Assets**

#	Place	Typology
1	Red Range Memorial Hall (1903/1923, heritage listed, war memorial)	C
2	Red Range Road Mann River Reserve (Crown Reserve R80774)	P, N
3	Recreation ground (sports day, camp draft)	O, P
4	Mann River bridge and riverside access	N, G
5	Village heart and Red Range Road entry	S, G
6	Pastoral landscape and ranges setting	N

**Strategic Role**

An important local village precinct that should be included in place planning at an appropriate scale. Red Range's combination of deep settlement history (1854), mining heritage (Kingsgate Mines), the Mann River corridor and a community that has sustained itself for over 170 years gives it a quiet significance within the Highlands network. The Highlands' wild edge.

## 4.7 Stonehenge Recreation Reserve Precinct

Stonehenge's first impression is instant and unmistakable, but not yet fully activated; an eighty-acre Crown recreation reserve strewn with Permian-era granite tors, some more than five metres tall, rising from an open grassland plateau at 1,067 metres elevation and framed by a semi pine-lined entrance avenue, giving the reserve a geological theatre ready to be fully realised.

### *Cultural and Historical Context*

The Ngarabal name for this place is Hol'pin, meaning "*many casuarinas near a large plain*", a name that speaks directly to the open granite plateau and its vegetation as understood through thousands of years of Ngarabal knowledge. The area contains sacred sites and remains of great significance to Ngarabal people today.

The Ngarabal language was still spoken in the area around Glen Innes, Stonehenge and Emmaville when John MacPherson practised as a doctor in northern New South Wales in the early twentieth century, and his 1930 publication recorded Aboriginal place names that remain an important source for this region.

Stonehenge also holds a foundational place in the European settlement history of the Glen Innes district. In 1838, Thomas Hewitt occupied the pastoral run on behalf of Archibald Boyd, a Scottish born barrister and grazier, making Hewitt the first European settler in the district. The run, originally known as Boyd's Plains, was renamed Stonehenge because the local granite outcrops were reminiscent of the ancient monument in Wiltshire, England.

By 1848, the station covered 80,000 acres (320 square kilometres). Boyd was later forced to sell due to financial difficulties exacerbated by the 1840s depression. In 1886, Queensland grazier George Morris Simpson purchased the station and built the Stonehenge homestead the following year.

The Great Northern Railway opened a station at Stonehenge in 1884, connecting the locality to the broader rail network. The station closed around 1974; part of the platform remains. The disused rail corridor now forms the alignment of the proposed New England Rail Trail, which, if and when constructed, would run along the eastern boundary of the recreation reserve.

### **Precinct Description**

Twelve kilometres south of Glen Innes on the New England Highway, at 1,067 metres elevation, an eighty-acre Crown recreation reserve is strewn with Permian-era granite tors, some exceeding five metres in height across a flat plateau of open grassland.

The locality was named for its resemblance to the ancient monument in England. A non-uniform pine-lined avenue frames the entry. The reserve includes a sports ground, shelter shed, toilets, picnic tables, playground, shade areas and unpaved walking trails.

The Balancing Rock, a gigantic boulder resting on a 300mm point, sits on adjacent private property, viewable from the fence line. The reserve is a nationally significant bouldering destination with 170+ documented routes, grades to V7, 545 recorded ascents and perfect flat grassy landings.

Minimal light pollution creates outstanding dark-sky conditions.

The reserve also accommodates the Glen Innes Clay Target Club, which operates a fenced facility with a clubhouse within the Crown land reserve (R33301).

This co-location of clay target shooting alongside recreation, bouldering and picnicking reflects the multi-use character of the reserve and should be considered in the future, dedicated Plan of Management and Masterplan.

### ***Precinct Structure, Assets and Services - Council owned and managed assets***

The precinct is centred on the Crown land recreation reserve, accessed directly from the New England Highway. The reserve contains a mix of passive recreation, sporting and natural landscape areas, with the granite tor field as its defining feature.

***Stonehenge Recreation Reserve (9004 New England Highway, Crown Reserve R33301)*** A 358,487 square metre reserve gazetted and categorised as Park and Sportsground. Facilities include:

- Public toilet block in dilapidated condition
- Two picnic shelters
- Children's playground
- Former polocrosse area with announcer's box
- Former circular sports field surrounded by conifer trees
- Non-uniform Pine lined entry avenue
- Unpaved walking trails and informal access tracks through the granite tor field
- Picnic tables and shade areas

***Granite tor field (Permian era boulders)*** The reserve's defining natural asset. Boulders of varying size and form are distributed across the plateau, creating a landscape of geological, scenic, recreational and interpretive significance. Over 170 bouldering routes have been documented by the climbing community.

**Dark sky environment** Minimal light pollution provides outstanding conditions for astronomical observation, astrophotography and potential dark sky programming.

**Former Stonehenge railway station site (1884 to c1974)** Part of the platform remains within or adjacent to the reserve. The disused rail corridor runs along the eastern boundary of the reserve, forming the alignment of the proposed New England Rail Trail.

#### **Other assets within the reserve**

**Glen Innes Clay Target Club** Operates a fenced facility with a clubhouse and shooting range infrastructure within the south eastern end of Reserve R33301 under an existing agreement. The club maintains its own facilities. The co location of clay target shooting alongside recreation, bouldering and picnicking reflects the multi use character of the reserve and should be considered in any future dedicated Plan of Management and Masterplan.

#### **Adjacent private assets**

- Balancing Rock (adjacent private property): Viewable from the fence line. A major visitor drawcard and photographic landmark.
- Stonehenge homestead (1887, George Morris Simpson): The only surviving built indication of the original Stonehenge Station settlement. Heritage listed under Schedule 5 (Item I191, gardens and outbuildings).

#### **4 Aspect Analysis**

**Identity.** Remarkable but under-leveraged. The granite tor landscape is visually extraordinary; autumn gold against grey stone, frost-white mornings, starry skies with minimal light pollution. Tourism material describes it as perfect for photographers.

The bouldering community knows it as a great spot with great shaped rocks.

The Glen Innes Severn Council Geotourism Strategy identifies Stonehenge as one of the significant landforms within the Glen Innes Severn LGA and the reserve's Permian-era granite tors form part of the geological narrative of the Gondwana breakup and east coast formation that underpins the entire GeoRegion proposition.

But these identities, scenic, geological, athletic, astronomical are not yet expressed through formal interpretation, signage or branding at the reserve itself. A visitor arriving for the first time would find a pleasant picnic stop but might not understand the deeper significance of where they are standing.

**Links.** Strong highway accessibility: the reserve sits directly on the New England Highway with easy entry. Internal Links within the reserve are informal. Connections to the broader Highlands touring network, cycling routes and the potential future Rail Trail could be significantly strengthened. The former Stonehenge railway station site creates a potential heritage link.

**Social.** Modest. The reserve supports informal and infrequent social use: families picnicking, travellers stopping, the occasional camp draft or community event. The bouldering community has created its own informal social culture. But there is no regular programmed social activation. A "Stones and Sky" seasonal event, guided geology walks and bouldering community engagement could create new social dimensions.

**Activities.** Under-recognised richness. Bouldering (170+ routes) is an established activity for those who know about it. Picnicking, photography, camping and informal exploration are well-established. Dark-sky conditions support astronomy. GeoRegion geology supports Geotourism interpretation.

But none of these activities are formally supported through signage, interpretation, trails, visitor information or marketing at the reserve level. The reserve should be integrated into broader geotrail development, connecting to the Fossickers Way touring route and positioned as a key node within the emerging GeoRegion and Geopark geotrail network. The gap between the reserve's activity potential and its current activation level is one of the largest in the entire Framework.

**Key Places and / or Assets**

#	Place	Typology
1	Non-Uniform Pine lined entry sequence	G
2	Granite tor field (Permian era boulders, 170 plus bouldering routes)	N, O
3	Picnic shelters, playground and amenities	P
4	Sports ground and former polocrosse area	O
5	Dark sky observation environment	N

#	Place	Typology
6	Former Stonehenge railway station site and Rail Trail corridor	C, T, G
7	Glen Innes Clay Target Club (fenced facility within reserve)	O, C

#### *Other Key Places and / or Assets (Non-Council Owned)*

#	Place	Typology
8	Balancing Rock (adjacent private property)	N, G
9	Stonehenge homestead and gardens (1887, heritage listed, Item I191)	C

#### ***Strategic Role***

A gateway recreation reserve supporting stopovers, landscape appreciation, adventure sport, dark sky experiences and the wider Geotourism identity. Stonehenge is where the deep geological story of Hol'pin, the founding European settlement of the district and the contemporary GeoRegion narrative converge in a single, extraordinary landscape. The Highlands' tor.

## 4.8 Beardy Waters Precinct

Beardy Waters is a quiet water-and-woodland precinct five kilometres east of Glen Innes. A dam and bushland reserve where reflective water, native woodland and an exceptional 153 recorded bird species (cormorants, egrets, spoonbills, ibis, eagles and more) combine to create a subtle, understated landscape character built on stillness, reflection and biodiversity rather than built form.

### *Cultural and Historical Context*

The AusAnthrop database records the Ngarabal as occupying the area around Beardy River and the waterway would have been a significant resource and movement corridor within the Ngarabal cultural landscape for millennia prior to European arrival. This cultural layer is not currently interpreted at any location within the precinct and represents an important opportunity for future acknowledgement.

The name Beardy Waters carries one of the most distinctive origin stories in the district. According to the account recorded by William Gardner (1802 to 1860), a Scottish born pioneer and scholar in the area during the 1840s, two stockmen and former convicts, John Duval and William Chandler, were the first known white men to see the expanse of grazing country to the north of Armidale. They wore long beards and settlers looking for suitable land were recommended to apply to "the Beardies."

The stream that traversed the valley was named Beardy Waters (previously known as Maybole Creek) in their honour.

Both men have been immortalised: Duval by the name of a mountain and nature reserve, and Chandler by a hill peak and a river. The area became known as the "Land of the Beardies", a name popularised by E.C. Sommerlad's 1922 book of the same title.

However, as the Glen Innes History House notes, the romantic legend has been questioned. Research by Graham Wilson OAM, Heritage Advisor to Glen Innes Severn Council, found that Duval and Chandler were not quite contemporaries. Alternative origins for the name include the "beardie", a local fish resembling a European catfish known by that name in northern England and Scotland and the Bearded Collie or "beardie", a Scottish sheepdog that many settlers would have brought with them.

Beardy Waters also plays a central role in the township's water supply history. In 1918 a steam engine was set up on the Beardy River to supply water to the town. A weir was commenced in October 1930 with a grant of £5,500 made available for unemployment relief during the Depression.

Completed in July 1932 at a cost of £10,847, the weir has a capacity of 100 million imperial gallons (450,000 cubic metres) with the flood gates closed.

In 2012, Council expanded the town's water supply through the purchase of a local disused stone quarry, subsequently named Eerindii Ponds, the Ngarabal name for the Glen Innes area. The weir is heritage listed under Schedule 5 of the Glen Innes Severn LEP 2012 (Item I188).

### ***Precinct Description***

The Beardy Waters precinct is a nature-based day use area located approximately five kilometres east of Glen Innes on the Gwydir Highway, encompassing the Beardy Waters Dam and Woodlands, the broader river corridor and the Yarraford reserves on the New England Highway to the north.

Beardy Waters Dam and Woodlands is one of the best birdwatching areas in the district, with eBird recording 153 species. The recorded catalogue includes cormorants, egrets, darter, spoonbills, ibis, multiple duck species (hardhead, shoveler, musk, blue billed, pink eared), eagles, dotterels, sandpipers, snipe, stilt, tern and restless flycatcher.

Platypus have been sighted. Close to 200 native and endangered species across the broader Highlands make this a genuine birdwatching destination of national standing. Two viewing areas, Shannon Vale Bridge and the Woodlands Reserve, are needed to view the entire dam.

The Glen Innes Severn Council Geotourism Strategy document identifies Beardy Woodlands as one of the significant landforms within the Glen Innes Severn LGA, reinforcing the ecological and geological value of this precinct within the broader GeoRegion framework.

Beardy Waters also forms part of the Glen Innes water supply catchment, which includes the Eerindii Ponds emergency water storage.

### ***Precinct Structure, Assets and Services - Council owned and managed assets***

The precinct is structured across three distinct but related areas: the Beardy Waters Dam and Woodlands (accessed from the Gwydir Highway), and the two Yarraford reserves on the New England Highway to the north.

***Beardy Waters Dam and Woodlands Reserve (Gwydir Highway, approximately 5km east of Glen Innes)*** Features lake and river frontage, picnic tables, toilets and unpaved walking trails. Two separate viewing areas (Shannon Vale Bridge and the Woodlands Reserve) provide different perspectives on the dam and its birdlife. Kayaking and canoeing are promoted. Part of the Glen Innes water supply catchment.

**Beardy Waters Weir (Gwydir Highway)** Constructed 1930 to 1932 as an unemployment relief project during the Depression. Heritage listed under Schedule 5 (Item I188). Remains a key element of the town's water supply infrastructure.

**Yarraford Recreational Facility / Beardy Waters Heritage Park (929 New England Highway, Yarrowford, Crown Reserve R83657)** A 14,476 square metre reserve gazetted on 5 January 1962, categorised as Park and Natural Area (Watercourse). A pet friendly overnight rest area and swimming spot on the New England Highway featuring picnic tables, two shelters (Condition 3, fair), a public toilet (Condition 3, fair), a Federation stone monument and an access track to Beardy Waters for swimming.

**Unnamed Reserve R85387 (New England Highway, Yarrowford)** An 11,530 square metre reserve gazetted on 2 July 1965, categorised as Park and Natural Area (Watercourse). Located north of the Yarraford Recreational Facility, providing river access and an informal kayak and canoe launch point. Currently contains no Council building assets.

**Eerindii Ponds (emergency water storage)** Purchased in 2012 from a disused stone quarry site, named using the Ngarabal name for the Glen Innes area. Substantially expands the town's water supply capacity beyond the original Beardy Waters Weir.

#### **Other precinct elements**

- Fishing is permitted in accordance with NSW recreational fishing regulations
- Camping is available at the Beardy Waters Heritage Park rest area (self-contained, basic facilities)
- The precinct forms part of the broader Highlands nature-based recreation and touring offer

#### **4 Aspect Analysis**

**Identity.** Strong ecological identity known to birding specialists but under recognised by the general public. The 153 species recorded on eBird, platypus sightings and proximity to a national standing birdwatching destination give the precinct genuine ecological credentials. The Beardy Waters name itself carries one of the most colourful origin stories in the region, whether through the Beardies legend, the loach fish or the Bearded Collie. The Depression era weir (heritage listed) adds a layer of civic and engineering history.

The Ngarabal cultural connection to the Beardy River corridor, and the naming of Eerindii Ponds using the Ngarabal name for Glen Innes, offer further layers of identity

that are not yet interpreted on site. There is limited interpretation at the dam or woodlands. No dedicated birdwatching hides exist. The entry experience does not communicate the ecological richness within.

**Links.** Good road access from Glen Innes (five kilometres, five minute drive on the Gwydir Highway). The Yarraford reserves provide a second access point from the New England Highway to the north. However, visitors must drive between Shannon Vale Bridge and the Woodlands Reserve to view the full dam, which fragments the experience. Walking or cycling connections between the two viewing areas do not exist. Links to the broader Highlands nature based offer are not expressed through on site signage or digital wayfinding. The precinct's proximity to the town centre means it could function as Glen Innes' primary "nature on the doorstep" experience if connections were strengthened.

**Social.** Quiet and contemplative. The precinct attracts a specific audience: birdwatchers, nature lovers, families seeking a riverside picnic, and self contained travellers stopping overnight at the Heritage Park. This character is appropriate and should be maintained. Social activation should remain low key and nature consistent. Guided birdwatching walks, citizen science programs (species counts, platypus monitoring) and seasonal nature events could create gentle social engagement without disturbing the precinct's ecological values.

**Activities.** Birdwatching is the primary activity and is outstanding for those who know about it. Picnicking, walking, kayaking, canoeing, fishing and nature photography are established. The Heritage Park provides overnight stopping for travellers. Swimming is available at the Yarraford river access.

But these activities are not formally supported or promoted at the precinct level. There is no interpretation explaining the species present, no dedicated hides for observation, no guided walk program and limited digital content.

The gap between ecological significance and visitor activation represents a clear opportunity. Integration with the Highlands GeoRegion narrative, development of a Beardy Waters Birdwatching and Nature Trail, installation of interpretation and bird hides, and improved digital content would significantly lift the precinct's profile without compromising its character.

**Key Places and / or Assets**

#	Place	Typology
1	Beardy Waters Dam	N
2	Beardy Waters Woodlands Reserve (picnic, toilets, trails)	P, T, N
3	Shannon Vale Bridge viewing area	N, G
4	Beardy Waters Weir (1930 to 1932, heritage listed, Item I188)	N, T
5	Eerindii Ponds water infrastructure	N
6	Yarraford Recreational Facility / Beardy Waters Heritage Park (R83657, New England Highway)	P, G, Pv
7	Unnamed Reserve R85387 (river access, kayak/canoe launch)	N, T

**Strategic Role.** A nature-based day use precinct strengthening Glen Innes' environmental identity and broadening its recreation and visitor offer. Beardy Waters is where the Ngarabal cultural connection to the river landscape, the legendary Beardies origin story, Depression era civic engineering and outstanding ecological values converge within five minutes of the town centre. The Highlands' sanctuary.

#### 4.9 Mann River Reserve, Wyaliba Precinct

Mann River is the dramatic visual counterpoint to the Highlands plateau; approximately forty kilometres east of Glen Innes the tableland collapses into gorge country at an elevation of around 380 metres, revealing a 7,128-hectare nature reserve of escarpment forest, granite boulders, crystal-clear waterholes and the smooth river bends of the Mann that define the precinct's wild, ecologically distinct character.

##### *Cultural and Historical Context*

The Mann River corridor and surrounding gorge country are located on lands of deep significance to Aboriginal peoples.

NSW National Parks and Wildlife Service records that the area was historically a popular gathering place for both the Ngarabal people from the northern tablelands and the Gunbaynggir people from the coast, who would have made the most of the abundant wildlife, crystal clear waters and natural beauty of the Mann River valley.

This meeting of coastal and inland peoples at a river corridor of exceptional ecological richness speaks to the cultural importance of the Mann River landscape long before European arrival. This cultural layer is referenced by NSW National Parks in its visitor information but is not yet deeply interpreted on site.

European engagement with the area began in the 1840s, when the Old Grafton Road was constructed as a timber getters' track for carting red cedar from the escarpment forests. The road connected Glen Innes to Grafton and for a period served as the major route between the tablelands and the coast. The area was also once popular with bushrangers, adding a further layer of frontier narrative to the precinct's history.

The Mann River Nature Reserve was gazetted on 7 July 1985 and is managed by NSW National Parks and Wildlife Service. It encompasses 7,128 hectares (17,610 acres) of mountainous terrain on the eastern edge of the Great Dividing Range, bisected by the Mann River. The reserve protects forests of native Australian trees, and its wildlife includes kangaroos, quolls, wallabies and an exceptional diversity of birdlife. The highest point is Tommys Rock Lookout at 1,015 metres.

The Wyaliba community, located beside the Mann River between the Nature Reserve and Barool National Park, began as a commune in the 1970s. Properties are often large plots of land with small buildings. The community of approximately 100 people was devastated by the 2019 bushfires, which killed two residents and destroyed more than sixty structures, including the public school. The community's resilience was demonstrated through recovery: Wyaliba Public School was rebuilt as a \$2 million facility and a \$1.3 million bridge has been constructed. The memory of the 2019 fires

remains raw and any planning for this precinct must be approached with sensitivity to the community's experience and ongoing recovery.

### ***Precinct Description***

Approximately forty kilometres east of Glen Innes, the tableland drops into the gorge country of the Great Dividing Range's eastern escarpment. The precinct encompasses the Mann River Nature Reserve (NSW NPWS), the Wyaliba community and the broader Mann River corridor, at an elevation of around 380 metres, a dramatic descent from the 1,000 plus metres of the Glen Innes plateau.

The Mann River campground and picnic area, managed by NSW National Parks, offers fireplaces, toilets, self-sufficient camping, swimming in crystal clear waterholes, fishing and rock hopping along smooth river boulders. The setting is described by NSW National Parks as "a tranquil riverside setting" with "superb scenic views across the Great Dividing Range."

Birdlife within and around the reserve is outstanding and includes azure kingfisher, rainbow bee eater, dollarbird, rose robin, golden and rufous whistlers, red backed fairy wren, speckled warbler, pardalotes, treecreepers, firetail, honeyeaters and eastern spinebill.

The precinct is the most remote and ecologically distinct destination within the Framework, offering an experience that is fundamentally different from the township, village and tableland precincts. Its character is defined by wildness, water, forest and escarpment rather than by built heritage or civic infrastructure.

### ***Precinct Structure, Assets and Services - NSW National Parks managed assets***

#### ***Mann River Nature Reserve (NSW NPWS, gazetted 7 July 1985) A***

7,128 hectare protected nature reserve on the eastern edge of the Great Dividing Range, bisected by the Mann River. Managed by NSW National Parks and Wildlife Service.

Contains:

- Mann River campground and picnic area (fireplaces, toilets, self-sufficient camping)
- Swimming in crystal clear waterholes and smooth river boulders
- Fishing (in accordance with NSW recreational fishing regulations)
- Walking tracks and informal trails through mountainous forest terrain
- Tommys Rock Lookout (1,015 metres, highest point in the reserve)

- Abundant wildlife including kangaroos, quolls, wallabies and exceptional birdlife

The reserve is not Council managed. Any activation within the reserve is subject to the NSW NPWS Plan of Management.

### **Community and other assets**

**Wyaliba community and Wyaliba Public School** A community of approximately 100 people established in the 1970s. The public school, rebuilt as a \$2 million facility following the 2019 bushfires, enrolls approximately ten students. A \$1.3 million bridge has also been constructed as part of recovery. The community is the only permanent settlement within the precinct.

**Old Grafton Road heritage route** Originally a timber getters' track for carting red cedar in the 1840s. Borders the Nature Reserve and provides the primary vehicle access from the tablelands. Carries historical significance as the former main route between Glen Innes and Grafton.

**Barool National Park (adjacent)** Borders the precinct to the east, extending the protected natural landscape and providing further ecological context.

### **4 Aspect Analysis**

**Identity.** Powerful and emotionally complex. The precinct carries multiple identity layers: wild river beauty, gorge country drama, alternative community spirit, ecological richness, the significance of the Mann River as a gathering place for both Ngarabal and Gunbaynggir peoples, cedar getting history, the bushranger era, and the still raw memory of the 2019 bushfires. These layers give the precinct an identity that is unlike any other place in the Framework.

However, this identity is largely experienced rather than expressed. There is limited formal interpretation at the campground or along Old Grafton Road, and the community's privacy and recovery must be respected in any identity related activation. The opportunity is to support the ecological and heritage layers of identity through gentle interpretation rather than to impose visitor infrastructure on a place and community that values its remoteness.

**Links.** Remote. The drive from Glen Innes takes approximately 45 minutes on roads that transition from highway to rural. This remoteness is part of the precinct's character and appeal but also limits casual visitation. Links to the broader Highlands network are minimal. The precinct does not appear prominently in most visitor material. Digital wayfinding, touring route information and integration with the Highlands GeoRegion narrative could improve accessibility and awareness without compromising the sense of escape that defines the experience.

**Social.** Intimate and community centred. Wyaliba's social life is shaped by its small population, its communal origins and the bonds formed through bushfire recovery. The Mann River campground generates seasonal social activity among campers. Any social activation must be approached with extreme sensitivity to the community's experience and preferences. This is not a place for imposed events or visitor programming, rather a place where the social dimension is respected as it is.

**Activities.** Nature based activities are the precinct's foundation: swimming in crystal clear waterholes, camping beside the Mann River, fishing, rock hopping along smooth boulders, birdwatching (azure kingfisher, rainbow bee eater, dollarbird and many more), nature walking and scenic driving along Old Grafton Road. The river's waterholes and boulders create an exceptional swimming and river recreation experience that is the precinct's primary visitor drawcard.

Old Grafton Road's cedar getting history provides an interpretation opportunity that could be delivered through digital storytelling or modest trailside signage without physical infrastructure. Environmental education and guided ecology programs could add further activity in partnership with NSW National Parks without compromising the precinct's low impact character.

**Key Places and / or Assets**

#	Place	Typology
1	Mann River Nature Reserve (NPWS campground, swimming, fishing)	N, P
2	Wyaliba community and school	C
3	Mann River waterholes and river boulders	N
4	Old Grafton Road heritage route	T, G
5	Gorge country landscape and escarpment	N
6	Birdwatching areas along the Mann River corridor	N

**Strategic Role.** A major nature based destination precinct expanding the Highlands offer beyond the township and tableland into the gorge country of the eastern

escarpment. The Mann River's crystal waterholes, the gathering place significance for Ngarabal and Gunbaynggir peoples, the cedar getting history and the exceptional birdlife create an experience that is wild, immersive and unlike anything else in the Framework. The Highlands' wild river.

## 4.10 Place Assessments Summary – Key Findings Across the Highlands

The eight place assessments reveal a region of extraordinary asset depth but uneven activation. The Glen Innes Highlands possesses place qualities — heritage streetscapes, geological landscapes, sporting infrastructure, village character, ecological richness, cultural monuments, dark skies and wild rivers — that would be the envy of most regional communities in Australia. Yet the 4 Aspect Analysis applied consistently across all eight precincts reveals clear and recurring patterns of strength, gap and opportunity that must inform the activation priorities and implementation that follow.

### **Identity: *Strong Foundations, Inconsistent Expression***

Identity is the Highlands' greatest collective strength. Nearly every precinct and village carries a clear and distinctive place identity — Grey Street's heritage architecture, the Standing Stones' Celtic symbolism, the Skywalk's contemporary dual-heritage interpretation, Stonehenge's geological drama, Beardy Waters' ecological richness, Emmaville's mining heritage, Deepwater's artisan character, Glencoe's granite landscape, the Sporting Precinct's community culture and the Mann River's wild beauty. These are not manufactured identities. They are authentic, deeply rooted and strongly felt by residents.

The gap is in expression. In many places, identity is experienced but not designed. Visitors can feel the character of a place without ever being told what makes it significant. Stonehenge Recreation Reserve has 170 bouldering routes and some of the darkest skies in the district, but no interpretation tells that story on site. Beardy Waters supports 153 recorded bird species, but a visitor arriving at the Woodlands Reserve would not know that from the entry experience. The Railway Station's heritage significance is latent rather than active. Red Range's 1850s pastoral settlement history is held in community memory but not expressed in the public realm. Emmaville's Chinese mining heritage is documented in the Museum but invisible in the village streetscape. Even the Town Centre, despite its heritage walk brochure, does not yet comprehensively embed its stories into the Grey Street experience itself.

