

Glen Innes Severn Council Meeting

28 MAY 2026

ANNEXURES

Annexures

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

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

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| | | | | | | <p>amounts required for the transfer of land. Action still progressing.</p> <p>19 Nov 2025 8:11am Hunt, David - Reallocation Action reassigned to Woods, Colin by Hunt, David - New employee in Property Officer position.</p> <p>03 Dec 2025 8:17am Woods, Colin - Target Date Revision Target date changed by Woods, Colin from 31 December 2025 to 31 January 2026 - Currently with the design team</p> <p>05 Feb 2026 8:21am Woods, Colin Design Team is currently finalizing plans for Cul-de-sac. Once this is done, the process of preparing for public consultation will commence.</p> <p>12 Feb 2026 8:05am Woods, Colin - Target Date Revision Target date changed by Woods, Colin from 31 January 2026 to 31 March 2026 - Waiting to formalise public exhibition.</p> <p>30 Mar 2026 11:29am Woods, Colin - Target Date Revision 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> <p>28 Apr 2026 1:51pm Woods, Colin - Target Date Revision Target date changed by Woods, Colin from 30 May 2026 to 30 June 2026 - Pegging of the site has been completed. We are now waiting on advice from surveyors if new plans are required. Depending on advice received we will proceed to obtaining valuation of the new lots.</p> |
| 28/11/2024 | 12.1 | Purchase of Property | <p>24.11/24 RESOLUTION</p> <p>THAT Council:</p> <p>1. Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Contract for the sale and purchase of the building and land as indicated on Plans A and B between the Glen Innes Severn Council and the Glen Innes Mackenzie Mall Pty Ltd ATF Glen Innes Mackenzie Mall Unit Trust and in accordance with the terms outlined in the report.</p> | 30/06/2027 | Smith, Bernard | <p>11 Dec 2024 1:09pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 12 December 2024 to 01 June 2025 - Matter will take time to resolve.</p> <p>15 May 2025 2:35pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 01 June 2025 to 31 December 2026 - Resolution includes raising the borrowings for the total project, this will occur in 2 loans and the second will not be raised until mid 2026.</p> <p>15 May 2025 2:40pm Smith, Bernard Sale contract finalised within 4 weeks, includes provisions relating to carpark design, works funded by vendor, other works to be</p> |

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| | | | <p>2. Authorises for the Mayor and the General Manager to execute all documents relating to the purchase of the building and land.</p> <p>3. Authorises the expenditure plus GST if applicable, as outlined in the report for the purchase of the building and land plus all associated and necessary disbursements, fees and duties.</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>CARRIED</p> | | | <p>undertaken by vendor., Brief for internal fitout design to be issued with 4 week., Draft plan of subdivision being prepared.</p> <p>10 Jun 2025 3:40pm Smith, Bernard</p> <p>Negotiations complete regarding apportionment of civil works costs, terms sheet for contract finalised.</p> <p>21 Aug 2025 12:25pm Smith, Bernard</p> <p>Negotiations have been protracted however contract should be signed by the end of August</p> <p>18 Sep 2025 1:22pm Smith, Bernard</p> <p>Negotiations still underway and very protracted regarding a range of matters.</p> <p>03 Nov 2025 11:42am Smith, Bernard</p> <p>Contract of sale signed in October, tender for design to be awarded at the November meeting</p> <p>08 Dec 2025 10:03am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 31 December 2026 to 30 June 2027 - Second round of borrowings will not occur until well into 2026</p> <p>30 Jan 2026 4:28pm Smith, Bernard</p> <p>Contract of sale entered into, design is progressing, vendor has to complete a number of actions including the subdivision of the land.</p> <p>18 Mar 2026 2:41pm Smith, Bernard</p> <p>Nothing further to add to the previous update.</p> <p>06 May 2026 8:08am Smith, Bernard</p> <p>Subdivision approved at the April Council meeting, design progressing, settlement anticipated in 2 months.</p> |
| 28/11/2024 | 9.5 | Petition for Street Surveillance in the Central Business District | <p>21.11/24 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Receives and notes the petition. Notes the allocation in the current budget for CCTV for Council assets. Continues to apply for external funding. | 30/06/2026 | Sheridan, Riarna | <p>02 Dec 2024 3:52pm Smith, Bernard - Reallocation</p> <p>Action reassigned to Burley, Gayleen by Smith, Bernard - Leave it to you Gayleen to refer. Suggest a staged approach with a report to the February Workshop</p> <p>10 Dec 2024 4:34pm Burley, Gayleen - Reallocation</p> <p>Action reassigned to Lawes, Tess by Burley, Gayleen - Manager responsible for CCTV.</p> |

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| | | | <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>CARRIED</p> | | | <p>12 Dec 2024 2:17pm Burley, Gayleen - Target Date Revision Target date changed by Burley, Gayleen from 12 December 2024 to 27 June 2025 - Development of strategy will require specifications, budget and expertise.</p> <p>15 May 2025 8:52am Duffell, Debbie - Reallocation Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p>16 May 2025 11:23am Sheridan, Riarna - Target Date Revision 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>06 Jun 2025 8:35am Sheridan, Riarna Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets), and 13 new cameras along with system upgrades at the Town Hall are on track to be installed by 30 June 2025. The Public Safety and Asset Protection Strategy also remains on track for preparation and review by 29 August 2025.</p> <p>10 Jul 2025 8:17pm Sheridan, Riarna Progress continues in accordance with the Council resolution. Four cameras have now been installed in Anzac Park and the contractor is currently upgrading the system. The installation of a further 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras along with system upgrades at the Town Hall are expected to be completed by 30 July. The Public Safety and Asset Protection Strategy remains on track for preparation and review by 29 August 2025.</p> |

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| | | | | | | <p>10 Aug 2025 6:54pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 29 August 2025 to 30 October 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall was delayed due to contractor illness and then weather, but is now continuing. The contractor has confirmed all works will be completed by the end of August at the latest.</p> <p>The Public Safety and Asset Protection (CCTV) Strategy has been paused to ensure it fully incorporates the upgraded infrastructure, aligns with community safety priorities and reflects best practice.</p> <p>17 Sep 2025 4:46pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 October 2025 to 19 December 2025 - Progress continues in accordance with the Council resolution. Installation of the 16 cameras in the CBD (between Bourke and Meade Streets) and 13 new cameras with system upgrades at the Town Hall has been completed and key staff trained in the use of the new system.</p> <p>A draft of the Public Safety and Asset Protection (CCTV) Strategy is now anticipated to be completed by December 2025 due to changes in staffing responsible for completion of the strategy.</p> <p>07 Oct 2025 8:43pm Sheridan, Riarna</p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station. Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is anticipated by December 2025 following staffing changes.</p> <p>13 Nov 2025 2:06pm Sheridan, Riarna</p> <p>Progress continues in line with the Council resolution. Initial scoping for Stage 2 of the CCTV works is continuing, extending coverage along Grey Street (final length to be confirmed) and potentially including a monitor at the Glen Innes Police Station - awaiting quotations. Still awaiting Glen Innes Police to source an MOU template from other councils to inform a local viewing agreement. The draft Public Safety and Asset Protection (CCTV) Strategy is still anticipated by December 2025 following staffing changes.</p> |

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| | | | | | | <p>06 Dec 2025 3:21pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 19 December 2025 to 30 May 2026 - Progress continues in accordance with Council's resolution. Quotations for Stage 2 of the Grey Street CCTV upgrade have been received and are now being assessed, with a preferred supplier expected to be selected prior to 19 December 2025 and upgrade works to commence early in 2026.</p> <p>NSW Police are yet to provide a template Memorandum of Understanding used by other councils, which is required to inform the development of a local CCTV viewing agreement.</p> <p>The draft Public Safety and Asset Protection (CCTV) Strategy has been completed and will be presented to Council at its February 2026 meeting following the standard internal review process. This internal review could not be finalised in time for inclusion in the December agenda due to the meeting being brought forward by one week and competing operational priorities within existing staff capacity.</p> <p>12 Feb 2026 8:50am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 May 2025 - 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>19 Mar 2026 12:34am Sheridan, Riarna</p> <p>Progress is continuing in line with Council's resolution. The engaged supplier has placed orders for the Stage 2 CCTV equipment, with installation expected to commence in mid April and completion anticipated in May.</p> <p>Council has also reached agreement with NSW Police (Glen Innes Police Station) to install a dedicated monitoring screen within the station, enabling real time surveillance of Grey Street. This approach is consistent with arrangements implemented by other councils across</p> |

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| | | | | | | <p>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>17 Apr 2026 10:30am Sheridan, Riarna</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> <p>21 May 2026 11:38am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 June 2026 - Stage 2 of the CCTV project is progressing well, with the Memorandum of Understanding for the viewing monitor feed at Glen Innes Police Station being finalised and shared with NSW Police Glen Innes. The MOU is expected to be finalised by the end of June 2026. Installation works along Grey Street and the Police Station monitor are now expected to commence in late May and be completed by 30 June to align with contractors availability. The CCTV Strategy will be reported to Council's June meeting, following further updates to align with the developed MOU.</p> |
| 07/03/2025 | 4.1 | Expression of Interest - Sale of 146 and 148 Church Street | <p>2.03/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 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 2. Creates a budget of \$10,000 to complete a subdivision of the rear area of 148 Church Street, allowing the front office area to be sold while retaining the historical elements of the building, and 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 | 30/08/2026 | Sheridan, Riarna | <p>07 Apr 2025 9:21am Hunt, David</p> <p>Tenterfield Surveying engaged to prepare subdivision documents. APJ Law engaged to draft lease conditions and contract of sale.</p> <p>07 Apr 2025 9:22am Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 21 March 2025 to 06 April 2025 - To allow further time to complete actions.</p> <p>08 Apr 2025 1:55pm Hunt, David - Target Date Revision</p> <p>Target date changed by Hunt, David from 06 April 2025 to 30 June 2025 - Date revised to allow for subdivision to be prepared and lodged.</p> <p>07 May 2025 9:33am Hunt, David</p> <p>Tenterfield Surveying engaged to proceed with subdivision requirements. Lease documents created and provided to lessee.</p> |

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

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

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| | | | | | | <p>13 Nov 2025 2:14pm Sheridan, Riarna - Target Date Revision</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>06 Dec 2025 3:30pm Sheridan, Riarna - Target Date Revision</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>12 Feb 2026 12:14pm Sheridan, Riarna</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. Lodgement is anticipated late February 2026. All other components of the resolution have been completed.</p> <p>19 Mar 2026 12:51am Sheridan, Riarna</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. 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>17 Apr 2026 12:35pm Sheridan, Riarna</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. The subdivision certificate is progressing, with lodgement by the surveyor anticipated by the end of April.</p> |

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| | | | | | | <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> <p>21 May 2026 11:45am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 August 2026 - New England CT Pty Ltd has been operating successfully from the site since mid April, with clients now being welcomed to the purpose fitted facility. Council is still awaiting lodgement of the subdivision certificate by the surveyor, however anticipates this to occur before the end of May 2026. Once lodged and registered through NSW Land Registry Services, the sale of 146 Church Street and the front portion of 148 Church Street can progress in accordance with Council's resolution.</p> |
| 24/04/2025 | 7.13 | Waste-to-Energy Technology - Costs, Benefits and Risks | <p>14.04/25 RESOLUTION</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Notes the contents of this report. 2. Creates a sub-committee of Council comprised of Councillors Davis, Scott, Arandale and Parsons, the General Manager, the Director of Place and Growth, John Winter and 3 SEATA directors to undertake further investigations and discussions regarding a potential Public Private Partnership (PPP), and to obtain legal advice to inform this process. 3. Endorses a \$75,000 budget allocation from the Sewer and Waste Funds Reserve to support a local feedstock trial with SEATA. 4. Receives a further report detailing the outcomes of the feedstock trial once complete and PPP investigations, including legal considerations, and estimated costs and returns to potentially progress the proposed agreement towards the ownership and means of operation of a SEATA plant by GISC, to also enable GISC | 30/08/2026 | Sheridan, Riarna | <p>08 May 2025 12:07pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 08 May 2025 to 30 September 2025 - Works are progressing in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee are currently being developed, with the first meeting scheduled to be held prior to 30 June 2025.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> <p>06 Jun 2025 9:29am Sheridan, Riarna</p> <p>Works continue to progress in accordance with item 1 of the resolution. Draft Terms of Reference for the sub-committee have been developed and are being reviewed, with the first meeting still scheduled to be held prior to 30 June 2025, with invites to be sent out within the coming week.</p> <p>The \$75,000 allocation endorsed under item 3 will not be released until necessary information is received regarding the trial.</p> <p>Further updates will be provided as the sub-committee progresses its work.</p> |

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| | | | to become a power producer and retailer. | | | 10 Jul 2025 8:42pm Sheridan, Riarna |
| | 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. | | | Works continue to progress in accordance with item 1 of the resolution. A sub-committee meeting has been scheduled for 4 August 2025 and will inform future progression of the project and allocation of \$75k for feedstock trial. |
| | 6. | | Identifies a potential site bearing in mind geography, geology, transport corridors and road and site works. | | | 15 Aug 2025 8:22am Sheridan, Riarna |
| | | | CARRIED | | | 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. |
| | | | | | | 18 Sep 2025 6:24am Sheridan, Riarna - Target Date Revision |
| | | | | | | 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. |
| | | | | | | 07 Oct 2025 9:09pm Sheridan, Riarna |
| | | | | | | 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. |
| | | | | | | 13 Nov 2025 2:23pm Sheridan, Riarna - Target Date Revision |
| | | | | | | 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. |

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| | | | | | | <p>06 Dec 2025 3:33pm Sheridan, Riarna - Target Date Revision</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>12 Feb 2026 9:19am Sheridan, Riarna - Target Date Revision</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>19 Mar 2026 12:55am Sheridan, Riarna</p> <p>Council is currently awaiting the results of SEATA's benchtop trials of greenwaste 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>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> |

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| | | | | | | <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> <p>21 May 2026 11:49am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 June 2026 to 30 August 2026 - The results of SEATA's January 2026 benchtop trials of green waste and biosolids are still pending. SEATA is also continuing to review the proposed Service Level Agreement prepared by Council officers for the feedstock trial, which is anticipated to be received by the end of May 2026.</p> <p>In preparation for the SLA being finalised and the trial commencing, Council is progressing the classification of its biosolids to ensure SEATA can legally receive and use them as part of the trial. Subject to execution of the SLA and formal confirmation from SEATA, the feedstock trial will progress thereafter with date of commencement yet to be advised.</p> |
| 24/04/2025 | 7.8 | Glen Innes Community and District Centre - In Kind Support | <p>9.04/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Advocates for Homes North to strengthen their support of Glen Innes and District Community Centre (GIDCC) operations and the client referral process. 2. Authorises Council Officers to provide in-kind support through assistance with developing a 2025/26 Strategy document for the GIDCC. 3. 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. 4. 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 | 30/06/2026 | Woodland, Lindsay | <p>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 08 May 2025 to 30 June 2025 - In Kind Support has commenced by way of:</p> <p>15 May 2025 2:49pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - - Strategy Workshop Attendance</p> <p>15 May 2025 2:50pm Brackenborough, Ellie - Target Date Revision</p> <p>Target date changed by Brackenborough, Ellie from 30 June 2025 to 30 June 2025 - Support through determination of current NFP status and distribution identified grant opportunities.</p> <p>10 Jun 2025 2:49pm Brackenborough, Ellie - Completion</p> <p>Completed by Brackenborough, Ellie (action officer) on 10 June 2025 at 2:49:55 PM - In Kind Support has commenced by way of: - Strategy Workshop Attendance (MCS & AMG), - Offer of MCS to create graphic design of Strategy Document (Data context not yet received) , - Support through determination of current NFP status and distribution identified grant opportunities, - Offer of grant writing support for identified grants</p> |

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| | | | <p>5. Notes that this subsidy is intended to assist the Community Centre Committee in maintaining service continuity while they work to improve their financial sustainability.</p> <p>6. Supports in principle the concept of establishing a Community Service Hub in Glen Innes to improve access to coordinated services for vulnerable and disadvantaged members of the community; and</p> <p>7. Authorises the General Manager to engage with relevant local service providers, including Homes North, the Glen Innes & District Community Centre, and State and Federal Government agencies, to explore co-location opportunities and collaborative service delivery models; and</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>24 Feb 2026 11:19am Duffell, Debbie Action uncompleted - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p>24 Feb 2026 11:20am Duffell, Debbie - Completion Uncompleted by Duffell, Debbie</p> <p>24 Feb 2026 11:22am Duffell, Debbie - Reallocation Action reassigned to Woodland, Lindsay by Duffell, Debbie - Points 1, 6, 7, 8 and 9 still to be addressed.</p> <p>13 Mar 2026 1:44pm Woodland, Lindsay - Target Date Revision 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>14 Apr 2026 12:06pm Woodland, Lindsay - Target Date Revision 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>37.07/25 RESOLUTION</p> <p>THAT Council:</p> <p>1. Endorses the final terms as contained in Annexure 1 of this report to form the Binding Heads of Agreement with Taronga Mines Pty Ltd for the lease of part of the Glen Innes Airport site to establish a mine camp supporting the</p> | 31/07/2026 | Sheridan, Riarna | <p>15 Aug 2025 8:37am Sheridan, Riarna - Target Date Revision Target date changed by Sheridan, Riarna from 07 August 2025 to 30 November 2025 - The final Heads of Agreement has been received by Taronga for execution by the General Manager in line with the resolution. Taronga has confirmed that the lease agreement will be prepared once the Heads of Agreement has been executed.</p> |

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| | | | <p>Taronga tin mine at Emmaville;</p> <p>2. Notes that Taronga will be responsible for preparing the Heads of Agreement and lease documentation;</p> <p>3. Approves the execution of the Heads of Agreement, subject to all relevant terms and conditions being met;</p> <p>4. Approves the execution of the lease, as prepared in accordance with the terms of the executed Heads of Agreement.</p> <p>CARRIED</p> | | | <p>18 Sep 2025 6:53am Sheridan, Riarna</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>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>14 Nov 2025 7:02am Sheridan, Riarna - Target Date Revision</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>07 Dec 2025 3:09pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 31 January 2026 to 06 March 2026 - No further progress has been made since the November 2025 update. NSW DPPI is still finalising the land reclassification Planning Proposal (from Community to Operational Land) which is required to enable the subdivision and Taronga's lease over the subdivided portion of land to be finalised. It is now anticipated the reclassification will be finalised in either late December 2025 or January 2026.</p> <p>12 Feb 2026 9:57am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 06 March 2026 to 30 April 2026 - NSW DPPI has finalised the amendment to the Local Environmental Plan to implement the reclassification of the land from Community to Operational and provided the updated documentation to Council for review. Council officers reviewed the amendment in</p> |

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| | | | | | | <p>December 2025 and confirmed its accuracy.</p> <p>DPHI is now completing final approvals prior to publication, with the updated LEP anticipated to be publicly available by mid February 2026. Once published, this will enable subdivision of the relevant portion of land at the airport upon which the Mine Camp is proposed to be constructed. Subdivision is required by NSW Land Registry Services to allow the lease to Taronga to be registered on title and to finalise the lease arrangements in accordance with Council's resolution.</p> <p>19 Mar 2026 1:28am Sheridan, Riarna</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>17 Apr 2026 12:14pm Sheridan, Riarna</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> <p>21 May 2026 11:56am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 April 2026 to 31 July 2026 - No further progress has occurred during the reporting period.</p> <p>The next step is for the subdivision of the relevant portion of land at the Glen Innes Airport to be finalised, as this is required before the lease can be registered and the Mine Camp established in accordance</p> |

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

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| | | | | | | <p>12 Feb 2026 9:59am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 28 February 2026 to 30 June 2026 - Awaiting full-scale continuous feedstock trial to occur and results provided to progress this resolution. SEATA confirmed the full-scale trial is anticipated to now occur in April 2026 following the receipt of benchtop trial analysis results in March 2026 and completion of plant upgrades to allow the trial.</p> <p>19 Mar 2026 1:30am Sheridan, Riarna</p> <p>Council is currently awaiting the results of SEATA's benchtop trials of green waste and biosolids undertaken in January 2026. SEATA is in the process of reviewing the Service Level Agreement (SLA) for the proposed feedstock trial provided by Council Officers, with commencement anticipated in April, subject to execution of the SLA and formal confirmation of the start date from SEATA.</p> <p>17 Apr 2026 12:18pm 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> <p>21 May 2026 11:57am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 June 2026 to 30 August 2026 - The results of SEATA's January 2026 benchtop trials of green waste and biosolids are still pending. SEATA is also continuing to review the proposed Service Level Agreement prepared by Council officers for the feedstock trial, which is anticipated to be received by the end of May 2026.</p> <p>In preparation for the SLA being finalised and the trial commencing, Council is progressing the classification of its biosolids to ensure SEATA can legally receive and use them as part of the trial. Subject to execution of the SLA and formal confirmation from SEATA, the feedstock trial will progress thereafter with date of commencement yet to be advised.</p> |

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| 28/08/2025 | 8.1 | Notice of Motion - Former Glen Innes Ambulance Station - Proposed Return to Community Ownership | <p>11.08/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes the community interest and historic value of the former Ambulance Station at 104 Bourke Street, Glen Innes. 2. Supports the Mayor to continue enquiries with the State Government regarding its future use and ownership. 3. Defers any formal request for transfer until a clear and suitable plan for use and funding is identified. <p>CARRIED</p> | 30/06/2026 | Smith, Bernard | <p>18 Sep 2025 1:20pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 11 September 2025 to 22 December 2025 - Ongoing advocacy</p> <p>20 Nov 2025 2:16pm Smith, Bernard</p> <p>Mayor has written to Minister and raised with local member</p> <p>30 Jan 2026 4:24pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 22 December 2025 to 30 June 2026 - Response yet to be received from the Minister, advocacy to be ongoing.</p> <p>18 Mar 2026 2:30pm Smith, Bernard</p> <p>Matter still under consideration by the state, attempts made to illicit a response.</p> <p>06 May 2026 8:10am Smith, Bernard</p> <p>Has been followed up and still no response from the state</p> |
| 28/08/2025 | 7.5 | Financial Assistance Grants - Letter from Local Government Grants Commission | <p>7.08/25 RESOLUTION</p> <p>That Council prepares a submission to the Local Government Grants Commission during the consultation process, highlighting the impact of the current methodology on Glen Innes Severn Council and advocating for reforms that provide more equitable outcomes for rural and regional councils.</p> <p>CARRIED</p> | 30/06/2026 | Woodland, Lindsay | <p>18 Sep 2025 3:18pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 11 September 2025 to 31 October 2025 - Formal consultation process has not yet commenced. LW will clarify with the Grants Commission the timing of consultation and make a submission accordingly.</p> <p>18 Nov 2025 11:46am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 31 October 2025 to 19 December 2025 - WE have yet to hear from the Grants Commission about their engagement process.</p> <p>11 Dec 2025 10:51am Woodland, Lindsay - Target Date Revision</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>04 Feb 2026 12:22pm Woodland, Lindsay - Target Date Revision</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</p> |

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| | | | | | | <p>commencement date for the consultation. No further information on the consultation process is available at this time.</p> <p>13 Mar 2026 2:58pm Woodland, Lindsay - Target Date Revision</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>14 Apr 2026 12:09pm Woodland, Lindsay - Target Date Revision</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>23.09/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Authorises the listing of 186 Dumaresq Street, Glen Innes at \$330,000 inclusive of GST for a maximum period of six months. 2. Authorises the listing of 194 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 3. Authorises the listing of 196 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 4. Authorises the listing of 198 Dumaresq Street, Glen Innes at \$236,500 inclusive of GST for a maximum period of six months. 5. Authorises the Common Seal of Council to be affixed to the contract of sale for any of the above lots if the minimum listing price is achieved within the six-month period. 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. | 30/06/2026 | Woods, Colin | <p>09 Oct 2025 8:41am Hunt, David - Target Date Revision</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>10 Nov 2025 12:54pm Hunt, David</p> <p>Submissions from Real Estate Agents received. Successful agent to be appointed by 15th of November.</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> |