The activation implication is clear: the Highlands does not need to create identity. It needs to reveal, interpret and celebrate the identity it already has — through signage, interpretation, public art, digital storytelling, wayfinding and the deliberate design of arrival, discovery and departure experiences.

**Links: Connected by Roads, Fragmented on Foot**

Links presents the Highlands' most consistent challenge across the 4 Aspect Analysis. The regional road network connects precincts and villages effectively for drivers, but pedestrian, cycling and experiential connections are weak, fragmented or absent in almost every planning area.

Within the Glen Innes township, the Town Centre, Railway Station, Centennial Parklands, Powerhouse and civic parks are not linked by a legible walking network. A visitor in Grey Street may not know how to walk to the Railway Station, or realise that Centennial Parklands and the Skywalk are within reach. The Sporting and Recreation Precinct is distributed across multiple sites — Wilson Park, Kerry Mead Park, King George Oval, the Tennis Centre, the Showgrounds — without a connecting path or unified wayfinding system. The Rocky Ponds Creek corridor, identified in the Sporting Facilities Review as a major linear path opportunity, remains unrealised.

In the villages, footpath gaps between key assets are a recurring theme. In Emmaville, the caravan park, school, pool, oval, RSL Park and village centre are all within short distance of each other but are not connected by formalised, accessible pedestrian infrastructure. In Deepwater, the highway, Apex Park, the oval and the brewery are spread across a small footprint without clear walking connections. In Red Range and Glencoe, external Links to the broader Highlands network are particularly weak — neither village is prominently signed or promoted from major routes.

Between precincts, the touring and trail connections that would allow visitors to experience the Highlands as an integrated destination are underdeveloped. The future New England Rail Trail will transform this for the Railway Station precinct, but the broader wayfinding, cycling route and touring loop network across the eight planning areas does not yet exist in a coherent, visitor-facing form.

The activation implication is that investment in Links — paths, crossings, wayfinding, signage, trail development, cycling infrastructure and digital navigation — should be treated as foundational rather than supplementary. Without improved Links, activation in individual precincts will remain isolated rather than cumulative.

**Social: Strong on Match Days, Quiet in Between**

Social activation across the Highlands follows a pronounced pattern of peaks and troughs. On event days, match days, festival weekends and market mornings, the Social dimension of many precincts comes powerfully to life. The Celtic Festival transforms Centennial Parklands. Weekend sport at Wilson Park, Kerry Mead Park and the Indoor Sports Stadium generates intense family and community energy. Lions Park Cottage Markets create a weekly gathering ritual. The Showgrounds during campdraft and the

annual Show bring thousands together. Emmaville's Roobot unveiling demonstrated the community's capacity and appetite for shared celebration.

Between those peaks, however, Social activation drops significantly across most precincts. The Town Centre is quieter outside business hours. Centennial Parklands is lightly used between festivals. The Railway Station and Powerhouse have minimal regular social presence. The civic parks support passive individual use but do not consistently function as gathering places. The villages sustain quiet local social life but lack regular, predictable activation that would give both residents and visitors a reason to converge.

The activation implication is twofold. First, the peaks should be protected, supported and extended — events and sporting fixtures are the most powerful social activators the Highlands has, and they should be invested in rather than taken for granted. Second, the troughs need deliberate attention — through programmatic activation (regular markets, seasonal events, After Dark programming, community gathering days) and physical improvement (seating, shade, comfort, gathering infrastructure) that create the conditions for social life on ordinary days, not only on extraordinary ones.

### **Activities: Rich Potential, Narrow Current Offer**

Activities is the aspect where the gap between potential and current reality is widest across the Highlands. The region possesses an extraordinary range of activity assets — from organised sport to bouldering, from birdwatching to dark-sky astronomy, from heritage interpretation to swimming in wild river waterholes, from Celtic ceremony to artisan food and craft beer, from geological exploration to nature play in granite landscapes. The raw material for a diverse, year-round, multi-audience activity offer is already present.

But in most precincts, the current Activities profile is narrow. The Town Centre's activity offer thins outside retail hours. Centennial Parklands between festivals relies primarily on walking and self-guided Skywalk visitation. The Railway Station and Powerhouse have almost no regular activity. Stonehenge's bouldering is undocumented on site and its dark-sky potential unprogrammed. Beardy Waters' extraordinary birdwatching is not supported by hides, interpretation or guided experiences. The villages have modest and infrequent activity beyond local sport and occasional events. Wyaliba's nature-based recreation exists but is not systematically supported or promoted.

The activation implication is that Activities investment should focus on making existing assets accessible, visible and programmed rather than creating entirely new attractions. The Highlands does not lack things to do — it lacks the interpretive, wayfinding, programming and infrastructure layer that would help residents and visitors discover and engage with what is already there. Tactical and programmatic activation —

trails, guided experiences, events, digital content, seasonal programming — can fill this gap significantly before major structural investment is required.

### **Precinct Tiers**

Based on the assessment findings, the eight places can be grouped into three indicative tiers reflecting their current activation status and the scale of opportunity that exists. These tiers are not a hierarchy of importance — every precinct matters — but rather a practical guide to where different types and scales of intervention are most needed.

#### **Tier 1 — High Activation Foundation, Significant Enhancement**

**Opportunity.** Town Centre. Centennial Parklands. Sporting and Recreation Precinct. These precincts already have substantial assets, established use and strong Identity, but they have clear gaps in Links, Social consistency and Activities breadth that activation can address.

**Tier 2 — Strong Latent Potential, Activation Required to Unlock.** Railway Station. Powerhouse. Emmaville. Deepwater. Stonehenge Recreation Reserve. Beardy Waters. These precincts possess distinctive assets and clear identity but are significantly under-activated relative to their potential. They require a mix of tactical, programmatic and staged structural activation to unlock their value.

**Tier 3 — Community-Scale Activation, Proportionate and Targeted.** Glencoe. Red Range. Wyaliba / Mann River. Civic, Heritage Parks and Community Facilities Precinct. These precincts require modest, well-targeted improvements that are proportionate to their scale and community context. Small investments in comfort, wayfinding, interpretation and connectivity can have disproportionately positive impacts.

### **What the Assessments Tell Us**

Taken together, the eight place assessments confirm that the Glen Innes Highlands is a region with place assets of genuine significance but with an activation gap that this Framework is designed to close. The identity is there. The landscape is there. The heritage, the sport, the culture, the ecology, the stories, the community pride — they are all there. What is needed now is the systematic, staged and community-informed work of making these places easier to find, more comfortable to stay in, richer in social life and more alive with activity. That is the work of the chapters that follow.

### **Tools and Analysis**

The precinct tier analysis and activation gap findings in this summary should be read alongside the Place Activation Framework in **Chapter 6**, which translates these findings into the guiding principle, goals and eight named priorities that organise the Highlands'

activation response. Project selection emerging from future masterplans should be assessed using the prioritisation criteria in **Appendix E**.

## 5 COMMUNITY CONSULTATION FRAMEWORK

### 5.1 Why Consultation Matters

The value of genuine community engagement in place activation cannot be overstated.

Public spaces are not abstract planning concepts. They are the places where people live their daily lives; where children play, where families gather, where sport is contested, where stories are shared, where grief is marked, where visitors form their impressions and where a community's identity is most visibly expressed.

No amount of strategic analysis, however thorough, can substitute for the knowledge that comes from the people who use these places every day, in every season, across every stage of life.

Engagement ensures that a diversity of views is considered. It allows the distillation of local aspirations, memories, frustrations and values, the kind of intelligence that is not always visible in asset data or satellite imagery but that fundamentally shapes whether an activation initiative succeeds or fails.

- A park that appears underutilised on a site visit may in fact be deeply loved by a small group of regular users whose needs must be understood.
- A village centre that seems quiet may come alive on particular days or for particular events that only locals know about.
- A sporting precinct that looks functional on paper may have amenity problems that discourage participation by women, families or people with disability.

These insights come from listening, not from assumption.

This Framework has been prepared in advance of that listening. That is a deliberate and transparent choice and it is important that this is clearly understood by every person who reads this Framework.

### 5.2 Where We Are Now and the Path to Master planning

Full place audits, targeted consultation and precinct masterplans have not yet been undertaken for the identified planning areas.

This Framework establishes the strategic foundation; defining the places, principles and delivery approach, but it does not seek to represent community views that have not yet been heard.

The process is intentionally sequenced:

- **Framework** — sets the strategic direction
- **Consultation** — captures community knowledge and priorities
- **Masterplans** — translate both into place-based design and delivery

Each stage depends on the one before it.

This approach ensures communities are not presented with pre-determined outcomes but are engaged in shaping them. It also ensures that consultation is structured, meaningful and directly connected to implementation.

Council has therefore chosen to publish the Framework first and undertake consultation from late May 2026, so there is clarity about what is being considered, what remains open for input and how community feedback will inform the next stage.

### 5.3 Consultation Principles

The consultation program for the Glen Innes Highlands will be guided by five principles.

**Respectful.** Community members will be engaged because their knowledge of local places is genuinely valued, not because consultation is a procedural requirement.

In smaller communities especially, people can quickly discern the difference between a genuine invitation and a box-ticking exercise.

Every interaction must communicate that Council is listening with real intent.

**Place-based.** Wherever possible, engagement will occur in or near the places being discussed.

- Ideas about a park are richer when they arise from standing in that park.
- Observations about a village centre are more grounded when they are made while walking through it.

Place-based engagement also has a practical benefit: it allows facilitators and participants to point at real things; a missing footpath, an uncomfortable bench, a view that should be celebrated, a building that could be used differently and to discuss them in their physical context rather than in the abstract.

**Inclusive.** This includes residents from a range of cultural backgrounds, alongside local business operators, sporting clubs, volunteers, young people, older residents, families with children, people with disability, cultural and arts organisations, school communities and First Nations stakeholders, as well as those who do not typically engage in formal consultation processes.

Engagement should be designed to create genuine opportunities for participation in ways that are accessible, flexible and relevant to different groups, including young people, shift workers, people with mobility constraints and Aboriginal community members whose connection to Country long predates the public spaces described in this Framework.

**Transparent.** Council will clearly explain the purpose of this Framework, what decisions have and have not yet been made, how the consultation process will work, and how community input will influence future masterplans.

There should be no ambiguity about the status of the project. The Framework is a strategic platform. The masterplans are still to come. Community input will directly shape those masterplans.

Where constraints exist — including heritage considerations, budget parameters, environmental sensitivities and infrastructure conditions — these will be communicated openly and clearly so they are understood as part of the decision-making context.

**Outcomes-focused.** People who give their time to participate in consultation must be able to see how their input has been captured, considered and translated into place outcomes.

This means publishing clear summaries of what was heard, explaining how community themes have influenced planning directions and critically delivering visible improvements in a timeframe that maintains confidence in the process.

Consultation that never leads to visible change erodes trust. This Framework is designed to ensure that early action follows promptly from engagement, including quick wins and tactical activations that can be delivered while longer-term master planning proceeds.

#### 5.4 Consultation Sequence and Rationale

The order in which consultation commences for each precinct is determined by a combination of practical delivery considerations, project readiness, stakeholder context and the opportunity to progressively refine the engagement and place audit methodology:

**Villages commence first** as a deliberate decision to ensure that planning does not default to the Glen Innes township ahead of surrounding communities. This approach recognises that village communities are often engaged later in traditional planning processes and seeks to establish a more balanced and equitable starting point across the LGA.

The village consultation program will commence with Deepwater in May 2026, followed by Emmaville, Red Range and Glencoe in sequence.

Commencing with villages also enables the consultation and place audit methodology to be applied, tested and refined in a grounded, place-based context before being rolled out more broadly across the township precincts.

Village consultation is undertaken sequentially due to geographic distance and available resources, which do not support concurrent delivery.

**The Powerhouse Cultural Precinct** is the first township precinct to commence. Council Resolution 17.11/25 (November 2025) endorsed a Combined Multipurpose Heritage and Activation Model as the preferred direction and requires a full business case to be prepared in alignment with this Framework.

Significant engagement has already been undertaken, including more than 300 attendees at the Open Day and 40 formal submissions during the August to September 2025 consultation period. This provides a strong evidentiary base for master planning to build upon.

**Stonehenge Recreation Reserve** follows. The preparation of a Plan of Management is a statutory requirement and introduces additional lead time. Commencing early in the program enables this process to proceed in parallel with other workstreams and ensures appropriate stakeholder engagement, including the Stonehenge Recreation Reserve Trust.

**The Railway Station and Rail Trail Gateway Precinct** follows, reflecting the importance of coordinating with the progression of the New England Rail Trail and the specialist heritage and adaptive reuse considerations associated with the site. The precinct involves a distinct stakeholder environment and benefits from a refined engagement methodology.

**The Showground and Equestrian Precinct** follows the Railway Station precinct. The Showground is Crown land managed by the Glen Innes Showground Land Manager, a volunteer committee appointed by the Minister for Lands, which establishes a distinct governance context requiring partnership rather than Council led delivery.

The precinct carries State Heritage Register listing (SHR #01961) and any masterplan must address the conservation needs of its Federation era buildings alongside activation and event programming.

The Showground Trust and Show Society face ongoing funding challenges in maintaining the heritage listed structures, and several buildings, including the Cadell Memorial Rotunda, require urgent conservation work. Positioning this precinct at this stage in the

program ensures that the refined engagement methodology is available for what will be a complex, multi stakeholder process involving the Showground Trust, the Show Society, equestrian user groups, camping visitors and Council (which manages the adjacent Equestrian Park on Hunter Street). Commencing after the Railway Station precinct also enables learnings from the heritage and adaptive reuse considerations of that precinct to inform the Showground masterplan process.

***The Mann River Reserve, Wyaliba Precinct*** follows as a distinct landscape and community context. The precinct is located adjacent to land managed by the NSW National Parks and Wildlife Service, which establishes the broader statutory and land management context within which future planning will occur.

Positioning Wyaliba at this stage in the program ensures that engagement is undertaken following the establishment of the consultation methodology, while allowing sufficient time to consider land management and implementation requirements as part of the master planning process.

***Beardy Waters Precinct*** follows next, which represents a contained activation scope focused on trails, interpretation, birdwatching infrastructure and visitor orientation within environmental and catchment management constraints. It involves a different stakeholder group, including environmental and land management agencies, and requires a tailored engagement approach.

***Centennial Parklands Precinct*** a large and complex destination precinct encompassing the Standing Stones, Skywalk, parklands and event areas. Its scale and layered stakeholder environment benefit from the methodology refined through earlier stages of the program.

***The Town Centre and Civic, Heritage Parks and Community Facilities Precinct*** are addressed together due to their strong functional, civic and heritage connections. These represent the most complex planning areas within the Glen Innes township and benefit from the fully refined methodology developed through preceding work.

***The Sporting and Recreation Precinct*** follows. This precinct can draw on the already adopted Sporting Facilities Review and Master Plans, reducing the extent of new analytical work required. Its position within the program reflects delivery efficiency and integration with broader precinct outcomes.

#### ***The Rolling Program in Practice***

The indicative rolling program is set out in Chapter 7, Section 7.4.

A summary only is provided here:

- The program commences with Deepwater in May 2026 and rolls through the villages, township precincts and landscape destinations over the 2026–2029 period, with typical precinct cycles of 4–8 months from commencement of consultation to adoption of the masterplan.

Every community can see when their consultation is coming, that work is progressing before and after their engagement, and that by the time consultation reaches them, the methodology will have been refined through earlier experience.

The message to every community is the same: **your place is in the program, your consultation is coming and what you tell us will directly shape your masterplan.**

### 5.5 Consultation Delivery and Roles

Consultation will be delivered through a combination of independent specialist expertise (engaged as and when required) and Council-led engagement, scaled to the complexity and sensitivity of each precinct. Procurement, budget and resourcing arrangements for specialist support will be determined by Council through its standard operational and budgeting processes.

As part of this role, the consultant will work closely with Council staff to transfer knowledge and build internal capability. This will include developing tools, templates and approaches that enable Council to progressively lead and deliver consultation for remaining precincts in subsequent years.

This approach ensures responsible use of resources while strengthening Council's capacity to undertake high-quality, place-based engagement into the future.

The lead consultant will be responsible for:

- preparing detailed engagement plans for each precinct and village
- facilitating workshops, meetings and on-site engagement activities
- establishing a consistent engagement methodology
- capturing and analysing community input
- Working with relevant Council officers to provide on-line consultation materials that can also be used at in-person consultation sessions (i.e. Have Your Say / Interactive Mapping to allow users to place their ideas or comments on relevant Precinct Maps)
- preparing all comprehensive consultation outcomes reports in accordance with this framework to inform master planning

Consultation will be undertaken collaboratively, with active involvement from Council and the community.

Council representatives will participate throughout the process, including:

- the General Manager
- Directors
- relevant Council staff across planning, economic development, community services and infrastructure
- Councillors, where appropriate

Community participation will also be supported through anticipated involvement from:

- local community members and volunteers
- First Nations stakeholders and knowledge holders
- local businesses and industry representatives
- sporting groups, cultural organisations and community groups
- schools and young people

This collaborative model ensures that engagement is professionally facilitated while remaining grounded in local knowledge, relationships and lived experience, and that Council is well positioned to lead future engagement programs.

## 5.6 Consultation Tools and Templates

The Framework does not require that every tool be used in every precinct. The tools and methods set out in this chapter represent a menu of approaches, not a mandatory checklist. Each precinct is different in scale, complexity, stakeholder profile, risk, heritage sensitivity and community interest, and the consultation approach for each masterplan will be scaled accordingly.

As a guide:

- Complex, high-profile precincts (e.g. Town Centre, Civic & Heritage Parks, Powerhouse, Centennial Parklands) warrant the full suite of tools — multiple engagement rounds, workshops, in-depth audits, targeted First Nations and stakeholder sessions, interactive mapping, accessibility audits, and comprehensive baseline photography.
- Village precincts (e.g. Deepwater, Emmaville, Glencoe, Red Range) warrant a streamlined program — a core workshop, a Have Your Say page, a community drop-in, targeted interviews with key operators, and a concise place audit. Letterbox drops and on-site sessions are usually sufficient to reach every resident.
- Landscape and low-population precincts (e.g. Beardy Waters, Stonehenge, Mann River / Wyaliba) warrant a tailored, light-touch approach focused on site observation, agency liaison (NSW NPWS, Crown Lands), and targeted engagement with the small resident and user community. In Wyaliba, consultation must be approached with sensitivity to the community's 2019 bushfire recovery context.

### *What Good Consultation Looks Like*

Effective place-based consultation combines two things:

1. Structured professional assessment of how a place functions, and
2. Genuine community knowledge of how a place is experienced.

Neither is sufficient alone. A place audit without community voices produces technically competent plans that miss what matters to people. Community input without structured assessment produces wish lists that lack spatial logic and evidence.

This Framework uses a layered approach consistent with IAP2 (International Association for Public Participation) principles and best practice place-based

methodology drawn from Project for Public Spaces, Jan Gehl's public life studies and the NSW Government's Great Places Toolkit.

The approach ensures that every precinct consultation produces both rigorous evidence and authentic community insight, and that both flow into the masterplan on equal terms.

### **Part 1: Assessment Framework and Analytical Tools**

These are the structured tools that organise what gets assessed, what questions get asked and how findings are recorded. They provide the analytical backbone for every consultation and ensure consistency across all eight precincts.

**NSW Public Space Evaluation Tool** The primary place audit instrument, developed by Transport for NSW as part of the Great Places Toolkit. An observation-based methodology evaluating each precinct against four themes:

- Am I able to get there? (access, wayfinding, legibility, transport connections)
- Am I able to stay? (comfort, seating, shade, shelter, cleanliness, safety)
- Am I able to connect? (social interaction, gathering, community, belonging)
- Am I able to play and participate? (activities, programming, things to do, reasons to stay)

The Tool combines direct observation with scored evaluation, producing a quantified baseline for each precinct that can be repeated over time to measure change. It will be completed for every precinct as a minimum. The application protocol is provided in **Appendix C**.

**4 Aspect Analysis (Identity, Links, Social, Activities)** The diagnostic framework established in Chapter 2 and applied across all eight precincts in Chapter 5. Each aspect evaluates a different dimension of how a place performs:

- **Identity:** How the place is perceived, remembered and expressed
- **Links:** How easily people can find, access and move through the place
- **Social:** Whether the place supports gathering, interaction and community life
- **Activities:** Whether the place provides reasons to visit, stay and return

The Chapter 5 assessments establish the strategic baseline.

During consultation, the 4 Aspect Analysis will be tested, refined and updated through on ground audit and community input. The updated assessment will then be carried

forward into each masterplan's evaluation framework, creating a closed loop from initial assessment to consultation to masterplan to monitoring.

**Place Typologies** The typology framework established in Chapter 5 (Streets, Gateways, Parks and Open Space, Ovals and Recreation Grounds, Trails and Paths, Community Buildings, Natural Landscapes, Private and Commercial) categorises the physical spaces within each precinct. During consultation, the typologies help structure where different types of observation, engagement and activation responses are focused. They ensure that assessment is spatially specific rather than generic.

**Place Based Questions** A standardised set of open-ended questions, grouped by theme, that structure community conversations across all engagement methods. These questions are designed to draw out local knowledge across the full range of place dimensions:

- Use and Value: How do you use this place? What do you value most about it?
- Experience and Comfort: How does it feel to be here? What makes it comfortable or uncomfortable?
- Movement and Access: How do you get here? Is it easy to find and move through?
- Social Life and Activity: Do you meet people here? What brings people together?
- Facilities and Function: What works well? What is missing or needs improvement?
- Identity and Character: What makes this place special or distinctive? What story does it tell?
- Change and Opportunity: What one thing would you improve right now? What would you like this place to become?
- Care and Future Direction: Who looks after this place? What does it need to thrive over the next five to ten years?

These questions are applied consistently but conversationally. They are not a survey form. They guide the facilitator across all engagement methods, from workshops to kitchen table conversations to online feedback.

### **Part 2: Place Audit and Evidence Gathering Methods**

These are the observation-based methods used by the consultation team to gather evidence about how a precinct actually functions. They are conducted on site, at

multiple times and in multiple conditions, and their findings feed directly into the NSW Public Space Evaluation Tool scoring and the 4 Aspect Analysis update.

**People Counts** Systematic tallies of users at key locations within the precinct, disaggregated by age group, gender and activity type (moving through vs staying). Conducted at multiple times (weekday, weekend, morning, afternoon) to capture usage patterns and identify peaks, gaps and underuse.

**Dwell Time Sampling** Timed observations recording how long people remain in specific locations within the precinct. Indicates whether a place encourages lingering and social interaction or merely serves as a pass through.

**Activity Mapping** Recording the diversity of activities observed within the precinct (sitting, walking, cycling, playing, eating, photographing, dog walking, fishing, birdwatching and so on), mapped to specific locations. Indicates whether the place supports a range of uses or is dominated by a single function.

**Behavioural Observation and Annotated Sketches** Field notes and annotated site sketches documenting how people actually use the space: desire lines, gathering points, avoided areas, informal seating, sun and shade patterns, vehicle and pedestrian conflict points. Captures the gap between how a place was designed and how it is actually used.

**Baseline Photographic Record** A systematic photographic record of each precinct taken at the commencement of consultation, covering key views, asset conditions, signage, access points, amenity and public domain quality. Provides the "before" record against which future change can be measured. Photographs are geotagged and filed against the precinct's place audit template.

**Seasonal and Time of Day Observation** Where practical, observations are conducted across different times of day and, for precincts consulted over longer periods, different seasonal conditions. This is particularly important for precincts where climate, light and seasonal change are defining characteristics (Stonehenge, Beardy Waters, Centennial Parklands, Wytaliba / Mann River).

### **Part 3: Community Engagement Methods**

These are the methods through which community members contribute their knowledge, experience and ideas. A mix of on site, digital and targeted methods is used for every precinct to ensure that engagement reaches beyond the "usual voices" and captures the perspectives of people who use the place in different ways, at different times and for different reasons.

### **On Site Methods**

**Precinct Walkshop** A guided walk through the precinct with community members, stakeholders and Council staff. Participants observe, discuss and annotate conditions in real time while moving through the space. Walkshops surface insights that cannot be captured in a meeting room, particularly around movement comfort, sightlines, safety, wayfinding gaps and informal use patterns. A walkshop will be conducted for every precinct as a minimum.

**On Site Listening Session** An open, drop in session held within or adjacent to the precinct. No formal presentation. Conversation led, with a facilitator recording themes in real time. Designed to be low barrier and accessible to people who would not attend a formal workshop.

**Pop Up Engagement at Existing Events** A consultation presence at an event, market, sporting fixture or community gathering already happening in or near the precinct. Reaches people who use the place but would not seek out a consultation session. Effective for capturing the views of casual users, visitors and younger demographics.

**Walking Interviews** One on one conversations conducted while walking through the precinct with a community member. Particularly effective for capturing detailed local knowledge from long term residents, business operators, volunteers or club representatives who know the place intimately.

**Ideas Wall** A physical display board or large annotated map placed in a public location within the precinct (hall, shop window, park shelter, pub noticeboard) where people can add comments, sticky notes or pin their ideas over the consultation period. Low cost, low barrier, always on.

**Intercept Surveys Brief**, structured conversations with people encountered using the precinct during the place audit. Captures the perspectives of actual users at the time they are using the space.

**Business and Shopkeeper Doorknock** Direct conversations with business operators within or adjacent to the precinct. Captures commercial perspectives on foot traffic, customer behaviour, trading conditions and the relationship between public domain quality and business viability.

**'Kitchen Table' Conversations** Small, informal gatherings (3 to 6 people) hosted in a public space (i.e. café, or a hall). Creates a comfortable setting for people who find formal consultation environments intimidating. Particularly effective in village contexts where relationships and trust are central.

### *Digital and Online Methods*

**Have Your Say Page with Interactive Mapping** A dedicated page on Council's Have Your Say platform for each precinct consultation, featuring an interactive map where users can drop pins with location specific comments. Allows spatial feedback that can be directly overlaid onto the place audit.

**Online Feedback Form** A simple, accessible online form capturing responses to the place based questions. Available throughout the consultation period for each precinct.

**Photo Voice** Community members are invited to photograph what they value, what concerns them and what they would change within the precinct, and submit images with captions via email, social media or the Have Your Say page. Effective for capturing perspectives that are difficult to express in words and for engaging younger participants.

**Social Media Engagement** Targeted posts on Council's social media channels promoting the consultation, sharing precinct stories and inviting feedback. Can include photo prompts, polls and direct comment collection.

**Letterbox Drop with QR Code** For village precincts, a letterbox drop to all households within the precinct area with a brief summary of the consultation, a QR code linking to the Have Your Say page and details of upcoming on site sessions. Ensures that every resident is directly notified regardless of their digital engagement.

### *Targeted Engagement Methods*

**First Nations Engagement** Dedicated engagement with the Ngarabal community and the Glen Innes Local Aboriginal Land Council, conducted in accordance with cultural protocols and with appropriate lead time. This engagement will inform the interpretation of Aboriginal cultural connections within each precinct and ensure that Ngarabal knowledge and perspectives are respectfully incorporated into masterplans. First Nations engagement is not an add on. It is a core requirement of every precinct consultation.