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| 16/10/2025 | 7.2 | Psychosocial Safety | <p>3.10/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Adopts the Draft Councillor Psychosocial Safety and Wellbeing Framework – Foundational Stage. Implements the actions outlined in the Framework and continues to develop the Framework to meet SafeWork NSW Code of Practice requirements. Continues to advocate for improvements in managing the Psychosocial Safety and Wellbeing of Councillors, to the relevant State Government Ministers, key Government Departments including Office of Local Government and Safework NSW, and relevant stakeholders including Local Government NSW, Country Mayors Association and other Councils. Proactively seeks peer and expert review as Council moves from the foundational stage into the final stage. | 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 & 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 completing the Framework (from Foundational stage to Final) before the end of the financial year.</p> |
| CARRIED | | | | | | |
| 27/11/2025 | 7.15 | Future Use of the Glen Innes Powerhouse - Community Engagement Outcomes & Next Steps | <p>17.11/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 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. Acknowledges Option 1 – the Combined Multipurpose Heritage & Activation Model – as the community’s preferred direction, with the clear expectation that any future concept must integrate appropriate commercial elements to ensure, at | 30/08/2026 | Sheridan, Riarna | <p>07 Dec 2025 4:39pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 11 December 2025 to 30 June 2026 - In line with the resolution, the project has been included on Council’s Project Pipeline Register to look for suitable grant funding to fund the preparation of a full Business Case. Consideration of a budget allocation in the 26/27 budget to fund part or all of the business case will occur at budget time in early 2026..</p> <p>12 Feb 2026 12:00pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 June 2026 to 30 June 2026 - No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time.</p> |

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| | | | <p>minimum, a cost-neutral operational outcome for ratepayers.</p> <p>3. Requests the preparation of a full business case and feasibility assessment, incorporating:</p> <ul style="list-style-type: none"> • heritage and engineering due diligence, • capital and operational cost modelling, • financial viability testing, • WHS and risk analysis, • governance and partnership options, • staging and funding pathways aligned to grant availability. <p>4. Confirms that any proposal relating to ownership, leasing, operation or rehabilitation of the heritage assets must comply with Council's statutory obligations, including the Local Government Act, heritage protections, probity requirements, and Council's responsibility for the long-term intergenerational custody of the asset;</p> <p>5. Notes that the business case is to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> • inclusion in the 2026/27 Operational Plan and Budget, • co-funding through external grant programs, or • wholly funded through successful grant applications. <p>6. Requests a further report to Council presenting the completed business case and recommending a preferred future-use model based on evidence, financial sustainability, risk management and long-</p> | | | <p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p> <p>19 Mar 2026 1:52am Sheridan, Riarna</p> <p>No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time, however investigations into alternative sources of funding are being explored.</p> <p>In line with the resolution, Council officers are also reviewing the merit and financial implications of including a budget allocation in the 2026/27 Operational Plan to fund preparation of the business case, ensuring any proposed expenditure reflects responsible and sustainable management of Council resources. This review will be completed prior to finalisation of the proposed 2026/27 budget inputs for Council's consideration.</p> <p>17 Apr 2026 12:19pm Sheridan, Riarna</p> <p>No suitable external grant funding has been identified to support preparation of the business case and feasibility assessment at this time, however investigations into alternative sources of funding are being explored, 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>21 May 2026 12:00pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 June 2026 to 30 August 2026 - No suitable external grant funding has been identified at this time to support preparation of the business case and feasibility assessment.</p> <p>In the interim, a report will be presented to Council's June 2026 meeting seeking consideration of an Expression of Interest process to identify potential parties interested in leasing or activating the Powerhouse building. This would provide an opportunity to explore short to medium term use of the building while Council continues to seek suitable grant funding to progress the business case and related</p> |

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| | | | term community benefit and aligned with the Precincts and Activation Framework currently in development. | | | planning work in line with Council's resolution. |
| | | | CARRIED | | | |
| 27/11/2025 | 8.1 | Notice of Motion - Customer Service Improvement and Service Review - Immediate and Long-Term Actions | <p>19.11/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes that the Customer Service Service Review will be undertaken in 2025/2026 in accordance with Operational Plan Action O1.3.3.9. 2. Requests the General Manager to prepare a Customer Service Improvement Plan – Stage 1 (Immediate Actions) to be implemented during 2025 and 2026 financial year, addressing: <ul style="list-style-type: none"> • Response timeframes and escalation pathways, • Clear standards for communication and follow-up, • Staff training in customer-centred service delivery, • Improved coordination between departments for customer requests, and • Mechanisms for monitoring and reporting on customer satisfaction. 3. Ensures that the Improvement Plan align with the long-term Service Review Framework, ensuring that lessons and data from Stage 1 inform the broader review outcomes. 4. Ensures that customer service considerations are embedded into planning for the office co-location project, including system integration, shared reception and service points, and cross-functional workflows that support a “One GIS” model. | 30/06/2026 | Woodland, Lindsay | <p>02 Dec 2025 1:44pm Duffell, Debbie - Reallocation</p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p>11 Dec 2025 10:59am Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 11 December 2025 to 27 February 2026 - An update to Council at its February Meeting will be provided on the progress made against each item in the resolution. Immediate actions for service improvements will be the key area of focus initially.</p> <p>04 Feb 2026 12:32pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 27 February 2026 to 23 April 2026 - Work has commenced on the Customer Service Improvement Plan (immediate improvements) and an update report will be tabled at the April OCM in line with the resolution.</p> <p>15 May 2026 3:07pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 23 April 2026 to 30 June 2026 - Items 1 and 2 of the council resolution have largely been completed. Work is progressing on the remaining items.</p> |

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| | | | 5. Receives a progress report at the April 2026 Council Meeting outlining: <ul style="list-style-type: none"> · Actions completed and outcomes achieved under Stage 1, · Key findings emerging from the Service Review process, and · Next steps for Stage 2 (system integration and continuous improvement). 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. | | | |
| | | | CARRIED | | | |
| 18/12/2025 | 7.3 | Establishment of a Community Safety Forum | 4.12/25 RESOLUTION THAT Council: <ol style="list-style-type: none"> 1. Establishes a Community Safety Forum. 2. Adopts the Draft Terms of Reference for the Community Safety Forum. 3. Calls for expressions of interest from members of the community to participate in the Forum. CARRIED | 29/05/2026 | Smith, Bernard | 30 Jan 2026 4:22pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 01 January 2026 to 27 March 2026 - Initial date unrealistic, Expressions of interest to be called during February. 18 Mar 2026 2:31pm Smith, Bernard Currently being advertised. 18 Mar 2026 2:32pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 27 March 2026 to 30 April 2026 - Currently being advertised, should go to the April meeting 15 Apr 2026 4:57pm Smith, Bernard Applications close 24 April. 15 Apr 2026 4:58pm Smith, Bernard - Target Date Revision Target date changed by Smith, Bernard from 30 April 2026 to 29 May 2026 - Applications still open 06 May 2026 8:11am Smith, Bernard Report to the May meeting. |

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| 18/12/2025 | 7.7 | Adoption of the Draft Glen Innes Highlands Economic Development Strategy 2026 - 2030 & Draft Glen Innes Highlands Destination Management Plan 2026 - 2030 | <p>8.12/25 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the outcomes of the public exhibition of the Draft Glen Innes Highlands Economic Development Strategy 2026-2030 and the Draft Glen Innes Highlands Destination Management Plan 2026-2030. Adopts the Glen Innes Highlands Economic Development Strategy 2026-2030 and the Glen Innes Highlands Destination Management Plan 2026-2030, incorporating the amendments outlined in this report. Further reviews the documents following the outcome of Council's Special Rate Variation application. <p>CARRIED</p> | 30/06/2026 | Sheridan, Riarna | <p>12 Feb 2026 12:07pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 01 January 2026 to 30 June 2026 - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p> <p>19 Mar 2026 1:54am Sheridan, Riarna</p> <p>No change since February Ordinary Meeting report update - The Glen Innes Highlands Economic Development Strategy 2026 - 2030 and Glen Innes Highlands Destination Management Plan 2026 - 2030 were adopted by Council at its December 2025 meeting. Both documents are available on Council's website and planning commenced to complete actions within both. Item 3 of the resolution is unable to be actioned until the outcome Council's Special Rate Variation application is known.</p> <p>17 Apr 2026 12:29pm Sheridan, Riarna</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>21 May 2026 12:01pm Sheridan, Riarna</p> <p>No change since the April 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> |

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| 19/02/2026 | 7.8 | Capital Works Program Progress Report as at 31 January 2026 | <p>11.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes the information contained in the Capital Works Program Progress Report, and 2. Requests that future Capital Works reporting include: <ol style="list-style-type: none"> a. Clear identification of projects at risk of deferral or carryover and quantification of anticipated carryovers, b. High-level commentary on delivery capacity and sequencing risks, and c. Refinement of the Project Pipeline Register to include defined project maturity stages, progression milestones, and accountability measures to support structured advancement toward shovel-ready and grant-ready status. <p>CARRIED</p> | 30/05/2026 | Smith, Bernard | <p>18 Mar 2026 2:39pm Smith, Bernard - Target Date Revision</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> <p>06 May 2026 8:14am Smith, Bernard</p> <p>Will be incorporated in the May meeting report</p> |
| 19/02/2026 | 7.6 | Quarterly Budget Review - December 2025 | <p>9.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes and adopts the December 2025 Quarterly Budget Review. 2. Requests that future Quarterly Budget Review Statements include: <ol style="list-style-type: none"> a. The Responsible Accounting Officer's statement in accordance with the OLG QBRs Guidelines; b. Clear identification of structural versus temporary budget adjustments; and c. Explicit commentary on the impact of quarterly variations on the Long-Term Financial Plan and key financial sustainability indicators. <p>CARRIED</p> | 30/05/2026 | Woodland, Lindsay | <p>17 Mar 2026 4:36pm Mills, Gary - Target Date Revision</p> <p>Target date changed by Mills, Gary from 05 March 2026 to 30 April 2026 - To be covered in the next QBR</p> <p>30 Apr 2026 1:14pm Duffell, Debbie - Reallocation</p> <p>Action reassigned to Woodland, Lindsay by Duffell, Debbie</p> <p>15 May 2026 3:09pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 30 April 2026 to 30 May 2026 - The QBR3 will be tabled at the May Meeting of Council and will address the improvement items outlined in the resolution from QBR2.</p> |

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| 19/02/2026 | 7.7 | Internal Loan Update | <p>10.02/26 RESOLUTION</p> <p>THAT:</p> <ol style="list-style-type: none"> Council notes the information in this report. A Councillor Workshop be conducted to inform Councillors on the operation of Council's cash flow management. <p>CARRIED</p> | 30/06/2026 | Woodland, Lindsay | <p>13 Mar 2026 3:21pm Woodland, Lindsay - Target Date Revision</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>14 Apr 2026 12:19pm Woodland, Lindsay - Target Date Revision</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> <p>15 May 2026 3:11pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 29 May 2026 to 30 June 2026 - The Council workshop on the topic of Cashflow Management will be scheduled in June 2026</p> |
| 19/02/2026 | 7.4 | Glen Innes School of Arts and Music Pilot - Proposed Operating Model | <p>7.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the progress made to establish the recently approved pilot program for the Glen Innes School of Arts. Approves the preferred operating model (Option 3: Council & Community Operated) co-designed in collaboration with key stakeholders. 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. 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>. 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. | 30/06/2026 | Woodland, Lindsay | <p>13 Mar 2026 3:18pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 05 March 2026 to 27 March 2026 - The proposed fees for the School of Arts and Music room hire are currently on public exhibition. The item will be dealt with at the March Ordinary Council Meeting should any substantial submissions be received regarding the proposed fees. The pilot program is being implemented and is scheduled to be open week commencing 20th April 2026.</p> <p>14 Apr 2026 12:17pm Woodland, Lindsay - Target Date Revision</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 of 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> |

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| | | | <p>6. Extends its thanks to stakeholders who have participated in and contributed to the engagement process.</p> <p>7. Requests that within six months of commencement of operations, a further report be provided to Council outlining:</p> <ul style="list-style-type: none"> a. Actual utilisation rates and financial performance against cost neutrality assumptions, b. A refined financial model including break-even analysis and downside scenarios, c. Defined key performance indicators for the remainder of the pilot period, d. A review of governance arrangements, including advisory committee structure and membership, and e. Clear success criteria and review thresholds to inform Council's determination of the future of the program at the conclusion of the pilot. <p>CARRIED</p> | | | |
| 19/02/2026 | 6.1 | Establishment of the Mayoral Community Impact Fund and Schools Mayoral Emerging Leadership Awards | <p>2.02/26 RESOLUTION</p> <p>THAT Council:</p> <ul style="list-style-type: none"> 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. 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. | 30/06/2026 | Smith, Bernard | <p>18 Mar 2026 2:34pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 30 June 2026 - Will be incorporated in draft budget for Council consideration, proposal to be communicated to schools.</p> <p>06 May 2026 8:12am Smith, Bernard</p> <p>Included in draft budget</p> |

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| | | | <p>3. Approves that the Mayoral Community Impact Fund will be delivered through the following funding streams:</p> <ul style="list-style-type: none"> a. Micro-Grants for Community Activation – supporting low-cost, high-impact community-led initiatives, b. Volunteer Recognition and Civic Contribution – recognising unpaid contribution and strengthening civic pride, c. Seed Funding for Local Innovation and Pilot Projects – enabling early-stage trials and proof-of-concept activity, d. Hardship and Rapid Response Support – providing timely assistance for urgent community needs through recognised agencies, <p>4. Approves the inclusion of a Schools Mayoral Emerging Leadership Awards stream within the fund, which aims to recognise emerging leadership in local primary and secondary schools through school-nominated, non-cash awards, with awards:</p> <ul style="list-style-type: none"> a. Nominated by participating schools, b. Presented at existing school presentation events, c. Provided as non-cash educational supports (e.g. vouchers, books, IT resources). <p>5. Requests the General Manager to develop guidelines for the operation of the Fund and Awards Program, including governance, reporting, and accountability arrangements and in accordance with this resolution.</p> <p>6. Requests that an annual summary report be provided to Council outlining total allocations made under the Fund and recipient categories.</p> | | | |

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| 19/02/2026 | 7.18 | Renewable Energy Zone - Community Benefit Fund Framework & Voluntary Planning Agreement Template | <p>21.02/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Endorses the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework for the purpose of public exhibition for 28 days. 2. Endorses the draft REZ Voluntary Planning Agreement (VPA) template for concurrent public exhibition. 3. Displays the draft Renewable Energy Zone (REZ) Community Benefit Fund Framework and the draft REZ Voluntary Planning Agreement (VPA) template on Council's website, and that it be made available for viewing at the following locations: <ul style="list-style-type: none"> • Council's Town Hall Office, and • The Village Post Offices at Deepwater and Emmaville. 4. Requests that, prior to adoption, Council staff review and integrate the principles and strategic approach of the Glen Innes Highlands Economic Development Strategy 2026–2030 into the Community Benefit Fund Framework, including community wealth-building, place-based capital investment, liveability enablers, and Council's population growth target of 10,000 residents. 5. Receives a further report following the exhibition period that includes: <ol style="list-style-type: none"> a. a summary of submissions received, and b. advice on any amendments arising from public feedback and strategic alignment considerations prior to final adoption. <p style="text-align: center;">CARRIED</p> | 30/06/2026 | Sheridan, Riarna | <p>19 Mar 2026 1:23am Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 05 March 2026 to 30 May 2026 - In accordance with the resolution, the draft REZ Community Benefit Fund Framework and supporting Voluntary Planning Agreement Template were placed on public exhibition from 20 February to 19 March 2026. Submissions received are currently being reviewed, with an update to be provided to Councillors at the April Ordinary Meeting.</p> <p>17 Apr 2026 12:32pm Sheridan, Riarna</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 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> <p>21 May 2026 12:04pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 30 May 2026 to 30 June 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.</p> <p>A further report has been prepared and included on the Agenda for Council's May Ordinary Meeting. The report responds to points 4 and 5 of the resolution by providing a summary of submissions received, advice on amendments arising from public feedback and strategic alignment considerations, and details of the updates made to the CBFF and VPA prior to final adoption.</p> |

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| 25/03/2026 | 12.1 | Land Purchase | <p>29.03/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes the strategic importance of adopting a more interventionist approach to housing delivery to support workforce attraction, liveability and economic development. 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. 3. Defers a final decision on the purchase of Lot 153 Hunter Street at this time. 4. Requests a further report to Council that outlines: <ul style="list-style-type: none"> o a clear framework for Council's role in housing delivery (including facilitation, partnership and direct development models), o priority housing outcomes and target cohorts (including key workers, rental supply and housing diversity), o delivery mechanisms and partnership opportunities (including government, community housing providers and private sector), o confirmed and secured funding pathways, including timing of cashflows and contingencies where asset sales or revenues are delayed or not achieved, o feasibility assessment principles to guide future land acquisition and development decisions. 5. Notes that any future consideration of land acquisition should be assessed against this framework to ensure alignment with Council's | 25/09/2026 | Smith, Bernard | <p>30 Mar 2026 7:53am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 08 April 2026 to 25 September 2026</p> <p>06 May 2026 8:15am Smith, Bernard</p> <p>Has not yet commenced</p> |

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| | | | <p>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>CARRIED</p> | | | |
| 25/03/2026 | 12.2 | Deepwater Railway Station Expressions of Interest | <p>30.03/26 RESOLUTION</p> <p>THAT Council:</p> <p>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.</p> <p>2. Requests a report be brought back to a Council Meeting outlining the Expressions received and provide a recommended action.</p> <p>CARRIED</p> | 30/06/2026 | Woods, Colin | <p>30 Mar 2026 11:32am Woods, Colin - Target Date Revision</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>28 Apr 2026 1:35pm Woods, Colin - Target Date Revision</p> <p>Target date changed by Woods, Colin from 31 May 2026 to 30 June 2026 - EOI period closed 28/04/2026. Report being prepared for Council. If recommended EOI is accepted by Council, Licence to Occupy will be drafted for public exhibition.</p> |
| 25/03/2026 | 7.19 | Draft Road, Bridge and Place Naming Policy | <p>22.03/26 RESOLUTION</p> <p>THAT:</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"> • Council's Town Hall Office, and • The Village Post Offices at Deepwater and Emmaville. <p>3. Council requests that, following the public exhibition period, the subsequent report to Council include consideration of how the policy</p> | 26/06/2026 | Kamphorst, Anthony | <p>16 Apr 2026 11:54am Kamphorst, Anthony - Target Date Revision</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> <p>21 May 2026 11:21am Kamphorst, Anthony - Target Date Revision</p> <p>Target date changed by Kamphorst, Anthony from 29 May 2026 to 26 June 2026 - The new interim Manager of Economic development has been asked to review and assist with how the policy can reflect how road, bridge and place naming can be used as "a strategic tool for place making and economic development" as per the resolution. Subsequently the final report has been pushed back until June.</p> |

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| | | | <p>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"> a. Council's broader place branding and identity, b. cultural heritage and local Aboriginal recognition, and c. Council's emerging GeoRegion narrative and aspirations. <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 Shannon Vale Road bridge over the Mann River.</p> <p>CARRIED</p> | | | |
| 25/03/2026 | 7.2 | Delivery Plan Resourcing | <p>6.03/26 RESOLUTION</p> <p>THAT Council:</p> <ul style="list-style-type: none"> 1. Notes the information contained in the report, and 2. Requests a further report to the May 2026 Ordinary Council Meeting that provides: <ul style="list-style-type: none"> a. a clear statement on whether workforce capacity is sufficient to deliver the Delivery Program, b. a high-level assessment of the extent to which vacancies and recruitment are impacting delivery, and c. identification of known workforce gaps and proposed strategies to address those gaps. <p>CARRIED</p> | 28/05/2026 | Smith, Bernard | <p>30 Mar 2026 7:52am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 08 April 2026 to 28 May 2026 - Resolution states May</p> <p>19 May 2026 2:14pm Smith, Bernard</p> <p>Included in the May Council meeting agenda</p> |

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| 25/03/2026 | 7.16 | Capital Works Program Progress Report as at 28 February 2026 | <p>20.03/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes the information contained in the report, and 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"> a. focus on project status, risks, delivery confidence and financial performance, b. provide consistent and current commentary across all projects, and c. clearly identify projects at risk of delay, cost variation or carryover. <p>CARRIED</p> | 28/05/2026 | O'Brien, Fiona | <p>16 Apr 2026 1:30pm Duffell, Debbie - Target Date Revision</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> |
| 23/04/2026 | 7.7 | Investments Report - March 2026 | <p>10.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Notes that the current Investment Report satisfies statutory reporting requirements under the Local Government (General) Regulation 2021 and is primarily focused on investment holdings and compliance. 2. Notes that the report identifies: <ul style="list-style-type: none"> • a reduction in investment balances due to operational cash requirements, and • a decrease in unrestricted cash during the reporting period; but does not present this information within a consolidated view of Council's overall cash position. 3. Recognises that the current format does not provide sufficient visibility to Council of: <ul style="list-style-type: none"> • total cash and investments as a combined position, | 29/05/2026 | Woodland, Lindsay | <p>15 May 2026 3:15pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 07 May 2026 to 29 May 2026 - The updated and revised Cash and Investments Report which reflects the requirements of the resolution will be tabled at the May Meeting of Council.</p> |

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| | | | <ul style="list-style-type: none"> • the relationship between restricted and unrestricted funds, and • changes in liquidity over time. <p>4. Requests that the monthly Investment Report be revised to a Cash and Investment Report, providing an integrated and decision-supporting view of Council's financial position.</p> <p>5. Requests that the revised report include, at a minimum:</p> <ul style="list-style-type: none"> • Total cash and investment balances presented as a consolidated position, • A clear breakdown of externally restricted, internally restricted, and unrestricted funds, • Month-on-month movement in cash and investments, • Commentary explaining key movements, including the relationship between investment decisions and operational cash requirements. <p>6. Requests that the revised reporting format be implemented and delivered from the May Ordinary Council Meeting.</p> <p>CARRIED</p> | | | |
| 23/04/2026 | 7.8 | Draft Glen Innes Highlands Precincts Activation Framework & Strategy | <p>11.04/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Places the Precinct and Activation Framework on public exhibition with the following amendments:</p> <ul style="list-style-type: none"> • A clearly defined a two-layer precinct model, comprising: <ul style="list-style-type: none"> i. Functional precincts as spatial clusters aligned to economic and community | 31/08/2026 | Sheridan, Riarna | <p>21 May 2026 12:08pm Sheridan, Riarna - Target Date Revision</p> <p>Target date changed by Sheridan, Riarna from 07 May 2026 to 31 August 2026 - The Draft Glen Innes Highlands Precincts Activation Framework and Strategy 2026–2030 is being updated in line with Council's resolution, including incorporation of the two-layer precinct model and supporting amendments.</p> <p>The amended Framework remains on track to be placed on public exhibition in very late May or early June 2026, with a further report to be presented to Council's July 2026 meeting for final adoption, following consideration of submissions and final graphic design.</p> |

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| | | | <ul style="list-style-type: none"> activity including: <ul style="list-style-type: none"> ▪ Retail and Employment Precinct ▪ Civic and Community Precinct ▪ Recreation and Sporting Precinct ▪ Tourism, Arts and Events Precinct ▪ Transport and Gateway Precinct ii. A Landscape and GeoRegion Network defined as a networked precinct rather than a traditional geographic boundary including: <ul style="list-style-type: none"> ▪ GeoRegion Core <p>High-value geological, natural and landscape assets that are central to the UNESCO Global Geopark ambition.</p> ▪ GeoRegion Interface <p>Areas that connect to or influence the core, including scenic routes, river corridors, transition landscapes and key recreational destinations such as Beardy Waters, Stonehenge Recreation Reserve and Mann River.</p> | | | Procurement to engage a consultant to undertake the Deepwater consultation is also nearing completion, with consultation on track to commence in late June 2026 in line with the Framework. |

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| | | | <ul style="list-style-type: none"> ▪ GeoRegion Opportunity Areas Broader parts of the LGA where there is greater capacity to accommodate development, including renewable energy and existing or future mining sites, without undermining key landscape values. <ol style="list-style-type: none"> 2. Displays the amended Draft Glen Innes Highlands Precincts Activation Framework and Strategy 2026 – 2029 for public exhibition for a period of 28 days commencing as soon as possible in May 2026. 3. Receives a further report at its July 2026 meeting to adopt the final version of the Glen Innes Highlands Precincts Activation Framework and Strategy 2026-2030 incorporating any changes from public submissions and the final graphic design for formal adoption and publication. 4. Notes that consultation for Deepwater will commence late June 2026 in-line with the Framework. <p>CARRIED</p> | | | |
| 23/04/2026 | 6.1 | Support for the Invest in Us Campaign - Country Mayors Association of NSW | <p>2.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Formally endorses the Invest in Us campaign led by the Country Mayors Association of NSW. 2. Advocates to the Commonwealth Government to restore Financial Assistance Grants to at least 1 percent of taxation revenue, consistent with the position of the Australian Local | 30/06/2026 | Smith, Bernard | <p>19 May 2026 2:17pm Smith, Bernard</p> <p>Advocacy to the Federal Government is ongoing regarding increasing the Financial Assistance Grants, Council actively supporting the Invest in Us campaign</p> <p>22 May 2026 10:45am Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 07 May 2026 to 30 June 2026 - Additional time for rollout of media releases etc</p> |

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| | | | <p>Government Association.</p> <p>3. Writes to relevant Federal and State representatives seeking support for a sustainable, place-based funding framework for local government.</p> <p>4. Continues to leverage Council's existing advocacy platforms to amplify a coordinated national reform campaign.</p> <p>CARRIED</p> | | | |
| 11/05/2026 | 4.2 | Draft Long Term Financial Plan 2026-2036 for Public Exhibition | <p>2.05/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Approves the Draft Long Term Financial Plan 2026-2036 to be placed on public exhibition, inviting submissions from 11 May 2026 until 8 June 2026.</p> <p>2. Displays the Draft Long Term Financial Plan 2026-2036 on Council's website, and that it be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> • Council's Town Hall Office, • Glen Innes Severn Public and TAFE Library, and • The Village Post Offices at Deepwater and Emmaville. <p>3. Notes that all submissions received during the public exhibition period will be duly considered by Council prior to the preparation of the final document and its presentation to Council for adoption.</p> <p>CARRIED</p> | 30/06/2026 | Woodland, Lindsay | <p>15 May 2026 3:20pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 25 May 2026 to 30 June 2026 - The Draft LTFP exhibition period is not due to close until 8 June and is scheduled to be tabled at the June Meeting of Council for review of all submissions and final revisions in readiness for approval by Council.</p> |
| 11/05/2026 | 4.1 | Draft Operational Plan and Budget 2026-2027 for Public Exhibition | <p>1.05/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Approves the following documents to be placed on public exhibition, inviting submissions from 11 May 2026 until 8 June 2026:</p> | 30/06/2026 | Woodland, Lindsay | <p>15 May 2026 3:18pm Woodland, Lindsay - Target Date Revision</p> <p>Target date changed by Woodland, Lindsay from 25 May 2026 to 30 June 2026 - The exhibition period for the Draft Operational Plan and Budget will not end until 8 June and is scheduled to be tabled at the June Meeting of Council to review all submissions and final revisions</p> |

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| | | | <ul style="list-style-type: none"> • Draft Operational Plan 2026-2027 including the Draft 2026-2027 Operating Budget and Draft 2026-2027 Rating and Revenue Policy Statement (Annexure A) • Draft 2026-2027 Schedule of Fees and Charges (Annexure B). <p>2. Displays the abovementioned documents on Council's website, and that they be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> • Council's Town Hall Office, • Glen Innes Severn Public and TAFE Library, and • The Village Post Offices at Deepwater and Emmaville. <p>3. Notes that the Draft Operational Plan and Budget 2026–2027 have been prepared on the assumption that the Independent Pricing and Regulatory Tribunal (IPART) will approve Council's Special Rate Variation (SRV) application, with IPART's determination expected in May 2026.</p> <p>4. Notes that following IPART's determination, the Draft documents will be updated as required prior to adoption to:</p> <ul style="list-style-type: none"> a. amend references to assumed SRV approval, or b. reflect any revised or modified IPART determination. <p>5. Notes that all submissions received during the public exhibition period will be duly considered by Council prior to the preparation of the final documents and their presentation to Council for adoption.</p> <p>CARRIED</p> | | | in readiness for Council approval. |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
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| 19/02/2026 | 7.1 | Resolution Tracking Report | <p>4.02/26 RESOLUTION</p> <p>THAT Council:</p> <p>Notes the information contained in this report, and</p> <ol style="list-style-type: none"> 1. Requests the General Manager to review and refine the internal process for allocation and tracking of Council resolutions to ensure that: <ol style="list-style-type: none"> a. Where resolutions contain multiple actions capable of being progressed concurrently, those actions are assigned and delivered in parallel rather than sequentially, b. Clear responsibility is allocated to relevant officers for each action component, with appropriate coordination oversight, c. Robust internal checks are in place to confirm that all elements of a resolution have been fully completed before an item is marked as “completed” in the Resolution Tracking Report, and 2. Requests that, where resolutions include advocacy actions, reporting includes advice on advocacy undertaken by the Mayor and any associated outcomes or progress. <p>CARRIED</p> | Smith, Bernard | <p>18 Mar 2026 2:35pm Smith, Bernard</p> <p>The practicality of part one is being reviewed given system constraints. Fragmentation of responsibility is also being considered.</p> <p>18 Mar 2026 2:37pm Smith, Bernard - Target Date Revision</p> <p>Target date changed by Smith, Bernard from 05 March 2026 to 31 May 2026 - Part 1 is difficult to efficiently implement.</p> <p>06 May 2026 8:13am Smith, Bernard</p> <p>Clarified at April meeting in body of report.</p> <p>06 May 2026 8:13am Smith, Bernard - Completion</p> <p>Completed by Smith, Bernard (action officer) on 06 May 2026 at 8:13:51 AM - Clarified the difficulties in the body of the report at the April meeting</p> | 06/05/2026 |
| 25/03/2026 | 7.20 | Glen Elgin Sportsgrounds Plan of Management for Public Exhibition | <p>23.03/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 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 | Woods, Colin | <p>30 Mar 2026 11:30am Woods, Colin - Target Date Revision</p> <p>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.</p> <p>28 Apr 2026 1:31pm Woods, Colin - Target Date Revision</p> <p>Target date changed by Woods, Colin from 30 April 2026 to 30 June 2026 - Public meeting being held on 4th May. If no negative comments or issues, then POM will be adopted by end of June.</p> | 05/05/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> <p>Action Sheets Report</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
|--|--|

| ^MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|---------------|-------------|---|--|---------------------|---|----------------|
| | | | <p>2. Authorises the General Manager to arrange and publicly notify the public hearing, including fixing the date, time and venue; and</p> <p>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.</p> <p>CARRIED</p> | | <p>05 May 2026 3:10pm Woods, Colin - Completion</p> <p>Completed by Woods, Colin (action officer) on 05 May 2026 at 3:10:09 PM - Public meeting was held on 04 May 2026. No objections or negative comments were received. POM adopted per Council resolution 23.03/26.</p> | |
| 25/03/2026 | 7.12 | Revised Community Cultural Relations Policy | <p>16.03/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Approves for the revised Community Cultural Relations Policy to be placed on public exhibition for 28 days from Monday, 30 March 2026.</p> <p>2. Displays the revised Community Cultural Relations Policy on Council's website, and that it be made available for viewing at the following locations:</p> <ul style="list-style-type: none"> • Council's Town Hall Office, and • The Village Post Offices at Deepwater and Emmaville. <p>3. Requests the Director Corporate and Community Services to prepare a further report to Council after the exhibition period in the event of Council receiving any substantive submissions regarding the Community Cultural Relations Policy; otherwise, that the Community Cultural Relations Policy be adopted by Council.</p> <p>CARRIED</p> | Woodland, Lindsay | <p>27 Mar 2026 8:27am Wright, Brendan - Reallocation</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>14 Apr 2026 12:21pm Woodland, Lindsay - Target Date Revision</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>15 May 2026 3:12pm Woodland, Lindsay - Completion</p> <p>Completed by Woodland, Lindsay (action officer) on 15 May 2026 at 3:12:53 PM - This action by Council. The report is considered adopted.as been completed and no submissions were received</p> | 15/05/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> <p>Action Sheets Report</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
|--|--|

| MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|--------------|-------------|---|---|---------------------|--|----------------|
| 23/04/2026 | 6.2 | Support for the Community Service Obligation on Banks to Fund Face-to-Face Banking in Regional Australia - Regional Banking Investment Alliance | <p>3.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Formally endorses the Obligation on banks to fund face-to-face banking in regional Australia campaign led by the Regional Banking Investment Alliance and include council logo on RBIA materials. Advocates to the Commonwealth Government to legislate a cost sharing model for banks to fund regional face-to-face banking services. Continues to leverage Council's existing advocacy platforms to amplify the campaign. <p>CARRIED</p> | Smith, Bernard | <p>06 May 2026 8:20am Smith, Bernard - Completion</p> <p>Completed by Smith, Bernard (action officer) on 06 May 2026 at 8:20:41 AM - Actioned, Alliance advised of Councils support, correspondence sent to Federal Government and amplified through Council Channels</p> | 06/05/2026 |
| 23/04/2026 | 12.1 | NIRW Tender P00826 - Green Waste Processing | <p>19.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Awards Davis Earthmoving & Quarrying Pty Ltd for green waste processing at Glen Innes Severn Council Waste and Recovery Facilities. Notes that the term of the contract will be two years plus two x one year option to extend the contract subject to contract performance. Authorises the General Manager to execute the contract documentation on behalf of Council. <p>CARRIED</p> | Sheridan, Riarna | <p>21 May 2026 12:10pm Sheridan, Riarna - Completion</p> <p>Completed by Sheridan, Riarna (action officer) on 21 May 2026 at 12:10:54 PM - Fully executed contract received and underway in accordance with resolution.</p> | 21/05/2026 |
| 23/04/2026 | 12.2 | General Manager Contract Extension | <p>20.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Notes the General Manager's request for reappointment in accordance with Clause 5 of the Standard Contract of Employment. | Duffell, Debbie | <p>28 Apr 2026 3:33pm Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 28 April 2026 at 3:33:25 PM - Seal affixed, contract signed by Mayor and GM and witnessed by myself.</p> | 28/04/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
| <p>Action Sheets Report</p> | |

| ^MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|---------------|-------------|--|---|---------------------|--|----------------|
| | | | <p>2. Notes that the General Manager has agreed to the Performance Plan previously resolved by Council.</p> <p>3. Offers the General Manager a new contract of employment from 16 January 2027 to 15 January 2030.</p> <p>4. Resolves to amend the General Manager's performance management and review period from a calendar year cycle to align with Council's financial year and Operational Plan cycle.</p> <p>5. Authorises the Common Seal of the Glen Innes Severn Council to be affixed to the Standard Contract of Employment for General Managers between the Glen Innes Severn Council and Mr Bernard Smith.</p> <p>CARRIED</p> | | | |
| 23/04/2026 | 7.2 | School of Arts and Music Advisory Committee - Terms of Reference | <p>5.04/26 RESOLUTION</p> <p>THAT Council:</p> <p>1. Appoints Councillor A Vosper and Councillor C Sparks as Council delegates to the Committee until September 2027.</p> <p>2. Adopts the School of Arts and Music Advisory Committee Terms of Reference (April 2026) with the following amendments:</p> <ul style="list-style-type: none"> • Replace "The Advisory Committee will oversee" with "The Advisory Committee may provide advice and feedback to Council on." • Change "the application process for Participants" to "the effectiveness and accessibility of the participant application framework at a strategic level, but not individual applications or selections." | Ford, Gregory | <p>20 May 2026 9:08am Ford, Gregory - Completion</p> <p>Completed by Ford, Gregory (action officer) on 20 May 2026 at 9:08:06 AM - The Terms of Reference for the School of Arts and Music Pilot Advisory Committee has been revised and updated in accordance with the actions outlined in the resolution.</p> | 20/05/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
| <p>Action Sheets Report</p> | |

| ^MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|---------------|-------------|---|---|---------------------|---|----------------|
| | | | <ul style="list-style-type: none"> Add a conflict-of-interest clause. Adjust the review clause so it matches the pilot timeframe rather than a generic four-year cycle. Reinforce that any consensus on recommendations to Council Officers are not decisions. <p>CARRIED</p> | | | |
| 23/04/2026 | 7.9 | Development Assessment Report - DA-11-26 - Subdivision (7 Lots into 4 Lots) - 217 Grey Street and 177-179 Bourke Street, Glen Innes | <p>12.04/26 RESOLUTION</p> <p>That Council approves Development Application No. DA-11-26 for a Subdivision (7 Lots into 4 Lots) at 217 Grey Street and 177-179 Bourke Street, Glen Innes, subject to the conditions of consent contained in Schedule 1 (Annexure A).</p> <p>CARRIED</p> | Sheridan, Riarna | <p>19 May 2026 4:01pm Duffell, Debbie - Reallocation</p> <p>Action reassigned to Sheridan, Riarna by Duffell, Debbie</p> <p>21 May 2026 12:09pm Sheridan, Riarna - Completion</p> <p>Completed by Sheridan, Riarna (action officer) on 21 May 2026 at 12:09:39 PM - DA consent issued to applicant in accordance with Council's resolution.</p> | 21/05/2026 |
| 23/04/2026 | 7.3 | Aboriginal Consultative Committee - Election of Committee | <p>6.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Endorses the following community representatives as members of the Aboriginal Consultative Committee, as elected at the AGM: <ul style="list-style-type: none"> Tracey Dennis, Waabii Chapman Burgess, Richard Fields, Meagan Cutmore, Jacqueline Byrne, and Katie Spry. Endorses the Mayor (Councillor Margot Davis) as the Committee Chairperson of the Aboriginal Consultative Committee, and Endorses the Deputy Mayor (Councillor Carol Sparks) as the Deputy Committee Chairperson of the Aboriginal Consultative Committee. | Duffell, Debbie | <p>29 Apr 2026 10:17am Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 29 April 2026 at 10:17:45 AM - Confirmation email sent to Committee. Letter sent to GIDCC requesting representation.</p> | 29/04/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
| <p>Action Sheets Report</p> | |

| ^MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|---------------|-------------|--|---|---------------------|--|----------------|
| | | | <p>4. Writes to the Glen Innes & District Community Centre Committee to formally invite a representative to attend and participate in the meeting as a non-voting member.</p> <p>CARRIED</p> | | | |
| 23/04/2026 | 7.2 | School of Arts and Music Advisory Committee - Terms of Reference | <p>5.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Appoints Councillor A Vosper and Councillor C Sparks as Council delegates to the Committee until September 2027. 2. Adopts the School of Arts and Music Advisory Committee Terms of Reference (April 2026) with the following amendments: <ul style="list-style-type: none"> • Replace “The Advisory Committee will oversee” with “The Advisory Committee may provide advice and feedback to Council on.” • Change “the application process for Participants” to “the effectiveness and accessibility of the participant application framework at a strategic level, but not individual applications or selections.” • Add a conflict-of-interest clause. • Adjust the review clause so it matches the pilot timeframe rather than a generic four-year cycle. • Reinforce that any consensus on recommendations to Council Officers are not decisions. <p>CARRIED</p> | Woodland, Lindsay | <p>15 May 2026 3:14pm Woodland, Lindsay - Completion</p> <p>Completed by Woodland, Lindsay (action officer) on 15 May 2026 at 3:14:31 PM - The Terms of Reference for the School of Arts and Music Pilot Advisory Committee has been revised and updated in accordance with the actions outlined in the resolution.</p> | 15/05/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
| <p>Action Sheets Report</p> | |

| ^MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|---------------|-------------|---|--|---------------------|---|----------------|
| 23/04/2026 | 7.5 | Emmaville War Memorial Hall Committee - Election of Committee | <p>8.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Endorses the following community representatives as members of the Emmaville War Memorial Hall Committee for the ensuing term, as elected at the AGM: <ul style="list-style-type: none"> Rob Banham, Leah Johnson, Daphne Say, Chey Stone, and Dot Wooder. Endorses the election of the following office bearers of the Emmaville War Memorial Hall Committee, as resolved at the AGM: <ul style="list-style-type: none"> President and Treasurer- Rob Banham, and Secretary – Chey Stone. <p>CARRIED</p> | Duffell, Debbie | <p>28 Apr 2026 4:06pm Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 28 April 2026 at 4:06:23 PM - Confirmation email sent to Committee.</p> | 28/04/2026 |
| 23/04/2026 | 7.4 | Emmaville Mining Museum Committee - Election of Committee | <p>7.04/26 RESOLUTION</p> <p>THAT Council:</p> <ol style="list-style-type: none"> Endorses the following community representatives as members of the Emmaville Mining Museum Committee for the ensuing term, as elected at the AGM: <ul style="list-style-type: none"> Dell Brown, Evan Brown, Jackie Coppolaro, Cody Fitzgerald, David Freeburn, Heather Green, Mark Green, Harry Moroney, and | Duffell, Debbie | <p>28 Apr 2026 4:06pm Duffell, Debbie - Completion</p> <p>Completed by Duffell, Debbie (action officer) on 28 April 2026 at 4:06:09 PM - Confirmation email sent to Committee.</p> | 28/04/2026 |

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| <p>Division:</p> <p>Committee: Council – Actions finalised from 18.4.26 to 22.5.26</p> <p>Officer:</p> | <p>Date From:</p> <p>Date To:</p> <p>Printed: Friday, 22 May 2026 11:09:36 AM</p> |
| <p>Action Sheets Report</p> | |

| MEETING DATE | ITEM NUMBER | SUBJECT | MOTION | RESPONSIBLE OFFICER | COMMENTS | DATE COMPLETED |
|--------------|-------------|---------|---|---------------------|----------|----------------|
| | | | <ul style="list-style-type: none"> • Alan Smith. <p>2. Endorses the election of the following office bearers of the Emmaville Mining Museum Committee, as resolved at the AGM:</p> <ul style="list-style-type: none"> • President – Evan Brown, • Secretary – Harry Moroney, • Treasurer – Heather Green, • Publicity Officer – Jackie Coppolaro. <p>CARRIED</p> | | | |



Community Safety Forum

Terms of Reference



Terms of Reference (TOR)

Part 1 Scope

The Forum will:

- Discuss local crime trends and safety concerns
- Develop and recommend strategies for prevention and intervention
- Support initiatives such as CCTV, lighting improvements, and safe design principles
- Encourage youth engagement and lived experience input
- Align with regional and state-level safety initiatives

Part 2 Membership

The Forum will comprise:

- Council Representatives (including Mayor or delegate)
- Education Sector -Glen Innes High School
- Business Chamber
- Business Owners-3 via expressions of interest
- Community Members-3 via expressions of interest
- Other Stakeholders by invitation

Part 3 Membership Principles:

- Diverse representation across sectors
- Commitment to collaborative problem-solving
- Ability to contribute expertise or lived experience

Part 4 Chairperson

Mayor or Delegate

Part 5 Members:

- Attend and actively participate in meetings
- Share relevant information and insights
- Contribute to decision-making and working groups
- Promote Forum initiatives within their networks

Part 6 Meetings

Frequency: Quarterly, with additional meetings as required.

Format: In-person or hybrid (as determined by Council).

Agenda: Distributed at least 5 business days prior to meetings.

Minutes: Recorded and circulated within 10 business days.

CSF – TERMS OF REFERENCE

Part 7 Decision-Making

Consensus-based approach.
 Recommendations documented and submitted to Council or other appropriate agency for consideration.

Part 8 Reporting

Annual summary of activities and progress will be reported to Council and published for community transparency.
 Mayor to take outcomes to the Community Safety Precinct Committee (CSPC).

Part 9 Review

Terms of Reference will be reviewed annually or as required to ensure relevance and effectiveness.

Appendix A

Document Control/Authorisation

| Responsible Officer | | General Manager (GM) | | | |
|----------------------------|-------------|--|----------------------------------|------------------------|------------------------------|
| Reviewed By | | Management Executive Committee (Manex) | | | |
| Review Due Date | | December 2026 | | | |
| Version Number | | 1 | | | |
| Versions | Date | Resolution Number | Description of Amendments | Author / Editor | Approved / Adopted By |
| 1 | 18.12.25 | 4.12/25 | Creation of the document. | General Manager | Council |

Debbie Duffell

From: Have Your Say Glen Innes Severn <haveyoursay@gisc.nsw.gov.au>
Sent: Wednesday, 25 March 2026 9:44 AM
To: haveyoursay@gisc.nsw.gov.au
Subject: Anonymous User completed Expression of Interest Form

Anonymous User just submitted the survey Expression of Interest Form with the responses below.

Full name

Jo-Anne Cooper

Residential address or business name

Glen Innes and District Community CentreInc

Phone number

[REDACTED]

Email address

[REDACTED]

Please describe your connection to the Glen Innes Severn community

I am the coordinator of the Glen Innes & District Community Centre and a resident of Glen Innes.

Briefly outline your background or experience relevant to community safety

As the coordinator of our community centre, I am in daily contact with the concerns and experiences of community members. Our doors are open to people from all walks of life, including some who face significant risks to their safety — both within their homes and in the wider community — particularly once night falls.

Why are you interested in participating in the Community Safety Forum?

I have the privilege of connecting with a wide range of people in our community, which means I am well-positioned to gather and share their thoughts, concerns, and experiences on safety matters. Through these conversations, I am aware of many community members who do not feel safe at home or walking down the street, and especially being outside alone after dark. I would welcome the opportunity to bring these voices to the forum and contribute to meaningful action on this issue.

Which category best describes you?

Community member

Are you able to attend quarterly meetings, either in person or online?

Yes

I confirm that the information provided is true and correct, and that I am willing to participate in the Community Safety Forum in accordance with the adopted Terms of Reference.

Yes

Debbie Duffell

From: Have Your Say Glen Innes Severn <haveyoursay@gisc.nsw.gov.au>
Sent: Tuesday, 24 March 2026 4:30 PM
To: haveyoursay@gisc.nsw.gov.au
Subject: Anonymous User completed Expression of Interest Form

Anonymous User just submitted the survey Expression of Interest Form with the responses below.

Full name

Catherine Louise Donald

Residential address or business name

██████████ GLEN INNES 2370

Phone number

██████████

Email address

████████████████████

Please describe your connection to the Glen Innes Severn community

I have been an active member of Glen Innes CWA for 5 years & currently Secretary of our branch. CWA has a genuine interest in all community activities especially for country women & safety. I have also been a former Cordinator at Glen Innes Community Centre for approx 4 years & prior a centre volunteer.

Briefly outline your background or experience relevant to community safety

I have a background in Community Services & Community Welfare. Whilst Coordinator at Glen Innes Community Centre clients often presented in distress & it was our role to provide support & link appropriately to other community networks to provide support to many clients including families, women & men knowing which networks to link into was vital for all clients.

Why are you interested in participating in the Community Safety Forum?

As a member of a volunteer community service organisation such as the CWA we are a link & advocates for many rural communities & to be part of Glen Innes Community Safety Forum would an advantage for our local branch we invite guest speakers to our local branch from a wide background on many topics of interest to our local community. Community Safety is everybody's responsibility to provide support & networking.

Which category best describes you?

Community member

Are you able to attend quarterly meetings, either in person or online?

Yes

I confirm that the information provided is true and correct, and that I am willing to participate in the Community Safety Forum in accordance with the adopted Terms of Reference.