**Youth and School Engagement** Targeted sessions with young people, including school based activities where appropriate. May include visual preference surveys, mapping exercises, photo voice or structured workshops adapted for younger participants.

**Accessibility Focused Session** A session specifically designed to capture the perspectives of people with disability, older residents and those with mobility limitations. Held at an accessible venue with appropriate supports. Focuses on access, comfort, safety and barrier identification.

**Stakeholder Roundtable** A facilitated session bringing together key stakeholders for a specific precinct: sporting clubs, the Showground Trust, heritage advisors, NSW

National Parks, environmental agencies or other relevant bodies. Structured to address precinct specific governance, management and activation issues.

**Community Working Group** A small reference group (3 to 6 people) drawn from the local community for each precinct, available for iterative feedback during the consultation and masterplan preparation process. Not a standing committee. A fit for purpose mechanism that maintains community connection throughout the process.

**Visual Preference Survey** Participants are shown images of different public space treatments (seating styles, planting approaches, signage designs, lighting options, materials) and asked to indicate preferences. Effective for guiding design direction and testing community appetite for different types of intervention. Can be conducted on site, online or at pop up sessions.

#### **Part 4: Documentation, Recording and Reporting**

These tools ensure that all input and evidence is captured consistently, transparently and in a format that flows directly into masterplan preparation.

**Community Consultation Recording Template** A standardised template for recording all input received during each engagement activity, including date, location, method, participant numbers, key themes, direct quotes, spatial references and any quick wins identified. Provided in **Appendix B**.

**Place Audit Documentation Template** A standardised template for recording the findings of the NSW Public Space Evaluation Tool audit, the 4 Aspect Analysis update, people counts, activity mapping and behavioural observations for each precinct. Provided in **Appendix A**.

**Quick Wins Register** A dedicated register for capturing the tactical, low cost improvements identified by communities during consultation that can be delivered immediately or in parallel with masterplan preparation. Maintained for each precinct and handed to the relevant Council team for prioritisation and delivery.

**Engagement Summary and Reporting Format** A standardised format for preparing the public "What We Heard" summary for each precinct. Ensures consistency, transparency and accessibility across all eight consultations. Provided in **Appendix B**.

**Speech to Text and Digital Recording** For ease of documentation, particularly during workshops, walking interviews and kitchen table conversations, the use of speech to text tools, mobile apps and AI assisted transcription is encouraged to ensure that community input is captured accurately and efficiently.

***Minimum Standard Per Precinct***

The following table summarises the minimum engagement standard that will be applied to every precinct consultation, regardless of precinct type.

<b>Tool / Method</b>	<b>Minimum Requirement</b>
NSW Public Space Evaluation Tool audit	Completed for every precinct
4 Aspect Analysis (updated from Chapter 5 baseline)	Completed for every precinct
People counts (multiple times / days)	Completed for every precinct
Baseline photographic record	Completed for every precinct
Precinct walkshop	Minimum one per precinct
On site listening session or drop in	Minimum one per precinct
Have Your Say page with interactive mapping	Live for every precinct
Online feedback form	Live for every precinct
Letterbox drop with QR code (villages)	Every village precinct
First Nations engagement	Every precinct (in accordance with cultural protocols)
Quick wins register	Maintained for every precinct
"What We Heard" public summary	Published for every precinct
Community consultation recording template	Completed for every engagement activity

Tool / Method	Minimum Requirement
Place audit documentation template	Completed for every precinct

Additional methods (stakeholder roundtables, youth engagement, accessibility sessions, visual preference surveys, kitchen table conversations, pop up engagement and others) will be selected and deployed based on precinct context, stakeholder needs and community preferences.

**Supporting Appendices**

- **Appendix A** — Precinct and Village Assessment Template (field level application of 4 Aspect Analysis, NSW Public Space Evaluation Tool and place audit recording)
- **Appendix B** — Community Consultation Recording Templates, Quick Wins Register and "What We Heard" Reporting Format
- **Appendix C** — NSW Public Space Evaluation Tool Application Guide

## 6 THE GLEN INNES HIGHLANDS PLACE ACTIVATION FRAMEWORK

### 6.1 What This Chapter Does

Chapter 4 assessed all eight precincts.

Chapter 5 will take that evidence to communities for validation and further input.

This chapter provides the goals and priorities that guide what comes out of that process and into each masterplan.

Without this chapter, consultation generates a long list of ideas with no way to sort them.

With it, every idea is tested against a clear set of directions before it enters a masterplan.

### 6.2 The Guiding Principle

**The vision of the Glen Innes Highlands Precincts and Activation Framework & Strategy is:**

To provide a clear, practical framework that enables every precinct across the Glen Innes Highlands to be understood, planned and activated through community shaped masterplans that unlock local identity, strengthen everyday life and create meaningful reasons for people to gather, discover, create and stay.

**The Guiding Principle to achieve the vision is:**

This Framework activates precincts by leading with local identity, listening to communities, starting with what is achievable and building toward each place's long-term potential.

This principle acknowledges three realities simultaneously.

1. The Highlands' most powerful activation asset is its existing identity; granite, Celtic heritage, First Nations story, village life, sporting culture, geological drama, high-country landscape and that every activation decision should strengthen rather than dilute that identity.
2. That the detailed priorities and project choices for each precinct and village should be shaped by communities through consultation, not imposed by strategy alone.

3. That activation is an incremental process in which small, visible, well-chosen actions build the confidence, evidence and momentum required for larger investment over time.

### 6.3 Four Patterns, Four Goals

The Chapter 4 assessments identified four consistent patterns across the Highlands. Each pattern has a corresponding goal.

What we found	Goal
<p><b>Our identity is strong but largely invisible.</b> Ngarabal place names, heritage stories, geological significance and community character are not expressed in the public realm in most precincts.</p>	<p><b>Goal 1: Make our identity visible.</b></p>
<p><b>Most of our places are hard to find and poorly connected.</b> Visitors may not find their way to Grey Street, the Showground, the Pool in Emmaville or Tennis Courts in Deepwater. The eight precincts do not feel like a connected network.</p>	<p><b>Goal 2: Connect the Highlands.</b></p>
<p><b>Social life drops away outside events.</b> Between the Celtic Festival, the Show and all other events, most places are quiet. Evening and weekend activity is limited.</p>	<p><b>Goal 3: Strengthen everyday life.</b></p>
<p><b>There are not enough reasons to visit and stay.</b> Stonehenge, Beardy Waters, the Railway Station, the Powerhouse and the Mann River all have significant unrealised potential.</p>	<p><b>Goal 4: Create more reasons to visit and stay.</b></p>

## 6.4 Eight Priorities

The eight priorities provided overpage are the types of activation that deliver the four goals. During consultation, communities will be asked which priorities matter most for their precinct.

In the master planning for each precinct, every project will be tagged to at least one priority.

### **Priority 1: *Tell Our Stories: Make the Highlands' stories visible.***

**Delivers: *Goal 1 and Goal 4***

Ngarabal cultural connections, European settlement history, mining legacy, railway era, geological narrative, community stories. Through interpretation, signage, public art, digital storytelling and creative programming.

### **Priority 2: *Connect and Welcome: Make the Highlands easy to find and navigate.***

**Delivers: *Goal 2***

Unified wayfinding, better arrival presentation, improved pedestrian connections, stronger integration with touring routes.

### **Priority 3: *Open Up the Landscape: Connect people to the Highlands' natural assets.***

**Delivers: *Goal 2 and Goal 4***

Granite tors, bouldering, dark sky, GeoRegion, birdlife, river recreation, platypus habitat. Through interpretation, access, trails and adventure experiences.

### **Priority 4: *Strengthen Village Life: Support villages with everyday life and proportionate investment.***

**Delivers: *Goal 3***

Footpaths, wayfinding, gathering spaces, locally owned reasons to come together. Shaped by village residents, not imposed from outside.

### **Priority 5: *Bring Places to Life After Dark: Extend the Highlands' places into the evening.***

**Delivers: *Goal 3 and Goal 4***

Twilight markets, illuminated heritage walks, dark sky stargazing, seasonal evening events.

**Priority 6: *Activate Underused Spaces: Unlock dormant or underperforming spaces.***

**Delivers: *Goal 3 and Goal 4***

Railway Station, Powerhouse, Showground between events, Lynch Oval, village recreation reserves. Through creative reuse, improved amenity and community led activation.

**Priority 7: *Start Small, Learn Fast Test ideas at low cost before committing to permanent change.***

**Delivers: *All four goals***

The Powerhouse Open Day (300 attendees) and the Margarita and Taco Festival at the Railway Station (1,800 attendees) prove this works.

**Priority 8: *Back the People Who Make It Work: Invest in the community organisations that are the social infrastructure of the Highlands.***

**Delivers: *Goal 1 and Goal 3***

Section 355 Committees, progress associations, management trusts and boards, sporting clubs, volunteer groups.

## 6.5 How the Goals and Priorities Get Applied to the Master Plan Creation Process

**Step 1: Start with the evidence (Chapter 4)** The Chapter 4 assessment provides the baseline for each precinct: what is working, what is not, what the opportunities are. This is the starting point, not the final word. It has not yet been tested by the people who use these places every day.

**Step 2: Consult the community (Chapter 5)** Consultation does two things. First, it validates and corrects the baseline. Residents confirm or challenge what the assessment found: "you've listed this as underused, but it's packed on Saturday mornings" or "you've missed the fact that the bridge floods three times a year." The Chapter 4 assessment is updated accordingly. Second, consultation generates new ideas that were not in the baseline. The "What We Heard" summary captures both: the corrected baseline and the new input.

**Step 3: Test against the goals and priorities (this chapter)** Every idea and every validated finding is tested against two questions:

1. Does it serve at least one of the four goals?
2. Does it align with at least one of the eight priorities?

If yes to both, it goes into the masterplan, tagged to the relevant goal and priority. If no, it is noted and referred to the relevant Council team but does not become a masterplan priority. Nothing is ignored. Everything is sorted.

**Step 4: Build the masterplan (Chapter 7)** Ideas that pass the test are developed into the masterplan's project register and categorised across the Activation Spectrum from Chapter 2:

- **Tactical:** Quick, low cost, trial based. Quick wins sit here.
- **Programmatic:** Recurring, calendar driven, event based. Creates regular reasons to visit.
- **Structural:** Permanent, capital intensive. The enduring physical foundation.

This ensures every masterplan contains a mix of fast visible actions alongside longer term investment.

## 6.6 Worked Example: Deepwater

Here is how the process works for the first precinct in the rolling program.

Community input	Goal	Priority	Activation type	Result
"Do a heritage trail of the old buildings" (Chapter 4 confirms: 17 heritage items, no trail)	Goal 1	Tell Our Stories	Tactical start (brochure), Structural (trail infrastructure)	✓ Masterplan project
"Visitors drive through, they don't know we're here" (Chapter 4 confirms: weak wayfinding)	Goal 2	Connect and Welcome	Tactical start (temporary signs), Structural (permanent wayfinding)	✓ Masterplan project
"We need shade in Apex Park"	Goal 3	Strengthen Village Life	Tactical	✓ Quick win
"Light up the Eclipse Theatre at night"	Goal 1	Bring Places to Life After Dark	Tactical trial (one night event), Structural (permanent lighting)	✓ Masterplan project
"We need a community bus"	Not place activation	No priority	n/a	→ Noted and referred to

Community input	Goal	Priority	Activation type	Result
				relevant Council team
"Fix the potholes on Wellington Vale Road"	Road maintenance	No priority	n/a	→ <b>Noted and referred</b> to infrastructure team
"Your assessment didn't mention the Golf Club"	Baseline correction	n/a	n/a	<b>Chapter 4 updated</b>

Four ideas become masterplan projects or quick wins, each tagged to a goal, priority and activation type. Two ideas are genuine but outside this Framework's scope, so they are referred. One baseline correction updates the evidence. The community can see exactly what happened to every piece of input in the "What We Heard" summary.

### 6.7 Where the Priorities Apply

This table shows where each priority has the strongest relevance. It is indicative and will be tested through consultation.

Priority	Strongest relevance
Tell Our Stories	Town Centre, Railway Station, Emmaville, Stonehenge, Wyaliba/Mann River, Red Range, Centennial Parklands
Connect and Welcome	All precincts, particularly highway entries, village arrivals and connections between township precincts
Open Up the Landscape	Stonehenge, Centennial Parklands, Glencoe, Wyaliba/Mann River, Beardy Waters

Priority	Strongest relevance
Strengthen Village Life	Emmaville, Deepwater, Glencoe, Red Range
Bring Places to Life After Dark	Town Centre, Centennial Parklands, Stonehenge, Deepwater, Emmaville
Activate Underused Spaces	Railway Station, Powerhouse, Civic Parks, Sporting Precinct, Showground (between events)
Start Small, Learn Fast	Town Centre, Deepwater, Emmaville, Railway Station, then expanding
Back the People Who Make It Work	All precincts, strongest in villages and community led settings

## 7. Chapter 7 – DELIVERY AND GOVERNANCE

### 7.1 From Framework to Masterplans

This chapter is the delivery step: it defines the masterplan standard, the rolling program, the resourcing model and the measurable actions.

No place specific projects, interventions or capital commitments are made in this Framework. Those decisions belong to the masterplans, informed by consultation and tested against the goals and priorities established in Chapter 6.

#### *Scaling the Masterplan to the Precinct*

Masterplan scope and depth will be scaled to the precinct. A full masterplan for the Glen Innes Township Precinct may run to 80+ pages with detailed design, staging and costing. A masterplan for a small landscape precinct such as Beardy Waters may be a concise 15-20 page document focused on trails, interpretation and amenity. Every masterplan will contain the essential elements listed in Section 7.2, but the depth of each element will be proportional to the scale and complexity of the precinct and the investment envisaged.

### 7.2 What Each Masterplan Will Contain

Each individual precinct or village masterplan will be prepared as a standalone document. To ensure consistency, grant readiness and community confidence, every masterplan should contain the following components as a minimum standard:

- **Place Context and Description** A refined place description incorporating consultation findings, updating the Chapter 4 assessment with community knowledge, on ground observations and any new information gathered during the engagement process.
- **Community Engagement Summary** A public "What We Heard" report documenting who participated, what was said, what themes emerged and how community input has shaped the masterplan's directions. Published within four weeks of consultation and verified by the community before masterplan preparation commences.
- **Place Audit Report** A detailed site assessment using the NSW Public Space Evaluation Tool and the 4 Aspect Analysis (Identity, Links, Social, Activities), establishing a measurable baseline against which future progress can be tracked.

- **Precinct Vision** A clear, concise, community informed vision statement for the precinct that captures what the place should feel like, function like and be known for. This vision should be grounded in the place's identity and directly informed by consultation.
- **Quick Wins Register** Tactical and low-cost improvements identified during consultation that can be delivered immediately or in parallel with the masterplan's preparation. Community identified, not predetermined.
- **Concept Plan or Spatial Framework** A plan or set of plans showing the proposed spatial arrangement of uses, movement, landscape, infrastructure and activation areas within the precinct.
- **Project Register** A register of all identified projects with indicative costings, categorised across the Activation Spectrum:
  - Tactical (low cost, temporary or trial based)
  - Programmatic (recurring, calendar driven, event based)
  - Structural (permanent, capital intensive, requiring detailed design)

Each project should be described with sufficient detail and costing to support a grant application if funding becomes available.

- **Staging and Delivery Plan** A phased implementation plan identifying short term (Year 1 to 2), medium term (Year 3 to 4) and long term (Year 5 plus) actions, with clear sequencing where projects are interdependent. The staging plan should identify which projects can proceed independently and which require preceding actions, approvals or funding to be secured first.
- **Land Tenure, Governance and Approval Pathways** A clear statement of who owns and manages the land within the precinct, what statutory approvals are required for proposed works (development consent, heritage approvals, Crown land requirements, environmental assessments), and who the delivery partners are. For precincts involving Crown land, State Heritage Register listed assets, NSW National Parks managed land or independently managed facilities (such as the Showground Trust), this section is critical to ensuring that the masterplan is deliverable.
- **Funding Strategy** Identification of potential funding sources for priority projects, including Council operational and capital budgets, State and Commonwealth grant programs, partnership contributions, sponsorship and in-kind community

170

support. Priority projects should be prepared to a "grant ready" standard so that applications can be lodged as funding rounds open.

- **Heritage and Environmental Considerations** Where the precinct contains heritage listed assets, environmentally sensitive areas or sites of Aboriginal cultural significance, the masterplan should document the relevant statutory protections, identify constraints and opportunities, and demonstrate that proposed actions are consistent with heritage and environmental requirements. This section should be prepared early in the masterplan process, not treated as a late-stage compliance check.
- **Design Principles** Where relevant, guidance is sought from suitably qualified persons on built form, materials, landscape character, signage style and public domain treatment that ensures new work is sympathetic to the precinct's existing character. For heritage precincts this should reference the relevant heritage assessments. For village precincts this may be a simple set of principles ensuring that improvements feel locally grounded rather than generic.
- **Alignment Statement** How the masterplan's projects connect to the Chapter 6 goals and priorities. Every project tagged to at least one goal and priority. Projects that do not align are noted but not included as masterplan priorities.
- **Evaluation Framework** A precinct specific evaluation framework using the 4 Aspect Analysis baseline, with success indicators and a review point.

### 7.3 'Quick-Win's Explained

A deliberate feature of the consultation process is the identification of quick wins: small, visible, low-cost improvements that communities identify as immediately valuable and that Council can deliver without waiting for the full masterplan to be completed.

Quick wins are not predetermined by this Framework. They emerge from consultation, where community members are asked not only "what do you want this place to become?" but also "what one thing could be improved now?"

This approach serves three purposes:

1. It demonstrates to communities that their input leads to visible action, not just reports.
2. It allows Council to test ideas at low cost before committing to larger investments.

3. It builds momentum and confidence across the rolling program.

Quick wins identified during consultation will be recorded in the masterplan's quick wins register, tagged to the relevant Chapter 6 priority, and prioritised for delivery within existing operational budgets where possible.

## 7.4 The Rolling Masterplan Program

The masterplan program operates as a continuous rolling pipeline from late May 2026 to mid-2029.

**The consultation sequence and rationale are established in Chapter 5 (Section 5.4).**

The pipeline is structured to deliver five masterplans per financial year, with consultations overlapping where precinct types allow.

Budget provision for the commencement and sustained delivery of the program utilising a portion of budget from the 'Our Towns' budget allocation amount will be applied each financial year, with annual allocations reviewed through Council's standard budgeting process.

The first two masterplans (Deepwater and Emmaville) are scheduled for adoption within calendar 2026 to demonstrate visible early progress and validate the methodology before it is rolled out across the remaining precincts.

#	Precinct / Village	Consultation	Masterplan Prep	Adopted	FY
1	Deepwater	Late May – Jul 2026	Aug – Oct 2026	Nov 2026	26/27
2	Emmaville	Jul – Sep 2026	Oct – Dec 2026	Dec 2026	26/27
3	Red Range	Sep – Nov 2026	Dec 2026 – Feb 2027	Mar 2027	26/27
4	Glencoe	Nov 2026 – Jan 2027	Feb – Apr 2027	May 2027	26/27

Annexure A  
Item 7.8

#	Precinct / Village	Consultation	Masterplan Prep	Adopted	FY
5	Powerhouse Cultural	Dec 2026 – Apr 2027	Apr – Jun 2027	Jun 2027	26/27
6	Stonehenge Recreation Reserve	May – Aug 2027	Sep 2027 – Jan 2028	Feb 2028	27/28
7	Railway Station	Jul – Oct 2027	Nov 2027 – Mar 2028	Apr 2028	27/28
8	Showground and Equestrian	Sep 2027 – Jan 2028	Feb – May 2028	Jun 2028	27/28
9	Wyaliba / Mann River	Nov 2027 – Feb 2028	Mar – Jun 2028	Jun 2028	27/28
10	Beardy Waters	Jan – Apr 2028	Apr – Jun 2028	Jun 2028	27/28
11	Centennial Parklands	May – Sep 2028	Oct 2028 – Feb 2029	Mar 2029	28/29
12	Town Centre	Jul – Nov 2028	Dec 2028 – Apr 2029	May 2029	28/29
13	Civic, Heritage Parks and Community Facilities	Jul – Nov 2028	Dec 2028 – Apr 2029	May 2029	28/29
14	Sporting and Recreation	Sep 2028 – Jan 2029	Feb – Jun 2029	Jun 2029	28/29

*Note: Town Centre and Civic Parks are consulted together but produce separate*

*masterplans. Powerhouse consultation overlaps with Glencoe, drawing on the substantial engagement already undertaken in 2025 (300 attendees at Open Day, 40 formal submissions). Showground masterplan prepared in partnership with the Showground Trust.*

**Program summary:**

Financial Year	Masterplans Adopted	Key Notes
2025/26	—	Framework adopted. Deepwater consultation commenced. Consultant engaged.
2026/27	<b>5 x Masterplans adopted:</b> Deepwater, Emmaville, Red Range, Glencoe, Powerhouse	All four villages plus Powerhouse. Stonehenge consultation commenced.
2027/28	<b>5 x Masterplans adopted:</b> Stonehenge, Railway Station, Showground, Wyaliba, Beady Waters	Includes Stonehenge PoM and Showground Trust partnership.
2028/29	<b>5 x Masterplans adopted:</b> Centennial Parklands, Town Centre, Civic Parks, Sporting	Most complex precincts benefit from fully refined methodology.

Financial Year	Masterplans Adopted	Key Notes
2029/30	—	Implementation delivery from adopted masterplans. Major Framework review.

All eight masterplans are anticipated to be adopted by mid-2029. The final year of the Framework period (2029/30) is dedicated to priority project delivery from adopted masterplans and the major Framework review.

### 7.5 Resourcing and Delivery Model

Council will commission and resource specialist expertise for consultation, assessment, design and implementation on a precinct-by-precinct basis, guided by the scale, complexity and community sensitivity of each project. The balance between external specialists and Council-led delivery will be determined through annual budgeting and operational planning.

### 7.6 Program Coordination and Specialist Input

The rolling masterplan program will be led by staff working within the Directorate Place and Growth, who will be responsible for coordinating consultation delivery, overseeing masterplan preparation and ensuring alignment with the Framework.

Rather than establishing formal committees or working groups, the program draws on internal and external subject matter expertise as needed throughout the process:

**Internal expertise.** Council officers from infrastructure, parks and recreation, tourism, economic development, community services, communications and regulatory functions will be engaged at relevant points in each precinct's consultation and masterplan preparation. This is managed through normal Council coordination.

**External expertise.** Specialist input will be sought as required for specific precincts, including (but not limited to the following):

- Heritage advisory input for the Railway Station, Powerhouse, Showground and Town Centre precincts
- Partnership with the Showground Trust for the Showground and Equestrian Precinct masterplan, recognising the Trust's role as Crown land manager

- Coordination with NSW National Parks and Wildlife Service for the Wyaliba / Mann River precinct
- Environmental and catchment management input for Beardy Waters
- The Stonehenge Recreation Reserve Trust for the Stonehenge Plan of Management and masterplan
- First Nations engagement through the Glen Innes Local Aboriginal Land Council for all precincts

**Powerhouse specific requirements.** The Powerhouse masterplan and business case responds directly to Council Resolution 17.11/25 and must satisfy the resolution's requirements for heritage and engineering due diligence, financial viability testing, governance options and staging aligned to grant availability. Additional specialist consultant support will be required for this precinct.

This approach keeps the program lean and deliverable. Expertise is brought in when it adds value, not maintained as a standing overhead.

## 7.7 Funding Approach

The Framework does not commit specific funding to individual precincts or projects outside of budget to consult and prepare the individual masterplans.

As such, funding decisions for project will be informed by the masterplans that emerge from consultation.

However, the Framework recognises four broad funding categories that will apply across the program:

- **Operational and maintenance:** Recurrent Council budgets supporting ongoing asset management, amenity and public domain standards.
- **Modest capital:** Small scale improvements deliverable within existing Council capital programs or minor grants.
- **Masterplan ready packages:** Larger projects requiring detailed design and external grant funding, prepared to a standard that supports competitive applications.
- **Major catalyst projects:** Transformative investments (such as the Powerhouse activation, Rail Trail trailhead or Stonehenge precinct upgrade) requiring multi source funding, business cases and potentially staged delivery over multiple years.

Council will maintain a register of grant ready projects, updated as masterplans are adopted, ensuring that funding opportunities can be pursued as they arise.

### 7.8 Framework Delivery Milestones

Milestone	Timing
Framework presented to Council and endorsed to proceed in principle commencing with consultation in Deepwater in late May 2026	April 2026
Framework adopted	June 2026
Specialist consultation consultant engaged	Before late May 2026
Deepwater consultation commences	Late May 2026
Five village and Powerhouse masterplans adopted	By June 2027
Council transitions to partially self-delivered consultation model	From July 2027
Grant ready projects register commenced	From first masterplan adoption
Mid program review	Mid 2028
All eight masterplans adopted	Mid 2029
Major Framework review	Mid 2030

### 7.9 Risk and Contingency

**Resource risk.** Council's staffing and operational capacity is finite. The rolling program is designed to maintain a steady pace rather than creating peaks and troughs. If

capacity constraints arise, the pace of the pipeline should be slowed rather than quality compromised.

**Funding risk.** Grant applications may not succeed in every round. The grant ready projects register ensures that unsuccessful applications can be revised, resubmitted or redirected to alternative funding sources.

**Community expectation risk.** Publishing the Framework creates expectations. The rolling program approach helps manage this because every community can see their place in the pipeline from the outset. Council must communicate clearly about when consultation will reach each community and how input will flow into masterplans.

**External dependency risk.** The Railway Station trailhead depends partly on Rail Trail delivery timelines. Stonehenge requires a Plan of Management. Wytaliba / Mann River requires NSW National Parks coordination. The Showground masterplan requires Showground Trust partnership. Council should maintain engagement with these external processes but should not delay the broader rolling program where it can proceed independently.

**Masterplan quality risk.** Individual masterplans must be prepared to a standard that justifies community trust and supports competitive funding applications. It is better to produce fewer, excellent masterplans than to rush through a program that produces documents without genuine consultation depth or design credibility.

**Heritage and environmental risk.** Several precincts involve State Heritage Register listed assets (Showground, Railway Station, Ottery Mine) or environmentally sensitive settings (Beardy Waters, Mann River). Heritage and environmental compliance should be addressed early in the masterplan process, not treated as late-stage constraints.

### 7.10 Measurable Actions

The following actions are the specific commitments against which the Framework's delivery will be tracked.

#	Theme	Action	Timeframe	Measure	Lead
1	<b>Governance</b>	Adopt the Framework. Present for public exhibition in April 2026. Formally adopt following exhibition.	Presented April 2026. Adopted May 2026	Framework adopted by Council resolution. Public communication package released.	Directorate Place and Growth
2	<b>Governance</b>	Engage consultation consultant. Procure a specialist consultant to lead the consultation and place audit process alongside key Council staff.	Procurement commences early 2026. Consultant engaged and on boarded before late May 2026	Contract executed and inception meeting held before Deepwater consultation commences.	Directorate Place and Growth
3	<b>Consultation</b>	Commence the rolling consultation program. Deliver community consultation and place audits across all	Commences late May 2026 with Deepwater. Rolling pipeline continues through to January	Consultation commenced for each precinct in accordance with the rolling program schedule (Section 7.4). Each consultation delivered using the	Consultation Consultant / Directorate Place and Growth

#	Theme	Action	Timeframe	Measure	Lead
		eight precincts as a continuous rolling pipeline.	2029 (Sporting and Recreation)	minimum standard tools and methods established in Section 4.6. Baseline photographic records prepared for every precinct.	
4	<b>Consultation</b>	Complete village and Powerhouse consultations (Year 1). Deliver consultation and place audits for Deepwater, Emmaville, Red Range, Glencoe and the Powerhouse Cultural Precinct.	Deepwater: late May to Jul 2026. Emmaville: Jul to Sep 2026. Red Range: Sep to Nov 2026. Glencoe: Nov 2026 to Jan 2027. Powerhouse: Dec 2026 to Apr 2027	All five consultations and audits completed. Baseline place profiles prepared. Powerhouse consultation builds on 2025 engagement data.	Consultation Consultant / Directorate Place and Growth
5	<b>Consultation</b>	Complete remaining precinct consultations (Years 2 and 3). Deliver	Stonehenge: May to Aug 2027. Railway Station: Jul	All nine consultations completed. Stakeholder engagement	Consultation Consultant (Year 2 transitioning to

**Annexure A**  
**Item 7.8**

#	Theme	Action	Timeframe	Measure	Lead
		consultation and place audits for Stonehenge, Railway Station, Showground, Wyaliba, Beardy Waters, Centennial Parklands, Town Centre, Civic Parks and Sporting.	to Oct 2027. Showground: Sep 2027 to Jan 2028. Wyaliba: Nov 2027 to Feb 2028. Beardy Waters: Jan to Apr 2028. Centennial Parklands: May to Sep 2028. Town Centre + Civic Parks: Jul to Nov 2028. Sporting: Sep 2028 to Jan 2029	undertaken as appropriate. Town Centre and Civic Parks consulted together.	Council led) / Directorate Place and Growth
<b>6</b>	<b>Consultation</b>	Publish "What We Heard" summaries. Prepare and release a public summary within four weeks of each consultation completion. The summary must be	Within four weeks of each consultation completion. Rolling from approximately August 2026	Summary released for each precinct within four weeks. Published on Council's website and distributed to consultation	Directorate Place and Growth / Communications

#	Theme	Action	Timeframe	Measure	Lead
		verified by the community before masterplan preparation commences.	through February 2029	participants for verification. Masterplan preparation does not commence until the summary has been released and the verification period has closed.	
7	<b>Masterplans</b>	Adopt Year 1 masterplans (villages and Powerhouse). Complete and adopt masterplans for Deepwater, Emmaville, Red Range, Glencoe and the Powerhouse Cultural Precinct.	Deepwater: adopted late 2026. Emmaville: adopted early 2027. Red Range: adopted Mar 2027. Glencoe: adopted May 2027. Powerhouse: adopted Jun 2027	Five masterplans completed to the standard described in Section 7.2 and formally adopted by Council. Powerhouse masterplan and business case satisfies Resolution 17.11/25. Each community provided with a "what we heard and what we're doing" summary.	Directorate Place and Growth / Consultant support as needed

**Annexure A** **Item 7.8**

#	Theme	Action	Timeframe	Measure	Lead
8	<b>Masterplans</b>	Adopt Year 2 masterplans. Complete and adopt masterplans for Stonehenge, Railway Station, Showground and Equestrian, Wytaliba / Mann River and Beardy Waters.	Stonehenge: adopted Feb 2028. Railway Station: adopted Apr 2028. Showground: adopted Jun 2028. Wytaliba: adopted Jun 2028. Beardy Waters: adopted Jun 2028	Five masterplans completed and adopted. Stonehenge masterplan includes Plan of Management. Showground masterplan prepared in partnership with the Showground Trust.	Directorate Place and Growth / Infrastructure / Parks and Recreation / Consultant support as needed
9	<b>Masterplans</b>	Adopt Year 3 masterplans and complete the program. Complete and adopt masterplans for Centennial Parklands, Town Centre, Civic Parks and Sporting and Recreation.	Centennial Parklands: adopted Mar 2029. Town Centre: adopted May 2029. Civic Parks: adopted May 2029. Sporting: adopted Jun 2029	Four masterplans completed and adopted. Sporting Precinct masterplan builds on adopted Sporting Facilities Review. Town Centre and Civic Parks produce separate masterplans from coordinated consultation. All eight	General Manager / Directorate Place and Growth

#	Theme	Action	Timeframe	Measure	Lead
				masterplans adopted by mid 2029.	
10	Activation	Deliver consultation identified quick wins. As each precinct consultation is completed, deliver the quick wins identified by communities.	Rolling, commencing from approximately August 2026. Ongoing as each consultation is completed	Quick wins register maintained for each precinct. Quick wins delivered within existing operational budgets where possible. Before and after photography documented.	Infrastructure / Parks and Recreation / Directorate Place and Growth
11	Activation	Commence priority project delivery from adopted masterplans. Begin implementing priority projects identified through consultation and master planning.	First projects commenced late 2026 to early 2027 (following Deepwater masterplan adoption). Ongoing as each	Priority projects from adopted masterplans commenced within twelve months of adoption, subject to funding.	Infrastructure / Directorate Place and Growth

**Annexure A**  
**Item 7.8**

#	Theme	Action	Timeframe	Measure	Lead
			masterplan is adopted		
12	<b>Monitoring</b>	Establish baseline data for all eight precincts. Complete place audits and baseline documentation through the rolling consultation program.	Baselines completed progressively. Villages and Powerhouse by mid 2027, remaining precincts by early 2029	Audit reports, photographic records and baseline place profiles completed and archived for all eight precincts.	Consultation Consultant / Directorate Place and Growth
13	<b>Monitoring</b>	Publish annual Activation Progress Report. Document and report progress against Framework commitments.	First report published mid 2027. Recurring annually	Report to Council and publicly available. Documents consultations completed, masterplans adopted, quick wins delivered, grants secured and progress against the	Directorate Place and Growth

#	Theme	Action	Timeframe	Measure	Lead
				Framework's Goals and Priorities.	
14	Monitoring	Complete mid program review. Assess Framework performance at the mid point.	Mid 2028	Review completed assessing progress to date. Recommendations for adjustments to staging, resourcing or priorities. Report to Council.	Directorate Place and Growth
15	Monitoring	Complete major Framework review. Comprehensive end of program review.	Mid 2030	Full review assessing performance against Guiding Principle, Goals, Priorities and all measurable actions. Includes community feedback, masterplan completion assessment and recommendations	General Manager / Directorate Place and Growth

**Annexure A**  
**Item 7.8**

#	Theme	Action	Timeframe	Measure	Lead
				for the next strategic period.	

## 8. MONITORING AND REVIEW

### 8.1 Why Monitoring Matters

A Framework without monitoring is a document without accountability. If Council and the community cannot see whether activation is making a difference, whether places are more comfortable, more connected, more alive, more useful, then the entire program risks becoming an exercise in good intentions rather than measurable improvement.

Monitoring serves four essential functions within this Framework.

**Accountability.** The measurable actions in Section 7.10 commit Council to specific deliverables within specific timeframes. Monitoring tracks whether those commitments are being met, and provides a transparent basis for reporting progress to councillors, communities and funding partners.

**Learning.** Not every activation initiative will succeed exactly as intended. Some will exceed expectations. Others will need refinement. Some may not work at all. Monitoring ensures that these outcomes are captured, analysed and used to improve future decision making rather than lost in the momentum of the next project.

**Community confidence.** When residents participate in consultation and contribute their knowledge and aspirations, they need to see that their input has led to real outcomes. Monitoring, and the public reporting that accompanies it, closes the loop between community voice and place improvement. It demonstrates that the Framework is not a shelf document but a living program that responds, adapts and delivers.

### 8.2 The 4 Aspect Analysis as Baseline

The 4 Aspect Analysis (Identity, Links, Social, Activities) used in Chapter 4 to assess each precinct establishes the baseline against which future progress can be measured. Each masterplan's evaluation framework will use the same four aspects, creating a consistent and comparable measurement approach across all eight precincts.

This means that each precinct's 4 Aspect profile can be revisited at defined intervals to assess whether the gaps identified in Chapter 4 are being addressed through the actions emerging from consultation and master planning.

### 8.3 Evaluation Tools

Place activation is not formulaic. Success will not look the same every time, in every place, for every project. A twilight market in the Town Centre will be evaluated differently from a birdwatching trail at Beardy Waters or a nature play installation in Glencoe. It is common to test the success of a project; however, it is equally important to understand

a project's shortcomings. From what does not work, we learn and improve, a factor of considerable importance in a program built on experimentation, piloting and staged delivery.

Two categories of evaluation tool are used within this Framework. Quantitative tools identify the measurable, countable and comparable dimensions of activation: the how many, the how often, the how much. Qualitative tools explore the experiential, perceptual and behavioural dimensions: how people feel, how they behave, what they notice, what they remember. Both are valuable individually; they become significantly more powerful when reviewed together.

**Quantitative / Tangible Evaluation Tools**

Tool	What It Measures	How It Works
People Counts	The number of people using a place at sampled times	Systematic counts using the NSW Public Space Evaluation Tool methodology, tallied by age group (0 to 5, 6 to 15, 16 to 24, 25 to 64, 65+), gender and activity type (moving through or staying). Counts conducted at consistent times and days to allow comparison
Dwell Time Sampling	How long people choose to remain in a place	Timed observation of selected individuals or groups at sampled intervals, recording length of stay and primary activity. Longer dwell time generally indicates a more comfortable and engaging place
Activity Counts	The number and diversity of activities occurring	Recording the range of activities observed: walking, sitting, playing, eating, cycling, socialising, performing, photographing, exercising, spectating, reading, dog walking and similar. Greater activity diversity indicates a place that serves multiple audiences

Tool	What It Measures	How It Works
Event and Participation Data	Attendance and participation in programmed activations	Recording attendee numbers, participant numbers, trader and stallholder numbers and volunteer involvement for each activation, market, event, performance or programmed activity
Social Signs	Changes in negative social indicators	Recording increases or decreases in graffiti, vandalism, litter, anti social behaviour and reported safety incidents in and around activated places. A reduction in negative social signs often indicates that increased people presence and place quality are improving passive surveillance and community ownership
Budget Analysis	Financial performance of activation projects	Reviewing estimated costs against actual costs for each project. Tracking revenue generated (where applicable), in kind contributions secured and cost per participant ratios
Business and Trader Data	Economic impact on local enterprise	Recording business participation in activation programs, shopfront activation uptake, extended trading participation, new business enquiries and, where measurable, changes in foot traffic and local spending associated with activation
Infrastructure Milestones	Delivery progress against commitments	Tracking masterplans adopted, quick wins delivered, activations completed and Plan of Management milestones

Tool	What It Measures	How It Works
		achieved, measured against the actions register in Section 7.10
Grant Funding Secured	Leverage generated by the Framework	Recording the dollar value and number of successful grant applications directly supported by this Framework and adopted masterplans

**Qualitative / Intangible Evaluation Tools**

Tool	What It Measures	How It Works
Before and After Comparison	The visible change in a place over time	Systematic photographic documentation of each precinct from consistent vantage points, repeated at defined intervals (minimum annually). Before and after photography is one of the simplest, cheapest and most powerful evaluation tools available
Behavioural Observation	How people actually use a place	Watching what people do, where they go, how they move, where they choose to sit, where they gather, where they avoid, how children play, how older residents navigate the environment. Observations recorded through field notes and annotated site sketches using the NSW Public Space Evaluation Tool methodology
Perception Surveys	How people feel about a place	Short, targeted surveys asking residents and visitors about their perceptions of comfort, safety, welcome, identity,

Tool	What It Measures	How It Works
		cleanliness, accessibility and overall satisfaction
Case Studies	In depth understanding of individual project outcomes	Selecting specific activation projects, both successful and unsuccessful, for detailed narrative analysis. Case studies of failure are as valuable as case studies of success because they accelerate learning
Stakeholder Feedback	Partner and sector specific assessment	Structured feedback from key stakeholders: sporting clubs, tourism operators, business chambers, heritage groups, arts organisations, the Stonehenge Recreation Reserve Trust, NSW National Parks, school communities and community service providers
Community Sentiment	The overall mood and confidence of a community about its places	The less tangible but critically important sense of whether a place feels better, whether people are prouder of it, whether they speak positively about it, whether they recommend it to others. Captured through conversation, observation, social media monitoring and the cumulative pattern of feedback across all other tools

**Using both tools together.** Quantitative and qualitative tools should never be used in isolation. A place that shows increased people counts but declining community sentiment has a problem that numbers alone will not reveal. A place that feels better to its users but cannot demonstrate improvement through data will struggle to attract future funding. The evaluation program should always review both dimensions side by

side, using quantitative data to establish what is happening and qualitative evidence to understand why.

#### 8.4 The NSW Public Space Evaluation Tool in Monitoring

The NSW Public Space Evaluation Tool is not only a diagnostic instrument for initial place audits. It is also a monitoring instrument capable of measuring change over time. By repeating the four-theme evaluation (Am I able to get there? Am I able to stay? Am I able to connect? Am I able to play and participate?) at consistent intervals and under comparable conditions, Council can build a robust before and after dataset for every precinct in the Framework.

The initial audit, undertaken as part of the rolling consultation program, establishes the baseline for each precinct. Subsequent evaluations, conducted at defined intervals after activation projects have been delivered, measure whether the baseline has improved.

For the Glen Innes Highlands, post activation evaluations should be undertaken:

- At least twelve months after the adoption of each precinct masterplan, to allow time for early quick wins and tactical activation to take effect.
- At least twelve months after any significant structural activation (capital works, trail completion, major amenity upgrade) to measure the impact of permanent investment.
- As part of the mid program review (mid 2028) and the major Framework review (mid 2030), using a representative sample of precincts to assess overall program impact.

Evaluations should be conducted by Council staff using the same methodology, scoring system and observation protocols as the initial audits. Consistency of method is essential to the validity of before and after comparison. Where possible, evaluations should be conducted at similar times of day, similar days of the week and similar seasonal conditions to the baseline audit.

The detailed application protocol for the Tool, including the people count methodology and sensory observation recording, is provided in **Appendix C**.

#### 8.5 Core Evaluation Questions

The Framework's overall effectiveness should be assessed against four fundamental questions that together capture the purpose of place activation in the Glen Innes Highlands.

***Are places easier to understand, access and navigate?*** This question measures whether wayfinding, signage, path quality, crossing comfort, arrival legibility and digital orientation have improved. It corresponds to the Links aspect of the 4 Aspect Analysis and the "Am I able to get there?" theme of the NSW Public Space Evaluation Tool.

***Are more people choosing to stay, gather and participate?*** This question measures whether dwell time, user diversity, social interaction, activity levels and event participation have increased. It corresponds to the Social and Activities aspects of the 4 Aspect Analysis and the "Am I able to stay?", "Am I able to connect?" and "Am I able to play and participate?" themes of the Evaluation Tool.

***Is local identity more visible and better expressed in the public realm?*** This question measures whether interpretation, public art, storytelling, heritage presentation, cultural programming and place branding have strengthened the distinctiveness and legibility of each precinct and village. It corresponds to the Identity aspect of the 4 Aspect Analysis.

***Are activation projects generating practical value for communities and the local economy?*** This question measures whether activation is translating into tangible community benefit: stronger business trading, increased visitor engagement, improved community sentiment, enhanced grant competitiveness, greater volunteer participation and more confident local advocacy for place investment.

These four questions should be used as the organising frame for every annual progress report and for both the mid program and major Framework reviews.

## 8.6 Reporting Cycle

***Baseline audits.*** Completed progressively through the rolling consultation program as each precinct is consulted. Village and Powerhouse baselines by mid-2027. Remaining township and landscape baselines by early 2029. These baselines form the reference point against which all future evaluation is measured.

***Annual Activation Progress Report.*** Published from mid-2027 and recurring annually. Tabled to Council and made publicly available. The report should document masterplans adopted, consultations completed, quick wins delivered, grant funding secured, "What We Heard" summaries published and progress against the Goals and eight priorities established in Chapter 6. It should also include at least one photographic before and after comparison and at least one case study.

***Mid program review (mid 2028).*** A more substantial assessment conducted approximately two years into the program. By this point, all five Year 1 masterplans (Deepwater, Emmaville, Red Range, Glencoe, Powerhouse) should be adopted and Year

2 consultations (Stonehenge, Railway Station, Showground, Wyaliba, Beardy Waters) should be underway or complete. The mid program review should assess whether the rolling pipeline is on track, whether the resourcing and delivery model is working, whether the consultation methodology is effective, whether consultation identified quick wins are generating the intended outcomes, and whether any adjustments to staging, resourcing or priorities are needed. The review should be tabled to Council with recommendations.

**Major Framework review (mid 2030).** A comprehensive end of program review.

All eight masterplans should be adopted by mid-2029, with 2029/30 dedicated to priority project delivery from those masterplans.

This review should assess the Framework's overall performance against the Guiding Principle, the Goals, the Activation Priorities, the four core evaluation questions and all measurable actions in Section 7.10.

It should incorporate community and stakeholder feedback, before and after Evaluation Tool data from a representative sample of precincts, a complete account of masterplans adopted and projects delivered, an assessment of grant funding outcomes, and recommendations for the next strategic period. The review should be adopted by Council and used to determine whether the Framework should be updated, extended or replaced by a successor strategy.

### 8.7 Who Does the Monitoring

Monitoring should not be treated as a specialist function requiring external consultants for every evaluation. The NSW Public Space Evaluation Tool is designed to be usable by Council staff with appropriate training, and many qualitative monitoring tasks (photographic documentation, behavioural observation, event attendance recording, community feedback collection) can be undertaken by existing staff as part of their normal work.

The Directorate Place and Growth is responsible for coordinating monitoring and reporting progress against the measurable actions in Section 7.10. Individual leads identified in Section 7.10 are responsible for reporting on the actions assigned to them.

Post activation Evaluation Tool assessments can be undertaken by Council staff who participated in the initial baseline audits, ensuring methodological consistency. Where Council wishes to involve the community in monitoring, for example through trained volunteer auditors or community observers, this should be encouraged as both a capacity building exercise and a demonstration of shared ownership.

## 8.8 Keeping it Practical

Monitoring must be proportionate to Council's resources. An elaborate evaluation framework that requires more time and energy to operate than the activation program itself would be counterproductive. The monitoring approach for this Framework is designed around five principles:

***Embed monitoring in existing work.*** Where possible, monitoring tasks should be integrated into activities that are already occurring (consultation visits, park maintenance inspections, event management, visitor servicing, communications reporting) rather than created as standalone exercises.

***Use the tools already adopted.*** The NSW Public Space Evaluation Tool provides a ready made, tested and scalable monitoring methodology. Council does not need to invent a new evaluation system. It needs to apply the one it has committed to using, consistently and at defined intervals.

***Prioritise photographic evidence.*** Before and after photography is one of the simplest, cheapest and most powerful forms of monitoring evidence. It communicates place change more effectively than any dataset. Council should maintain a systematic photographic record of every precinct, updated at least annually.

***Report publicly and clearly.*** The annual Activation Progress Report should be written in plain language, designed for public readability and published in formats accessible to community members, councillors and funding partners. Transparency builds trust. Complexity erodes it.

***Learn from failure as well as success.*** Not every activation will work as planned. The monitoring framework should create space for honest assessment of projects that underperformed, including analysis of why and what should be done differently. A culture that only reports success is a culture that stops learning.

## APPENDIX A – PRECINCTS ASSESSMENT TEMPLATE

**Item 7.8**

**Annexure A**

## APPENDIX A – PRECINCT AND VILLAGE ASSESSMENT TEMPLATE

The following templates provide a structured approach to precinct and village assessment, ensuring consistency across all eight planning areas.

These tools support the evidence base established in **Chapter 4 Precinct Assessments** and are applied through the consultation process outlined in Chapter 5.

Each template is designed to be used in the field during place-based audits and community engagement, capturing both observed conditions and local insights.

Facilitators should:

- Refer to the relevant **Chapter 4 precinct assessment** for baseline understanding prior to undertaking the audit
- Cross-check asset information with **Appendix G — Asset Schedule by Precinct and Village**
- Use this template in conjunction with **the NSW Public Space Evaluation Tool (Appendix C)**

## **PRECINCT / VILLAGE ASSESSMENT TEMPLATE**

**Place name:**

**Assessment date(s):**

**Assessment team:**

**Weather / season / time of assessment:**

### **1. Place Description**

What type of place is this? What function does it currently serve? What is its physical form, scale and setting? How does it relate to surrounding places?

### **2. Historical and Cultural Context**

What stories, heritage values, cultural associations, First Nations connections or local identities are present in this place? How has the place evolved over time? What historical events, settlement patterns or community traditions have shaped its current character?

### **3. Character and Identity**

What makes this place distinctive? What impression does it leave? What is remembered after leaving? How is its character expressed in the physical environment — through buildings, landscape, materials, signage, art, vegetation or spatial arrangement? Is its identity clearly legible to a first-time visitor?



**Links:** How easily can someone move around and between places — on foot, by bicycle, by car? Is wayfinding clear? Are paths connected? Are crossings comfortable? Does vehicle movement dominate?

**Social:** What is the sense of community? Are there places to gather and celebrate? Do people feel safe? Are there opportunities for social interaction? Is volunteering visible?

**Activities:** Are there things to do? Are activities programmed or informal, regular or occasional, diverse or narrow? What is the activity profile on an ordinary day versus an event day?

### 6. Place Typologies

Identify and map the physical space types present within the precinct or village using the following typology codes:

Code	Typology
<b>S</b>	Streets
<b>G</b>	Gateways
<b>P</b>	Parks and Open Space
<b>O</b>	Ovals and Recreation Grounds
<b>T</b>	Trails and Paths
<b>C</b>	Community Buildings
<b>N</b>	Natural Landscapes
<b>Pv</b>	Private and Commercial

**Key Places Register:**

#	Place	Typology Code(s)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

## 7 NSW Public Space Evaluation Tool Summary

**Am I able to get there?** Score (1–5): \_\_\_ Key observations:

**Am I able to stay?** Score (1–5): \_\_\_ Key observations:

**Am I able to connect?** Score (1–5): \_\_\_ Key observations:

**Am I able to play and participate?** Score (1–5): \_\_\_ Key observations:

**Overall score:** \_\_\_ / 20

### What's Working

What is this place already doing well? What should be protected, maintained or built upon?

### Opportunities

What low-cost, medium-term and longer-term activation opportunities are visible?

**Consider all five pillars:** Story and Culture, Nature and Outdoors, Village Life and Community, Public Realm and Amenity, After Dark.

**Consider all three activation types:** Tactical, Programmatic, Structural.

### Constraints

What limits or complicates activation? Consider heritage, safety, maintenance, funding, access, environmental sensitivity, operations, volunteer capacity, governance and community expectations.

### Activation Themes

What three to five themes best describe this place's future activation role? How do these themes relate to the Framework's five pillars and eight activation priorities?

### Potential Projects

Project	Activation Type	Pillar(s)	Indicative Scale	Notes
	Tactical / Programmatic / Structural		Low / Medium / High	

**Strategic Role**

One clear, memorable sentence defining how this place contributes to the broader Highlands network.

**Photographic Record**

**Attached:** Yes / No

Number of photographs: \_\_\_\_

Key views documented:

## **APPENDIX B –**

- **COMMUNITY CONSULTATION TEMPLATE**
- **QUICK WINS REGISTER TEMPLATE**
- **'WHAT WE HEARD' TEMPLATE**

## **Appendix B – Community Consultation Recording Template, Quick Wins Register Template and “What We Heard” Template**

*This template supports the community consultation framework set out in Chapter 5.*

*The consultation principles, methods, questions and outputs described in Chapter 5 are operationalised through this template.*

*It should be completed by the consultation consultant and Council staff for each engagement activity within the rolling program described in Chapter 7.*

**For ease of completion, for both the participant and facilitator, utilising speech to text tools / apps / ai is encouraged.**

*The findings recorded in this template feed directly into the "what we heard" summaries and into the community engagement summary component of each individual masterplan described in Section 7.2.*

## COMMUNITY CONSULTATION RECORD TEMPLATE

**Location / Precinct:**

**Date(s) of engagement:**

**Engagement format(s) used:**

- On-site listening session
- Village / precinct walkshop
- Pop-up engagement at existing event
- Have Your Say dedicated page with interactive mapping
- Stakeholder roundtable
- Youth / school engagement
- Visual preference survey
- Online feedback
- Accessibility-focused session
- First Nations engagement
- Other: \_\_\_\_\_

**Number of participants:** \_\_\_\_

**Participant profile (estimated):**

Group	Approximate number
Residents	
Business operators	
Young people (under 25)	
Older residents (65+)	
Families with children	

Group	Approximate number
<b>Sporting club members</b>	
<b>Visitors / tourists</b>	
<b>First Nations participants</b>	
<b>Other</b>	

### *Consultation Questions*

The following questions provide the engagement framework. They should be adapted to the specific context of each place.

1. What do you value most about this place?
2. What brings you here?
3. What is not working well? What frustrates you or puts you off?
4. Where do you feel welcome, comfortable and safe — and where do you not?
5. Where is walking or getting around difficult? What connections are missing?
6. Where do people gather, and why? Are there places that should be gathering points but are not?
7. What facilities, amenities or improvements are missing?
8. Which local stories, identities or histories should be more visible in the public space?
9. What small, low-cost changes would make an immediate difference?
10. What longer-term improvements should be planned for, even if they take years?
11. How should this place work during the day? And in the evening?
12. Are there accessibility issues that need urgent attention?
13. What should Council protect and preserve as this place evolves?
14. If you could change one thing about this place, what would it be?

**Consultation Findings**

**Key themes emerging:**

- 1.
- 2.
- 3.
- 4.
- 5.

**Priority concerns raised:**

- 1.
- 2.
- 3.

**Quick wins identified (things that could be done soon and at low cost):**

- 1.
- 2.
- 3.

**Longer-term aspirations:**

- 1.
- 2.
- 3.

**Direct quotes (verbatim, for use in reporting and masterplan documentation):**

" \_\_\_\_\_ "

" \_\_\_\_\_ "

" \_\_\_\_\_ "

**Items requiring further technical review:**

- 1.