Yes

Responsible Accounting Officer’s Statement

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

It is my opinion that the Quarterly Budget Review Statement for **Glen Innes Severn Council** for the quarter ended **31 March 2026** indicates that Council’s projected financial position at **30 June 2026** will be **satisfactory** at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____



21/05/2026

Gary Mills

Acting Chief Financial Officer

Responsible Accounting Officer, Glen Innes Severn Council

Office of Local Government QBRS 25-26 Quarter 3

Return to: qbrs@olg.nsw.gov.au in Excel format

Due Date: 31 May 2026

| | |
|----------------------|---------------------------|
| Council Name: | Glen Innes Severn Council |
| Quarter end: | 31/03/2026 |

| | |
|-----------------------|--|
| Contact Name: | |
| Contact Phone: | |
| Contact Email: | |

Comments on Return:

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

| |
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| |
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Only WHITE cells need to be populated

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

Questions relating to this return should be directed to:

Office of Local Government

Performance Team

(02) 4428 4100

| QBRs FINANCIAL OVERVIEW | | | | | | | | | | | |
|---|---|-----------------------|------------------|------------------|------------------|----------|------------------------|--------------------------|-----------------------|-----------------|----------|
| Glen Innes Severn Council | | | | | | | | | | | |
| Budget review for the quarter ended 31/03/26 | | | | | | | | | | | |
| DESCRIPTION | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD | |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's | |
| Net Operating Result before grants and contributions provided for capital purposes | General Fund | -6,488 | -6,686 | 5 | 436 | 0 | -6,245 | 243 | -6,002 | 684 | -4,511 |
| | Water Fund | 794 | 1,307 | 0 | 0 | 0 | 1,307 | 69 | 1,376 | 69 | 53 |
| | Sewer Fund | 814 | 926 | 0 | 0 | 0 | 926 | 60 | 986 | 60 | 707 |
| | Consolidated | -4,880 | -4,404 | 5 | 436 | 0 | -3,963 | 383 | -3,580 | 824 | -3,913 |
| Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets | Consolidated | | | | | | | | | | |
| Borrowings | Total borrowings | 19,118 | 18,674 | 5 | 436 | 0 | 19,115 | 383 | 19,498 | 824 | 11,609 |
| Liquidity | External restrictions | 28,251 | 27,339 | 22,980 | 18,762 | 0 | 69,081 | 0 | 69,081 | 41,742 | 0 |
| | Internal Allocations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Unallocated | -1,123 | 1,468 | 4,926 | 2,402 | 0 | 8,796 | 0 | 8,796 | 7,328 | 0 |
| | Total Cash, Cash Equivalents and Inves | 27,128 | 28,807 | 27,906 | 21,164 | 0 | 77,877 | 0 | 77,877 | 49,070 | 0 |
| Capital | Capital Funding | 18,248 | 33,811 | 0 | -2,168 | 0 | 31,643 | -339 | 31,304 | -2,507 | 14,480 |
| | Capital Expenditure | 18,248 | 33,811 | 0 | -2,168 | 0 | 31,643 | -339 | 31,304 | -2,507 | 14,480 |
| | Net Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | Opening Balance | Total Cash Contributions Received | Total Interest Earned | Total Expended | Total Internal Borrowings (to)/from | Held as Restricted Asset | Cumulative balance of internal borrowings (to)/from |
|--------------------------------------|---------------------------|-----------------------------------|-----------------------|----------------------|-------------------------------------|--------------------------|---|
| | As at 1 July 2025 \$000's | As at this Q \$000's | As at this Q \$000's | As at this Q \$000's | As at this Q \$000's | As at this Q \$000's | As at this Q \$000's |
| Developer Contribution | | 1,323 | 96 | 0 | 0 | 1,419 | 0 |
| Total Developer Contributions | | 1,323 | 96 | 0 | 0 | 1,419 | 0 |

| Income and Expenses Budget Review Statement | | | | | | | | | | |
|--|--------------------|--------------------|----------------|----------------|----------------|---------------|---------------------------|--------------------|--------------------------|--------------------|
| Glen Innes Severn Council | | | | | | | | | | |
| Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
| Consolidated Fund | | | | | | | | | | |
| Description | Previous Year | Current Year | Approved | Approved | Approved | Revised | Recommended | Projected | VARIANCE | ACTUAL |
| | Actual | Original | Changes | Changes | Changes | Budget | changes | Year End | | YTD |
| | 2024/25 \$000's | 2025/26 \$000's | Review | Review | Review | Budget | for council resolution | (PYE) | ORIGINAL budget v PYE | 2025/26 \$000's |
| | | | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's |
| INCOME | | | | | | | | | | |
| Rates and Annual Charges | 13,868 | 15,674 | | | | 15,674 | | 15,674 | 0 | 14,375 |
| User Charges and Fees | 3,766 | 9,563 | | | | 9,563 | -34 | 9,529 | -34 | 6,878 |
| Other Revenue | 899 | 510 | | | | 510 | | 510 | 0 | 442 |
| Grants and Contributions - Operating | 9,245 | 10,024 | | | | 10,024 | 207 | 10,231 | 207 | 4,732 |
| Grants and Contributions - Capital | 14,895 | 13,030 | | | | 13,030 | | 13,030 | 0 | 7,659 |
| Interest and Investment Income | 1,227 | 1,093 | | | | 1,093 | | 1,093 | 0 | 770 |
| Other Income | 309 | 433 | | | | 433 | 16 | 449 | 16 | 305 |
| Net gain from disposal of assets | | | | | | 0 | | 0 | 0 | |
| Total Income from continuing operations | 44,209 | 50,327 | 0 | 0 | 0 | 50,327 | 189 | 50,516 | 189 | 35,161 |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | 13,149 | 14,232 | 6 | -367 | | 13,871 | 106 | 13,977 | -255 | 9,987 |
| Materials & Services | 9,584 | 16,040 | 359 | -69 | | 16,330 | -432 | 15,898 | -142 | 12,997 |
| Borrowing Costs | 521 | 469 | | | | 469 | | 469 | 0 | 406 |
| Other Expenses | 1,248 | 912 | -370 | | | 542 | 132 | 674 | -238 | 162 |
| Net Loss from Disposal of Assets | 589 | | | | | 0 | | 0 | 0 | |
| Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 25,091 | 31,653 | -5 | -436 | 0 | 31,212 | -194 | 31,018 | -635 | 23,552 |
| Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 19,118 | 18,674 | 5 | 436 | 0 | 19,115 | 383 | 19,498 | 824 | 11,609 |
| Depreciation, amortisation and impairment of non financial assets | 9,103 | 10,048 | | | | 10,048 | | 10,048 | 0 | 7,863 |
| Operating result from continuing Operations | 10,015 | 8,626 | 5 | 436 | 0 | 9,067 | 383 | 9,450 | 824 | 3,746 |
| Net Operating Result before grants and contributions provided for capital purposes | -4,880 | -4,404 | 5 | 436 | 0 | -3,963 | 383 | -3,580 | 824 | -3,913 |

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

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

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

| Income and Expenses Budget Review Statement | | | | | | | | | | |
|--|-----------------|-----------------------|------------------|------------------|------------------|---------------|------------------------|--------------------------|-----------------------|-----------------|
| Glen Innes Severn Council | | | | | | | | | | |
| Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
| General Fund | | | | | | | | | | |
| Description | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's |
| INCOME | | | | | | | | | | |
| Rates and Annual Charges | 10,369 | 12,164 | | | | 12,164 | | 12,164 | 0 | 11,102 |
| User Charges and Fees | 2,517 | 7,472 | | | | 7,472 | -32 | 7,440 | -32 | 6,112 |
| Other Revenue | 852 | 500 | | | | 500 | | 500 | 0 | 432 |
| Grants and Contributions - Operating | 8,882 | 9,744 | | | | 9,744 | 307 | 10,051 | 307 | 4,711 |
| Grants and Contributions - Capital | 14,895 | 13,030 | | | | 13,030 | | 13,030 | 0 | 7,659 |
| Interest and Investment Income | 1,043 | 1,093 | | | | 1,093 | | 1,093 | 0 | 571 |
| Other Income | 288 | 433 | | | | 433 | 16 | 449 | 16 | 305 |
| Net gain from disposal of assets | | | | | | 0 | | 0 | 0 | 0 |
| Total Income from continuing operations | 38,846 | 44,436 | 0 | 0 | 0 | 44,436 | 291 | 44,727 | 291 | 30,892 |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | 12,487 | 13,333 | 6 | -367 | | 12,972 | 128 | 13,100 | -233 | 9,401 |
| Materials & Services | 8,476 | 13,436 | 359 | -69 | | 13,726 | -225 | 13,501 | 65 | 11,212 |
| Borrowing Costs | 396 | 363 | | | | 363 | | 363 | 0 | 345 |
| Other Expenses | 797 | 912 | -370 | | | 542 | 13 | 555 | -357 | |
| Net Loss from Disposal of Assets | 584 | | | | | 0 | 132 | 132 | 132 | |
| Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 22,740 | 28,044 | -5 | -436 | 0 | 27,603 | 48 | 27,651 | -393 | 20,958 |
| Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 16,106 | 16,392 | 5 | 436 | 0 | 16,833 | 243 | 17,076 | 684 | 9,934 |
| Depreciation, amortisation and impairment of non financial assets | 7,699 | 10,048 | | | | 10,048 | | 10,048 | 0 | 6,786 |
| Operating result from continuing Operations | 8,407 | 6,344 | 5 | 436 | 0 | 6,785 | 243 | 7,028 | 684 | 3,148 |
| Net Operating Result before grants and contributions provided for capital purposes | -6,488 | -6,686 | 5 | 436 | 0 | -6,245 | 243 | -6,002 | 684 | -4,511 |

Notes

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

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

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

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

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

| Income and Expenses Budget Review Statement | | | | | | | | | | |
|--|--------------------|--------------------|--------------------------|--------------------------|--------------------------|--------------|--------------------------------------|---------------------------------------|------------------------------------|--------------------|
| Glen Innes Severn Council | | | | | | | | | | |
| Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
| Sewer Fund | | | | | | | | | | |
| Description | Previous Year | Current Year | Approved | Approved | Approved | Revised | Recommended | Projected | VARIANCE | ACTUAL |
| | Actual | Budget | Changes | Changes | Changes | Budget | changes | Year End | ORIGINAL | YTD |
| | 2024/25 \$000's | 2025/26 \$000's | Review Q 1 \$000's | Review Q 2 \$000's | Review Q 3 \$000's | \$000's | for council resolution \$000's | (PYE) Result 2025/26 \$000's | budget v PYE 2025/26 \$000's | 2025/26 \$000's |
| INCOME | | | | | | | | | | |
| Access charges | 1,984 | 2,005 | | | | 2,005 | | 2,005 | 0 | 1,886 |
| User charges | -62 | 27 | | | | 27 | | 27 | 0 | 47 |
| Liquid trade-waste charges | 37 | 90 | | | | 90 | | 90 | 0 | |
| Fees | | 10 | | | | 10 | | 10 | 0 | 2 |
| Grants and contributions - Operating | 170 | 10 | | | | 10 | | 10 | 0 | 11 |
| Interest and Investment Income | 72 | | | | | 0 | | 0 | 0 | 120 |
| Other Income | | | | | | 0 | | 0 | 0 | |
| Net gain from disposal of assets | | | | | | 0 | | 0 | 0 | |
| Total Income from continuing operations | 2,201 | 2,142 | 0 | 0 | 0 | 2,142 | 0 | 2,142 | 0 | 2,066 |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | 254 | 425 | | | | 425 | -20 | 405 | -20 | 233 |
| Materials & Services | 267 | 779 | | | | 779 | -40 | 739 | -40 | 645 |
| Borrowing Costs | 24 | 12 | | | | 12 | | 12 | 0 | 6 |
| Calculated taxation equivalents | | | | | | 0 | | 0 | 0 | |
| Debt Guarantee fee | | | | | | 0 | | 0 | 0 | |
| Other Expenses | 254 | | | | | 0 | | 0 | 0 | |
| Net Loss from Disposal of Assets | 1 | | | | | 0 | | 0 | 0 | |
| Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 800 | 1,216 | 0 | 0 | 0 | 1,216 | -60 | 1,156 | -60 | 884 |
| Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 1,401 | 926 | 0 | 0 | 0 | 926 | 60 | 986 | 60 | 1,182 |
| Depreciation, amortisation and impairment of non financial assets | 587 | | | | | 0 | | 0 | 0 | 475 |
| Surplus / (Deficit) from continuing operations before capital amounts | 814 | 926 | 0 | 0 | 0 | 926 | 60 | 986 | 60 | 707 |
| Grants and Contributions - Capital | | | | | | 0 | | 0 | 0 | |
| Surplus / (Deficit) from continuing operations after capital amounts | 814 | 926 | 0 | 0 | 0 | 926 | 60 | 986 | 60 | 707 |

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

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

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

| Income and Expenses Budget Review Statement | | | | | | | | | | |
|--|-----------------|-----------------------|------------------|------------------|------------------|--------------|------------------------|--------------------------|-----------------------|-----------------|
| Glen Innes Severn Council | | | | | | | | | | |
| Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
| Water Fund | | | | | | | | | | |
| Description | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's |
| INCOME | | | | | | | | | | |
| Access Charges | 1,515 | 1,457 | | | | 1,457 | | 1,457 | 0 | 1,387 |
| User Charges | 1,311 | 1,964 | | | | 1,964 | | 1,964 | 0 | 717 |
| Fees | 10 | 10 | | | | 10 | | 10 | 0 | 10 |
| Grants & Contributions - Operating | 193 | 270 | | | | 270 | -100 | 170 | -100 | 10 |
| Interest and Investment Income | 112 | | | | | 0 | | 0 | 0 | 79 |
| Other Income | 21 | | | | | 0 | | 0 | 0 | |
| Net gain from disposal of assets | | | | | | 0 | | 0 | 0 | |
| Total Income from continuing operations | 3,162 | 3,701 | 0 | 0 | 0 | 3,701 | -100 | 3,601 | -100 | 2,203 |
| EXPENSES | | | | | | | | | | |
| Employee benefits and on-costs | 408 | 475 | | | | 475 | -2 | 473 | -2 | 353 |
| Materials & Services | 841 | 1,825 | | | | 1,825 | -167 | 1,658 | -167 | 1,140 |
| Borrowing Costs | 101 | 94 | | | | 94 | | 94 | 0 | 55 |
| Water purchase charges | | | | | | 0 | | 0 | 0 | |
| Calculated taxation equivalents | | | | | | 0 | | 0 | 0 | |
| Debt guarantee fee | | | | | | 0 | | 0 | 0 | |
| Other Expenses | 197 | | | | | 0 | | 0 | 0 | |
| Net Loss from Disposal of Assets | 4 | | | | | 0 | | 0 | 0 | |
| Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 1,551 | 2,394 | 0 | 0 | 0 | 2,394 | -169 | 2,225 | -169 | 1,548 |
| Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets | 1,611 | 1,307 | 0 | 0 | 0 | 1,307 | 69 | 1,376 | 69 | 655 |
| Depreciation, amortisation and impairment of non financial assets | 817 | | | | | 0 | | 0 | 0 | 602 |
| Surplus / (Deficit) from continuing operations before capital amounts | 794 | 1,307 | 0 | 0 | 0 | 1,307 | 69 | 1,376 | 69 | 53 |
| Grants and Contributions - Capital | | | | | | 0 | | 0 | 0 | |
| Surplus / (Deficit) from continuing operations after capital amounts | 794 | 1,307 | 0 | 0 | 0 | 1,307 | 69 | 1,376 | 69 | 53 |

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

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

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

| Capital Budget Review Statement Glen Innes Severn Council Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
|--|--------------------|--------------------|----------------|----------------|----------------|---------------|--------------------------------------|---------------------------------------|------------------------------------|--------------------|
| Description | Previous Year | Current Year | Approved | Approved | Approved | Revised | Recommended | Projected | VARIANCE | ACTUAL |
| | Actual | Budget | Review | Review | Review | Budget | changes | Year End | ORIGINAL | YTD |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | For council resolution \$000's | (PYE) Result 2025/26 \$000's | budget v PYE 2025/26 \$000's | 2025/26 \$000's |
| CAPITAL FUNDING | | | | | | | | | | |
| Rates & other untied funding | 2,498 | 4,579 | | 2,061 | | 6,640 | -16 | 6,624 | 2,045 | 1,045 |
| Capital Grants & Contributions | 14,895 | 19,469 | | -4,480 | | 14,989 | -323 | 14,666 | -4,803 | 11,314 |
| Reserves - External Restrictions | 855 | 3,763 | | 251 | | 4,014 | | 4,014 | 251 | 2,121 |
| Reserves - Internally Allocated | | | | | | 0 | | 0 | 0 | |
| New Loans | | 6,000 | | | | 6,000 | | 6,000 | 0 | |
| Proceeds from sale of assets | | | | | | 0 | | 0 | 0 | |
| Other | | | | | | 0 | | 0 | 0 | |
| Total Capital Funding | 18,248 | 33,811 | 0 | -2,168 | 0 | 31,643 | -339 | 31,304 | -2,507 | 14,480 |
| CAPITAL EXPENDITURE | | | | | | | | | | |
| WIP | | 10,000 | | -4,138 | | 5,862 | -339 | 5,523 | -4,477 | 5,207 |
| New Assets | 8,056 | 701 | | 2,101 | | 2,802 | | 2,802 | 2,101 | 713 |
| Asset Renewal | 10,192 | 4,378 | | -60 | | 4,318 | | 4,318 | -60 | 1,681 |
| Other | | 18,732 | | -71 | | 18,661 | | 18,661 | -71 | 6,879 |
| Total Capital Expenditure | 18,248 | 33,811 | 0 | -2,168 | 0 | 31,643 | -339 | 31,304 | -2,507 | 14,480 |
| Net Capital Funding - Surplus /(Deficit) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Notes

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

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

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

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

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

| Cash and Investments Budget Review Statement Glen Innes Severn Council Budget review for the quarter ended 31/03/2026 | | | | | | | | | | |
|---|-----------------|-----------------------|------------------|------------------|------------------|---------------|------------------------|--------------------------|-----------------------|-----------------|
| Description | Previous Year | Current Year Original | Approved Changes | Approved Changes | Approved Changes | Revised | Recommended changes | Projected Year End (PYE) | VARIANCE | ACTUAL YTD |
| | Actual | Budget | Review | Review | Review | Budget | for council resolution | Result | ORIGINAL budget v PYE | |
| | 2024/25 \$000's | 2025/26 \$000's | Q 1 \$000's | Q 2 \$000's | Q 3 \$000's | \$000's | \$000's | 2025/26 \$000's | 2025/26 \$000's | 2025/26 \$000's |
| Total Cash, Cash Equivalents & Investments | 27,128 | 28,807 | 27,906 | 21,164 | | 77,877 | | 77,877 | 49,070 | |
| EXTERNALLY RESTRICTED | | | | | | | | | | |
| Water Fund | 4,117 | 3,956 | 2,813 | 2,304 | | 9,073 | | 9,073 | 5,117 | |
| Sewer Fund | 6,026 | 5,240 | 3,952 | 2,263 | | 11,455 | | 11,455 | 6,215 | |
| Developer contributions - General | 1,323 | 1,323 | 1,323 | 1,323 | | 3,969 | | 3,969 | 2,646 | |
| Developer contributions - Water | | | | | | 0 | | 0 | 0 | |
| Developer contributions - Sewer | | | | | | 0 | | 0 | 0 | |
| Transport for NSW Contributions | | | | | | 0 | | 0 | 0 | |
| Domestic waste management | 4,658 | 4,658 | 4,659 | 4,658 | | 13,975 | | 13,975 | 9,317 | |
| Stormwater management | | | | | | 0 | | 0 | 0 | |
| Other | 12,127 | 12,162 | 10,233 | 8,214 | | 30,609 | | 30,609 | 18,447 | |
| Total Externally Restricted | 28,251 | 27,339 | 22,980 | 18,762 | 0 | 69,081 | 0 | 69,081 | 41,742 | 0 |
| Cash, cash equivalents & investments not subject to external restrictions | -1,123 | 1,468 | 4,926 | 2,402 | 0 | 8,796 | 0 | 8,796 | 7,328 | 0 |
| INTERNAL ALLOCATIONS | | | | | | | | | | |
| Employee entitlements | | | | | | 0 | | 0 | 0 | |
| Insert nature of allocation | | | | | | 0 | | 0 | 0 | |
| Insert nature of allocation | | | | | | 0 | | 0 | 0 | |
| Insert nature of allocation | | | | | | 0 | | 0 | 0 | |
| Insert nature of allocation | | | | | | 0 | | 0 | 0 | |
| Insert nature of allocation | | | | | | 0 | | 0 | 0 | |
| Other | | | | | | 0 | | 0 | 0 | |
| Total Internally Allocated | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unallocated | -1,123 | 1,468 | 4,926 | 2,402 | 0 | 8,796 | 0 | 8,796 | 7,328 | 0 |

Unallocated funds must be used for a specific purpose and are not to be used for general operations. The funds are bound by registration of third party agreements that restricts their use. Council may determine by resolution of council, or otherwise pursuant to any relevant provisions of council, that unallocated funds be at the discretion of council.

| Developer Contributions Summary | | | | | | | | | | | | | | | | | | | | | |
|--|---|----------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|----------------------------------|----------------------------------|----------------------------------|--|--|--|--|--|--|---|--|
| Glen Innes Severn Council | | | | | | | | | | | | | | | | | | | | | |
| Budget review for the quarter ended 31/03/2026 | | | | | | | | | | | | | | | | | | | | | |
| Purpose | Opening Balance As at 1 July 2025 \$000's | Developer Contributions Received | | | | | | | | | Interest Earned Q1 \$000's | Interest Earned Q2 \$000's | Interest Earned Q3 \$000's | Monetary Amounts Expended Q1 \$000's | Monetary Amounts Expended Q2 \$000's | Monetary Amounts Expended Q3 \$000's | Internal Borrowings (to)/from Q1 \$000's | Internal Borrowings (to)/from Q2 \$000's | Internal Borrowings (to)/from Q3 \$000's | Held as Restricted Asset As at this Q \$000's | Cumulative balance of internal borrowings (to)/from As at this Q \$000's |
| | | Cash | | | Non-Cash Land | | | Non-Cash Other | | | | | | | | | | | | | |
| | | Q1 \$000's | Q2 \$000's | Q3 \$000's | Q1 \$000's | Q2 \$000's | Q3 \$000's | Q1 \$000's | Q2 \$000's | Q3 \$000's | | | | | | | | | | | |
| rainage | | | | | | | | | | | | | | | | | | | | | 0 |
| oads | 1,323 | 46 | 23 | 27 | | | | | | | | | | | | | | | | | 1,419 |
| raffic facilities | | | | | | | | | | | | | | | | | | | | | 0 |
| arking | | | | | | | | | | | | | | | | | | | | | 0 |
| pen space | | | | | | | | | | | | | | | | | | | | | 0 |
| ommunity facilities | | | | | | | | | | | | | | | | | | | | | 0 |
| ther | | | | | | | | | | | | | | | | | | | | | 0 |
| total s7.11 Under plans | 1,323 | 46 | 23 | 27 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,419 |
| 7.11 Not under plans | | | | | | | | | | | | | | | | | | | | | 0 |
| 7.12 Levies | | | | | | | | | | | | | | | | | | | | | 0 |
| 7.4 Planning agreements | | | | | | | | | | | | | | | | | | | | | 0 |
| 64 Contributions | | | | | | | | | | | | | | | | | | | | | 0 |
| ther | | | | | | | | | | | | | | | | | | | | | 0 |
| total Developer Contributio | 1,323 | 46 | 23 | 27 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,419 |

Notes

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

OPEX QBR3 Proposed Budget Adjustments

| Function | Activity Description | Proposed | | Job No | Activities | |
|----------------|---|--------------|-------------|--------|------------|---|
| | | Amount | lv1 | | Code | Comments |
| | | | | | | No concrete bridge repairs scheduled for remainder of the year |
| | S&W General | -\$25,000.00 | Expenditure | 5081S | 3802 | |
| | S&W General | -\$428.83 | Expenditure | 5094S | 3802 | No wages expected |
| | S&W General | -\$14,199.64 | Expenditure | 5094S | 3802 | No wages expected. |
| | Training Costs Excluding Wages | \$320.00 | Expenditure | 5038S | 2360 | Journalled to 5038S-2320 - Security (incorrectly allocated). |
| | Training Costs Excluding Wages | \$1,268.00 | Expenditure | 5038S | 2360 | Journalled to 5038S-2320 (Incorrectly allocated - should have been allocated to Security) |
| Administration | Advertising & Promotion | \$20,000.00 | Expenditure | 5013S | 2005 | Higher Recruitment expenses Additional Charges above budget |
| Administration | Annual Rates | \$9,800.00 | Expenditure | 5010S | 9222 | |
| Administration | Catering | -\$2,500.00 | Expenditure | 5013S | 2040 | Not required |
| Administration | Conferences & Seminars | -\$7,000.00 | Expenditure | 5010S | 2060 | No further spend expected 2025-2026 |
| Administration | Consulting & Contractors Costs | -\$3,597.25 | Expenditure | 5038S | 2065 | Journalled to 5048S-2065 (Planning Consultant / Contractor Costs) - These were for Land Reclass Planning Consultant |
| Administration | Consulting & Contractors Costs | \$18,531.66 | Expenditure | 5038S | 2065 | JOURNALLED TO 5048S-2065 (Planning Consultant / Contractor Costs) - These were for Land Reclass Planning Consultant |
| Administration | Consulting & Contractors Costs | \$19,578.41 | Expenditure | 5038S | 2065 | Please journal to 5039S - Animal Welfare AND CREATE Task 2065 - These are relief Consultant Ranger costs - No JCN in Animal Welfare |
| Administration | Culture Amp System | \$42,000.00 | Expenditure | 5004S | 2363 | New App not previously budgeted |
| Administration | EDRMS Upgrade | \$37,500.00 | Expenditure | 5009S | 2307 | Additional budget required to process amount of documents |
| Administration | Electricity | -\$2,500.00 | Expenditure | 5038S | 2095 | Give back to General Fund. Surplus not required. |
| Administration | Employee Relocation and Accommodation Subsidy | \$34,000.00 | Expenditure | 5004S | 2987 | No Previous budget |
| Administration | FIN:Bank Charges & Fees | -\$30,000.00 | Expenditure | 5010S | 2542 | Budget not required 2025-2026 |
| Administration | FIN:Fringe Benefits Tax | \$28,000.00 | Expenditure | 5010S | 2545 | Insufficient Budget to meet actuals |
| Administration | FIN:LG Procurement Rebate | -\$5,500.00 | Income | 5010S | 1481 | No Previous Budget set |
| Administration | HRM:355 Committee Training | -\$3,500.00 | Expenditure | 5013S | 2609 | Not required 2025-2026 |
| Administration | HRM:Employee Assistance Program | -\$5,000.00 | Expenditure | 5013S | 2610 | No Further Spend 2025-2026 |
| Administration | HRM:Employee Wellness Program | -\$10,000.00 | Expenditure | 5013S | 2612 | Not Required for 2025-2026 |

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|----------------|--|--------------------------|-------|------|---|
| Administration | HRM:Pre Employment | -\$10,000.00 Expenditure | 5013S | 2613 | No further Spend predicted 2025-2026 |
| Administration | IT:EFT-Sure | -\$4,400.00 Expenditure | 5017S | 3309 | Not required this year |
| Administration | IT:E-Notices - Forms Express | -\$25,000.00 Expenditure | 5017S | 3310 | Actuals costed to Finacne Budget not required here Journalled to 223001-5048S-2170 (Incorrectly allocated - these are for planning legal costs) |
| Administration | Legal Costs | \$6,136.36 Expenditure | 5038S | 2170 | |
| Administration | Light Vehicle/plant | -\$4,000.00 Expenditure | 5120S | 2180 | Full budget not required. Move to 233001 5056s 2186 charged to wrong line |
| Administration | M & R - Buildings | \$143.05 Expenditure | 5056S | 2186 | |
| Administration | M & R - Buildings | -\$143.05 Expenditure | 5056S | 2186 | moved form 267000 5056s 2186 |
| Administration | Meeting Costs | -\$450.00 Expenditure | 5004S | 2220 | Budget not required |
| Administration | Memberships & Subscriptions | -\$800.00 Expenditure | 5004S | 2225 | Budget not required |
| Administration | Memberships & Subscriptions | -\$10,000.00 Expenditure | 5013S | 2225 | Budget reduction in line with expected remaining actuals JOURNALLED TO WASTE - 233001-5067S-2846 (Garage Sale Trail) |
| Administration | Memberships & Subscriptions NSW Rural Fire | \$1,758.53 Expenditure | 5038S | 2225 | |
| Administration | Service Levy | \$100,000.00 Expenditure | 5010S | 2250 | No Previous Budget allocated Give back to General Fund. Surplus not required. |
| Administration | Printing & Stationery | -\$2,000.00 Expenditure | 5038S | 2300 | |
| Administration | Printing & Stationery | -\$1,008.67 Expenditure | 5038S | 2300 | Journalled from 267000-5038S-2300 (incorrectly costed - should have been costed here) |
| Administration | Printing & Stationery | \$1,008.67 Expenditure | 5038S | 2300 | Journalled to 228500-5038S-2300 (correct budget line) |
| Administration | Record Disposal | -\$10,000.00 Expenditure | 5009S | 2305 | Not required to be used to offset increase in 5009S 2307 |
| Administration | RFS: Income | \$5,000.00 Income | 5122S | 1602 | Council not expected to assist RFS in FY. |
| Administration | RFS:Plant & Sundry | -\$3,500.00 Expenditure | 5122S | 2756 | Council not expected to assist RFS in this FY. |
| Administration | S&W General | \$18,000.00 Expenditure | 5120S | 3802 | Creation of budget for salaries |
| Administration | Security Staff Travelling Expenses (Excluding Wages) | \$948.00 Expenditure | 5038S | 2320 | Journalled from 234600-5038S-2360 (incorrectly allocated - costs are for security) |
| Administration | Sundry Expenses | \$67,000.00 Expenditure | 5010S | 3867 | Not required 2025-2026 |
| Administration | Sundry Income | -\$5,000.00 Income | 5010S | 1240 | No previous budget allowance No Previous Budget set |
| Administration | Sundry Sales & Services | -\$5,000.00 Income | 5010S | 1245 | No Previous Budget set |
| Administration | Team Development | -\$2,800.00 Expenditure | 5004S | 2345 | Budget not required |
| Administration | Team Development | \$813.30 Expenditure | 5038S | 2345 | Journalled from 206300-5038S-2345 |
| Administration | Team Development Telephone & Communications | -\$813.30 Expenditure | 5038S | 2345 | Journalled to 222700-5038S-2345 (correct budget line) |
| Administration | Traineeship | \$65,000.00 Expenditure | 5010S | 2350 | Insufficient Budget for Actuals higher charges |
| Administration | Reimbursement | -\$280,920.00 Income | 5013S | 1910 | Budget to match Actals |

| | | | | | | |
|---|--|---------------|-------------|-------|----------|---|
| Administration | Training Costs Excluding Wages | -\$40,000.00 | Expenditure | 5013S | 2360 | Not required To correct original overstated budget error. |
| Administration | Welding Consumables WHS:Environmental | -\$57,000.00 | Expenditure | 5092S | 2420 | |
| Administration | Monitoring | -\$15,000.00 | Expenditure | 5018S | 2603 | Not required 2025-2026 |
| Administration | WHS:Immunisations WHS:Statecover | -\$5,000.00 | Expenditure | 5018S | 2605 | Not required for balance of year |
| Administration | Safety Health Budget Holding - CHSP Client | -\$5,000.00 | Expenditure | 5018S | 2608 | Not required for balance of year budgeted income not going to meet the target |
| Community Services & Contributions | | \$35,000.00 | Income | 5022S | 1050 | |
| Community Services & CHSP Grant Revenue Direct Support | Budget Holding - | \$9,266.00 | Income | 5022S | 1055 | Reduced to meet expected actuals |
| Community Services & Services - Revenues | | \$12,000.00 | Income | 5027S | 1115 | Income target not expected based on actuals to date |
| Community Services & Domestic Assistance Goods Equipment & | | -\$1,000.00 | Expenditure | 5027S | LCPF5287 | Reduced to match expected income |
| Community Services & AT | | -\$58,000.00 | Expenditure | 5023S | HCP9533 | Reduced to match expected reduction in income |
| Community Services & Grant Revenue HCP:Client packages | | \$350,000.00 | Income | 5023S | 1902 | Change in Funding body income will not meet expected target |
| Community Services & Revenue | | \$8,000.00 | Income | 5023S | 1770 | Expected target income not expected in 2025-2026 |
| Community Services & Meals | | -\$4,000.00 | Expenditure | 5027S | LCPF5186 | reduced to match reduction in expected income |
| Community Services & S&W General | | -\$44,192.00 | Expenditure | 5022S | 3802 | Reduced to match expected income |
| Community Services & S&W General | | -\$300,000.00 | Expenditure | 5023S | 3802 | Reduced to match reduced income due to funding body restructure |
| Community Services & S&W General | | -\$4,000.00 | Expenditure | 5027S | 3802 | Reduced to match expected income |
| Community Services & Social Support Group | | -\$1,000.00 | Expenditure | 5027S | LCPF5317 | Reduced to match expected income |
| Community Services & Transport | | -\$800.00 | Expenditure | 5027S | LCPF3037 | reduced to match reduction in expected income |
| Economic Services | Annual Rates | \$400.00 | Expenditure | 5093S | 9222 | To match actual / expected expenditure. |
| Economic Services | Annual Rates Carparks:Rental | \$3,505.77 | Expenditure | 5095S | 9222 | To match actual expenditure. |
| Economic Services | Income | \$1,450.00 | Income | 5094S | 1755 | To match actual income received. |
| Economic Services | Legal Costs | -\$2,000.00 | Expenditure | 5095S | 2170 | To match expected expenditure. |
| Economic Services | M & R General | -\$1,500.00 | Expenditure | 5095S | 2210 | To match expected / actual expenditure. |
| Economic Services | Search Titles | \$600.00 | Expenditure | 5095S | 2321 | Creation of budget for Title Searches. |
| Economic Services | Valuation Fees | -\$12,000.00 | Expenditure | 5094S | 2400 | To match expected expenditure. |
| Economic Services | Water Consumption Charges | -\$700.00 | Expenditure | 5093S | 9220 | To match expected expenditure. |
| Economic Services | Water Consumption Charges | \$1,200.00 | Expenditure | 5095S | 9220 | To match expected expenditure. |
| Governance | ARIC Review | \$1,500.00 | Expenditure | 5011S | 2024 | Actuals more than expected |
| Governance | Insurance:Property | -\$3,500.00 | Expenditure | 5011S | 2625 | Budget not required |

| | | | | | |
|---------------------|--------------------------------|--------------------------|-------|------|---|
| Governance | Insurance:Public Liability | -\$38,000.00 Expenditure | 5011S | 2622 | Budget not required for remaining 2025-2026 |
| Governance | Motor Vehicle Expenses | -\$6,000.00 Expenditure | 5003S | 9233 | Budget not required |
| Governance | Motor Vehicle Expenses | -\$5,000.00 Expenditure | 5011S | 9233 | No Further spend expected |
| Governance | Training Costs Excluding Wages | -\$7,000.00 Expenditure | 5002S | 2360 | Budget not required |
| Housing & Community | Cemeteries: Interment Fees | \$790.00 Income | 5041S | 1431 | add \$790 from 123000 5041s 1431 |
| Housing & Community | Cemeteries: Interment Fees | \$1.00 Income | 5041S | 1431 | just to highlight row |
| Housing & Community | Cemeteries: Interment Fees | -\$790.00 Income | 5041S | 1431 | remove budget line and move \$790 to 123200 5041s 1431 |
| Housing & Community | Cleaning Costs | -\$15,000.00 Expenditure | 5049S | 2055 | move to 260100 504s 2210 |
| Housing & Community | Consulting & Contractors Costs | \$18,351.66 Expenditure | 5048S | 2065 | Journalled from 232001-5038S-2065 (Planning Consultant Land Reclassification Costs) |
| Housing & Community | Consulting & Contractors Costs | \$112,495.44 Expenditure | 5048S | 2065 | Journalled from 201001-5048S-3802 - Savings from S&W to cover payment of Former Consultant Planning Manager Simon Viv |
| Housing & Community | Consulting & Contractors Costs | \$3,597.25 Expenditure | 5048S | 2065 | Journalled from 232001-5038S-2065 (Planning Consultant Land Reclassification Costs) |
| Housing & Community | Consulting & Contractors Costs | \$23,584.50 Expenditure | 5064S | 2065 | Journalled to 232001-5064S-2065 (No budget against this one) |
| Housing & Community | Consulting & Contractors Costs | -\$23,584.50 Expenditure | 5064S | 2065 | Journalled from 233001-5064S-2065 (Budget should have been allocated to this line) |
| Housing & Community | Consulting & Contractors Costs | -\$1,437.50 Expenditure | 5065S | 2065 | Reallocate to 233001-5065S-2860 incorrectly coded to this task |
| Housing & Community | Legal Costs | -\$6,136.36 Expenditure | 5048S | 2170 | Journalled from 223001-5038S-2170 (Incorrectly allocated - these are planning legal costs) |
| Housing & Community | M & R General | \$15,000.00 Expenditure | 5041S | 2210 | add 15000 from 23300 5049s 2210 |
| Housing & Community | M & R General | \$15,000.00 Expenditure | 5041S | 2210 | add 15000 from 233001 5041s 2210 |
| Housing & Community | M & R General | -\$15,000.00 Expenditure | 5041S | 2210 | move to 260100 5041s 2210 |
| Housing & Community | M & R General | -\$30,000.00 Expenditure | 5082S | 2210 | deduced to reflect anticipated material usage to EOFY |

| | | | | | |
|--|-------------------|---------------------------|-------|------|--|
| | | | | | Hand back remaining budget, Expenditure relates to a trial of a cardboard baler under the MRF cardboard operations, including delivery, installation, hire and subsequent removal. The equipment was found to be unsuitable for operational requirements (capacity/size), and the trial was discontinued. No ongoing expenditure is expected. |
| | MRF - Cardboard | | | | |
| Housing & Community Operations | | -\$2,486.73 Expenditure | 5067S | 2840 | |
| | MRF - Recycling | | | | Journalled from 230000-5038S-2225 (Garage Sale Trail) |
| Housing & Community Management | | -\$1,758.53 Expenditure | 5067S | 2846 | |
| | | | | | Internal plant hire expenditure reflects ongoing forklift hire required to support MRF recycling operations following the loss of on-site forklift capability. Hire costs are expected to continue at a consistent rate for the remainder of the financial year unless an alternative plant solution is implemented. A Q4 budget adjustment is required to reflect this ongoing operational requirement. |
| | MRF - Recycling | | | | |
| Housing & Community Operations | | \$3,000.00 Expenditure | 5067S | 2841 | |
| | MRF - Recycling | | | | reallocate to 232001-506S-2856 Consulting project |
| Housing & Community Operations | | -\$16,661.56 Expenditure | 5067S | 2841 | |
| | | | | | Taken from GL 260100 & 267000 adjusted -10065 incorrectly added in QBR2 and added 10065 expenditure to correct budget line |
| Housing & Community Operating Expenses | | -\$1,500.00 Expenditure | 5064S | 2265 | |
| | | | | | Journalled to 233001-5064S-2265 (to offset 10065 additional spend) |
| Housing & Community Operating Expenses | | \$20,130.00 Expenditure | 5064S | 2265 | |
| | | | | | |
| Housing & Community Operating Expenses | | -\$1,500.00 Expenditure | 5064S | 2265 | |
| | Planning: Develop | | | | \$25,000.00 Income increased due to actuals and forecasted |
| Housing & Community Contribution S7.11 | | -\$25,000.00 Income | 5048S | 1573 | |
| | Planning: General | | | | Increased to reflect actual income received and forecasted for remainder of f/y |
| Housing & Community Search/Enquiry | | -\$3,000.00 Income | 5048S | 1577 | |
| | | | | | Journal this to 232001-5048S-2065 - S&W savings to be transferred to consultant costs to cover Simon Vivers (former Planning Manager Consultant) Increase to cover wages through Q4 |
| Housing & Community S&W General | | -\$112,495.44 Expenditure | 5048S | 3802 | |
| Housing & Community S&W General | | \$4,440.00 Expenditure | 5068S | 3802 | |

| | | | | | | |
|--|-----------------------|--------------|-------------|-------|------|--|
| Housing & Community | S&W General | \$65,000.00 | Expenditure | 5069S | 3802 | We need approximately \$65,000 additional budget to cover Q4. |
| | Waste: Bin | | | | | |
| Housing & Community | Replacement Exp. | \$12,000.00 | Expenditure | 5069S | 2850 | Reallocate from 233001-5069S-2850 to support increased bin replacement activity |
| Housing & Community | WASTE: Landfill | | | | | Incorrectly attributed to 233001-5067S-1720 |
| Housing & Community | Expenses | \$4,668.00 | Expenditure | 5068S | 2854 | To cover actuals and bring budget back to 15k |
| Housing & Community | WASTE: Landfill | | | | | Give surplus back to general fund |
| Housing & Community | Expenses | \$29,400.00 | Expenditure | 5068S | 2854 | |
| Housing & Community | Waste: Landfill | | | | | |
| Housing & Community | Management | -\$70,000.00 | Expenditure | 5067S | 2856 | |
| | Waste: Landfill | | | | | |
| Housing & Community | Management | \$16,661.56 | Expenditure | 5067S | 2856 | Reallocate to 232001-5067S-2856 Consulting expenditure reviewed and identified as relating to a landfill management consultant project |
| | Waste: Management | | | | | |
| Housing & Community | Fees | -\$12,000.00 | Expenditure | 5069S | 2858 | Reallocate to 233001-5069S-2850 to support increased bin replacement activity |
| Housing & Community | Waste: Sales of | | | | | Reduced income to reflect actual |
| Housing & Community | Recyclables | \$50,000.00 | Income | 5067S | 1718 | |
| Housing & Community | Waste: Tipping Fees & | | | | | |
| Housing & Community | Charges | -\$4,668.00 | Expenditure | 5067S | 1720 | Incorrect charge, reallocate to 233001-5068S-2854 |
| Housing & Community | WASTE:Landfill Costs | \$1,437.50 | Expenditure | 5065S | 2860 | Reallocated from 233001-5065S-2065 |
| | Lease: | | | | | |
| Mining, Manufacture & Amplitel/Wattle Vale | | -\$9,090.91 | Income | 5094S | 1759 | To match actual income received. |
| Public Order & Safety | Insurance Expenditure | -\$10,000.00 | Expenditure | 5072S | 2125 | No expenditure expected |
| | | | | | | |
| Public Order & Safety | M & R - Other | -\$15,000.00 | Expenditure | 5072S | 2188 | Overall budget reduced to closer resemble RFS Maintenance Subsidy received. |
| Public Order & Safety | Maintenance Subsidy | | | | | |
| Public Order & Safety | Received | -\$6,364.98 | Income | 5072S | 1150 | To match actual revenue received. |
| Public Order & Safety | Motor Vehicle | | | | | |
| Public Order & Safety | Expenses | \$500.00 | Expenditure | 5076S | 9233 | To match expected fuel expenditure. |
| Public Order & Safety | RFS:Community | | | | | |
| Public Order & Safety | Safety | -\$2,500.00 | Expenditure | 5072S | 2753 | No expenditure expected. |
| | | | | | | |
| Public Order & Safety | S&W General | \$15,000.00 | Expenditure | 5039S | 3802 | Move 15k from 201001-5039S-3820 to 201001-5039S-3802 Budget increase required to cover wage costs arising from staffing structure and award obligations. |
| | | | | | | |
| Public Order & Safety | S&W Relief | \$15,000.00 | Expenditure | 5039S | 3820 | Reallocated from 201001-5039S-3820 to 201001-5039S-3802 to cover wage costs arising from staffing structure and award obligations. |
| | | | | | | |
| Public Order & Safety | S&W Relief | -\$15,000.00 | Expenditure | 5039S | 3820 | Take 15k from 201001-5039S-3820 & reallocate to 201001-5039S-3802 to cover wage costs arising from staffing structure and award obligations. |

| | | | | | | |
|-----------------------|---------------------------------------|--------------|-------------|-------|------|---|
| Public Order & Safety | Telephone & Communications | -\$2,000.00 | Expenditure | 5072S | 2350 | Overall budget reduced to closer resemble RFS Maintenance Subsidy received. |
| Public Order & Safety | Training Costs Excluding Wages | -\$2,120.01 | Expenditure | 5072S | 2360 | Reduction in overall budget to resemble RFS Maintenance Subsidy received. |
| Recreation & Culture | Annual Rates | \$5,511.50 | Expenditure | 5059S | 9222 | To match actual expenditure. |
| Recreation & Culture | Annual Rates | \$155.83 | Expenditure | 5061S | 9222 | To match actual / expected expenditure. |
| Recreation & Culture | Arborists Costs Commercial Hire / | -\$30,000.00 | Expenditure | 5051S | 2106 | Give back \$30000 need 99720.68 po cancelled |
| Recreation & Culture | Rental Revenue DCCS Glen Innes | -\$2,000.00 | Income | 5059S | 1100 | To match expected / actual income. |
| Recreation & Culture | Show | -\$5,000.00 | Expenditure | 5019S | 2527 | Budget not required |
| Recreation & Culture | Electricity Festivals: Australia | \$1,000.00 | Expenditure | 5061S | 2095 | To match actual / expected expenditure. |
| Recreation & Culture | Day Expenses ISS Multi Purpose | -\$10,000.00 | Expenditure | 5019S | 2525 | Budget not required |
| Recreation & Culture | Room | \$7,000.00 | Income | 5119S | 1921 | increase income to \$12000 |
| Recreation & Culture | ISS Office Space Hire | \$1.00 | Income | 5119S | 1922 | check lease payment on room |
| Recreation & Culture | ISS Vending machine | \$1.00 | Income | 5119S | 1923 | chase up where income is going |
| Recreation & Culture | M & R General | -\$20,000.00 | Expenditure | 5053S | 2210 | Give back \$20000 due to grant upgrades |
| Recreation & Culture | M & R General | -\$243.31 | Expenditure | 5053S | 2210 | move to 225501 5053s 2210 |
| Recreation & Culture | M & R General | -\$15,000.00 | Expenditure | 5055S | 2210 | Give back due to grant money and insurance upgrades |
| Recreation & Culture | M & R General | -\$20,000.00 | Expenditure | 5119S | 2210 | Give back under spend |
| Recreation & Culture | Open Areas: Town | | | | | move \$10000 to 233001 5051s |
| Recreation & Culture | Entry Maint | -\$10,000.00 | Expenditure | 5051S | 2784 | 2210 |
| Recreation & Culture | Open Areas:Tree Removal & Replacement | -\$30,000.00 | Expenditure | 5051S | 2786 | give back |
| Recreation & Culture | S&W Cleaning | \$3,000.00 | Expenditure | 5059S | 3804 | To match actual / expected expenditure. |
| Recreation & Culture | Swim Centre: Entry Fees | -\$12,745.23 | Income | 5053S | 1640 | increased gate takings |
| Recreation & Culture | SWIM: COGS Pool Kiosk | -\$13,489.71 | Expenditure | 5053S | 2802 | Give back \$13489.71 |
| Recreation & Culture | SWIM: EM: Operational Expenses | -\$70,000.00 | Expenditure | 5052S | 2803 | give back \$70,000.00 grant fund help this year |
| Recreation & Culture | SWIM:Pool Heating | -\$30,806.22 | Expenditure | 5053S | 2804 | move to 233001 5053s 2804 |
| Sewerage | M & R Mains | -\$20,000.00 | Expenditure | 5116S | 2212 | Reduction in required M & R |
| Sewerage | M & R Mains | -\$20,000.00 | Expenditure | 5116S | 2212 | Reduction in required M&R |
| Sewerage | S&W General | -\$20,000.00 | Expenditure | 5117S | 3802 | Saving found here |
| Transport & Communic | Bridges: Timber Maintenance | \$25,950.00 | Expenditure | 5079S | 4095 | Incorrect QBR2 adjustment applied |
| Transport & Communic | General Bridge Work | \$25,000.00 | Expenditure | 5079S | 4090 | Forecast usage to EOFY |
| Transport & Communic | General Bridge Work | \$11,939.55 | Expenditure | 5079S | 4090 | Incorrect QBR2 adjustment applied |
| Transport & Communic | General Bridge Work | \$75,000.00 | Expenditure | 5079S | 4090 | Zero out inventory use for the FY |