### Quick Wins Register

Section	Detail
<b>Purpose</b>	To identify low-cost, high-impact actions that can be implemented early to build momentum ahead of full masterplan delivery.
<b>Criteria for Inclusion</b>	<ul style="list-style-type: none"> <li>• Can be delivered within existing or minor additional budget</li> <li>• Can be implemented within 0–12 months</li> <li>• Improves usability, comfort or visibility of a place</li> <li>• Supports immediate community benefit</li> <li>• Does not require major design, approvals or capital works</li> </ul>
<b>Checklist</b>	<ul style="list-style-type: none"> <li>• Does the action improve how the place is used today?</li> <li>• Can it be implemented quickly with minimal approvals?</li> <li>• Does it respond directly to community feedback?</li> <li>• Can it be trialled or tested before scaling?</li> <li>• Does it align with one or more activation pillars?</li> </ul>

Please refer to Recording Table overpage.

### Quick Wins Register – Recording Table

Location	Description	Activation Type (Tactical / Programmatic)	Pillar (Chapter 2)	Framework Alignment (Goal / Priority)	Priority Ranking (H/M/L)	Estimated Cost (L/M/H)	Lead Responsibility	Delivery Timeframe	Notes
----------	-------------	---	--------------------	---------------------------------------	--------------------------	------------------------	---------------------	--------------------	-------

#### Recording Table Key:

- **Activation Type**
  - Tactical = quick, low-cost, trial-based
  - Programmatic = event, activation, recurring activity
- **Pillar (Chapter 2)**
  - Story and Culture
  - Nature and Outdoors
  - Village Life and Community
  - Public Realm and Amenity
  - After Dark
- **Framework Alignment (Chapter 6)**

- Reference the relevant Goal and/or Priority  
(e.g. “Goal 2 — Strengthen Town Centre Activity” or “Priority — Improve Public Realm Comfort”)
- **Priority Ranking**
  - High = immediate impact and strong alignment
  - Medium = beneficial but not urgent
  - Low = opportunistic or dependent on other actions
- **Estimated Cost**
  - Low = minimal operational budget
  - Medium = minor allocation required
  - High = upper limit of “quick win” threshold

## **"WHAT WE HEARD" SUMMARY**

To be prepared from this record and published within three months. The summary should clearly communicate:

- Who participated
- What was discussed
- What key themes emerged
- How community input will influence the masterplan
- What quick wins will be progressed immediately
- When the draft masterplan will be available for community review

**APPENDIX C – NSW PUBLIC SPACE EVALUATION TOOL  
APPLICATION GUIDE**

**Item 7.8**

**Annexure A**

## Appendix C – NSW Public Space Evaluation Tool Application Guide

*This guide supports the use of the NSW Public Space Evaluation Tool as described in three locations within this Framework:*

- *Chapter 4, Section 4.1, which introduces the 4 Aspect Analysis and Place Typologies as the strategic assessment methodology (with the Evaluation Tool providing the detailed field-level scoring);*
- *Chapter 5, Section 5.8, which explains how the Tool will be used during consultation; and*
- *Chapter 8, which describes how the Tool will be used for ongoing monitoring through before-and-after evaluation.*

*The baseline audit data collected using this protocol during the consultation phase establishes the reference point against which all future post-activation evaluations are measured.*

### APPLICATION PROTOCOL

**Step 1.** Read all pages of the NSW Public Space Evaluation Tool. Draw a site sketch of the place being assessed, noting key features, boundaries, entry points and movement patterns.

**Step 2.** Familiarise yourself with the site. Walk through the space. Observe. Experience the environment from different entry points, at different paces and from different vantage points.

**Step 3.** Take photographs from consistent vantage points. These photographs will form the baseline for before-and-after comparison.

**Step 4.** Complete the evaluation on multiple occasions where feasible — at different times of day (morning, midday, afternoon, evening), different days (weekday, weekend, event day) and, for Glen Innes Highlands, different seasonal conditions where practical. In a high-country setting, the difference between a frosty winter morning and a warm autumn afternoon will significantly affect how a place functions.

**Step 5.** Complete the evaluation from your personal observations. The Tool is observation-based — you are recording what you see, hear, feel and experience, not surveying other people.

**Step 6.** Analyse the results and summarise into the place audit report for incorporation into the relevant masterplan.

### SCORING

Each of the four evaluation themes is scored on a 1–5 Likert scale:

Score	Meaning
1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

Divide the total score by the number of answered questions in each theme to produce a theme average. The four theme averages together provide a composite place quality profile.

### EVALUATION THEMES

#### **Theme 1 — Am I able to get there?**

**Assesses:** arrival legibility, pedestrian safety, path quality and connectivity, crossing comfort, signage, accessibility, proximity to parking and public transport (where applicable), sense of welcome at entry points.

**Highlands note:** In a dispersed rural LGA, this theme also encompasses the legibility of the place from the highway or approach road, the quality of directional signage, and whether a visitor arriving by car can easily understand where to park, where to enter and what to do first.

#### **Theme 2 — Am I able to stay?**

**Assesses:** seating quantity and quality, shade and weather protection, cleanliness and maintenance, toilet availability, drinking water, shelter, lighting, comfort, sense of safety, protection from traffic, noise environment.

**Highlands note:** At 1,000+ metres elevation, weather protection is critical. Wind exposure, frost, summer heat and winter cold all affect stay-ability. Shade in summer and shelter from wind in winter are not amenities — they are determining factors.

**Theme 3 — Am I able to connect?**

**Assesses:** opportunities for social interaction, diversity of users (age, gender, background), local identity and storytelling visible in the space, sense of welcome, evidence of community ownership and stewardship, whether the space feels like it belongs to everyone or only to certain groups.

**Highlands note:** In small village settings, this theme may manifest differently than in townships. A village park used by a handful of residents every afternoon may score highly on connection despite low absolute numbers, because the social interaction it supports is deeply valued.

**Theme 4 — Am I able to play and participate?**

**Assesses:** range of activities available (formal and informal, active and passive), play opportunities for different ages, event readiness, evening appeal, cultural and creative programming, sport and recreation options, inclusiveness of activity offer.

**Highlands note:** This theme should assess both programmed activities (sport, events, markets) and the invitation to informal activity (a bench that invites reading, a path that invites walking, a boulder that invites climbing, a river that invites swimming). In the Highlands, some of the most important participation opportunities are nature-based and self-directed.

**PEOPLE COUNT PROTOCOL**

At each observation session, record the number of people present using the following categories:

Age Group	Moving (walking, cycling, scootering)	Staying (sitting, standing, playing, laying)
0-5		
6-15		
16-24		

Age Group	Moving (walking, cycling, scootering)	Staying (sitting, standing, playing, laying)
25–64		
65+		
<b>Total</b>		

Record gender balance (estimated). Note any observable accessibility aids (wheelchairs, mobility scooters, walking frames, prams).

### SENSORY OBSERVATION

Record the dominant sounds experienced during observation:

Positive sounds	Negative sounds
<input type="checkbox"/> Birds	<input type="checkbox"/> Traffic
<input type="checkbox"/> Water	<input type="checkbox"/> Industrial noise
<input type="checkbox"/> Children playing	<input type="checkbox"/> Construction
<input type="checkbox"/> Music	<input type="checkbox"/> Loud vehicles
<input type="checkbox"/> Wind in trees	<input type="checkbox"/> Generators
<input type="checkbox"/> Conversation	<input type="checkbox"/> Anti-social noise
<input type="checkbox"/> Sport	<input type="checkbox"/> Other: ____
<input type="checkbox"/> Quiet / stillness	

## APPENDIX D – ACTION PRIORITISATION CRITERIA

**Item 7.8**

**Annexure A**

### Appendix D – Action Prioritisation Criteria

*These criteria should be applied when ranking and selecting projects emerging from individual masterplans and community consultation.*

*They operationalise the guiding principle, goals and activation priorities established in Chapter 6, and support the project register component of each individual masterplan described in Section 7.2.*

*When Council is assessing competing project proposals — whether for annual budget allocation, grant applications or community-led activation support — these ten criteria provide a consistent and transparent basis for decision-making across all eight planning areas.*

Criterion	Assessment Question
<b>Strategic alignment</b>	<p>Does the project align with this Framework's guiding principle, goals, activation priorities and the relevant pillar directions?</p> <p>Does it align with the Economic Development Strategy, Destination Management Plan and other Council strategies?</p>
<b>Community benefit</b>	<p>How many people will benefit?</p> <p>Does it serve a broad cross-section of the community?</p> <p>Does it address a need or aspiration identified through consultation?</p>
<b>Readiness and feasibility</b>	<p>Can the project commence within the proposed timeframe?</p> <p>Are approvals, land access, design and delivery pathways clear?</p> <p>Are there dependencies that could delay delivery?</p>
<b>Affordability</b>	<p>Is the capital and operational cost proportionate to the expected benefit?</p>

Criterion	Assessment Question
	<p>Can it be funded within existing budgets or through identified grant programs?</p> <p>What are the ongoing maintenance implications?</p>
<b>Funding leverage</b>	<p>Does the project strengthen Council's position for grant applications?</p> <p>Can it attract co-investment from partners, businesses or community organisations?</p> <p>Does completing this project unlock funding for subsequent projects?</p>
<b>Heritage and environmental fit</b>	<p>Is the project consistent with heritage protections, environmental constraints and land management obligations? Does it respect the cultural and ecological values of the place?</p>
<b>Visitor economy contribution</b>	<p>Does the project improve the visitor experience, increase dwell time, support visitor dispersal or strengthen the Highlands' destination positioning?</p>
<b>Identity contribution</b>	<p>Does the project strengthen the distinctive character of the precinct or village?</p> <p>Does it make local identity more visible, more legible or more memorable?</p>
<b>Accessibility and inclusion</b>	<p>Does the project improve access for people of all ages, abilities and backgrounds?</p> <p>Does it address a known accessibility gap?</p>
<b>Ability to pilot</b>	<p>Can the project be tested through tactical or programmatic activation before committing to permanent structural investment?</p>

Criterion	Assessment Question
	Is there an opportunity to test, learn and refine before scaling?

## **APPENDIX E – ASSET SCHEDULE BY PRECINCT AND VILLAGE**

**Item 7.8**

**Annexure A**

## Appendix E – Asset Schedule by Precinct and Village

*This appendix provides the **baseline asset inventory** for the eight precincts and villages identified within this Framework, based on the information available at the time of preparation.*

***It is not intended to be treated as exhaustive. Asset schedules are to be confirmed, corrected and supplemented through precinct consultation, place audits and subsequent master planning.***

*Where assets fall outside the eight priority planning areas, they are identified as such and are not considered part of the current precinct program.*

*All precinct names and groupings align with those established in Chapter 4.*

### Additional Crown Land Reserves

*The following Council-managed Crown land reserve falls outside the eight priority planning areas but is noted for completeness:*

*Blair Hill Recreation Reserve (Reserve R70821, Glen Legh Road, Lambs Valley — natural area bushland, granite formations, former rest area). This reserve may warrant future consideration for low-impact recreation or Geotourism activation aligned with the Highlands' broader granite landscape identity.*

### GLEN INNES TOWNSHIP PRECINCT:

#### Glen Innes Town Centre

Grey Street main street spine and heritage commercial fabric. Glen Innes Courthouse (1873–74, James Barnett, basalt and granite). Glen Innes Post and Telegraph Office (1896, Walter Liberty Vernon, Federation Arts and Crafts). Glen Innes Town Hall (1887, auditorium seating 250). Glen Innes Visitor Information Centre (152 Church Street). Boer War Memorial. Heritage-listed commercial buildings, former banks and hotels (Schedule 5, Glen Innes Severn LEP 2012). Civic and business frontages. Laneways and pedestrian connections.

#### Glen Innes Civic, Heritage Parks and Community Facilities

ANZAC Park (Soldiers Memorial unveiled 1922, Vietnam War Memorial, \$1.2 million Nature Play Park — inclusive, sensory, active, adventure and nature-based play equipment for all ages and abilities, officially opened 2025). King Edward VII Park (shared pathway connection to central heritage parks network, mature tree canopy, formal parkland setting, historic associations with Croquet Club and early tennis courts). Veness Park (northern end of heritage parks sequence, public art installation). King George V Oval (commemorative gates erected 1937, historic grandstand, synthetic

cricket wicket, school athletics, community events including Minerama, transitioning to village green function). Lions Park (89 East Avenue — Glen Innes Cottage Markets Saturday mornings, licensed café operating six days per week, off-leash dog area, RV/traveller rest area, dump point). Quinton Park (55 Wentworth Street — paved walking trails, bicycle paths, shade areas, grassed sports area, passive recreation). Lex Ritchie Park (western entry to Glen Innes, part of Reserve 38614, Crown land, Council-managed. 60-metre wind turbine blade from White Rock Wind Farm. Sealed parking, picnic tables, Rotary shelter, interpretive signage. Planned: walking/cycling track, viewing platform, night lighting, public art, water bubblers, BBQ infrastructure. Named after Lex Ritchie OAM).

Heritage Parks Masterplan (currently in development) provides the strategic foundation for the management, enhancement and improved connectivity of four heritage-listed parks: Veness Park, ANZAC Park, King Edward VII Park and King George V Oval — recognised as items of local heritage significance under Schedule 5, Glen Innes Severn LEP 2012.

### ***Glen Innes Railway Station and Rail Trail Gateway***

Heritage-listed Glen Innes Railway Station (Lambeth Street — opened 19 August 1884, Main Northern Line, first-class brick station, closed 1992). Station platform and infrastructure. Timber signal box. Station forecourt and arrival areas. Future New England Rail Trail trailhead.

### ***Glen Innes Centennial Parklands***

Centennial Parklands (Reserve 46112, Crown land, 12.1 hectares, Watsons Drive, Council-managed. Traditional Ngarabal name: Eerindii). Australian Standing Stones (38 megaliths, 3.5m each, national Celtic monument, created 1991–92, Martins Lookout, managed by Australian Standing Stones Management Board — Section 355 Committee). Glen Innes Highlands Skywalk (80m elevated boardwalk, three panoramic viewing platforms, all-access, dual Ngarabal-Celtic interpretation, opened January 2024, \$2M NSW Government). Crofters Cottage / Croft Café and cultural centre. Upgraded amenities block and rose pergola (completed 2024). Timber-structured children's play space. Celtic Family Wall and numerous Celtic Monuments. Picnic tables and shade areas. Martin's Lookout. Event areas and market grounds. Unpaved trail and path network. Planned: new access road from Shannonvale Road; hard

surfacing of select routes; interpretive signage; bush tucker revegetation; DDA accessibility audit.

### ***Glen Innes Powerhouse Cultural***

Former Glen Innes Powerhouse (148 Church Street — heritage-listed, ~1,353m<sup>2</sup> retained for cultural use following Council subdivision March 2025). Council Resolution 17.11/25 endorsing Combined Multipurpose Heritage & Activation Model (November 2025). Community engagement completed August–September 2025 (300 Open Day visitors, 40 formal submissions). Land of the Beardies History House Museum (10,000+ items). Church Street public realm and movement corridor.

### ***Glen Innes Sporting and Recreation***

Wilson Park (Reserve R78517) - soccer, touch football, cricket, Rugby Park / Elks Rugby Union. Glen Innes Indoor Sports Stadium (189 Herbert Street — two indoor courts, multipurpose room, commercial kitchen, PA system, disabled access changerooms, home to Basketball Polar Bears, Netball Association, Futsal Club, \$5.5M State and Federal investment). Adjoining outdoor basketball and netball courts (two new multi-sport courts). Small park and open space behind the netball courts. Glen Innes Aquatic Centre. Kerry Mead Park (Glen Innes Magpies rugby league — senior and junior, two-storey clubhouse, two new full-size fields in development, \$50,000 NSW Rugby League Infrastructure grant matched by Council). King George V Oval (grandstand, 1937 commemorative gates, cricket, school athletics, village green transition). Lynch Oval (southern portion retained as habitat and informal parkland). Glen Innes Tennis Centre (ten courts — seven synthetic grass floodlit, three porous, clubroom). Skate park. Glen Innes Radio Controlled Off Road Club. Rocky Ponds Creek linear path corridor opportunity. Future pump track (planned, Wilson Park cluster). Rocky Ponds Creek corridor including Crown land Reserves R6352 and R6355 (public recreation, natural area — watercourse and bushland, potential linear path and Rail Trail connection).

### ***Glen Innes Showground and Equestrian***

Glen Innes Showground (Bourke Street — 10 hectares, Crown land, NSW State Heritage Register listed 4 September 2015, Reference 1961, managed by Showground Land Manager/Trust). Central arena and show ring (steel fenced). Covered grandstand (400 seats, 1899 Federation style). Main Exhibition Pavilion (1,500sqm, 1892). Industrial Pavilion (1,500sqm, 1922). Cadell Memorial sheep-judging stand (1928). Horse stalls (180 standard + 19 premium). Stud cattle pavilions. Prime cattle yards. Four-stand shearing complex. Commercial kitchen (dining area 90 seats). Outdoor BBQ (undercover seating 130). Yarraford Hall. Smaller pavilions and meeting rooms. Caged bird pavilion. Show secretary's office. Park-like landscaped grounds with historic plantings (from 1897). Camping grounds (46 toilets including 2 disabled access, 18 hot

227

showers including 1 disabled access, powered/unpowered sites, black water disposal, 400+ sites during events, pet-friendly). Equestrian Park sand arena (Hunter Street, Council-controlled, recommended for Trust management transfer).

Annual events: Glen Innes Show (February, 3 days, established 1869), Glen Innes Campdraft (3 days, 1,000+ runs), EPIC Campdraft and Challenge (\$100K+ prizes), Glen Innes Spring Show Jumping (October long weekend, 60cm–140cm classes), Pony Club events, Men in Glen, community events and functions.

### ***Emmaville Village Precinct***

Village centre and essential services (Central School K–12, hospital / multipurpose health service, service station, post office, general store, pub). Emmaville Oval and Recreation Reserve (sports ground, cricket pitch, athletics). Emmaville Swim Centre (seasonal pool, toddler splash). Emmaville Caravan Park (Reserve R510006) (powered and unpowered sites, amenities). RSL Park (memorial space, Roobot metal kangaroo sculpture by artist Mick Brown, donated by Taronga Mines Pty Ltd, permanently installed and unveiled by Mayor Margot Davis 30 August 2025, permanent play equipment, picnic seating). Emmaville Mining Museum (world-class mineral collection, historical archives, recreated 1895 general store, Chinese mining heritage). War Memorial Hall (community hall, library branch, events venue). Ottery Arsenic and Tin Mine (8km NE of Emmaville — State Heritage Register listed, Heritage Act 1977, oldest principal ore refinery in Australia, tin lode discovered 1875, production 1882–1957, ~2,000 tonnes arsenic trioxide and ~2,700 tonnes tin concentrate produced, surviving refinery, calciner, kilns, arsenic chambers and chimney stack, Stage 1 remediation completed 2021–2024 by NSW Legacy Mines Program, Stage 2 planning underway).

### ***Deepwater Village Precinct***

Village centre on New England Highway. Heritage shopfronts and main street setting. Deepwater Recreation Ground (Reserve R510011) (sports field, athletics), Dump point for caravans/motorhomes. Deepwater Tennis Club (four courts, clubrooms). Playground. Apex Park (electric BBQs, picnic tables, playground, shade, accessible toilets). Deepwater Brewing (craft brewery, cellar door, wood-fired pizza, dog-friendly, 52 Wellington Vale Road). Bakery. Makers Shed. Deepwater River and platypus habitat. Riverside picnic edges.

### ***Glencoe Village Precinct***

Bicentennial Park (central park, recreation space, mature trees, dog off-leash area). Village hall. Sports ground. Granite landscape and open pastoral setting. Scottish naming heritage and Celtic connection. Glencoe Recreation Reserve (Reserve R77006,

Crown land, Council-managed, 8039 New England Highway — natural area bushland, potential Rail Trail node).

### ***Red Range Village Precinct***

Red Range Recreation Reserve (Reserve R80774 ). Village heart and local gathering places. Local recreation and open space. Public recreation area at new Mann River bridge (informal riverside stopping, picnic use). Pastoral landscape and ranges setting. Historical settlement associations dating to the 1850s.

### ***Stonehenge Recreation Reserve Precinct***

Stonehenge Recreation Reserve (Reserve R33301) (9003 New England Highway — ~80 acres / 32 hectares Crown recreation reserve, elevation 1,067m). Pine-lined entry sequence. Granite tor landscape (Permian-era New England granite, boulders exceeding 5m). Sports ground. Shelter shed and toilets. Picnic tables and playground. Shade areas and unpaved walking trails. Proximity to Balancing Rock (adjacent private property, viewable from fence line — gigantic granite boulder resting on 300mm point). Bouldering (170+ documented routes, V-grades to V7, 545 recorded ascents, flat grassy landings). Dark-sky conditions (minimal light pollution). Former Stonehenge Railway Station site (opened 1884, closed 1974). GeoRegion geological significance. No current Plan of Management. Glen Innes Clay Target Club (fenced facility and clubhouse within Reserve R33301).

### ***Beardy Waters Precinct***

Beardy Waters Dam. Beardy Waters Woodlands Reserve (5km east of Glen Innes on Gwydir Highway — lake/river frontage, picnic tables, toilets, unpaved walking trails). Shannon Vale Bridge viewing area (1.6km east on Gwydir Highway, then 2.2km on Shannon Vale Road). Exceptional birdwatching (153+ species recorded on eBird — cormorants, egrets, darter, spoonbills, ibis, ducks including musk, blue-billed and pink-eared, eagles, dotterels, sandpipers, snipe, stilt, tern, restless flycatcher). Platypus habitat. Kayak and canoe access. Part of Glen Innes water supply catchment including Eerindii Ponds emergency water storage. Yarraford Recreational Facility / Beardy Waters Heritage Park (Reserve R83657, Crown land, Council-managed, New England Highway Yarrowford — picnic tables, shelters, Federation stone monument, public toilet, access track to Beardy Waters, pet-friendly overnight rest area). Unnamed Reserve R85387 (New England Highway Yarrowford — river access, informal kayak/canoe launch).

### ***Wyaliba / Mann River Precinct***

Wyaliba community (~100 residents, ~40km east of Glen Innes, elevation ~380m). Wyaliba Public School (~10 students, rebuilt as \$2M facility). Mann River Nature Reserve (NSW National Parks — fireplaces, toilets, self-sufficient camping, swimming

in crystal waterholes, fishing, rock-hopping on smooth river boulders, scenic views across the Great Dividing Range). Old Grafton Road heritage route (original timber getters' track, red cedar carting 1840s). First Nations cultural significance (Ngarabal and Gunbaynggir gathering place). Birdwatching (azure kingfisher, rainbow bee-eater, dollarbird, rose robin, golden and rufous whistlers, red-backed fairy wren, speckled warbler, pardalotes, treecreepers, red-browed firetail, yellow-faced honeyeater, eastern spinebill, Torresian crow). Gorge country landscape and eastern escarpment. New bridge (\$1.3M, constructed).

## APPENDIX F – STRATEGIC ALIGNMENT MATRIX

Item 7.8

Annexure A

## Appendix F – Strategic Alignment Matrix

This appendix provides a detailed alignment matrix supporting the strategic relationships outlined in **Chapter 1.4 Strategic Alignment**.