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|----------------------|--------------------------------|----------------------|-------------|-------|------|--|
| Transport & Communic | General Bridge Work | -\$7,340.00 | Expenditure | 5081S | 4090 | No concrete bridge works scheduled for remainder of the year |
| Transport & Communic | Heavy Grade | -\$40,000.00 | Expenditure | 5089S | 4030 | Reduced plant usgae as teams may be consolidated to handle the water shortage issue while grading remote roads |
| Transport & Communic | Heavy Grade | -\$20,000.00 | Expenditure | 5091S | 4030 | Urban gravel road grading mostly finished for the FY |
| Transport & Communic | Heavy Grade | -\$5,000.00 | Expenditure | 5091S | 4030 | Urban gravel road maintenncace mostly finished for the FY |
| Transport & Communic | Pothole Repair - Patching | -\$50,000.00 | Expenditure | 5086S | 4015 | Reduced bitumen usage for remainder of the year |
| Transport & Communic | Routine Inspection | -\$5,000.00 | Expenditure | 5081S | 4005 | Minimal inspections scheduled for the rest of the year |
| Transport & Communic | S&W General | \$149,541.00 | Expenditure | 5079S | 3802 | Incorrect QBR2 adjustment applied |
| Transport & Communic | S&W-Routine Inspection | \$5,000.00 | Expenditure | 5079S | 3836 | Multiple inspections scheduled for timber bridge network |
| Water Supply | Consulting & Contractors Costs | -\$200,000.00 | Expenditure | 5105S | 2065 | IWCM work has not been invoiced this year |
| Water Supply | Electricity | \$25,000.00 | Expenditure | 5108S | 2095 | Increase in electrical costs |
| Water Supply | Grant Revenue | \$100,000.00 | Income | 5105S | 1902 | Reduction of worked invoices |
| Water Supply | M & R Mains | \$30,000.00 | Expenditure | 5106S | 2212 | Reduction in works due to capital |
| Water Supply | S&W General | -\$35,000.00 | Expenditure | 5106S | 3802 | Increase on capital work resulting in reduced Mand R here |
| Water Supply | S&W General | \$33,195.55 | Expenditure | 5108S | 3802 | increase to match actuals, longer run times of plant due to dry and hot conditions |
| Water Supply | Uniforms & Safety Equipment | \$13,000.00 | Expenditure | 5105S | 2395 | Increase required for replacement on BCA Equipment |
| Water Supply | WATER:Chemical - Alum | -\$35,000.00 | Expenditure | 5108S | 2920 | reduction to offset wages |
| Total | | -\$383,391.64 | | | | |

CAPEX QBRS 3 Proposed Changes Summary

| Manager | Job No | Job Name | Proposed Amo | Comments |
|-------------------|---------|--|--------------|---|
| Anthony Kamphorst | 7442C26 | R2R - Eimers Road Causeway | \$19,000.00 | underspends Zero out project to reflect actual expenditure and release minor |
| Anthony Kamphorst | 7002C23 | Roads of Strategic Importance - Bald Nob Upgrade | -\$24,742.62 | underspend Budget reduced to cover overspend on 7146C23 (Blue Hills/Rodgers Road project) |
| Anthony Kamphorst | 7110C23 | Heavy Patching Program | -\$78,764.00 | Budget adjusted to reflect final project costs. The overspend will be funded from 7110C23 (Heavy Patching Fund) |
| Anthony Kamphorst | 7146C23 | New Bitumen Seals - Blue Hills/Rodgers Road | \$78,764.00 | Please remove this budget and close the project out. It is complete. |
| Anthony Kamphorst | 7208C24 | Local Bridges - LIRS Accelerated Bridge Program | -\$3,522.75 | complete. |

| | | | | |
|-------------------|---------|---|---------------|---|
| Anthony Kamphorst | 7323C25 | Traffic Facilities 24/25 | -\$76,000.00 | This is last years project, this has already been completed and the grant acquitted. Plase remove. |
| Anthony Kamphorst | 7400C26 | 25/26 R2R reseal program | -\$290,000.00 | Forecast final expenditure of \$489,000. The underspend will be transfered to fund minor adjustments in other FY2526 R2R projects and \$290,000 rolled over to the FY2627 R2R projects. Adjustment to reflect project total expenditure. To be taken from overall R2R |
| Anthony Kamphorst | 7402C26 | 25/26 R2R Wycliffe Road gravel re-sheet | \$4,615.17 | allocation |
| Anthony Kamphorst | 7403C26 | 5/26 R2R Hamels Lane gravel re-sheet | \$29.46 | Adjustment |
| Anthony Kamphorst | 7403C26 | 5/26 R2R Hamels Lane gravel re-sheet | \$6,400.00 | Balance of final expenditure, to be taken from overall R2R allocation |

| | | | | |
|-------------------|---------|---|-------------|---|
| Anthony Kamphorst | 7404C26 | 25/26 Reg Roads Block Gr pavement rehab | \$40,000.00 | Updated to reflect actual total grant income allocation of \$490,000 for FY2526, whgich must be spent this FY |
| Anthony Kamphorst | 7405C26 | 25/26 Traffic Facilities | \$2,000.00 | updated to reflect actual income of \$78,000 which needs spending in FY2526 |
| David Hunt | 7417C26 | 1106 Hino Replacement | -\$2,826.00 | Purchase Order raised therefore additional budget expenditure not required. |
| David Hunt | 7419C26 | 1549 Leaseback Cat 2 Replacement | \$52.54 | Budget change requested to match expenditure. Project completed. |
| David Hunt | 7422C26 | 2313 Kubota Outfront Mover Replacement | -\$2,572.73 | Project complete therefore additional Capital Budget not required. |
| David Hunt | 7429C26 | 2582 Leaseback Cat 3 Replacement | -\$2,976.58 | Project completed therefore additional capital budget not required. |

Item 7.5

Annexure C

| | | | | |
|--------------|---------|---------------------------|----------------------|--|
| David Hunt | 7433C26 | Quarry Loader Replacement | - | Loader Purchase Order raised at \$484,000 therefore additional \$8,000 not required. |
| Total | | | -\$8,000.00 | |
| | | | -\$338,543.51 | |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|---|----------|--|---|----------------|--------------|------------------|
| SECTION 1: COMPLETED OR TO BE COMPLETED IN 2025-2026 (Yellow) - Budget Removed from Total | | | | | | |
| Project Type | Job No | Job Description | Comments | Budget | Total Spent | Remaining Budget |
| Aerodrome | 7127C23 | Airport runway renewal - AGRN 1012 | The scope variation for additional works on Railway Street are successfully underway, due for completion in June. | \$1,000,000.00 | \$942,877.48 | \$57,122.52 |
| | 7249C24 | Runway rehabilitation - Regional Airports Program | Project complete pending final grant acquittal | \$539,523.23 | \$125,705.27 | \$413,817.96 |
| Bridge | 7208C24 | Local Bridges - LIRS Accelerated Bridge Program | Project complete | \$3,522.75 | \$0.00 | \$3,522.75 |
| | 7210C24 | Fixing Country Bridges Round 2B-Cox's Rd | Project complete and final milestone claim paid. | \$912,000.00 | \$868,346.38 | \$43,653.62 |
| Building | 7897C24 | Sale of 23 Bourke Street Deepwater | Land has been sold. Project completed. | -\$64,307.69 | -\$69,830.42 | \$5,522.73 |
| Drainage | 7408C26 | Kerb and Gutter Renewals | Project underway with final works being completed in Bourke Street | \$200,000.00 | \$170,160.57 | \$29,839.43 |
| Infrastructure | 7030C22 | Upgrade Dumaresq Street Industrial Estate | Final design for electricity has been provided. Budget requested in FY 2026-27 to allow electricity infrastructure tender to be released / completed. | \$283,446.00 | \$267,717.93 | \$15,728.07 |
| Flood Recovery & Natural Disasters | 7128C23A | Old Grafton Road slips EPAR | The second stage of the project is underway on the road realignment on the hill and repair of washed out pipes. 90% of expected expenditure has already been recovered. | \$389,136.00 | \$294,795.27 | \$94,340.73 |
| IT | 7361C24 | Power App for Finance | (blank) | \$80,000.00 | \$53,000.00 | \$27,000.00 |
| | 7437C26 | Ongoing Project - CCTV | Stage 2 of the CCTV project is progressing well, with the Memorandum of Understanding for the viewing monitor feed at Glen Innes Police Station being finalised and shared with NSW Police Glen Innes. The MOU is expected to be finalised by the end of June 2026. Installation works along Grey Street and the Police Station monitor are now expected to commence in late May and be completed by 30 June to align with contractors availability. The CCTV Strategy will be reported to Council's June meeting, following further updates to align with the developed MOU. | \$50,000.00 | \$50,000.00 | \$0.00 |
| Library | 7253C24 | Library - Air-condition refurbishment | Works are progressing to finalisation in coming weeks | \$10,750.93 | \$9,454.55 | \$1,296.38 |
| Life Choices | 7033C22 | Revote23 LCSS: Skillion Carport | Waiting asset disposal. | \$12,763.00 | \$11,602.73 | \$1,160.27 |
| | 7124C23 | CAFS Sun Shade for playground equipment | RFQ completed. Funding variation particulars to be finalised prior to commencement of works. | \$50,000.00 | \$34,890.00 | \$15,110.00 |
| | 7181C23 | Stronger Country Comm - OOSH Sund Shade | Waiting asset disposal. | \$50,000.00 | \$18,670.00 | \$31,330.00 |
| | 7182C23 | Stronger Country Comm - Sensory Garden | Works commenced 12/02/2025 | \$50,000.00 | \$87,395.66 | -\$37,395.66 |
| Open Spaces & Recreational | 7027C22 | CBD Roundabout Landscaping | Council resolved at the November 2025 meeting to reallocate \$71,000 of the unspent funds from this already completed project towards the LEP Review. | \$12,672.71 | \$12,029.86 | \$642.85 |
| | 7166C23 | SCCF Rd 5 Stage 1 - Anzac Park | Anzac Park All site prep and concrete works have been completed. 100% of the equipment has been delivered and 75% has been installed, with the remainder expected to be installed by the end of this month. Landscaping works have also commenced. The playground is on track to open by first week in February | \$600,000.00 | \$581,975.94 | \$18,024.06 |
| | 7168C23 | SCCF Rd 5 - Aquatic Centre | Works completed in February 2026 as anticipated. | \$332,710.00 | \$112,701.01 | \$220,008.99 |
| | 7173C23 | Shade and Landscaping ISC | Landscaping at the Stadium is progressing well and on track to be completed by June 30. | \$50,000.00 | \$11,540.86 | \$38,459.14 |
| | 7252C24 | Learning Centre - 2 x glass sliding doors mechanical motor | Works are progressing to finalisation in coming weeks | \$20,000.00 | \$7,524.77 | \$12,475.23 |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|--------------------------------------|---------|--|---|----------------|----------------|--------------|
| | 7310C25 | Off Leash Dog Park Area | Materials for the reconfigured off leash dog park design have been ordered. Delivery is now anticipated in mid May due to a supplier delay. Subject to materials arriving as expected, construction will proceed shortly after delivery, with the park anticipated to be completed and open to the public before 30 June. | \$37,685.90 | \$20,831.20 | \$16,854.70 |
| | 7362C24 | Indoor Stadium Dirt Removal | Works to commence late January early February dirt is being use at the lower training field at meade park for landscaping and drainage and an extra \$50000 from nswrl has been secured to finish training fields | \$50,000.00 | \$3,137.00 | \$46,863.00 |
| | 7367C25 | ANZAC Park Stage 2 | Fencing around the new Anzac Park Playground was installed in March 2026. Following the opening of the playground, the western shade sail was identified as having sustained damage and the shade sail height above the playground was found to be lower than required. The contractor has confirmed that the damaged sail will be replaced and the centre post extended to raise the sails, at no cost to Council. These works are anticipated to be completed by mid-June 2026. | \$600,000.00 | \$600,000.00 | \$0.00 |
| | 7369C25 | B6864 - Indoor Sports Centre Stage 4 | Materials to delivered in February 26 as scheduled with works on track for completion before June 30. | \$148,928.00 | \$59,835.69 | \$89,092.31 |
| | 7365C25 | LSCA708 - Centennial Parklands Picnic Shelter | Project completed and aquitted in late February / early March 2026. | \$44,000.00 | -\$733.69 | \$44,733.69 |
| | 7436C26 | Quarantine/Overflow Comp Animal Cages | Works to be managed in-house to ensure budget can be maximised as much as possible. Final design agreed upon and works anticipated to be completed by June 30. | \$50,000.00 | \$23,990.23 | \$26,009.77 |
| Plant | 7421C26 | 1587 Leaseback Cat 3 Replacement | Project completed. | \$54,192.92 | \$54,192.92 | \$0.00 |
| | 7433C26 | Quarry Loader Replacement | Procurement phase completed. Plant ordered - Komatsu WA470-8 loader. Awaiting delivery. | \$492,000.00 | \$484,000.00 | \$8,000.00 |
| | 7420C26 | 1556 Holden Colorado 4WD Replacement | Project Complete. | \$45,613.18 | \$45,613.18 | \$0.00 |
| | 7417C26 | 1106 Hino Replacement | Plant ordered. Awaiting delivery. Expected late May 2026. | \$230,000.00 | \$227,174.00 | \$2,826.00 |
| | 7430C26 | 3505 Holden Colorado 4 X 4 Replacement | Project Complete. | \$44,367.27 | \$44,367.27 | \$0.00 |
| | 7429C26 | 2582 Leaseback Cat 3 Replacement | Project Completed. | \$55,443.00 | \$52,466.42 | \$2,976.58 |
| | 7422C26 | 2313 Kubota Outfront Mover Replacement | Project Complete. | \$38,000.00 | \$35,427.27 | \$2,572.73 |
| | 7419C26 | 1549 Leaseback Cat 2 Replacement | Project completed. | \$65,848.00 | \$65,900.54 | -\$52.54 |
| | 7425C26 | 2518 Holden Colorado Replacement | Project completed. | \$44,260.00 | \$44,260.00 | \$0.00 |
| | 7427C26 | 2546 Leaseback Cat 3 Replacement | Project complete. | \$56,395.13 | \$56,395.13 | \$0.00 |
| | 7423C26 | 1533 LCSS Operation Vehicle Disposal | Project completed. | \$0.00 | \$0.00 | \$0.00 |
| | 7426C26 | 2544 Leaseback Cat 3 Replacement | Project completed. | \$53,943.00 | \$52,893.93 | \$1,049.07 |
| | 7424C26 | 2517 Ford Ranger Disposal | Project completed. | \$0.00 | \$0.00 | \$0.00 |
| | 7431C26 | 3570 Electric Vehicle Replacement | Project completed. | \$34,964.94 | \$34,964.94 | \$0.00 |
| | 7440C26 | RB80 Rock Breaker to suit Kobelco Excavator | Project Complete. | \$9,860.00 | \$9,860.00 | \$0.00 |
| Quarry | 7211C24 | Quarry Development -Wattle Vale Establishment | Internal road works and signage still ongoing. Fence line also in need of replacement | \$200,000.00 | \$200,579.07 | -\$579.07 |
| Roads | 7002C23 | Roads of Strategic Importance - Bald Nob Upgrade | This project is complete, no further expenditure anticipated. The final grant milestone payment is submitted and due for payment in April 2026. | \$173,956.50 | \$149,213.88 | \$24,742.62 |
| | 7146C23 | New Bitumen Seals - Blue Hills/Rodgers Road | Project Complete. | \$300,000.00 | \$378,764.40 | -\$78,764.40 |
| | 7202C24 | LRCI Rnd 4 - Main Street Refurb/RAbout | PROJECT COMPLETED IN 24/25. | \$872,429.00 | \$897,114.89 | -\$24,685.89 |
| | 7207C24 | RRTRP Reg. Roads Betterment | Project complete with final milestone paid in April 2026. | \$2,876,850.49 | \$2,861,538.48 | \$15,312.01 |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|--------------------------------------|-------------------|--|---|--------------|--------------|--------------|
| | 7309C25 | Urban street rehabilitation | Works on the Bourke Street upgrade are well underway, due for completion by EOFY. | \$365,512.81 | \$60,741.90 | \$304,770.91 |
| | 7315C25 | R2R Urban Roads Heavy Patching and Reseals | This project has been completed pending payment of final invoices. The underspend will be rolled over into other R2R funded projects in this year and FY2627 | \$180,209.83 | \$171,690.35 | \$8,519.48 |
| | 7323C25 | Traffic Facilities 24/25 | Project completed in FY2425 | \$76,000.00 | \$0.00 | \$76,000.00 |
| | 7402C26 | 25/26 R2R Wycliffe Road gravel re-sheet | Project complete | \$275,000.00 | \$297,142.47 | -\$22,142.47 |
| | 7404C26 | 25/26 Reg Roads Block Gr pavement rehab | Project underway with pavement rehabilitation and bitumen resealing completed on Emmaville Road | \$450,000.00 | \$479,727.19 | -\$29,727.19 |
| | 7407C26 | AGRN1034 - Rangers Valley Road HP EPAR | Project complete. 90% of expenditure has been recovered, with the final milestone claim to be submitted | \$330,000.00 | \$326,644.55 | \$3,355.45 |
| | 7401C26 | R2R Nant Park Road gravel re-sheet | Project commenced with material sourced from Council's Deepwater gravel pit and being delivered by the Northern grading team. Expected completion in May 2026. | \$261,734.00 | \$22,173.08 | \$239,560.92 |
| | 7400C26 | 25/26 R2R reseal program | Project complete. The underspend will be rolled over into FY2627 capital projects funded by the 2024 - 2029 Roads to Recovery allocation. | \$809,891.00 | \$503,895.82 | \$305,995.18 |
| | 7405C26 | 25/26 Traffic Facilities | Project almost complete with guardrail works on Bald Nob and Wellington Vale Road installed. | \$76,000.00 | \$74,955.82 | \$1,044.18 |
| | 7442C26- PROPOSED | R2R - Eimers Road Causeway | Project complete pending final invoicing. A QBR3 adjustment of \$19,000 has been applied to cover additional earthworks and concrete, to be funded by other R2R project underspends. | \$0.00 | \$0.00 | \$0.00 |
| Sewer | 7349C25 | Capital Renewal - Sewer | This Project is complete. The relining is now fully completed | \$617,277.79 | \$622,007.45 | -\$4,729.66 |
| | 7412C26 | New Mains - Sewer Private Works | Work completed as needed | \$10,000.00 | \$8,360.06 | \$1,639.94 |
| | 7413C26 | New Services- Sewer Private Works | Work completed as needed | \$15,000.00 | \$10,179.59 | \$4,820.41 |
| | 7415C26 | Capital Renewal - Sewer | This Project is complete. The relining is now fully completed. | \$894,627.00 | \$905,725.71 | -\$11,098.71 |
| Waste | 7261C24 | landfill Upgrade - multiyear project | Registered Building Certifier Consultant has been engaged to provide a report on required fire safety upgrades to the Glen Innes Waste Facility. The report is due early April and upgrades carried out within remaining budget by June 30. | \$200,000.00 | \$161,363.64 | \$38,636.36 |
| | 7350C25 | New Waste Transfer Station GI landfill | Project has been deferred pending completion of the 10-Year Waste Strategy, due to be delivered in August 2026. Any further works will be subject to appropriate future funding approved by Council. | \$200,000.00 | \$50,648.28 | \$149,351.72 |
| | 7435C26 | GIWTS Security Fencing and CCTV | Project has been deferred pending completion of the 10-Year Waste Strategy, due to be delivered in August 2026. Any further works will be subject to appropriate future funding approved by Council. | \$100,000.00 | \$0.00 | \$100,000.00 |
| | 7434C26 | Prelim Design Waste Transfer St. | Project has been deferred pending completion of the 10-Year Waste Strategy, due to be delivered in August 2026. Any further works will be subject to appropriate future funding approved by Council. | \$20,000.00 | \$0.00 | \$20,000.00 |
| Water | 7105C22 | Truck Wash Upgrade | Project will be completed in June 26, Overspend will be moved to Sewer Capital | \$142,000.00 | \$164,633.49 | -\$22,633.49 |
| | 7217C24 | SCADA Upgrade | Full Electrical Audit has been completed and enabling works scope finalised. SCADA Platform has been confirmed and purchased as well as all major hardware for the project. Electrical Enabling works scheduled to commence in Late June | \$649,889.67 | \$469,135.79 | \$180,753.88 |
| | 7355C25 | Capital Renewal - Water | Bourke St Water Main upgrade project is completed. | \$573,052.00 | \$375,953.96 | \$197,098.04 |
| | 7414C26 | Capital Renewal - Water | Wentworth St Water main upgrade is nearing completion. BECA Water have been onsite to assist with the design for Water Treatment upgrades. | \$965,740.00 | \$242,133.31 | \$723,606.69 |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|--------------------------------------|---------|--|--|------------------------|------------------------|-----------------------|
| | 7410C26 | New Service - Water Private Works | Work completed as needed | \$15,000.00 | \$17,150.39 | -\$2,150.39 |
| | 7406C26 | Capital Renewal - Urban Stormwater | Project underway with pit modifications and pipe replacements in Bourke Street | \$150,000.00 | \$155,600.70 | -\$5,600.70 |
| | 7411C26 | New Mains - Water Private Works | Work completed as needed | \$10,000.00 | \$2,054.75 | \$7,945.25 |
| Drainage | 7301C25 | Capital Renewal - Urban Stormwater | Onsite work has commenced on the Church Street drainage upgrade. The underspend will be moved to the 26 capital project to be spent if needed. | \$150,000.00 | \$56,250.47 | \$93,749.53 |
| Plant | 7182C23 | Stronger Country Comm - Sensory Garden | Works commenced 12/02/2025 | \$50,000.00 | \$87,395.66 | -\$37,395.66 |
| | 7166C23 | SCCF Rd 5 Stage 1 - Anzac Park | Anzac Park All site prep and concrete works have been completed. 100% of the equipment has been delivered and 75% has been installed, with the remainder expected to be installed by the end of this month. Landscaping works have also commenced. The playground is on track to open by first week in February | \$600,000.00 | \$581,975.94 | \$18,024.06 |
| Quarry | 7369C25 | B6864 - Indoor Sports Centre Stage 4 | The Request for Quote for the supply of lighting infrastructure for the Glen Innes Outdoor Multi-purpose Courts has been completed, with a preferred supplier selected and equipment ordered. All equipment is scheduled for delivery in February 2026. The Request for Quote for installation of the equipment was released on 28/11 and will close on 23/12. The preferred suppliers will be notified by 23/01/26 and installation works expected to commence in Feb 26. | \$148,928.00 | \$59,835.69 | \$89,092.31 |
| Roads | 7422C26 | 2313 Kubota Outfront Mover Replacement | Project Complete. | \$38,000.00 | \$35,427.27 | \$2,572.73 |
| COMPLETED PROJECTS TOTAL | | | | \$19,584,816.36 | \$16,011,918.75 | \$3,572,897.61 |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|---|---------|------------------------------|---|----------------|--------------|----------------------------|
| SECTION 2: CARRY OVER TO 2026-2027 (Orange) - Remaining Budget Becomes New Budget | | | | | | |
| Project Type | Job No | Job Description | Comments | 2025-26 Budget | Total Spent | 2026-27 Budget (Remaining) |
| Building | 7312C25 | Depot Improvements | A meeting was held with staff in March 2026 to confirm the final design. The architect has been provided with the revised scope and completion of the updated plans is now awaited. | \$150,000.00 | \$137,640.77 | \$12,359.23 |
| | 7416C26 | Shed for pre-coat operations | Project not commenced. Pending assessment of whether a new emulsion tank is required. | \$100,000.00 | \$0.00 | \$100,000.00 |
| | 7409C26 | Depot Improvements | A meeting was held with staff in March 2026 to confirm the final design. The architect has been provided with the revised scope and completion of the updated plans is now awaited. | \$300,000.00 | \$0.00 | \$300,000.00 |
| | 7439C25 | Co Location Building | DA for subdivision of the land at the MacKenzie Mall / former Dimmeys Building site to allow the sale of the building and carpark to Council received from the existing landowner in March. DA referred to external consultant to assess in accordance with Council's Conflicts of Interest Policy (in dealing with Council Related Development). Report anticipated to be put to Council's April Ordinary Meeting for Determination. | \$2,000,000.00 | \$170,000.00 | \$1,830,000.00 |
| Economic Development | 7117C23 | Signage Upgrades | Scoping for the project was completed using the completed signage audit, however the project was paused pending the outcome of Council's consideration of a potential name change, as this may have impacted future branding and signage requirements. Following the outcome of that process, the project has now recommenced. However, delivery will not be completed in 2025/26 and will be proposed for carry over into 2026/27 to allow full completion. The scoping process confirmed that delivery will require a dedicated internal project manager, with technical input from Infrastructure and Planning staff, particularly in relation to planning approvals and development consent requirements, to support coordinated and compliant implementation across the LGA. | \$80,000.00 | \$4,181.30 | \$75,818.70 |
| | 7118C23 | Public Art Projects | Preparation of the Public Art Plan has progressed following the February 2026 meeting of the Public Art Advisory Group. Additional time has been required to commence and refine the Draft Plan to ensure adequate Public Art Advisory Group input, with the draft now anticipated to be completed by 30 June 2026. | \$100,000.00 | \$107.62 | \$99,892.38 |
| | 7311C25 | LED Sign at the VIC | Quotes received remain above the current budget allocation. The project has therefore been placed on hold while further options are investigated. Subject to the outcome of this review, an additional budget allocation may be requested in 2026/27 to enable the project to proceed. | \$20,000.00 | \$0.00 | \$20,000.00 |
| | 7314C25 | TCP Signage upgrade for ACF | Project completed in 24/25. | \$15,000.00 | \$0.00 | \$15,000.00 |
| | 7357C25 | New England Rail Trail | Survey & Design works are underway & a plan has been developed to meet the requirements under the Rail Trail Framework | \$170,000.00 | \$30,952.74 | \$139,047.26 |

| CAPITAL PROJECT DETAILS - APRIL 2026 | | | | | | |
|--------------------------------------|-----------------------|---|--|------------------------|-----------------------|-----------------------|
| Open Spaces & Recreational | 7303C25 | Installation of two(2) Beams at GI Cemetery. | Due to adequate beams now being constructed on site, a possible scope change to install a Colambarium Wall at GI Cemetery being explored and will be decided upon in April / May 2026. | \$25,000.00 | \$15,185.46 | \$9,814.54 |
| | 7304C25 | Installation of new Cemetery Beam Emm. Cemetery | Due to adequate beams now being constructed on site, a possible scope change to install a Colambarium Wall at GI Cemetery being explored and will be decided upon in April / May 2026. | \$15,000.00 | \$4,058.18 | \$10,941.82 |
| Plant | 7237C24 | Transfer pump trailer - IWS | Quotes received. Awaiting further advice from team on proposed solution. | \$30,000.00 | \$0.00 | \$30,000.00 |
| | 7418C26 | 1108 Lorry 8 Replacement | Procurement phase not completed. Awaiting ELT direction on whether procurement phase can be commenced with project potentially deferred. | \$240,000.00 | \$0.00 | \$240,000.00 |
| | 7441C26 | K9 Cube | Quotes received. Will be carried across to next Financial Year to allow it to be installed onto a new vehicle rather than install on an older vehicle that is due for renewal in the next two years. | \$32,000.00 | \$0.00 | \$32,000.00 |
| Quarry | 7346C25 | Quarry pit water pump | Pump replacement has been rescheduled to 26/27 FY pending review on capacity of pump to meet the needs of the Quarry and IWS. | \$55,000.00 | \$0.00 | \$55,000.00 |
| Waste | 7351C25 | fencing and CCTV at all 4 landfills | No further update this month. | \$100,000.00 | \$0.00 | \$100,000.00 |
| Roads | 7110C23 | Heavy Patching Program | This project is on hold while grant funded heavy pathcing programs are completed. | \$281,714.39 | \$66,701.26 | \$215,013.13 |
| | 7254C24 | Regional Emergency Road Repair Fund | Heavy pathcing works on the local road network are ongoing. This project will roll over into FY2627 | \$1,553,635.62 | \$1,238,449.21 | \$315,186.41 |
| | 7258C24 | RRTRP - Local Roads Betterment | Project on track and due for completion in FY2627 | \$6,948,263.10 | \$4,313,487.08 | \$2,634,776.02 |
| CARRY OVER PROJECTS TOTAL | | | | \$12,215,613.11 | \$5,980,763.62 | \$6,234,849.49 |
| BUDGET SUMMARY | | | | | | |
| Category | 2025-26 Budget | Notes | | | | |
| Completed (Yellow) | \$19,584,816.36 | Removed from 2025-26 Total | | | | |
| Carry Over (Orange) | \$12,215,613.11 | Remaining budget carries to 2026-27 | | | | |
| 2026-27 CARRY OVER BUDGET | \$6,234,849.49 | (Remaining budget from Orange projects) | | | | |



Project Pipeline Register

April 2026

This register contains endorsed shovel ready projects approved by Council, the Capital Board or ELT in accordance with Council's Project Management Framework, for which grant funding is to be sought or to be identified as potential future Council funded CAPEX projects, subject to inclusion in a future budget and formal Council resolution.

| Beardy Waters | |
|--|--|
| Background | This site is underutilised. A determination needs to be made as to the best use for the site and what is needed to achieve a community outcome. |
| DP and OP Reference | T1.3.2 Expand outdoor and nature-based activities through the development of Geotrails, adventure activities and accessible green spaces. |
| Status | Masterplan required. |
| Endorsed By | MANEX / Councillor Workshop |
| Project Owner | DPG / Economic Development and Tourism. |
| Project Maturity Stage | Concept / Scoping |
| Progression Milestones / Next Steps | Beardy Waters is identified within the Glen Innes Highlands Precincts Activation Framework and Strategy, which is scheduled to be placed on public exhibition in late May / early June. Following exhibition and adoption of the Framework and Strategy, targeted community consultation will be undertaken to inform the future planning of Beardy Waters and support the development of a site-specific masterplan. |
| Accountability Measures | DPG / Economic Development and Tourism. to review resourcing, funding triggers and next steps through future register updates. |

| Glen Innes Railway Station | |
|-------------------------------|--|
| Background | An important heritage site which needs activation. This can be independent of the Rail Trail, however the two projects do / can overlap. |
| DP and OP Reference | E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to Geotourism. |
| Status | Discussions / proposal for Council to potentially lease the station from UGL commenced. |
| Endorsed By | MANEX / Councillor Workshop |
| Project Owner | DPG & Infrastructure. |
| Project Maturity Stage | Concept / Investigation |

| Glen Innes Railway Station | |
|--|---|
| Progression Milestones / Next Steps | Investigations into a potential lease with UGL have commenced with UGL currently reviewing Council's proposal. No response has been received as of 22 May 2026. The Railway Station is also identified within the Draft Glen Innes Highlands Precincts Activation Framework and Strategy, which is scheduled to be placed on public exhibition in late May / early June. Following exhibition and adoption of the Framework and Strategy, targeted community consultation will be undertaken to inform the future planning of the Railway Station precinct and support the development of a site-specific masterplan. |
| Accountability Measures | DPG & Infrastructure. to review resourcing, funding triggers and next steps through future register updates. |

| Rail Trail | |
|--|---|
| Background | Vital to stimulating visitation and economic activity. |
| DP and OP Reference | E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to Geotourism. |
| Status | Awaiting outcome of funding applications. |
| Endorsed By | MANEX / Councillor Workshop |
| Project Owner | Infrastructure & DPG. |
| Project Maturity Stage | Funding Application / Grant Readiness |
| Progression Milestones / Next Steps | Awaiting the outcome of grant funding application. The Agreement in Principle application to UGL remains on track for submission by the end of May 2026. The current licence to undertake survey works expires in November 2026, with work underway to extend the licence and ensure continued access to the corridor. Stage 1 Rail Trail Framework works are continuing to progress steadily. Full project plan in order to meet the framework has been developed. |
| Accountability Measures | Infrastructure and DPG to monitor funding outcomes and report next steps through relevant project and grant reporting processes. |

| Central Parks, (ANZAC, Veness, King George Oval etc) | |
|---|---|
| Background | A combination of 4 unique heritage parks which have no coordinated formal plan for their on-going / future use. |
| DP and OP Reference | F1.2.2 Create vibrant and well-designed public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical activity, community engagement and wellbeing. |
| Status | Draft Masterplan prepared, once finalised will form the basis for grant applications. |
| Endorsed By | MANEX / Councillor Workshop. |
| Project Owner | DPG / Open Space & Recreation. |
| Project Maturity Stage | Planning / Masterplanning |
| Progression Milestones / Next Steps | Draft Masterplan prepared. Consultants contacted to proceed with finalising draft following commentary from Open Space and Recreation Team with final draft anticipated to be put to Council for consideration in June / July 2026. |
| Accountability Measures | DPG / Open Space & Recreation. to review resourcing, funding triggers and next steps through future register updates. |

| Stonehenge Reserve | |
|--|---|
| Background | A unique site with potential for a range of uses and ideally located beside the rail corridor. |
| DP and OP Reference | T1.3.2 Expand outdoor and nature-based activities through the development of Geotrails, adventure activities and accessible green spaces |
| Status | Masterplan required, included in Draft Glen Innes Highlands Precincts Activation Framework & Strategy |
| Endorsed By | MANEX / Councillor Workshop. |
| Project Owner | DPG / Infrastructure. |
| Project Maturity Stage | Concept / Scoping |
| Progression Milestones / Next Steps | <p>Stonehenge Reserve is identified within the Draft Glen Innes Highlands Precincts Activation Framework and Strategy, which is scheduled to be placed on public exhibition in late May / early June.</p> <p>Following exhibition and adoption of the Framework and Strategy, targeted community consultation will be undertaken to inform the future planning of Stonehenge Reserve (in concert with timings reported in the Framework / Strategy) to support the development of a site-specific masterplan.</p> |
| Accountability Measures | DPG / Infrastructure. to review resourcing, funding triggers and next steps through future register updates. |

| Town Hall Masterplan | |
|--|---|
| Background | With the vacating of the site once Council's new office building is operational, a determination needs to be made of Town Hall's future usage and the work required not only in terms of additional facilities but also restoring the building itself. |
| DP and OP Reference | F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place-based capital principles and solutions. |
| Status | Future use study and / or masterplan required. Included in Draft Glen Innes Highlands Precincts Activation Framework & Strategy |
| Endorsed By | MANEX / Councillor Workshop. |
| Project Owner | GMO / DCCS. |
| Project Maturity Stage | Concept / Scoping |
| Progression Milestones / Next Steps | <p>Future use study and / or Masterplan required. No additional progression this reporting period. Town Hall is identified within the Draft Glen Innes Highlands Precincts Activation Framework and Strategy, which is scheduled to be placed on public exhibition in late May / early June.</p> <p>Following exhibition and adoption of the Framework and Strategy, targeted community consultation will be undertaken to inform the future planning of Town Hall (in concert with timings reported in the Framework / Strategy) to support the development of a site-specific masterplan.</p> |
| Accountability Measures | GMO / DCCS. to review resourcing, funding triggers and next steps through future register updates. |

| Pump Track | |
|--|---|
| Background | A key youth facility. |
| DP and OP Reference | F1.2.2.3 Develop detailed design plans for the establishment of a pump track, skate park extension and amenities. |
| Status | Design needs to be prepared. Operational Plan Action proposed for 26/27 |
| Endorsed By | ELT / Councillor Workshop. |
| Project Owner | DPG / Open Recreation and Open Spaces. |
| Project Maturity Stage | Concept / Design Required |
| Progression Milestones / Next Steps | Design needs to be prepared – no suitable grant funding identified. Operational Plan Action proposed for 26/27 to have design prepared. |
| Accountability Measures | DPG / Open Recreation and Open Spaces. to review resourcing, funding triggers and next steps through future register updates. |

| Equestrian Centre Review | |
|--|--|
| Background | The previous study identified a need however had a unrealisable outcome. Alternate more realistic options need to be investigated. |
| DP and OP Reference | T1.3.1 Maintain access to sport and recreation through investing in local facilities whilst providing support to community-driven initiatives and programs that promote active and healthy lifestyles. |
| Status | To commence in Q1 26/27 |
| Endorsed By | MANEX / Councillor Workshop. |
| Project Owner | DPG. |
| Project Maturity Stage | Review / Scoping |
| Progression Milestones / Next Steps | Review to commence in Q1 26/27. |
| Accountability Measures | DPG. to review resourcing, funding triggers and next steps through future register updates. |

| Emmaville Museum | |
|--|--|
| Background | Needs a masterplan and a strategy going forward |
| DP and OP Reference | F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging placemaking, community wealth building and place-based capital principles and solutions |
| Status | Masterplan required, included in Draft Glen Innes Highlands Precincts Activation Framework & Strategy |
| Endorsed By | |
| Project Owner | DPG. |
| Project Maturity Stage | Concept / Scoping |
| Progression Milestones / Next Steps | Masterplan required. Emmaville Museum is identified within the Draft Glen Innes Highlands Precincts Activation Framework and Strategy (forming part of the Emmaville Village Precinct), which is scheduled to be placed on public exhibition in late May / early June. |

| Emmaville Museum | |
|--------------------------------|---|
| | Following exhibition and adoption of the Framework and Strategy, targeted community consultation will be undertaken to inform the future planning of Emmaville Mining Museum (in concert with timings reported in the Framework / Strategy) to support the development of a site-specific masterplan. |
| Accountability Measures | DPG. to review resourcing, funding triggers and next steps through future register updates. |

| Glen Innes Community Centre | |
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| Background | Following a needs analysis of existing services and providers, the provision of a purpose-built centre will significantly improve outcomes. |
| DP and OP Reference | T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents alongside creating community leadership and advocacy programs to support community-driven and civic initiatives. |
| Status | Service scoping and needs analysis underway |
| Endorsed By | ELT |
| Project Owner | DCCS |
| Project Maturity Stage | Needs Analysis / Scoping |
| Progression Milestones / Next Steps | Preliminary service scoping and needs analysis underway. |
| Accountability Measures | DCCS. to review resourcing, funding triggers and next steps through future register updates. |

| Anzac Park Amenities | |
|--|--|
| Background | Upgrade required following the completion of playground. |
| DP and OP Reference | F1.3 Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community. |
| Status | Preliminary design commenced internally. |
| Endorsed By | ELT |
| Project Owner | DPG / Open Space & Recreation. |
| Project Maturity Stage | Concept / Design Required |
| Progression Milestones / Next Steps | Preliminary design commenced internally to move project further into shovel ready stage. |
| Accountability Measures | DPG / Open Space & Recreation. to review resourcing, funding triggers and next steps through future register updates. |

| Glen Innes Powerhouse Project. Full business case study. | |
|---|--|
| Background | <p>A Community consultation has been completed, showing strong community interest. Council requests the preparation of a full business case and feasibility assessment Incorporating:</p> <ul style="list-style-type: none"> • heritage and engineering due diligence • capital and operational capital model • financial viability testing • WHS and risk analysis • governance and partnerships options • staging and funding pathways aligned with grant availability |
| DP and OP Reference | Council Resolution 17.11/25. |
| Status | <p>Business case to be funded through any/all of the following pathways:</p> <ul style="list-style-type: none"> • inclusion in the 2026/27 Operational Budget • co-funding through external grants programs • wholly funded through successful grant applications • Funding pathways subject to suitable grant availability. |
| Endorsed By | <p>Council Resolution 17.11/25 27 November 2025 Council Meeting.</p> |
| Project Owner | DPG. Economic Development and Tourism. |
| Project Maturity Stage | Scoping / Business Case Funding Pathway |
| Progression Milestones / Next Steps | Staff have continued to monitor suitable grants. No suitable external grant funding has been identified at this time to support preparation of the business case and feasibility assessment. Council continues to seek suitable grant funding to progress the business case and related planning work in line with Council’s resolution. |
| Accountability Measures | DPG Economic Development and Tourism to continue grant monitoring, prepare the June 2026 Council report and report further progress through future register updates. |



Periodic Review 2025-2026 Operational Plan (Q3)



Periodic Review of the 2025-2026 Operational Plan (Q3)