Strategy / Plan	Key Alignment Points with this Framework
<b>Community Strategic Plan 2025–2035</b>	Connected, resilient, thriving community. Liveability. Cultural richness. Environmental stewardship. Social inclusion
<b>Council Managed Crown Land Plan of Management (2025)</b>	Covers 11 Crown land reserves across the LGA including Wilson Park, Emmaville, Deepwater, Glencoe, Red Range, Stonehenge, Beardy Waters/Yarraford. Categorises land by community use type. Identifies potential Rail Trail nodes at Glencoe and Stonehenge. Identifies Rocky Ponds Creek reserves (R6352, R6355) as potential linear path and Rail Trail connection.
<b>Economic Development Strategy 2026–2030</b>	Pillar 4 — Vibrant and Inclusive Precincts and Places. Vacant shop activation (30% by 2028). Population growth to 10,000 by 2035. Business Concierge Service. First Nations Partnership Framework. Ageing-in-Place Strategy. Wellbeing economy
<b>Destination Management Plan 2026–2030</b>	Geotourism and GeoRegion. New England Rail Trail. Centennial Parklands Skywalk. Stonehenge Reserve. Dark sky tourism. Village tourism activation plans for Deepwater, Emmaville, Glencoe, Red Range. Australian Celtic Festival. Minerama. Powerhouse Museum concept. Cooramah Aboriginal Cultural Centre. Average stay and spend below NSW average
<b>Operational Plan 2025–2026</b>	Annual programs and budgets. Service delivery priorities. Framework-aligned project programming
<b>Plan of Management: Centennial</b>	12.1 hectares, Reserve 46112. Traditional Ngarabal name Eerindii. Standing Stones managed by ASSMB (Section 355 Committee). Planned new access road

Strategy / Plan	Key Alignment Points with this Framework
<b>Parklands (Draft, 2025)</b>	from Shannonvale Road. Bush tucker revegetation. DDA accessibility audit. 10-metre exclusion zone around Standing Stones.
<b>Plan of Management: Lex Ritchie Park</b>	Western gateway park, Reserve 38614. Wind turbine blade. Planned walking/cycling track, viewing platform, night lighting, public art, BBQ infrastructure. Named after Lex Ritchie OAM.
<b>Public Art Policy</b>	Art as activation tool. Identity and interpretation. Public Art Advisory Group. Integrated funding. Temporary and permanent art. Community partnerships
<b>Sporting Facilities Review and Master Plans (2018)</b>	Wilson Park hub. Indoor stadium (now delivered). Co-location and shared use. Rocky Ponds Creek linear path. Kerry Mead Park upgrades. King George Oval village green transition. Village ovals. ~\$24M total estimated implementation
<b>Heritage Parks Masterplan</b>	Veness Park, ANZAC Park, King Edward VII Park, King George V Oval. Heritage landscape management. Items of local heritage significance under LEP 2012 Schedule 5
<b>Council Resolution 17.11/25 (November 2025)</b>	Powerhouse Combined Multipurpose Heritage & Activation Model endorsed. Full business case required. Alignment with this Framework explicitly mandated
<b>Glen Innes Severn LEP 2012 — Schedule 5</b>	Heritage items register. Heritage conservation areas. Archaeological sites. Heritage compliance requirements for activation in listed places
<b>NSW Guide to Activation (March 2022)</b>	Ten principles for public space. Tactical / programmatic / structural activation. Governance. Evaluation. Rural case studies including Gilgandra

Strategy / Plan	Key Alignment Points with this Framework
<b>NSW Guide to Preparing an Activation Framework (March 2022)</b>	Five-step methodology. Governance, management, funding and regulatory models. Community co-design. Monitoring and evaluation
<b>NSW Public Space Evaluation Tool</b>	Observation-based audit methodology. Four evaluation themes. Likert scoring. People counts. Sensory observation. Before-and-after evaluation
<b>NSW Public Spaces Charter</b>	Ten principles — open and welcoming, community focused, culture and creativity, local character, green and resilient, healthy and active, local business, safe and secure, designed for place, well-managed.
<b>Project for Public Spaces (PPS) — Place Assessment Methodology</b>	4 Aspect Analysis (Identity, Links, Social, Activities) applied across all eight precinct assessments in Chapter 5. Place Typologies adapted from PPS methodology for rural application. Underpins the place assessment template in Appendix A

## APPENDIX G – SOURCE DOCUMENTS

**Item 7.8**

**Annexure A**

## Appendix G – Source Documents

*This register lists all documents that have informed the preparation of this Framework.*

### 1. General Sources

- *International Engagement Strategy — A Proposed Aspiring UNESCO Global Geopark Nomination for the New England North West Region*
- *NSW Government — Great Places Toolkit*
- *International Association for Public Participation (IAP2) — Public Participation Spectrum and Guidelines*
- *Gehl, J. — Public Life and Public Space methodology*
- *Project for Public Spaces — How to Turn a Place Around*
- *Glen Innes Severn Council — Geotourism Strategy (if referenced in precinct sections)*
- *Source relating to Glen Innes Highlands GeoRegion status (if not already captured under the International Engagement Strategy)*
- *Source supporting Boorabee / The Willows / IUCN Category VI statements (if retained in document)*

### 2. Existing strategic and policy documents

- *Glen Innes Severn Council — Village assets and data collection*
- *Glen Innes Severn Council — Economic Development Strategy 2026–2030*
- *Glen Innes Severn Council — Destination Management Plan 2026–2030*
- *Glen Innes Severn Council — Glen Innes Sporting Facilities Review and Master Plans (June 2018)*
- *Glen Innes Severn Council — Public Art Policy*
- *Glen Innes Severn Council — Heritage Parks Masterplan*
- *Glen Innes Severn Council — Centennial Parklands Plan of Management*
- *Glen Innes Severn Council — Glen Innes Severn Local Environmental Plan 2012*
- *Glen Innes Severn Council — Community Strategic Plan 2025–2035*
- *Glen Innes Severn Council — Operational Plan 2025–2026*

- Glen Innes Severn Council — Council Report: Future Use of the Glen Innes Powerhouse — Community Engagement Outcomes & Next Steps (November 2025)
- Glen Innes Severn Council — Council Managed Crown Land Plan of Management (Draft, 2025)
- Glen Innes Severn Council — Plan of Management: Lex Ritchie Park
- Glen Innes Severn Council — Plan of Management: Centennial Parklands (Draft, 2025)
- Glen Innes Severn Council — Council Resolution 17.11/25 (27 November 2025)
- NSW Department of Planning and Environment — NSW Guide to Activation: Public Spaces (March 2022)
- NSW Department of Planning and Environment — NSW Guide to Preparing an Activation Framework: Public Spaces (March 2022)
- NSW Government — Evaluation Tool for Public Space and Public Life
- NSW Government — NSW Public Spaces Charter
- Maitland City Council / ARTSCAPE — Maitland Place Activation Strategy (December 2016) — structural quality benchmark
- NSW National Parks and Wildlife Service — Mann River Nature Reserve visitor information
- NSW Resources — Legacy Mines Program: Ottery Mine Case Study (<https://www.resources.nsw.gov.au/mining-and-exploration/legacy-mines-program/case-studies/ottery-mine>)
- Heritage NSW — Ottery Mine State Heritage Register listing
- Project for Public Spaces (PPS) — Place Assessment methodology and 4 Aspect Analysis framework (Identity, Links, Social, Activities)
- Heritage NSW — Glen Innes Railway Station group heritage listing
- Heritage NSW — Glen Innes Courthouse heritage listing
- Heritage NSW — Glen Innes Post and Telegraph Office heritage listing
- Regional Development Australia Northern Inland — Glen Innes Powerhouse Museum Business Case
- theCrag — Stonehenge bouldering area documentation

- eBird — Beardy Waters Woodlands Reserve and Dam species records
- Glen Innes Highlands tourism information (gleninneshighlands.com)

### 3. Precinct Specific Sources

- **Glen Innes Civic, Heritage Parks and Community Facilities Precinct:** [Land of the Beardies History House](#); [Monument Australia — Soldiers Memorial](#); [Glen Innes Severn LEP 2012, Schedule 5](#); [Lex Ritchie Park Plan of Management](#); [Glen Innes Severn Crown Land Plan of Management \(attached\)](#).
- **Glen Innes Railway Station Precinct:** [Glen Innes Severn Crown Land Plan of Management](#); [Heritage NSW — Glen Innes Railway Station group, SHR #01149](#); [Heritage Item Report — Glen Innes Railway Station](#); [Wikipedia — Glen Innes railway station](#); [NSW Railway Stations blog](#); [Trove — Illustrated Sydney News, 23 September 1884](#); [Trove — Opening of the Great Northern Railway Extension, 1884](#); [Land of the Beardies History House](#); [Friends of New England Rail Trail](#); [Armidale Regional Council — Rail Trail](#); [RDANI — New England Rail Trail Business Case](#); [Glen Innes Severn Council Annual Report 2024–2025](#); [Margarita & Taco Festival — Facebook](#);
- **Centennial Parklands Precinct:** [Draft Centennial Parklands Plan of Management 2025 \(attached\)](#) [Glen Innes Highlands — Standing Stones Brochure 2024](#); [Monument Australia — Australian Standing Stones](#); [Australian Celtic Festival](#); [Glen Innes Highlands — Skywalk](#); [Glen Innes Severn Council — Skywalk Opening](#); [New England High Country — Standing Stones](#); [Atlas Obscura — Australian Standing Stones](#); [Land of the Beardies History House](#); [Glen Innes Severn LEP 2012, Schedule 5](#); [GISC Public Documents](#).
- **Glen Innes Powerhouse Precinct:** [Chappell, E., Glen Innes & District Historical Society / Glen Innes News, 'Our History: The Power House'](#); [Glen Innes News, 'Glen Innes Powerhouse: Community Invited to Re-Energise Site'](#); [Powerhouse Council Report \(attached\)](#); [Powerhouse Council Report, Adopted Resolution \(attached\)](#); [Land of the Beardies History House](#); [Countrywide Property, 148 Church Street listing](#); [Glen Innes Severn LEP 2012, Schedule 5](#); [RDANI, Glen Innes Powerhouse Museum Business Case](#).
- **Glen Innes Sporting and Recreation Precinct:** [Glen Innes Severn Crown Land Plan of Management \(attached\)](#); [GISC, Wilson Park](#); [GISC, Glen Innes Indoor Sports Centre](#); [GISC, Glen Innes Aquatic Centre](#); [GISC, Skate Park](#); [Glen Innes and District Tennis Association](#); [Glen Innes News, Kerry Mead Park upgrade](#); [Glen Innes Examiner, Magpies Clubhouse](#); [Glen Innes Examiner, \\$5.5m sporting complex](#); [Glen Innes News, Cricket Nets Upgraded](#); [GISC, Glen Innes Sporting](#)

*Facilities Review and Master Plans; Land of the Beardies History House; Glen Innes Severn LEP 2012, Schedule 5.*

- **Emmaville Village Precinct:** *Land of the Beardies History House; Wikipedia, Emmaville, New South Wales; Emmaville Mining Museum; MGNSW, Emmaville Mining Museum; Heritage NSW, Ottery Mine SHR #00392; NSW Resources, Ottery Mine; Glen Innes News, Roobot Sculpture; Glen Innes Severn Crown Land Plan of Management (attached); NSW Government, Vegetable Creek MPS; Glen Innes Highlands, Shop and Eat; Glen Innes Severn LEP 2012, Schedule 5; Glen Innes Examiner, Emmaville Panther; MacPherson, J. (1930), "Some Aboriginal place names in Northern New South Wales", Royal Australian Historical Society Journal and Proceedings, 16(2), 120 to 131.*
- **Deepwater Village Precinct:** *Land of the Beardies History House; Deepwater Community Website; Heritage Item Report, Deepwater Railway Station (attached); Heritage Item Report, Deepwater Eclipse Theatre (attached); Heritage Item Report, Deepwater School of Arts (attached); Heritage Item Report, Deepwater Police Station and Former Courthouse (attached); Glen Innes Severn Crown Land Plan of Management (attached); Glen Innes Severn LEP 2012, Schedule 5; AIATSIS, Ngarbal language E68; Wikipedia, Deepwater River; Visit NSW, Deepwater Brewing; The Makers Shed; Tennis Australia, Glen Innes and District Tennis Association.*
- **Glencoe Village Precinct:** *Australian Dictionary of Biography, Wetherspoon, John (1844 to 1928); Land of the Beardies History House; Wikipedia, Glencoe, New South Wales; Glen Innes Examiner, History Matters: The Story of Glencoe; Heritage Item Report, Glencoe Community Hall and Former Public School (attached); Glen Innes Severn Crown Land Plan of Management (attached); GISC, Glencoe Community Hall; Glen Innes Severn LEP 2012, Schedule 5; AIATSIS, Ngarbal language E68.*
- **Red Range Village Precinct:** *Wikipedia, Red Range, New South Wales; Land of the Beardies History House; Heritage Item Report, Red Range Memorial Hall (attached); Glen Innes Severn Crown Land Plan of Management (attached); Glen Innes Examiner, Recalling Red Range; Glen Innes Severn LEP 2012, Schedule 5; AIATSIS, Ngarbal language E68.*
- **Stonehenge Recreation Reserve Precinct:** *Sources: Wikipedia, Stonehenge, New South Wales; Land of the Beardies History House; Glen Innes Highlands, Stonehenge and Balancing Rock; Visit NSW, Balancing Rock; Glen Innes Severn Crown Land Plan of Management (attached); Glen Innes Severn LEP 2012, Schedule 5; AIATSIS, Ngarbal language E68; MacPherson, J. (1930), "Some Aboriginal place names in Northern New South Wales", Royal Australian*

*Historical Society Journal and Proceedings*, 16(2), 120 to 131; McBryde, I., *Aboriginal Prehistory in New England*, Sydney University Press.

- **Beardy Waters Precinct:** [Land of the Beardies History House, Legend of the Beardies](#); [Land of the Beardies History House, Glen Innes](#); [Wikipedia, Beardy Waters](#); [Visit NSW, Beardy Waters Dam and Woodlands](#); [NSW Government, Beardy Waters](#); [Glen Innes Severn Crown Land Plan of Management \(attached\)](#); [Glen Innes Severn LEP 2012, Schedule 5](#); [AusAnthrop / New England History, Ngarabal Entry Page](#); [Glen Innes Highlands Fishing Brochure](#).
- **Mann River Reserve, Wyaliba:** [NSW National Parks and Wildlife Service, Mann River Nature Reserve](#); [NSW National Parks, Mann River Campground](#); [Visit NSW, Mann River Nature Reserve](#); [Wikipedia, Mann River Nature Reserve](#); [Wikipedia, Wyaliba](#); [ABC News, Inside the community that's now a ghost town](#); [The Guardian, Two years after the bushfires](#); [Land of the Beardies History House](#).
- **Glen Innes Showground and Equestrian Precinct:** [Heritage NSW, Glen Innes Showground SHR #01961](#); [Heritage Item Report, Glen Innes Showground \(attached\)](#); [Wikipedia, Glen Innes Showground](#); [Glen Innes Show](#); [Glen Innes Showground, Hosted Events](#); [Glen Innes News, The Show 100 Years Ago](#); [Glen Innes Examiner, How the local show began](#); [Glen Innes Highlands, Heritage Buildings](#); [Glen Innes Severn LEP 2012, Schedule 5](#); [AIATSIS, Ngarbal language E68](#).



## DEVELOPMENT ASSESSMENT REPORT

### Application Details

Application ref:	DA-11-26 (PAN-610717)
Address	217 GREY STREET GLEN INNES; 177-179 BOURKE STREET GLEN INNES
Legal Description	3/-/DP883564; 2/-/DP876721; 1/-/DP883564; 5/-/DP876721; 4/-/DP883564; 2/-/DP883564; 5/-/DP883564
Dev. Description	Subdivision (7 Lots into 4 Lots)
Applicant	Ambrose Building Development Solutions
Owner	Management Trust & Philip Michael Hanna (217 Grey) Eastmon Business Management Pty Ltd as trustee for Eastmon Business (177-179 Bourke)
Date Lodged	17.02.26

### Summary

#### Key Issues:

- Consideration of impact on Heritage Items
- Provision of services to each lot
- Access and car-parking for each lot

**Variations to LEP or DCP:** Nil

**Number of Submissions:** Nil

**Recommendation:** Approval subject to Conditions of Consent

#### RECOMMENDATION

That Development Application be approved subject to the conditions of consent detailed in Schedule 1 of this report.

Report By	Kate Lucantonio (External Consultant Planner)	Reviewed By	N/A (Conflict of Interest – Council Owned)
Date	7 April 2026	Date	

## 1. Introduction

### 1.1. Planning History

No planning history relevant to the assessment of the subject application. Notwithstanding, for the purposes of informing Council, a summary of the known planning history for each site is included below:

#### 217 Grey Street

DA 25/97	Renovations to Mackenzie Mall and new retail space at Bourke Street frontage (approved) <ul style="list-style-type: none"> <li>Does not appear to have been fully enacted</li> </ul>
BA 90/98	Related Construction Certificate to above.
DA 7/99	Subdivision (approved)
DA 28/99	Advertising (approved)
DA 158/2003	New Building (Target Country) (approved) <ul style="list-style-type: none"> <li>This consent authorised construction of the separate 'Dimmey' building, which is related to the relevant Council resolution.</li> <li>Modification (approved) (modifying loading dock area and adjacent tenancy arrangement)</li> </ul>
DA 92/2007	Refurbishment of part of Mackenzie Mall for ANZ Bank (approved)
CC 52/2007	Related Construction Certificate (approved)
DA 85/14-15	McKenzie Mall Redevelopment – Food Court (approved) <ul style="list-style-type: none"> <li>Note this related to the 'Dimmeys' building</li> </ul>
DA 54/15-16	Public Art Mural (approved)
DA 53/2019	Liquor Shop (approved)
DA 7/25-26	Change of Use from Liquor Shop to Offices and associated works (not yet determined)
BA 132/81	Cafeteria at Bourke Street frontage (approved)
BA 74/95	Alterations and additions to BiLo (approved)
BA 114/82	Food and Shops (approved)

The approved consents have facilitated business changes which have not required planning approval. A summary of recent known changes includes:

- BiLo to Coles
- ANZ to Service NSW
- Target Country to Dimmeys

These changes have not required consent pursuant to State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.

#### 177-179 Bourke Street

DA 3/99	Administration Centre (approved) <ul style="list-style-type: none"> <li>Note that this consent authorised 8 Car parking Spaces</li> </ul>
CC 83/98	Related Construction Certificate (approved)

## 1.2. Site Description

The subject site is located in the E1 (Local Centre) Zone under the Glen Innes Severn LEP 2012. A summary of relevant site characteristics for each property is as follows:

### 217 Grey Street

The site, which comprises six (6) lots, enjoys primary frontage to Grey Street, which provides on street parking and pedestrian access and secondary frontage to Bourke Street, which accommodates on-site parking, servicing and pedestrian access. The site is also accessible via Grovers Lane for both vehicles and pedestrians, and via Sachs Lane for pedestrian access only.

Built form upon the site includes Mackenzie Mall (Local Heritage Item, reference: I080), together with a separate building to its south, which contains a currently vacant large scale retail space (referred to informally as the ‘Dimmeys Building’, approved through DA 158/2003). The buildings are physically separate, however a covered awning connects the two, and provides (undercover) access from both buildings towards the rear car parking area.

Public amenities are also located between the buildings.

A ‘Return and Earn’ reverse vending machine (RVM) is located upon an eastern part of the land (rear carpark near Sach’s Lane), and electricity infrastructure is located upon a southern part of the land (rear carpark).

In the context of the proposal, it is not necessary to provide detail regarding number of tenancies, GFA and the like. In terms of car parking spaces, DA 158/2003 (as modified) approved 121 spaces, however it is acceptable that some spaces have been lost through return and earn facility.

A loading/unloading area and ‘back of house’ (i.e. waste storage, click and collect facility) area benefitting Mackenzie Mall / Coles is located at the Bourke Street frontage. Vehicular access to the carpark can occur from two crossovers located at Bourke Street (east and west of 177-179 Bourke Street) and Grovers Lane.

### 177-179 Bourke Street

The land comprises one (1) Lot, with access via Bourke Street. The land contains “The Old Mill” (Local Heritage Item, reference: I044), which is currently used as an Administration Centre (refer to DA 3/99). Under the current Local Environmental Plan, this use would be most closely defined as “Commercial Premises” (sub-category: “Office Premises”).

**Figures 1 – 17 on the following pages illustrate the existing and proposed lot configurations, carparking and zoning attributes.**



Figure 1 - Subject Site – Existing Lot Configuration (source: Dye & Durham Terrain)



Figure 2 - Aerial View – Existing Lot Configuration (Source: Dye & Durham Terrain)





Figure 5 – Facing South East from Bourke Street (217 Grey Street in foreground, 177-179 Bourke Street in left side background)



Figure 6 – Facing South from Bourke Street, showing front elevation of 177-179 Bourke Street



*Figure 7 - Facing South West from Bourke Street, showing 177-179 Bourke Street together with 'back of house' Mackenzie Mall space and associated retail space further West.*



*Figure 8 - Facing South from Bourke Street, showing eastern end of the site and relationship with land to the East.*



Figure 9 Facing South from Bourke Street, showing 'back of house' Mackenzie Mall area



Figure 10 - Facing North East, showing undercover connection between buildings currently both part of 217 Grey Street



*Figure 11 - Showing public amenities between buildings at 217 Grey Street*



*Figure 12 - Facing South from roughly central within car park. Note electrical cabinet.*



*Figure 13 - Facing North East from central within car park*



*Figure 14 - Facing west from Northern end of car park*



Figure 15 - Facing North West, from South Eastern corner of car park

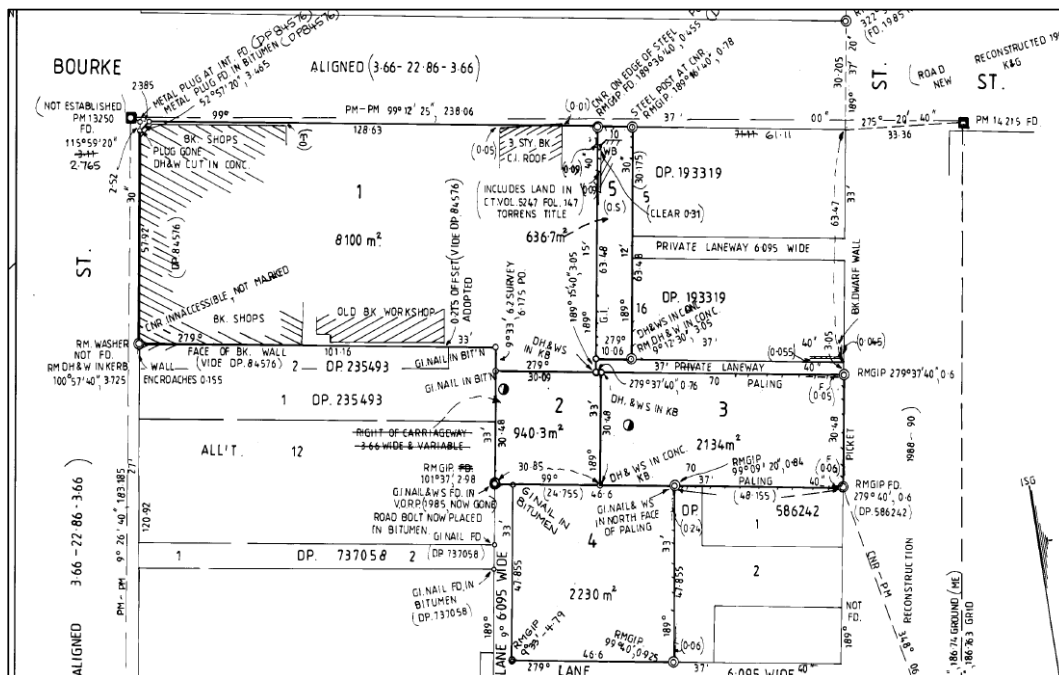


Figure 16 - Deposited Plan

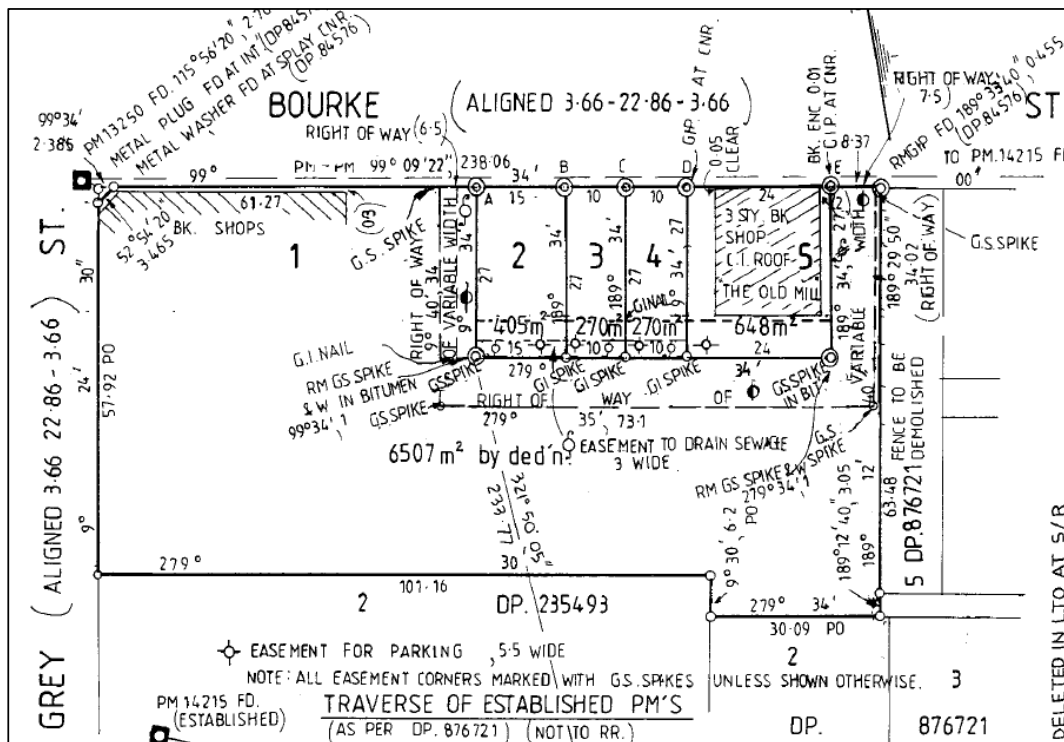


Figure 17 - Deposited Plan

### 1.3. Heritage

A Statement of Significance sourced from the State Heritage Inventory regarding each property is provided below:

#### **217 Grey Street – Commercial building - Mackenzie Mall (Item No. I080)**

*This two-storey commercial building occupying a prominent corner has landmark, streetscape, architectural, aesthetic, social and representative significance. 'The most expansive commercial building in Glen Innes, prominent in Grey Street and significant as the site of commercial activity in Glen Innes since white settlement.*

*Although the building would be enhanced by the reconstruction of its original verandah/awning, its townscape and historic significance are indisputable'. (Grey Street Precinct Study'.*

*Its townscape and historic significance are indisputable because of the association with Mather and Gilchrist, Utz and Mackenzie families. Social significance arises from the continued use of the building as a commercial enterprise and the customer service developed with Glen Innes and district communities.*

*The construction of this building and the history of its owners provides the opportunity to research the various architectural changes and the history of the Department Store and its various owners. The building is representative of the large Department Stores that were once found in many country towns.*

**177-179 Bourke Street - The Old Mill - stone grist mill (Item No. I044)**

*The former flour mill has landmark, historic, architectural, aesthetic, scientific, social, archaeological, rarity and representative significance. The structure is an important principal historic and landmark building important to the economic history of Glen Innes. The mill is related to the development of wheat farming and flour milling as a secondary industry in Glen Innes and the wider district.*

*Archaeological significance also arises from the distinctive architectural detail of the building so that an investigation can be made of how early mills were designed. Social significance also arises from the use of the building as a place of employment where in the early days farmers could meet with other farmers bringing wheat to the mill and with mill employees to undertake business.*

*Research significance arises from its history, its architectural detail and use of varied building materials. Rarity significance arises from the fact that such a large industrial building dating from an early period of history has survived in the Glen Innes CBD. The development of the Sunlight Flour Mill is representative of the secondary industries that once flourished in Glen Innes, namely a brewery, cordial factory, furniture manufactory and a shoe factory. It is representative of the attempts to counteract the city pressure particularly in the form of the rail freight.*

Further detailed regarding assessment of significance are available at the following link: [State Heritage Inventory | Heritage | Environment and Heritage](#) . It is noted that no building works form part of this proposal and a Heritage Impact Statement was not required to support the application.

## 2. Proposal

### 2.1. Summary

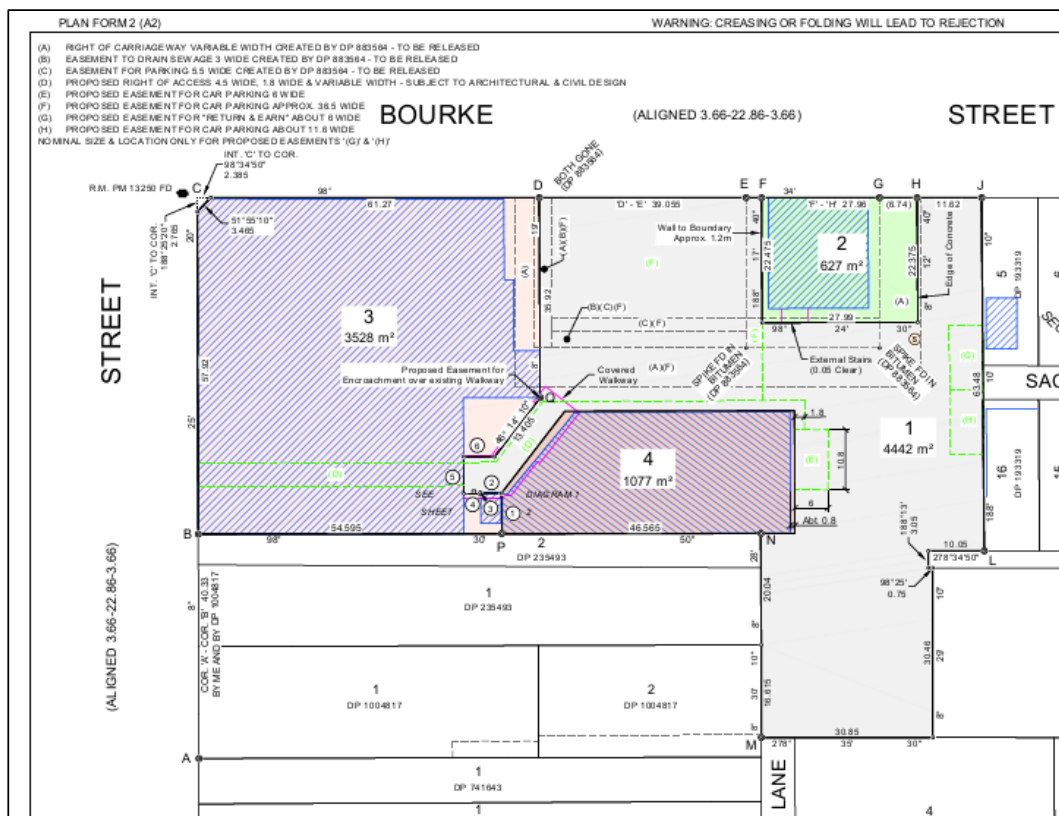


Figure 18 – Extract of Proposed Plan of Subdivision showing proposed lots 1 – 4 (Source: New England Surveying and Engineering)

The draft Plan of Subdivision proposes to reconfigure the existing land from seven into four lots and, as part of that process, release existing easements created under DP 883564 and establish new easements to support access, parking, servicing and ongoing site functionality.

The particular goal of the subdivision is that the re-configuration of lots will formally separate the building approved under DA 158/2003 (Dimmeys) and the associated carparking from adjoining land (being the Mackenzie Mall and PhotoCreate / Old Mill buildings) to finalise the sale of the Dimmeys Building and carpark to Council in accordance with resolution 24.11/24.

The application proposes the following lot configurations:

Proposed Lot	Area (Approximate)	Characteristics (Summary)
1	4442m2	➤ Lot to contain external car parking area (accessed from Bourke Street, Sachs Lane [pedestrian only at current] and Grovers Lane).

Proposed Lot	Area (Approximate)	Characteristics (Summary)
		➤ This lot to also incorporate the 'Return And Earn' facility with dedicated parking spaces, Mackenzie Mall dedicated customer parking spaces and Service NSW dedicated driver testing parking spaces as easements (easements detailed in the following section).
2	627m <sup>2</sup>	<ul style="list-style-type: none"> <li>➤ Lot would contain "the Old Mill" and some curtilage to sides.</li> <li>➤ Note that car parking spaces located at the northern side of the building would be incorporated into the lot.</li> </ul>
3	3528m <sup>2</sup>	➤ Lot would contain "Mackenzie Mall"
4	1077m <sup>2</sup>	➤ Lot to contain 'Dimmeys' building (future siting of Council offices)

#### Proposed Easements and Release of Existing Restrictions

An easement is a legal right that typically allows one lot to use part of another lot for a specific purpose, such as access, drainage or parking.

The draft Plan of Subdivision proposes to reconfigure the existing land into four lots and, as part of that process, release existing easements created under DP 883564 and establish new easements to support access, parking, servicing and ongoing site functionality.

As shown on the draft Plan of Subdivision, easements are identified using letter references:

- (A), (B) and (C) refer to existing easements proposed to be released
- (D), (E), (F), (G) and (H) refer to new easements proposed to be created

These labels correspond directly to those shown on the subdivision plan and should be read in conjunction with that plan.

#### Release of Existing Easements

The following existing easements created under DP 883564 are proposed to be released:

- Right of carriageway (vehicle access, variable width)
- Easement to drain sewage (3m wide)
- Easement for parking (5.5m wide)

These easements relate to the current configuration of the land and are no longer suitable under the proposed subdivision layout. Their release allows a new and more functional arrangement to be established.

#### Proposed New Easements

The subdivision proposes the following new easements:

- (D) Right of access (4.5m wide, 1.8m wide and variable width), subject to detailed design
- (E) Easement for car parking (6m wide)

- (F) Easement for car parking (approximately 36.5m wide)
- (G) Easement for “Return and Earn” facility (approximately 6m wide) to be located
- (H) Easement for car parking (approximately 11.6m wide) – dedicated parking for Service NSW

The plan notes that the size and location of easements (G) and (H) are indicative only and will be finalised at detailed design stage.

Function of Easements

The proposed easements ensure that, following subdivision:

- all lots retain legal pedestrian access from the rear carpark through to the front of Mackenzie Mall (D)
- shared parking areas are formalised:
  - (E) – Service NSW spaces,
  - (F) – Coles customer car spaces,
  - (H) – Return and Earn dedicated car spaces
- provision is made for a Return and Earn facility (G)
- access, parking and servicing arrangements continue to function across separate titles

Operational and Lease Arrangements

The accompanying notes provide that:

- Proposed Lot 2 (Photocreate / The Old Mill) has a reduced area compared with the existing Lot 5. Importantly, it is noted that Owners Consent from the owners of existing Lot 5 was submitted with the application and as such is taken to form their consent over the reduction in size of their land
- Lot 1 is to be acquired by Council and declared operational land
- Lease terms will grant exclusive access to the car park to Services NSW while it remains a tenant
- The car park spaces dedicated for Service NSW (E), will provide approximately four spaces, each nominally 2.7m wide

General Matters

For the avoidance of doubt, it is noted that this proposal relates only to the subdivision of land. Separate permits and actions are required for the carrying out of further development within the land and classification of land.

**2.2. Internal Referrals**

Building and Compliance	No objection or comments.
Infrastructure Services	No objection subject to recommended conditions, including: <ul style="list-style-type: none"> <li>➢ Ensuring the adjustment of any utility services is at cost of developer</li> <li>➢ Stormwater Management</li> <li>➢ Property Addressing</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Provision of (or confirmation) separate water connections to each lot</li> </ul> <p>Comments provided also confirmed that Developer Servicing Contributions are not applicable, and:</p> <ul style="list-style-type: none"> <li>➤ Existing sewer main services all proposed lots</li> <li>➤ Water main does not currently service proposed Lot 4</li> <li>➤ Existing Stormwater Management solutions in place.</li> </ul>
--	--

**2.3. External Referrals**

<p>Essential Energy</p>	<p>Advice received from Essential Energy confirmed no objection to the development, subject to the following general comments, including:</p> <ul style="list-style-type: none"> <li>➤ As part of the subdivision, an easement is created for any existing electrical infrastructure. The easement is to be created using Essential Energy’s standard easement terms current at the time of registration of the plan of subdivision;</li> <li>➤ If the proposed development changes, there may be potential safety risks and it is recommended that Essential Energy is consulted for further comment;</li> <li>➤ Any existing encumbrances in favour of Essential Energy (or its predecessors) noted on the title of the above property should be complied with;</li> <li>➤ All Torrens lots must have access and frontage to a public road as per Service and Installation rules this is to allow for the provision of power/services to the new development, a right of carriageway can not to be used for the provision of power/services to any part of the new development.</li> <li>➤ Council should ensure that a Notification of Arrangement (confirming satisfactory arrangements have been made for the provision of power) is issued by Essential Energy with respect to all proposed lots which will form part of the subdivision, prior to Council releasing the Subdivision Certificate. It is the Applicant’s responsibility to make the appropriate application with Essential Energy for the supply of electricity to the subdivision, which may include the payment of fees and contributions;</li> <li>➤ In addition, Essential Energy’s records indicate there is electricity infrastructure located within the property. Any activities within this location must be undertaken in accordance with the latest industry guideline currently known as ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure;</li> <li>➤ Prior to carrying out any works, a “Dial Before You Dig” enquiry should be undertaken in accordance with the requirements of <i>Part 5E (Protection of</i></li> </ul>
-------------------------	---

	<p><i>Underground Electricity Power Lines) of the Electricity Supply Act 1995 (NSW);</i></p> <ul style="list-style-type: none"> <li>➤ Given there is electricity infrastructure in the area, it is the responsibility of the person/s completing any works around powerlines to understand their safety responsibilities. SafeWork NSW (<a href="http://www.safework.nsw.gov.au">www.safework.nsw.gov.au</a>) has publications that provide guidance when working close to electricity infrastructure. These include the <i>Code of Practice – Work near Overhead Power Lines and Code of Practice – Work near Underground Assets</i>.</li> <li>➤ <i>"Note: If your site's energy demand exceeds Essential Energy's standard limits, electricity supply upgrades may be required, including the possible installation of a padmount substation within your development. It is advised to use Essential Energy's Connection portal early to identify network needs and plan accordingly. Should network augmentation be necessary, consult the current list of Accredited Service Providers (ASPs) at <a href="https://www.energy.nsw.gov.au/households/guides-and-helpful-advice/being-more-energy-efficient/understand-your-energy-bill/altering-supply">https://www.energy.nsw.gov.au/households/guides-and-helpful-advice/being-more-energy-efficient/understand-your-energy-bill/altering-supply</a> to arrange the necessary works."</i></li> </ul> <p>The proposal is considered acceptable with respect to the above comments.</p>
--	---

## 2.4. General Procedural Comments

### Revisions:

No revisions or amendments were made to the application.

### Public Exhibition:

The application was publicly exhibited for a minimum period of 28 days (18 February – 20 March 2026) in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development).

Documents exhibited included:

- Conflict of Interest Management Statement
- Statement of Environmental Effects
- Proposed Plan of Subdivision

In addition to exhibition on Council's website, the proposal was notified in the "Our Council" newsletter dated 5th March 2026.

It is noted that the exhibition notice referred to a '5 Lot into 4 Lot Subdivision' (rather than a 7 Lot into 4 Lot Subdivision). This error is considered minor and not to have materially discouraged the making of a submission, given:

- Sufficient information was detailed within the exhibition documentation that correctly identified the 7 Lot into 4 Lot proposal;
- The "Our Council" Newsletter correctly referenced all affected lots; and

Glen Innes Severn Council

Development Assessment Report

- The proposal is for the reduction of lots and the misdescription did not change the principle of the application or cause environmental or community impact.

Ultimately, it is considered that a party would not have withheld a submission, based solely around the number of affected parcels and without consulting associated exhibition documents. The notification period of 28 days allowed sufficient time for consultation and the application to be examined with scrutiny if there was ambiguity or confusion around the reduction of an additional two lots.

No responses were received in response to exhibition.

#### Neighbour Notification

Targeted neighbour notification did not occur, given the proposal would reduce the number of lots, and therefore in itself does not cause any material impact to any adjoining occupiers, the environment or the community. This notification action is consistent with the endorsed Community Participation Plan.

It is important to again note, that this application is for the subdivision of land only, with no amendment to existing buildings proposed at this time. Application for any future development upon the land will be subject to the same Community Participation Plan provisions as relevant.

#### Matters for Consideration

Section 4.15(1) of the *Environmental Planning and Assessment Act 1979* sets out the following matters for a consent authority to consider during the assessment of a development application:

(a) *the provisions of—*

*(i) any environmental planning instrument, and*

*(ii) any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Planning Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and*

*(iii) any development control plan, and*

*(iiia) any planning agreement that has been entered into under section 7.4, or any draft planning agreement that a developer has offered to enter into under section 7.4, and*

*(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph),*

*(v) (Repealed)*

*that apply to the land to which the development application relates,*

*(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,*

*(c) the suitability of the site for the development,*

*(d) any submissions made in accordance with this Act or the regulations,*

(e) *the public interest.*

The following sections of this report consider each of the above matters for consideration.

## 2.5. Section 4.15(1)(a)(i) – Environmental Planning Instruments

The following table details the applicability of current State Environmental Planning Policies (SEPPs) to the development application. Detailed discussion of the applicable SEPPs follows.

State Environmental Planning Policy	Applicable? Y/N
(Biodiversity and Conservation) 2021	N
(Exempt and Complying Development Codes) 2008	Y
(Housing) 2021	N
(Industry and Employment) 2021	N
(Planning Systems) 2021	N
(Precincts – Central River City) 2021	N
(Precincts – Eastern Harbour City) 2021	N
(Precincts – Regional) 2021	N
(Precincts – Western Parkland City) 2021	N
(Primary Production) 2021	N
(Resilience and Hazards) 2021	Y
(Resources and Energy) 2021	N
(Sustainable Buildings) 2022	N
(Transport and Infrastructure) 2021	Y

### 2.5.1. State Environmental Planning Policy (Resilience and Hazards) 2021

State Environmental Planning Policy (Resilience and Hazards) (RH SEPP) aims to provide a state-wide planning approach to the remediation of contaminated land. In particular, the policy aims to promote the remediation of contaminated land in order to reduce the risk of harm to human health or any other aspect of the environment.

The RH SEPP requires the consent authority to consider whether the subject land of any development application is contaminated. The subject site has been used for commercial purposes for a number of years with no evidence of contaminating uses occurring in recent times.

Additionally, it is noted:

- the proposed development does not involve any ground disturbance (therefore further reducing interaction with soil, in the event there was evidence of contamination)

Based on the above assessment, the provisions of Clause 4.6 of SEPP RH have been considered, and the site is considered acceptable for the proposal.

### 2.5.2. State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

A Development Application is triggered given:

- The proposal involves land containing a heritage item; and
- Lot sizes exceed a 10% change to the size of an existing lot.

Glen Innes Severn Council

Development Assessment Report

No other SEPP's are considered relevant.

**2.5.3. Glen Innes Severn Local Environmental Plan 2012**

An assessment of the development against the relevant sections of GISLEP is provided below.

Clause	Applicable? Y/N	Comment
1.2 Aims of Plan	Y	The plan aims to make local environmental planning provisions for land in Glen Innes Severn in accordance with the relevant standard environmental planning instrument under section 3.20 of the Act. The proposed subdivision is generally consistent with the aims and objectives of the GISLEP.
2.2 Zoning of land to which Plan applies	Y	The land is zoned E1 Local Centre and is consistent with the plan.
2.3 Zone objectives and Land Use Table	Y	The consent authority must have regard to the objectives for development in a zone when determining a development application in respect of land within the zone. The proposal is consistent with the objectives for the E1 Zone.
2.6 Subdivision – consent requirements	Y	Consent has been applied for.
4.1 Minimum subdivision lot size	N/A	No minimum lot size is provided for the E1 Local Centre zone.
4.6 Exceptions to development standards	N	No exceptions to development standards are sought.
5.10 Heritage conservation	N	The subject land includes two heritage items (see earlier discussion) however the site is not located in a Heritage Conservation Area and as the development proposal involves subdivision only with no construction works, it is considered highly unlikely to impact the significance of any of the heritage listed buildings.  Therefore, it is concluded a heritage statement was not required to form part of this application and does not need further assessment.
7.3 Essential services	Y	Acceptable as conditioned, ensuring each lot is appropriately serviced

**2.6. Section 4.15(1)(a)(ii) – Draft Environmental Planning Instruments**

There are currently no draft SEPPs or LEP amendments that are applicable to the development.

## 2.7. Section 4.15(1)(a)(iii) – Glen Innes Severn Council Development Control Plan 2014

The Glen Innes Severn Development Control Plan 2012 (the DCP) applies to all land in Glen Innes Severn Shire. An assessment of the development against the relevant sections of the DCP is provided below.

Relevant Chapter:

- 5 – Subdivision

Chapters 1, 2, 7, 8 and 12 have elements of applicability but do not warrant discussion (again, it is reiterated the proposal in itself is a subdivision resulting in a reduction of lots).

It is also noted that parts of the chapter have been excluded where expressly relating to a particular zone (e.g. subdivision of rural and residential land). Therefore, only general controls are discussed.

### 2.7.1. Chapter 5 Subdivision

Chapter 5 Subdivision Section	Complies? Y/N	Comment
<b>5.4 General Subdivision Controls</b>		
The "Lot Size Map" and Clause 4.1 of the GISC LEP 2012 prescribes the minimum lot sizes for all new lots.	Y	No minimum lot size relevant.
Public road upgrading and new roads created by subdivision shall be constructed in accordance with Council's Development Design and Construction Manual (Aus-Spec 1). All costs associated with the development are to be met by the developer.	N/A	The proposal is essentially for realignment of boundaries and a reduction in lots, and no construction works are proposed.  Access will be suitably protected by the recommended restrictions, to ensure Lot 1 is appropriately burdened and access to Lots 2, 3 and 4 is protected as required.
Subdivision involving access off a classified road (New England Highway and Gwydir Highway) will be referred to the Roads and Maritime Services (RMS) for comment.	N/A	Does not apply
<i>Traffic Generating Development</i> (Schedule 3 of SEPP Infrastructure) will be referred to the RMS as Integrated Development and will require their General Terms of Approval.	N/A	Does not apply
Development within bushfire prone land must meet the relevant requirements of the Rural Fire Service and Planning for Bushfire Protection 2006.	N/A	Does not apply

Chapter 5 Subdivision Section	Complies? Y/N	Comment
<b>5.4 General Subdivision Controls</b>		
Development shall not be carried out on slopes greater than 20%. A geotechnical report may be required when subdividing steep land.	N/A	Does not apply
Where subdivision is proposed to be carried out in stages, information is to be supplied detailing the staged release of lots and all infrastructure works (roads, water, sewer and stormwater drainage).	N/A	Does not apply
Demonstrated consideration of whether the land to be subdivided is suitable for the intended purposes in accordance with SEPP 55 Remediation of Land.	N/A	Superseded. Refer to earlier discussion.
All lots in new subdivisions in the RU1, E3, and R5 Zones will be allocated a new rural address number as part of the development consent. The applicant will be required to ensure the rural address number plate is installed for each lot prior to release of the Subdivision Certificate.	N/A	Does not apply
<b>Landscaping</b> - New subdivisions in Zones R1, R5, RU5, B2, B4, B6 and IN1 must provide re-establish grass cover on verges and plant street trees and landscaping at the following rates: R1 and RU5 – 1 per new lot, 2 for corner lots R5 – 1 per 30m of road frontage B2, B4, B6 – 1 per 10m of road frontage IN1 – 1 per 25m of road frontage	N/A	Does not apply
A basic landscaping plan showing intended location, type and mature height of trees is required to be submitted with a development application for subdivision in accordance with the above table.	N/A	Not required for a reduction in lots.
Street trees must be located so as not to interfere with sight lines from driveways or the location of existing and future utility services.	N/A	Does not apply as the site is existing.

Chapter 5 Subdivision Section	Complies? Y/N	Comment
<b>5.4 General Subdivision Controls</b>		

## 2.8. Section 4.15(1)(a)(iiia) – Any Planning Agreement

There are no planning agreements in place that apply to this development.

## 2.9. Section 4.15(1)(a)(iv) – The Regulations

Clauses 61 to 64 of the Environmental Planning and Assessment Regulations 2021 contain prescribed matters that the authority must consider. All matters have been considered as part of this assessment.

Matters Prescribed by the Regulations	Applicable? Y/N	Comment
Clause 61(1) Demolition	N	No demolition works are proposed
Clause 62 Fire Safety	N	Subdivision Only
Clause 63 Temporary Structures	N	Not applicable to this development.
Clause 64 Buildings to be Upgraded	N	The proposed is for subdivision and buildings are not required to be upgraded.

## 2.10. Section 4.15(1)(b) – Likely Impacts

### 2.10.1. Impacts on the Natural & Built Environment

No material impact, given the proposal itself does not involve or facilitate intensification of the land, alterations or additions.

### 2.10.2. Social & Economic Impacts

No material impact. The existing structures are remaining as-is and the proposal in itself is neutral in social and economic benefits.

### 2.10.3. Other impacts

It is noted that Lot 1 will be burdened by Lots 2, 3 & 4 with respect to access. It is also noted that lot 4 is not serviced by a water main, however this is managed as conditioned. No other impacts are anticipated as the proposal is for the boundary re-alignment and consolidation of seven (7) lots into four (4). All considerations regarding the suitability and compatibility have been taken into consideration.

## 2.11. Section 4.15(1)(c) – The Suitability of the Site for the Development

The proposed development is suitable for the site. The site does not have any significant environmental constraints and the proposal would not cause material impact the associated heritage items.

## 2.12. Section 4.15(1)(d) – Submissions

The Development Application was exhibited in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development). No responses were received.

**2.13. Section 4.15(1)(e) – The Public Interest**

The application satisfactorily addresses Council’s planning controls and is not contrary to the public interest.

**3. Other Statutory Considerations**

Part 7 Section 1.7 of the Biodiversity Conservation Act 2016 and Part 7A of the Fisheries Management Act 1994 provide that these Acts must be considered in the assessment of a development. Given the location, and the proposal it is inherently acceptable regarding these acts.

**4. Council Strategies and Policies**

The following table details the applicability of current GISC strategies and policies to the development application. Detailed discussion of the applicable strategies/policies follows.

<b>GISC Strategy/Policy</b>	<b>Applicable? Y/N</b>
Asbestos Policy	N
Availability Charges for Water Services and Sewerage Policy	
Building Over Sewers Policy	
Development Service Plan – Glen Innes and Deepwater Water and Sewerage	
Local Approvals Policy	
Local Strategic Planning Statement	Y
Conflicts of Interest Policy (Council Related Development)	Y
Mains Extension Policy	Y
On-Site Sewerage Management Strategy	N
Planning Services – Lane Widening Policy	
Property Access – Vehicle Crossings Policy	
Policy on Easements	
S94 Development Contributions Plan	

**4.1. Conflicts of Interest Policy (Council Related Development)**

The assessment of the application has been carried out by an external planning consultant in accordance with the Glen Innes Severn Council Conflicts of Interest Policy (In Dealing with Council Related Development).

**4.2. Local Strategic Planning Statement**

The proposed is consistent with Local Strategic Planning Statement.

**4.3. S94 Development Contributions Plan**

The development will not be liable for contributions under the plan.

**4.4. Development Service Plan**

No contributions applicable as confirmed by Council’s Infrastructure Services internal referral response.

Glen Innes Severn Council

Development Assessment Report

## 5. Administrative Matters

Item	Checked? Y/N	Comment
File History	Y	A detailed file history has been examined.
Deposited Plan & 88B	Y	On file.
Ownership	Y	Confirmed.
Intramaps	Y	Has been cross-referenced.
Notification Requirements	Y	No responses were received.
Site Inspection Completed	Y	See photos attached in this report.
Section 68 Application Required	Y	A section 68 application is required for the extension of services. Lot 4 requires water main extension as per engineering referral.
Construction Certificate Required	N	No construction proposed.
Subdivision Certificate Required	Y	Proposed condition of consent prepared

## Schedule 1 – Proposed Conditions of Consent

### General Conditions

1. **Approved plans and supporting documentation**

Development must be carried out in accordance with the following approved plan, except where the conditions of this consent expressly require otherwise.

Plans Prepared by: Rowan Leonard Donnelly

Drawing No.	Drawing Details	Dated
20240812_GISC	Proposed Plan of Subdivision / unregistered Plan of Subdivision of Lots 1, 2, 3, 4 & 5 in DP 883564 and Lots 2 and 5 in DP 876721	-

In the event of any inconsistency with the approved plans and a condition of this consent, the condition prevails.

*Reason: To ensure all parties are aware of the approved plan(s) that applies to the development.*

2. **Stormwater**

Stormwater from each proposed lot is to be managed so that it can be lawfully drained to an approved point of discharge, without causing nuisance to adjoining properties.

Any future development on the lots must ensure that:

- stormwater from roof areas, paved and impervious surfaces and any overflow from tanks (if applicable)
- is controlled and conveyed in accordance with Australian Standard AS/NZS 3500 (Plumbing and Drainage) and Council requirements

*Reason: To ensure that each lot is capable of managing stormwater in a lawful manner and that future development does not result in adverse impacts on adjoining land.*

3. **Responsibility for costs**

Any utility adjustments must be provided to the satisfaction of the relevant authorities, with costs apportioned as follows:

- a. Works that solely benefit Council are at Council’s cost.
- b. Works that benefit Lots 2 and 3 are at attributable to owners of each lot.

*Reason: To apply user pays so upgrade costs are appropriately apportioned to the relevant party, while ensuring compliant servicing of the development.*

**Before subdivision work commences**

**4. Section 68 Approval (Water and Sewer Works)**

Before the commencement of work, approval shall be granted by Council for the following work pursuant to Section 68 of the Local Government Act 1993:

Part of Act	Item	Details of Work (Summary)
B – Water supply, sewerage and stormwater drainage work	Install, alter, disconnect or remove a meter connected to a service pipe	Proposed Lot 4 only - A Section 68 application under the Local Government Act 1993 must be lodged with and approved by Council prior to the issue of a Subdivision Certificate, for the installation of a separate connection including new water meter to Council’s reticulated water supply system to service Proposed Lot 4.
	Carry out stormwater drainage work	If required - Work to ensure stormwater from each lot drains to a lawful point.

Application(s) shall be made via the NSW Planning Portal. Note that additional fees will apply for the carrying out of the work (in addition to application fees).

*Reason: To comply with the Local Government Act 1993 and to ensure appropriate essential services are provided and work is carried out to suitable standards.*

**During subdivision work**

**5. Discovery of relics and Aboriginal objects**

While any site work is being carried out, if a person reasonably suspects a relic or Aboriginal object is discovered:

1. the work in the area of the discovery must cease immediately;
2. the following must be notified
  - for a relic – the Heritage Council; or
  - for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85.

Site work may recommence at a time confirmed in writing by:

1. for a relic – the Heritage Council; or
2. for an Aboriginal object – the person who is the authority for the protection of Aboriginal objects and Aboriginal places in New South Wales under the National Parks and Wildlife Act 1974, section 85.

*Reason: To ensure the protection of objects of potential significance during works.*

### During subdivision work

#### 6. Hours of work

Site work must only be carried out between the following times –

- 7.00am and 6.00pm on Monday to Friday
- 8.00am to 1.00pm on Saturdays

Site work is not to be carried out outside of these times except where there is an emergency, or for urgent work directed by a police officer or a public authority

*Reason: To protect the amenity of the surrounding area.*

#### 7. Section 138 Approval (Work within Road Reserve)

Before commencement of any work within the road reserves (if necessary), approval is required pursuant to Section 138 of the Roads Act 1993.

ADVISING: This condition has been imposed should any stormwater-to-kerb work (or similar) be required.

*Reason: To ensure work meets relevant standards and to ensure the safety and function of the road reserve for all users.*

### Before issue of a Subdivision Certificate

#### 8. Subdivision Certificate

An application for a Subdivision Certificate is to be submitted via the NSW Planning Portal.

The application submission shall include:

- Details of compliance with relevant consent conditions; and
- Provision of required easements, positive covenants and restrictions as to user as necessary.

*Reason: For avoidance of doubt and in the interest of proper planning.*

#### 9. Repair of infrastructure

Before the issue of a Subdivision Certificate, any public infrastructure damaged as a result of the carrying out of work approved under this consent must be fully repaired to the written satisfaction of Council, and at no cost to Council.

ADVICE: This condition has been included as a precaution only, in the event it is found that public infrastructure is required to be altered.

*Reason: To ensure any damage to public infrastructure is rectified.*

#### 10. Drainage and service lines

Before the issue of a Subdivision Certificate, a surveyor shall confirm that any existing drainage or service lines associated with the existing buildings are fully contained within their respective lot, or suitably protected to the satisfaction of Council.

*Reason: To ensure that services are protected.*

**Before issue of a Subdivision Certificate****11. Electricity**

Before the issue of a Subdivision Certificate, Council is to be supplied with a certificate from an approved electrical contractor indicating that satisfactory arrangements have been made for the provision (or confirmation) of separate electricity supply to all Lots as relevant.

The location of any new pole or ground mounted substation for the development is to be confirmed with and approved by Council, to ensure that this does not unreasonably interfere with the aesthetics or functionality of the development or adjoining public road/s.

NOTE: Minor changes are permitted to the lot layout if required, for the purpose of achieving the condition.

*Reason: To ensure that appropriate utility services are available to serve the subdivision.*

**12. Restrictions**

Before the issue of a Subdivision Certificate, restrictions (including associated Section 88b instruments or equivalent), are to be created:

- Generally in accordance with the easements and associated annotations shown on the approved plan of subdivision. The location and dimensions of Easements (G) and (H) are to provide for the safe, accessible and functional operation of a Return and Earn reverse vending machine and associated car parking, and are to be agreed between Council and the nominated owner or operator of the reverse vending machine.
- Over any electricity infrastructure, in a manner consistent with the relevant energy utility (currently Essential Energy) requirements.

*Reason: To protect Council infrastructure, to protect access and facilitate fire safely between the land.*

**13. Property Addressing**

Prior to the issue of the Subdivision Certificate, the applicant must apply to Council for confirmation or allocation of official street addresses for all proposed lots.

Where required, new addresses will be allocated in accordance with AS/NZS 4819:2011 (Rural and Urban Addressing). Any confirmed or allocated address must be used for all future correspondence, utility connections and property identification.

*Reason: To ensure that all resulting lots are appropriately addressed in accordance with Australian Standards and to support emergency services, utility provision and land administration.*

**Public Notification & Reasons for Conditions****Reasons for Conditions**

Unrestricted consent may affect the environmental amenity of the area and would not be in the public interest.

**Reasons for Approval**

The development satisfies the relevant aims, objectives and provisions of both the Glen Innes Severn LEP 2012 and Glen Innes Severn DCP 2014.

Glen Innes Severn Council

Development Assessment Report

**Community Consultation****Public Exhibition:**

The application was exhibited in accordance with Council's Conflict of Interest Policy (Dealing with Council Related Development). No responses were received in response to exhibition.

The application did not require targeted notification, in accordance with Council's Community Participation Plan.

**Advisory Notes**

- a. A further application is to be made for any change, enlargement or intensification of the premises or land use, including the display/erection of any new structure such as signage, partition walls or building fit-out (unless the proposed work is exempt from the need for consent under State Environmental Planning Policy (Codes SEPP) 2008 for exempt development)
- b. Before You Dig
 

Underground assets may exist in the area that is subject to your application. In the interests of health and safety, and in order to protect damage to third party assets please contact Before you Dig at [Home | Before You Dig Australia \(BYDA\)](#) before excavating or erecting structures (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contacting the Before you Dig service, an amendment to the development consent (or a new development application) may be necessary. Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individual's responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Before you Dig service in advance of any construction or planning activities.
- c. Telecommunications Act 1997 (Commonwealth)
 

Telstra (and its authorised contractors) are the only companies that are permitted to conduct works on Telstra's network and assets. Any person interfering with a facility or installation owned by Telstra is committing an offence under the Criminal Code Act 1995 (Cth) and is liable for prosecution. Furthermore, damage to Telstra's infrastructure may result in interruption to the provision of essential services and significant costs. If you are aware of any works or proposed works which may affect of impact on Telstra's assets in any way, you are required to contact: Telstra's Network Integrity Team on Phone Number 1800 810 443.

**Other Approvals****Local Government Act 1993 Approvals granted under Section 78A(5)**

Nil

**Integrated General Terms of Approvals as part of the consent.**

Nil

**Right of Review**

In accordance with the provisions of Section 8.2 of the Environmental Planning and Assessment Act 1979, an Applicant may request Council to review the determination that has been made in respect of a development application other than:

- a. a determination to issue or refuse to issue a complying development certificate, or
- b. a determination in respect of designated development, or
- c. a determination in respect of integrated development, or
- d. a determination made by the council under Division 4 in respect of an application by the Crown. In requesting a review, the Applicant may make amendments to the development described in the original application, provided that the development, as amended, is substantially the same development as the development described in the original application.

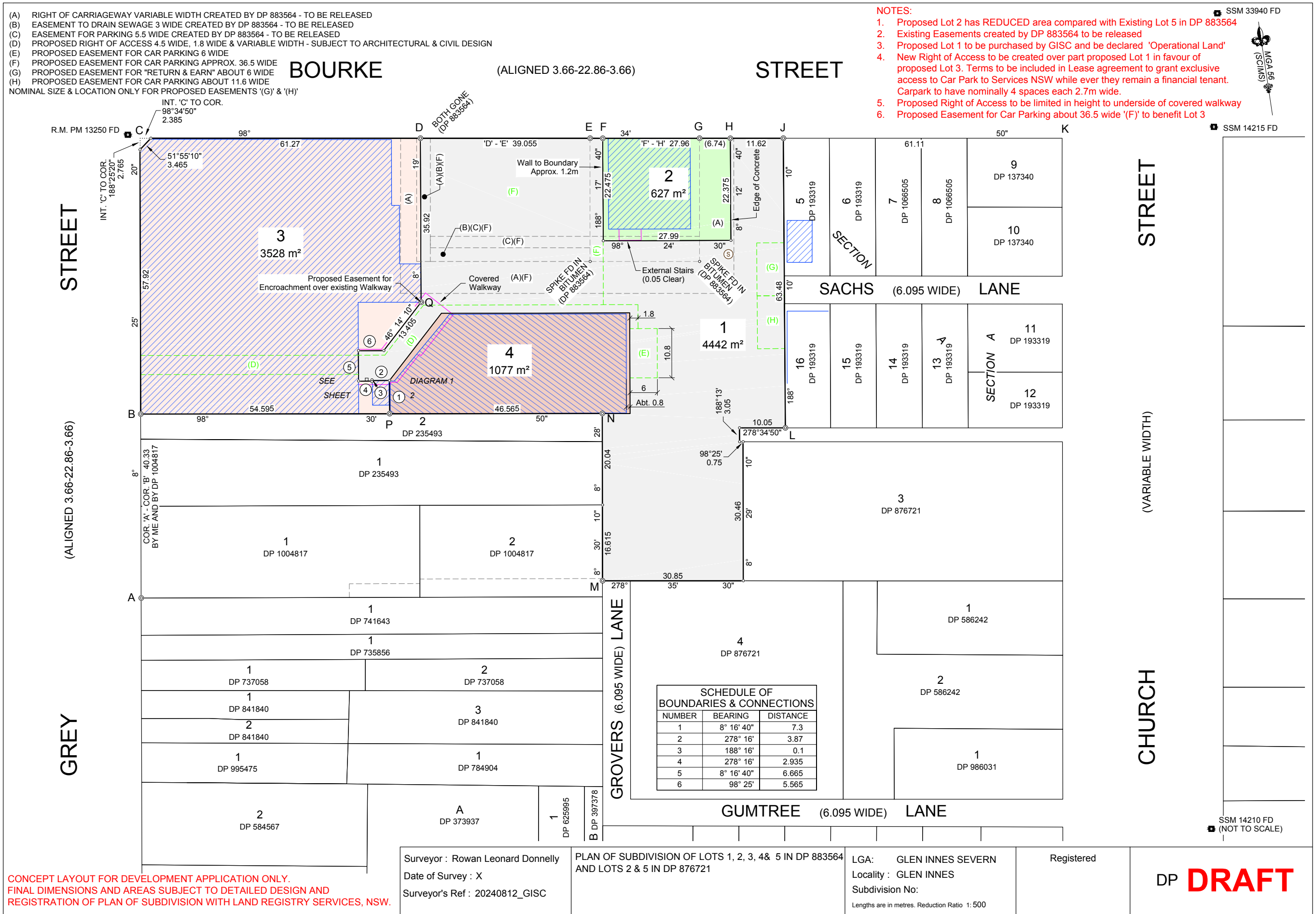
Any request for review of the determination under the provisions of Section 8.2 of the Environmental Planning and Assessment Act 1979 would need to be made within 6 months after the date on which the Applicant received the Council's Notice of determination of the development application because the Council has no power to conduct a review after that time. The prescribed fee must be paid in connection with an application for a review.

#### Right of Appeal

If you are dissatisfied with this decision (including a determination on a review under Section 8.2), Section 8.7 of the Environmental Planning and Assessment Act 1979 gives you the right to appeal to the Land and Environment Court within 6 months:

- a. after the date on which you receive this notice, or
- b. the date on which that application is taken to have been determined

The Environmental Planning & Assessment Act 1979, does not give a right of appeal to an objector who is dissatisfied with the determination of the Council to grant consent to a development application, unless the application is for designated development (including designated development that is integrated development) either unconditionally or subject to conditions, the objector may, within twenty eight (28) days after the date on which the notice of the determination was given in accordance with the regulations, and in accordance with rules of court, appeal to the Court.





**AUSTRALIA DAY COMMITTEE  
MINUTES OF Ordinary MEETING  
HELD ON: 4/3/2026**

**MEETING OPENED:** 1906

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

**APOLOGIES:** Karen Carr

Moved Bev Edkins, seconded Kerrie Sturtridge that the apologies be accepted.

**CARRIED**

**DECLARATIONS OF CONFLICT OF INTEREST:** NIL

**MINUTES OF THE PREVIOUS MEETING:**

Moved Mahri Koch, seconded **Kerrie Sturtridge** that the minutes of the previous meeting, dated **February 2026** be accepted.

**CARRIED**

Item No.	Item	Action
1	<b>BUSINESS ARISING:</b>	
	Nil	
2	<b>Treasurer Report</b>	
	Jan provided income and expenses report to committee (Copy to Council). G.I.S.C. Grant Expenditure \$ 2787.62. Balance \$ 3362.38 Grant Expenditure \$ 8,740 . Balance \$ 1260.00  Moved Peter, seconded Richard – CARRIED	Jan to work with Council to close all monies owed and finalise Budgets.
3	<b>General:</b>	
	Corres: Thank you card from Peter and Rebecca Davis to Jan Lemon and committee.	Mahri to send letter of thanks to Ambassador
4	<b>Year in review: preparation / advice going forward For new committee</b>	
	Motion: Mahri to get a sign made “Property of AUSTRALIA Day Committee” Moved Kerrie Sturtridge seconded Richard Edkins	Mahri to get sign made and put up at storage area in Town Hall.

Item No.	Item	Action
5	Extra committee items – a list	
	<b>Members will email to Mahri any further items that must be stored at the Town Hall and added to the list Mahri has put together so far – to be shared to Council when completed.</b>	

MEETING CLOSED: 7.35pm

NEXT MEETING: 7pm on 5<sup>th</sup> August 2026

.....  
Chairperson

.....  
Date

## Glen Innes Severn Library Committee

21 October 2025

### Glen Innes Severn Learning Centre Conference Room – 9 am

Meeting opened at 9.05 am

Present: Kerry Muir, Cr. Margot Davis, Cr. Anne Vosper, Lindsay Woodland, Jenny Sloman, Lindy Stevenson, Kerry Byrne (Minutes)

Apology: None.

Declaration of Interest: None.

#### **Business Arising:**

Glen Innes Severn (GIS) Library Committee Agreement 2025 - 2029 was signed off Lindsay Woodland, Acting General Manager on 16 October 2025.

Contact with the TAFE NSW's Property Manager is progressing with Council's Manager of Asset Services working on a lease arrangement for the UNE/TNE Study Centre.

Moved: Kerry Byrne

Seconded: Jenny Sloman

**Correspondence:** None.

#### **Senior Librarian TAFE NSW Library Services – September - October 2025**

- TAFE NSW Library staff continue to work in the statewide LibChat roster, live chatting with TAFE NSW staff and students.
- TAFE NSW Library staff participated in events, both state-wide and regional, including RU Okay Day.
- TAFE NSW Libraries continue to provide a regular schedule of online sessions, including subject-specific overviews, orientations, and conversation groups for ESOL students

#### **AUGUST 2025**

##### **Tech Savvy Seniors (TSS) – Deepwater / Emmaville Libraries**

Good feedback is being received from village members using the TSS workshops and we are receiving a good level of bookings at both Emmaville and Deepwater.

##### **Author Event – Saturday 16 August**

Local author Gary Davis gave an interesting talk on his novel, 'Pitt Street Banker\$' which was based a real-life event involving a large national bank offering foreign loans to 1,500 small Australian businesses in 1987 without offering a safety net. This resulted in a gripping David versus Goliath courtroom showdown in the Supreme Court of New South Wales.

**Book Week Event – 20 – 21 August**

On Wednesday, 20 August and Thursday, 21 August, the Home-Schooled Group and the weekly Storytelling children enjoyed a Book Week event with many coming dressed as their favourite book characters. Princesses, fairies, Super Heros and villains were well represented at the event.

**Monthly Movies**

- Golden Oldies Movie, ‘Peyton Place’, Thursday, 21 August (target-seniors / adults).
- After Dark Movie, ‘Space Jam’, Thursday, 28 August (target-families).

**Sustainable Living Collection**

The Library Introduced a new **Sustainable Living Collection** for our community in September. This collection will assist with living a sustainable lifestyle and by encouraging the collection of healthy seeds which are freely distributed to the community.

A sustainable living collection is a growing trend in NSW Public Libraries and includes information resources such as non-fiction books, magazines and online databases to assist with the knowledge required to live more sustainably. The Library will be working with different groups within the community to assist them with sustainable knowledge building and will include future workshops targeted at building sustainable living skills.

**SEPTEMBER 2025**

**School Holiday Program / Regional Youth Grant Program – Spring**

- |                        |  |
|------------------------|--|
| • Tuesday 30 September | Movie – DOGMAN                               |
| • Thursday 2 October   | Sand Art / Games                             |
| • Tuesday 7 October    | Physigro: Beginner Yoga for Kids             |
| • Tuesday 7 October    | Physigro: Yoga for Youth                     |
| • Thursday 9 October   | Youth – Painting Silk with Kim Michelle Toft |
| • Thursday 9 October   | Movie – MINECRAFT                            |
| • Thursday 9 October   | Deepwater – Movie – DOGMAN                   |
| • Thursday 9 October   | Emmaville – Craft: Decorate your own Mug.    |

**LIVE STREAMED – BAD Sydney Crime Writers Festival**

**The Library offered two (2) author events a day over a three (3) day program on the Big Drop-Down Screen:**

Thursday, 11 September	10.30 am	Stylishly Original Spy Stories that Shake and Stir. Stunning Debut Crime Novels that Grapple with the Past.
	12.00 pm	
Friday, 12 September	10.30 am	Fictionalising Murder: Women Writing About Gendered Violence. Bloody Histories: Reimagining the Past in Historical Crime Fiction.
	12.00 pm	
Saturday, 13 September	12.30 pm	Gone But Not Forgotten: Still Seeking Justice. Big Crime Oz: Home-grown Hard Hitters on the
	2.00 pm	

Future of the World's Biggest Genre.

### **Gale Database Workshop – Tuesday, 9 September**

The Library organised a third Gale Database Workshop to assist the Home-Schooled Glen Innes families in using the Library's free databases for assignment information and teacher resources. Over 30 children and their families attended the training.

### **Libero / Knosys Library Management System's Users Group Conference - Sydney**

The Library Manager travelled to Sydney to attend a Libero Users Group Conference on Thursday and Friday, 11-12 September 2025.

Libero / Knosys supplies the Library's Management System and are planning on some innovative changes to their technology which they presented at the Conference. Some of these changes will be Library Apps; a unique online platform that will allow access to multiple software, subscriptions and apps; and an AI generated customer service for library members. They are currently updating the online catalogue with new branding and version updates. Our Library is a Cloud member which helps us with time saving automatic version updates and system issue fixes.

### **COVID Outbreak – Cancelled Events**

An outbreak of COVID spread quickly through the permanent and casual Library Team with the following planned events cancelled and a Branch Library closure:

- Access to Better Living Expo, Thursday, 18 September.
- Closed - Emmaville Branch Library, Friday, 19 September.
- Emmaville Tech Savvy Assistance, Friday, 19 September.
- Glen Innes Techn Savvy – Monday, 22 September.
- After Dark Movie, Thursday, 25 September.

We managed to keep the Glen Innes Severn Library open from 15 – 20 September with the assistance of our casual staff and volunteers which allowed our team to recover.

### **Village Community Survey - Branch Libraries Strategic Plan 2025 -2029**

A survey was circulated via social media and with hard copies distributed at the Library Branches in September with a closing date of 20 September. There was an excellent response from the village communities with 53 surveys returned. With a combined membership of 360 for Deepwater, Emmaville and Glencoe, this represents 15% of memberships.

The Branch Libraries Strategic Plan 2025-2029 is progressing, and a draft copy will be presented to the Library Committee to discuss possible action items and outcomes for the Plan.

*Some of interesting survey statistics are:*

- Weekly visitation approximately 70%, Fortnightly 16%, Monthly 12%
- Future needs – Community socialising activities 58%, Technology Assistance 56%, Good Internet Connectivity and WIFI Hotspot 56%
- *Comments:* Author Visits, more Non-Fiction, Faster computers.
- How important is the Library to you? High Value 74%, Valuable 21% (average 3.7 out of

- 4).
- Personal Assessment of the overall quality of the library's customer service:  
Excellent: Approximately 80%, Very Good 16% (average 4.76 out of 5).  
*Comments on customer service:* Friendly efficient service, she is awesome, I get the books I like to read.

The Branch Libraries Strategic Plan will include actions to complete over the next 4 years and will be based on the consultation process and feedback received from the survey results.

#### **LEARNING CENTRE'S CONFERENCE AND MEETING ROOM USAGE**

There has been steady and consistent usage of the Conference Room facilities over the past two (2) months with 53 bookings taken.

#### **LIBRARY STATISTICS**

The August / September 2025 statistics are compared to the statistics for August / September 2024. The totals indicate a decrease across several areas: Branch Libraries Issues -19 %, Income -7%, Members -16%, and Internet Usage -42%.

*It should be noted that a recent weeding of inactive memberships has resulted in the above decrease in Members and the introduction of a better reporting system for Internet Usage has corrected higher reporting numbers in 2024.*

The total Issues for this period across all sections, has increased by 4% which is partly due to the improvement in reporting from our e-Resource subscriptions and the increase in popularity for this reading format. Our members are accessing more e-Resources and less hard copies which now can be picked up in our reporting. This is a general trend across all NSW Public Libraries; however, it is a small percentage of overall usage in this region.

Visitor numbers at our Branches can now be added to our statistics due to the improvement in Starlink connectivity at the Branches to our Glen Innes Library. The overall increase is 9%, with a 167% increase in UNE members and 14% in TAFE members in the UNE/TNE Study Centre.

#### **GLEN INNES ART GALLERY EXHIBITION**

Over August and September, three (3) exhibitions were organised for the community.

These were:

- 'Noah's Ark' Exhibition which opened on the 19 July and was on display till 15 August.
- 'The Cameron's Group' Exhibition which opened on the 23 August and was on display till 19 September.
- 'Weatherscapes' Exhibition which opened on 27 September and on display till 24 October.

All these exhibitions were popular and received some wonderful entries and 369 visitors.

**GENERAL BUSINESS**

**1. Work, Health and Safety (WHS)**

No WHS issues raised at the meeting.

**2. Library Committee Consultation – Strategic Plan Deepwater, Emmaville, Glencoe 2025-2029.**

The Library Committee members examined the draft Strategic Plan 2025/2029 Deepwater, Emmaville, Glencoe Libraries. Feedback was received:

- Link the Strategic Priorities on page 12 to the Action Plan’s Strategies
- Make them SMART Goals (Specific, Measurable, Achievable, Relevant and Time-Bound).
- Link the actions to the CSP and DP.

**3. NSW Public Libraries Infrastructure Grant** is due on Monday 10 November. The Library is submitting a grant application for the Refurbishment of the Glen Innes Severn Public Library for a total of \$517,705.17. The grant amount will be \$500,000 and Council will contribute \$17,705.17.

**4. Coming Events:**

- Joanne Austen Brown launch of her latest book, ‘The War Rings’ and a Remembrance Day event on Tuesday, 11 November.
- After Dark Movie, Inspector Gadget on Thursday, 27 November (Families)

Item to be actioned:	Action taken by:
1. Review the Strategic Plan for branch libraries and use the feedback from the Committee to improve the document.	Kerry Byrne

**Next meeting:** Tuesday, 9 December 2025  
 9.00 am  
 Conference Room

## **Glen Innes Severn Library Committee**

**9 December 2025**

### **Glen Innes Severn Learning Centre Conference Room – 9 am**

Meeting opened at 9.05 am

Present: Kerry Muir, Cr. Margot Davis, Cr. Anne Vosper, Jenny Sloman, Lindy Stevenson, Kate Cooper (Minutes)

Apology: Lindsay Woodland, Sarah Wilson, Kerry Byrne (Minutes)

Declaration of Interest: None.

Minutes of previous meeting – 21 October 2025.

Moved: Jenny Sloman

Seconded: Margot Davis

#### **Business Arising:**

1. NSW Public Libraries Infrastructure Grant update: An agenda item.

#### **Correspondence:**

Received 16 October 2025 - Glen Innes Severn Council – Advice of Council Representatives on the Glen Innes Severn Council.

#### **Senior Librarian TAFE NSW Library Services – October / November 2025**

Kate read Sarah's report tabled at the last meeting for September and October.

Moved: Sarah Wilson

Seconded: Anne Vosper

#### **OCTOBER 25**

##### **School Holiday Activities at the Branches – 9 October**

School Holiday activities are being rolled out to the villages of Emmaville and Deepwater and have received good support from the families attending and enjoying the events. The 'Dogman' movie was screened at Deepwater at 10.30 am and a craft activity followed at Emmaville at 2 pm on Thursday, 9 October. Some families attended both events.

##### **NSW Grandparent's Day Celebrations at the Library – Wednesday 22 October**

NSW Grandparent's Day began with a storytelling session and was followed by playtime with toys and group games. Families enjoyed relaxing under the shady trees and grassed areas around the Library with a free coffee, sweets and fruit supplied for the event. The Toy Library's large toys were setup in the enclosed and covered children's area to allow some free time for parents and grandparents. This event was supported by NSW Community Justice funding.

### **TAFE Vocational Beauty Classes 23 October**

Glen Innes High School Year 10 students completing a TAFE Vocational Beauty Course visited the Library as part of their course curriculum and their practical component on Thursday 23 October. It was great to meet them and see their enthusiasm for their course and for the Library resources they needed for the course content.

### **NSW State Library Consultants Visit – 24 October**

Two NSW State Library Consultants travelled the region visiting three Public Libraries at Inverell, Glen Innes and Tenterfield to conduct assessments on the library's facilities and services. This was an opportunity for the Library Team to meet members of the NSW State Library Executive Team and to showcase our facility and services. Discussions on future grant opportunities and the development of Library Services occurred at this visit.

A luncheon was arranged so that Council's General Manager, Director of Corporate and Community Services, Glen Innes Severn Mayor, the Council's Counsellor delegate on the Library Committee, and community representatives could informally welcome them to Glen Innes and to discuss library services.

### **Last Regional Tour by Peter Watt – 25 October**

Peter Watt has had a rich and varied life and with a diverse variety of careers which he uses to enrich his many novels to give an element of reality and truth. He is a historical writer and has many different series called 'Frontier', 'Papua' and 'Colonial'. He is a very interesting speaker, and he launched his new novel, 'The Ghosts of August' during a tour of this region on Saturday, 25 October, 11am – 12 pm in the Conference at the Library.

## **NOVEMBER 2025**

### **Friends of the Library (FOL) Christmas Brunch**

The Friends of the Library (FOL) meetings are held monthly at the Library and Committee members are enthusiastic and active library members, with some having been on the Committee for over 20 years. The Committee is active in raising funds for special projects and contributing their time in running events such as the Annual Book Sale and regularly sorting donations for the Book Sale.

### **Author Talk – Joanne Austen Brown – 11 November**

Local author Joanne Austen Brown had an excellent launch at the Learning Centre on Tuesday, 11 November for her new book 'The Ghosts of August'. Joanne combined a Remembrance Day one (1) minute of silence to remember our fallen heroes and service men and women at the launch. Members of the audience spoke about their family members who had served and who had lost their lives helping to protect Australia and our people.

## **GLEN INNES ART GALLERY EXHIBITION**

Over October and November, two (2) exhibitions were organised for the community.

These were:

- Weatherscapes: 27 September – 28 October
- The Christmas Exhibition: 1 November – 28 November.

All these exhibitions were popular and received creative local entries with 369 visitors enjoying and purchasing from the exhibitions.

## **GENERAL BUSINESS**

### **1. Work Health & Safety**

Incident – Thursday, 4 December 2025 involving a library member who accidentally reversed her car into a tree on the footpath and narrowly missed a group of adults and children. An ambulance and the police attended the incident. Library staff have filled out a report for Council's WHS Coordinator, Ann Blunt who has forwarded the report to the Manager of Governance as a possible Public Liability incident.

### **2. NSW Public Libraries Infrastructure Grant Update**

Meeting discussed some of the details of the 'Renovation of the Library and Learning Centre' grants which includes:

- An external water and sunproof sail over the Conference Room courtyard.
- Internal and external painting of the library, foyer, Conference Room, toilets and staff workrooms.
- New carpet in the library and staff workroom.
- New comfortable social seating and stackable meeting chairs.
- Renovation and refitting of the meeting room with soundproof wall cladding for podcasting and recording opportunities.
- Upgrade of internal and external CCTV equipment.
- Purchase of movable enclosed soundproof meeting units.
- Updating of current shelving units and additional wall and desk seating with social media and electricity outlets.
- Purchase and installation of storage compactus unit for the Children's Room.

Successful submissions will be notified in February / March 2026. If successful, the grant project will commence in April 2026 and needs to be completed in June 2027.

Anne Vosper enquired if the Art Gallery will be painted as part of the grant. Kate commented that as the grant was funded by the NSW State Library, areas that were not part of the Library could not be included in the quote for painting.

### **3. Coming events:**

- SANTA's Visit - Wednesday, 10 December 10.30 am
- Jane Austen Day – Thursday, 11 December 9.30 am
- Emmaville Christmas Morning Tea, Friday, 12 December 10 am
- Deepwater Christmas Morning Tea, Wednesday 17 December 10 am

**4. Schedule Meeting for 2026 - Third Tuesday, bimonthly starting in February.**

- Tuesday, 17 February 2026
- Tuesday, 14 April 2026
- Tuesday, 16 June 2026
- Tuesday, 18 August 2026
- Tuesday, 20 October 2026
- Tuesday, 8 December 2026 – Second Tuesday due to Christmas.

**Local Book Clubs**

Jenny Sloman raised an issue about Book Club loans and the Inverell Library. Kate spoke to Jenny after the meeting about the Book Clubs options.

Item to be actioned:	Action taken by:
Nil	

**Next meeting:** Tuesday, 17 February 2026  
9.00 am  
Conference Room