| ACTION | RESPONSIBILITY | PROGRESS | STATUS |
|--|----------------|---|-------------|
| E1.1.1.1 Deliver issues paper and commence Waste Strategy. | DPG | <p>80%</p> <p>This project remains on track for completion within the scheduled timeframes. The Waste Issues Paper is due to be delivered by the end of May 2026, with the Waste Strategy to follow by the end of August 2026, during the 2026/27 financial year.</p> <p>Following the Councillor Workshop held in February, the consultant is also preparing a kerbside collection report comparing the cost of delivering the service in house against a contracted service. This report is expected to be provided mid Q4 and will be included with the Waste Issues Paper for Council’s consideration at the June or July 2026 meeting.</p> | Progressing |
| E1.1.2.1 Scope a program for sustainable biosecurity and identify available funding options. | DPG | <p>80%</p> <p>Progress on the Local Weed Biosecurity Plan - now called the Draft Glen Innes Severn Council Weed Management Strategy 2026 - 2030 continued during Q3, with the Strategy scope completed in mid-March as scheduled. The draft Strategy is now undergoing final completion, review and refinement and is anticipated to be finalised by mid-June 2026.</p> <p>Council’s Biosecurity Officer is also continuing operational weed control activities, including the spraying of priority weeds, education to the community and inspection of properties using funding secured through the Weeds Action Program.</p> | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>E1.1.3.1 Advocate and promote the Glen Innes REZ to attract industry growth and diversity.</p> | <p>DPG</p> | <p>75% Works to advocate and and promote the Glen Innes Renewable Energy Zone progressed in Q3 through the progression of preparation of the Investment Prospectus. Initial work has included the inclusion of a dedication renewables section within the proposed structure and format to support this action. Meetings have also been held with two (2) renewable energy proponents interested in renewable energy projects within the LGA which has resulted in progression of both projects.</p> | <p>Progressing</p> |
| <p>E1.1.3.2 Finalise the Climate Action Plan and commence implementation of priority initiatives.</p> | <p>DPG</p> | <p>80% In Q3, it was determined that the Climate Action Plan work would be broadened into an Environmental Sustainability Strategy and Action Plan. This will include climate actions, protection of natural landscapes, resilient communities, sustainable towns and villages, and responsible consumption and production. A 2026/27 Operational Plan action has been included, with preparatory works building on the Climate Action Plan to occur in Q4.</p> | <p>Progressing</p> |
| <p>E1.2.1.1 Work with local sustainability groups to develop an action plan for noxious weed control.</p> | <p>DPG</p> | <p>75% Council’s Biosecurity Officer is preparing a draft Glen Innes Severn Council Weeds Management Strategy. Once the initial draft is complete, Council will engage with local sustainability groups to review and refine the Strategy before it is reported to Council for consideration and public exhibition. The draft Strategy is scheduled to be completed by mid June 2026, with stakeholder collaboration to follow. The final</p> | <p>Progressing</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| | | draft is anticipated to be presented to Council for consideration and public exhibition in July or August 2026. | |
| E1.2.2.1 Administer the heritage fund to support tangible upgrades to heritage street scapes within the LGA. | DPG | 90% In Q3, progress continued on the three approved Heritage Assistance Fund projects, with one funded project completed during the quarter. The remaining two projects are progressing and are due for completion in Q4, ahead of the 30 April 2026 deadline. All funding claims remain subject to officer review to confirm works have been completed in accordance with grant requirements. | Progressing |
| E1.2.2.2 Apply for heritage funding to achieve upgrades to heritage street scapes within the LGA. | DPG | 75% Council officers continue to monitor for available heritage funding. No opportunities presented in Q3 25/26. | Progressing |
| E1.2.3.1 Review and update the Glen Innes Severn Council Development Control Plan. | DPG | 50% RFQ process completed and potential candidates shortlisted. | Progressing |
| E1.3.1.1 Ensure that our GeoRegion status and the National Geotourism Strategy and framework are central to the Destination Management Plan and marketing of Glen Innes Highlands. | DPG | 100% Implementation of the Glen Innes Highlands Destination Management Plan 2026–2030 has commenced, with GeoRegion positioning and the National Geotourism Framework continuing to guide destination marketing, storytelling and tourism development activities. Geotourism themes will be integrated into digital content, visitor information, geotrail planning and partnership opportunities to strengthen Glen Innes Highlands’ position as a leading regional geotourism destination. | Completed |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| E1.3.2.1 Review and adopt the Destination Management Plan. | DPG | 100% The final Glen Innes Highlands Destination Management Plan 2026 - 2030 was adopted at Council's December 2025 meeting. | Completed |
| E1.3.2.2 Continue to seek funding for the delivery of the New England Rail Trail and to support CoNERT to develop experiences that contribute to geotourism. | GMO | 30% Still awaiting outcome of Precincts and Partnerships application to the Federal Government. Survey of structures complete. Detailed project plan prepared for meeting the framework. | Progressing |
| F1.1.1 .1 Ensure 100% compliance with the Australian Drinking Water Guidelines. | DIS | 75% The Water Treatment Plant is running well. The results from the NSW Health lab every week have shown the plant is meeting the Australian Drinking Water Guidelines | Progressing |
| F1.1.1.2 Achieve 100% compliance with EPA licence number 576. | DIS | 75% The Wastewater Treatment Plant is performing well and meeting all compliance requirements for License 576 | Progressing |
| F1.1.1.3 Implement and complete the water and sewer capital works program. | DIS | 90% 100% of Sewer capital renewals has now been completed. Bourke Street Water Mains renewal has been completed and the Wentworth Street water main renewal is nearing completion | Progressing |
| F1.1.2.1 Deliver Glen Innes Aggregates services that support renewal and maintenance of Council's infrastructure assets. | DIS | 85% Current year to date quarry production is on target with the 12-month rolling totals at over 145,000 tonnes of road construction materials that is meeting the needs of Councils renewal and maintenance programs. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| F1.1.2.2 Ensure Glen Innes Aggregates achieves an annual profit. | DIS | 80% The Q3 reporting is showing that the Glen Innes Aggregates is still continuing to make an operating profit. | Progressing |
| F1.1.2.3 Implement and complete the annual capital works program. | DIS | 80% The annual capital works program is on track for completion by the end of FY. | Progressing |
| F1.1.2.4 Deliver maintenance works to the adopted levels of service and monitor the progress of these works. | DIS | 70% Due to the current water shortages, the southern grading crew has been paused and is currently approx.20% behind schedule. Northern grading has been prioritised as the northern area was in greater need of maintenance and is currently on track. | Progressing |
| F1.1.2.5 Update and revise Council's Asset Management Strategies and plan in line with current Long-Term Financial Plan (LTFP). | DIS | 40% Manager of Asset Services / Asset Officer have commenced a review and update of the Asset Management Plans. The Plans are expected to be completed by the middle of June 2026. | Progressing |
| F1.1.3.1 Implement and complete the drainage capital works program. | DIS | 75% Drainage upgrade works have progressed well with work scheduled to be completed by the end of the FY | Progressing |
| F1.1.3.2 Deliver rural drainage maintenance works through the allocation of a three person drainage team and associated plant. | DIS | 75% Between January and March 2026 the drainage team have completed culvert installation and repair, and open drain cleaning works on Shannon Vale Road, Browns Road, Polhill Road, Waterloo Road and Severn River Road amongst others. The team is currently operating with one vacancy, however this is being backfilled with relief plant operators and apprentices. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| F1.2.1.1 Prepare recreation and open space strategic plan. | DPG | 0% Preparation of the Recreation and Open Space Strategic Plan has been deferred and carried forward to the next financial year to align with the recruitment of the new Manager of Recreation and Open Spaces, who will have a pivotal role in leading and informing the development of the document. | Not yet commenced |
| F1.2.1.2 Scope place activation plan for Glen Innes Central Business District (CBD) that outlines actions to enhance the vibrancy usability and appeal of the town centre. | DPG | 80% The Draft Glen Innes Highlands Precincts Activation Framework and Strategy, which incorporates the Glen Innes CBD has now been completed. The document provides guidance for future precinct and village masterplans, informed by NSW best practice public place activation principles, and is scheduled to be reported to Council at the April 2026 Ordinary Meeting for consideration. | Progressing |
| F1.2.1.3 Develop and deliver a precincts and activations framework and strategy for rural villages. | GMO | 75% Considered by Council at the April meeting and adopted subject to amendments for the purposes of exhibition. Preparations underway for Deepwater consultations. | Progressing |
| F1.2.2.1 Implement landscape plan for the Glen Innes Indoor Sports Centre. | DPG | 35% The project has now commenced, with tree planting now completed on the left hand entry, including the installation of pistachio trees, along with a new irrigation system to support establishment and ongoing maintenance. Works are anticipated to be completed by 30 June. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>F1.2.2.2 Maintain the upgraded Glen Innes main street following the 24/25 Glen Innes Town Centre Beautification Project, ensuring presentation and upkeep aligns with the original landscape design.</p> | <p>DPG</p> | <p>85% Maintenance of the upgraded Glen Innes main street is ongoing following completion of the 2024/25 Town Centre Beautification Project. Two Open Space and Recreation staff continue to be deployed each morning to maintain presentation and ensure upkeep aligns with the original landscape design, supported by routine inspections and scheduled maintenance activities. Maintenance practices are currently being adapted in response to water restrictions, with a focus on water efficiency and prioritisation of key landscape areas.</p> | <p>Progressing</p> |
| <p>F1.2.2.3 Develop detailed design plans for the establishment of a pump track, skate park extension and amenities.</p> | <p>DPG</p> | <p>0% No further progress has been made, as no grant funding has been secured to date. Staff will continue to monitor and pursue suitable funding opportunities to support progression to detailed design for the pump track, skate park extension and associated amenities when they become available, however a budget allocation of \$15,000 has been proposed as part of Council's 26-27 Operational Plan & Budget, due to be put to Council for consideration in April / May.</p> | <p>Not yet commenced</p> |
| <p>F1.2.2.4 Prepare scope and budget to upgrade Wilson Park to meet Australian Standards.</p> | <p>DPG</p> | <p>85% Works have progressed well with the scope and budget to upgrade Wilson Park to meet Australian Standards nearing completion. The fully completed scope is anticipated to be delivered before the end of Q4.</p> | <p>Progressing</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| F1.2.2.5 Expand shared footpath network as funding allows and in accordance with the Pedestrian Access Management Plan. | DIS | 75% The Safer Local Roads and Infrastructure Grant application was unsuccessful, and no further feedback has been received regarding Council's application for funding for an Active Transport Strategy under the Get NSW Active grant. The Bourke Street footpath between Macquarie Street and West Avenue commenced construction in April 2026 and is due for completion in late May. | Progressing |
| F1.2.3.1 Undertake a place-based audit to identify priority local infrastructure and historical landmarks for activation, preservation, and adaptive reuse aligned with place-making and community wealth building principles. | DPG | 80% Progress continued in Q3, with the high level infrastructure audit of public places incorporated into the completed Draft Glen Innes Highlands Precincts Activation Framework and Strategy. The draft Framework and Strategy is now scheduled to be reported to Council at the April 2026 Ordinary Meeting for consideration. | Progressing |
| F1.2.3.2 Leverage the place-based capital program resources to determine opportunities to increase community ownership of infrastructure and programs linked to future Renewable Energy Zone (REZ) Community Benefit Scheme Framework. | GMO | 50% Future fund established to guide the Renewable Energy Zone Community Benefit Scheme Framework. | Progressing |
| F1.3.1.1 Utilise Artificial Intelligence (AI) inspection software to facilitate natural disaster recovery funding applications. | DIS | 75% Another AI inspection has been carried out this quarter to update the road network current condition. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>F1.3.1.2 Facilitate emergency services within the LGA.</p> | <p>DIS</p> | <p>75% The Local Emergency Management Officer (LEMO) facilitates 4 Local Emergency Management Meetings annually. 3 LEMC meetings have been facilitated with the final meeting for the Financial Year being held in May 2026. The LEMO has finalised the Pre-Event Recovery Plan in consultation with the NSW Reconstruction Authority and the Local Emergency Management Committee. This has been presented to the Executive Leadership Team and Councillors during a Councillor workshop.</p> | <p>Progressing</p> |
| <p>F1.3.2.1 Research opportunities for public-private partnerships.</p> | <p>DPG</p> | <p>80% Investigation of a waste to energy public private partnership remains on hold in accordance with the 2025 Council resolution, pending completion of the proposed feedstock trial. Council is currently awaiting return of the SLA from the waste to energy proponent before the trial can progress. During Q3, monitoring of other potential PPP opportunities was undertaken, including opportunities in the renewables sector and the provision of accommodation to support renewable energy projects. Findings from this work are expected to be progressed in Q4.</p> | <p>Progressing</p> |
| <p>F1.3.3.1 Construct an off-leash dog park in Glen Innes.</p> | <p>DPG</p> | <p>80% All materials required for the revised off leash dog park design have now been ordered. Delivery of the fencing materials is expected in mid May 2026, following supplier stock delays. Installation works are scheduled to commence in late May 2026 and are expected to be completed before 30 June 2026, subject to delivery timeframes.</p> | <p>Progressing</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>F1.3.3.2 Identify underutilised public spaces that can be activated through temporary or permanent installations such as street games, nature play zones, public art, and cultural trails.</p> | <p>DPG</p> | <p>80%</p> <p>The Draft Glen Innes Highlands Precincts Activation Framework and Strategy has been completed and is scheduled to be reported to Council at the April 2026 Ordinary Meeting.</p> <p>The Framework sets the process for confirming underutilised public spaces through robust consultation with the community. This consultation will underpin future activation opportunities, including temporary or permanent installations such as street games, nature play zones, public art and cultural trails, recognising that local communities are best placed to identify what will work in their own places.</p> | <p>Progressing</p> |
| <p>F1.3.3.3 Integrate climate resilience and sustainability standards into all new public infrastructure projects, including use of low-emission materials, renewable energy systems (e.g. solar lighting) and water-sensitive urban design.</p> | <p>DPG</p> | <p>70%</p> <p>The Stronger Country Communities project encompassing climate resilience components at Glen Innes Aquatic Centre was completed as scheduled in January 2026. To embed this approach organisation wide, a draft 2026/27 Operational Plan action has been proposed to develop and adopt a Climate Resilience and Sustainability Design Guideline for public infrastructure projects, with the aim of applying low emission materials, renewable energy and water sensitive urban design standards to new projects from 2027/28.</p> | <p>Progressing</p> |
| <p>O1.1.1.1 Engage community in the development of the 10-year Waste Strategy.</p> | <p>DPG</p> | <p>85%</p> <p>Community consultation was undertaken between October and December 2025 through in person pop up sessions and a community survey available both online and in hard copy. A draft Issues Paper has been prepared and is scheduled to be presented to Council in June or July 2026. The 10 Year Waste Strategy remains on track for delivery in August 2026</p> | <p>Progressing</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| | | which will include further community consultation as part of the process. | |
| O1.1.1.2 Deliver and implement a strategic marketing and activation plan for the Highlands Hub to increase community engagement, usage and visibility. | DPG | 80% The Highlands Hub Temporary Marketing and Engagement Plan continues to be implemented, with quarterly progress reports for Q1, Q2 and Q3 presented to Council. Actions have focused on improving visibility, engagement, website usability, bookings and pricing review outcomes. Insights gathered through reporting, usage trends and stakeholder feedback are informing the final Highlands Hub Strategic Marketing and Activation Plan, which remains on track for completion in Q4 2026. | Progressing |
| O1.1.1.3 Provide leadership in developing child safe strategies and building awareness of New South Wales (NSW) Child Safe Standards. | DCCS | 70% Significant progress has been made in strengthening child safe capability through leadership, strategy development, and increased awareness of the NSW Child Safe Standards. Since 2023, Council has progressed from an Emerging to Proactive level, with improved governance, staff training, and integration of child safe practices. A stronger culture of accountability and continuous improvement is now embedded, positioning the organisation to further strengthen participation, engagement, and review processes. | Progressing |
| O1.1.1.4 Develop a vision and Master Plan for the library to ensure that Council | DCCS | 50% Progress has been made on finding a suitable professional industry standard consultant to conduct community and stakeholder surveys and consultation meetings across the | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| continues to meet the community's changing needs and expectations. | | Glen Innes Severn region. GISC is also actively pursuing grant funding opportunities for this purpose. | |
| O1.1.2.1 Conduct a Community Satisfaction Survey. | DCCS | 0% The Community Satisfaction Survey will be deferred from this financial year to next financial and is dependent on budget allocation. Significant community engagement occurred in 2025 through the CSP and SRV engagement process. | Not yet commenced |
| O1.1.2.2 Utilise the Have Your Say engagement platform for community consultations. | GMO | 80% Continually being utilised for public consultation with the budget and operational plan utilising the platform | Progressing |
| O1.1.2.3 Implement a customer online self-service platform, in line with Council's Business Systems Improvement Roadmap. | DCCS | 80% The Civica Altitude Customer Relationship Management (CRM) module is being implemented, with a revised go live date of 1 September 2026. Council has been successful in obtaining partial funding for its Voice of Customer and Knowledge Automation Project, based on the AI powered Microsoft Dynamics Contact Centre. Expected project start date is 1 August 2026. | Progressing |
| O1.2.1.1 Prepare an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) in line with the IPART guidelines. | DCCS | 90% GISC's SRV Application was lodged with IPART before the February deadline. The latest information states that a decision from IPART is not expected until June 2026. Council officers have been in regular contact with IPART to respond to questions and provide clarification relating to areas of our SRV application. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| O1.2.1.2 Review and update Council's Hardship, Debt and Recovery and Pensioner Rebate Policies. | DCCS | 70% The Financial Hardship Policy and Debt Recovery Policy were updated and endorsed by Council on 25 September 2025, these documents will undergo a further review, if and when GISC's Special Rate Variation application is approved - likely to be known in June 2026. | Progressing |
| O1.2.2.1 Undertake annual review of LTFP. | DCCS | 90% The Draft LTFP has been endorsed by Council for Public Exhibition at the extraordinary Meeting of Council on 11 May 2026. After the exhibition period, Council will review all submissions and make any necessary revisions to the Draft LTFP - for approval by Council at its Meeting in June 2026. | Progressing |
| O1.2.2.2 Implement the Business Systems Improvement Roadmap as endorsed by Council. | DCCS | 70% The second cut of GL and Work Order Structure design is completed as is the solution design and configuration work for core modules. The second cut of data migration has been completed and the third data cut is now in progress. Staff have completed most training for critical finance modules and are now heavily engaged in user testing in preparation for Go-Live on 1 July 2026. Parallel testing (current system and new system) will commence from mid May through to Go-Live. At this stage the project is largely on track however as we progress to the go live date there is no room for any delays. | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>O1.2.2.3 Maintain up-to-date grants and contracts registers and improve end-to-end grants process.</p> | <p>DCCS</p> | <p>75% The grants approvals, monitoring and reporting processes continue to be monitored and updated regularly. Grant applications must be assessed and approved by the Capital Board with an increased focus on any impacts to ongoing operations, budgets and depreciation. New grants applications, recently approved grants, and the grants register information, along with the capital program are reported to Council each quarter via the capital works report. Councils Capital Board continues to meet monthly and provides oversight and approval on grant applications.</p> | <p>Progressing</p> |
| <p>O1.2.2.4 Ensure management of contracts assets to maintain appropriate cash flow.</p> | <p>DCCS</p> | <p>70% As reported to Council in April, GISC has a positive unrestricted cash position of \$2.18M and Contract assets at \$5.15M. Fluctuations in cash are not unusual for Council as expenses and income can both be quite "lumpy". The management of unrestricted cash is a very high priority and we continue to make every effort to ensure a positive unrestricted cash position is maintained. The securing of \$10M for working capital through internal and external loans is assisting Council's efforts and the draft budget for 2026/27 reflects a strong focus on management of expenditure.</p> | <p>Progressing</p> |
| <p>O1.2.2.5 Meet all financial reporting requirements in line with the NSW Local Government Act 1993.</p> | <p>DCCS</p> | <p>75% Council submitted its Audited Financial Statements within the extension period timelines (20 February 2026) approved by OLG. Council continues to meet its monthly reporting obligations to OLG and to Council. The finance team continues to report to Council including the monthly Cash &</p> | <p>Progressing</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| | | Investments Report; Qtrly Capital Works Report, and the Quarterly Borrowings Report. | |
| O1.2.2.6 Ensure the Quarterly Budget Review (QBR) is reported to Council in line with the Local Government Act 1993. | DCCS | 75% The Quarterly Budget Review (QBR) for Q3 will be presented to Council at the May Ordinary Council Meeting. The QBR process has continued to focus on budget savings and efficiencies across all functions of GISC. With the implementation of the new Civica finance system on 1 July 2026, it is expected that the budget and QBR process and reporting will improve significantly. | Progressing |
| O1.2.3.1 Identify Council assets that can leverage funding opportunities and alternate income streams. | GMO | 50% Income being generated from the commercial tenant at the depot. EOI process just completed for Deepwater Railway Station. School of Arts and Music Pilot Program is set to generate income from the Old Severn Shire Building which has been vacant for over three years. A new lease is being negotiated with TAFE and UNE to rent the Learning Centre Room at Glen Innes Library. The Council land adjacent to the Airport is expected to generate rental income from Taronga Tin Mine work site by year end (waiting on State Govt approvals) and a commercial lease agreement has been finalised. | Progressing |
| O1.3.1.1 Consult with Council in the preparation of a comprehensive advocacy program. | GMO | 70% This has paused, a compilation of all advocacy undertaken to date is being prepared and consideration being given to the preparation of an election charter. | Progressing |



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| O1.3.2.1 Scope costs involved in the digital mapping of Glen Innes Cemetery and plan for implementation. | DPG | 80% Digital mapping of Council's Glen Innes Cemetery is nearing completion, with data validation currently underway prior to final testing and implementation including the public release of the mapping system by 30 June 2026. | Progressing |
| O1.3.2.10 Undertake a review of the Asset Management Plan to align it with asset maintenance and renewals. | DIS | 40% Manager of Asset Services / Asset Officer have commenced a review and update of the Asset Management Plans. The Plans are expected to be completed by the middle of June 2026. | Progressing |
| O1.3.2.2 Complete the implementation of the Reliansys governance suite risk module and compliance register. | DCCS | 70% The Risk Management Policy, Risk Management Plan, and Risk Appetite Statement have been reviewed and will be tabled with ARIC at its June meeting. It will then go to Council in June for endorsement for public exhibition. Once endorsed, Council will create the updated risk registers in its governance management system (Reliansys) to finalise implementation of the governance suite's risk module. The compliance module has been implemented. | Progressing |
| O1.3.2.3 Ensure reporting obligations to Audit, Risk and Improvement Committee (ARIC) are being met in line with Office of Local Government (OLG) guidelines. | DCCS | 75% Council has met all reporting obligations to the ARIC in line with OLG guidelines. All required reports were prepared and submitted for the scheduled ARIC meeting held in December 2025 and March 2026, with follow-up actions progressed. A strategic review of the ARIC was also completed and a Council report detailing the outcomes of the review was tabled at the March 2026 Council Meeting. | Progressing |



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| O1.3.2.4 Coordinate statewide mutual continuous improvement pathway across Council and ensure Council is adequately insured. | DCCS | 70% Council officers completed the three Continuous Improvement Pathway self-assessments, which were submitted to ELT in February 2026 for review. Preparations for the 2026–2027 insurance renewals have been completed, and Council officers met with Statewide in January 2026 to commence the renewal process and confirm Council’s coverage needs. Statewide officers are yet to provide the final insurance quotes for the 2026/27 financial year. GISC is planning a competitive market appraisal process for insurance suppliers in 2026/27 financial year. | Progressing |
| O1.3.2.5 Implement a professional development program for Councillors. | DCCS | 40% Planning has commenced for Councillor professional development with a number of training service providers being considered. The professional development program for Councillors has made little progress in Q3 due to a resourcing gap in the Manager Governance role. The new Governance Manager will address this action as a priority in Q4. | Progressing |
| O1.3.2.6 Reduce outstanding debts to Council to ensure we meet OLG benchmark. | DCCS | 50% Outstanding rates debt is a key area of focus for Council and while our internal resources are doing their best, we are considering external service providers to assist with reducing the collections backlog. Progression of outstanding debt reduction initiatives including improvements in contacting rate payers will be accelerated in Q4. | Progressing |
| O1.3.2.7 Provide quarterly progress reports of the Operational Plan. | DCCS | 75% The Q3 Operational Plan Progress Report is included on the May Meeting of Council agenda. | Progressing |



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| O1.3.2.8 Deliver rates notification and collection services in line with the NSW Local Government Act 1993. | DCCS | 75% Rates notices have been sent in July 2025, October 2025, January 2026 and April 2026 for the final quarter in accordance with the Local Government Act. Collection services are also managed within the parameters of the LG Act. | Progressing |
| O1.3.2.9 Undertake a review of procurement practices across Council with an aim to reduce procurement costs. | DCCS | 50% The internal Audit of Procurement Practices was undertaken in March 2026 with the final report due shortly. The recent Service Review of the Finance Function also investigated procurement practices and processes and will be finalised in the coming weeks. Both reports will be used to inform an improvement plan for procurement across GISC. | Progressing |
| O1.3.3.1 Conduct an Employee Engagement Survey to gauge the organisational climate and identify and commence implementing actions necessary for building a positive organisational culture. | DCCS | 90% The Culture Discovery survey conducted by the Dattner Group was completed in August 2025. Council's Executive Manager of People and Culture is currently developing a framework to address areas for improvement identified in the survey. | Progressing |



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| <p>O1.3.3.10 Develop and implement Council's Elevate 360 Business Improvement Plan to build a positive workforce culture, secure efficiencies in service delivery and reduce costs.</p> | <p>GMO</p> | <p>Elevate360 is Council's internal framework for strengthening organisational and people performance.</p> <p>The framework is a core component of the People and Culture Strategy and the three-year People and Culture Roadmap. Together with the Future Ready Service Framework, it provides the foundation for delivering Council's organisational strategy.</p> <p>Implementation has progressed through the use of the Culture Amp platform to support performance management and employee engagement. Key elements introduced include:</p> <ul style="list-style-type: none"> Leadership capability initiatives and a Leadership Narrative for the Executive Leadership Team Quarterly Executive Business Reviews (QEBR) Manager 1:1 frameworks Onboarding and exit surveys Organisation-wide engagement practices <p>Training has been delivered to Executives on the Leadership Narrative and QEBR process, and to all managers on the use of Culture Amp and effective 1:1 conversations. Reporting mechanisms are being put in place to monitor progress and support a more consistent, data-informed approach to leadership and performance.</p> <p>All components of Elevate360 have been developed internally using existing Council resources.</p> <p>A further update will be provided at the June Councillor Workshop.</p> | <p>Progressing</p> |
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| O1.3.3.11 Deliver acquisition and design of new civic offices. | GMO | 80% Subdivision has been approved by Council with purchase settlement expected within 2 months, design 80% complete. | Progressing |
| O1.3.3.2 Develop Council's online learning management systems to facilitate organisation learning and development including upskilling Information and Communications Technology (ICT) skills. | DCCS | 75% Training under the 2025/2026 Corporate Training Plan has been delivered. A regular program of cyber security training has been developed and is being successfully delivered via an online platform. Council is currently looking at options for upgrading or replacing its Learning Management System. | Progressing |
| O1.3.3.3 Review Council's current employment branding and recruitment practices to improve young people's participation in the workforce through developing Council's employee value proposition. | DCCS | 50% Council's Executive Manager People and Culture is working on projects to develop Council's employee value proposition and organisational culture. Council has successfully established six fully funded traineeships and apprenticeships under the OLG's Fresh Start program, plus a Schools Based Traineeship. | Progressing |
| O1.3.3.4 Link staff training and development programs to service delivery requirements and annual training plans. | DCCS | 100% Training under the 2025/2026 Corporate Training Plan has been delivered and a draft training budget included in the Operational Plan and budget for 2026 / 2027. | Completed |
| O1.3.3.5 Achieve Australian cyber security essential 8 maturity level 2. | DCCS | 80% Council commenced its second Essential 8 maturity assessment, with the final report due in the last quarter FY 2025/2026. The report will provide an accurate assessment of Council's progress towards Essential Eight Maturity Level One and Level Two. | Progressing |



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| O1.3.3.6 Conduct internal penetration testing of Council’s network and systems. | DCCS | 100% Internal and external penetration testing has been completed, with improved results over the last test. The results have been shared with Council's managed services provider, who will undertake the actions necessary to address identified risks. | Completed |
| O1.3.3.7 Review and implement a Workforce Wellness Program with an emphasis on psychosocial hazards and wellbeing. | DCCS | 75% Council's onsite EAP service has continued to be rolled out and has been very well received by employees, mental health awareness and first aid training for all staff has been undertaken, psychosocial hazard assessments and interventions have occurred at selected worksites, and leadership training to has also been delivered to address psychosocial risks. | Progressing |
| O1.3.3.8 Undertake a review of Council’s Work Health and Safety (WHS) risks and implement an approved annual WHS Action Plan. | DCCS | 75% An independent review and audit of GISC’s high risk areas was completed in August 25 by BWS Consulting, and a debriefing workshop with all Managers was held. An action plan to address the identified high-risk areas was developed with Managers and implementation of the actions is progressing. Every month the WH&S priority actions are reviewed by Directors and Managers at the WH&S Consultative Committee Meeting. | Progressing |



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| <p>O1.3.3.9 In line with Council’s Service Review Framework, undertake two Service Reviews - Financial Services and Customer Service.</p> | <p>DCCS</p> | <p>60% The service review of the Financial Services Function is progressing well with a comprehensive review of the finance function with a focus on improving processes, procedures and systems. However this component of the review has been delayed due to operational priorities and staff absences and is now scheduled for completion in Q4. The Customer Service Review has also commenced with a report to Council tabled at the May Meeting outlining recent improvements in Customer Services and immediate actions taken. The Service Review of Customer Service will be progressed through Q4.</p> | <p>Progressing</p> |
| <p>P1.1.1.1 Advocate for waste to energy (WtE) initiatives in the local area.</p> | <p>DPG</p> | <p>70% Council is progressing the proposed biochar and syngas WtE feedstock trial, with January 2026 benchtop trial results still pending. The proposed SLA is under review and anticipated by end of May 2026. Council is also progressing biosolids classification to support lawful use in the trial. The 10 Year Waste Strategy issues paper which will incorporate WtE initiatives, remains on track for mid May, with the final Strategy anticipated in August 2026. Grant monitoring continued in Q3, with no feasible funding identified.</p> | <p>Progressing</p> |
| <p>P1.1.1.2 Deliver the revised Glen Innes Highlands Economic Development Strategy and commence implementation of its action plan</p> | <p>DPG</p> | <p>100% The Glen Innes Highlands Economic Development Strategy 2026–2030 continues to guide economic development priorities across the region following adoption at Council’s December 2025 Ordinary Meeting. Initial implementation actions and internal planning have commenced, aligned with strategic priorities including business growth, workforce resilience, tourism, partnerships and investment attraction. Ongoing delivery and monitoring of the action plan will</p> | <p>Completed</p> |



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| | | continue throughout 2026/27 in conjunction with the Destination Management Plan. | |
| P1.1.2.1 Following finalisation of the Economic Development Strategy, develop a Glen Innes Severn Investment Prospectus. | DPG | 50% Preparation of the Investment Prospectus has commenced, with initial work focused on analysing key data to inform its content, along with confirming the proposed structure and format for the document. The final Investment Prospectus is scheduled to be completed by the end of Q4. A draft action has also been proposed for inclusion in the 2026–2027 Operational Plan to support the development and delivery of a targeted marketing campaign to promote the Prospectus. | Progressing |
| P1.1.2.2 Strategic management of Glen Innes Aggregates to ensure responsible resource management working in line with Environment Protection Authority (EPA) licence requirements. | DIS | 75% The current extraction limit is capped at 65,000 tonnes per 12-month period. Current 12-month rolling totals are GIA 55,000 tonnes; Wattle Vale 60,000 tonnes. A management plan is in place and reviewed on a six-monthly basis to ensure that we remain within our extraction rates, | Progressing |



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| <p>P1.1.2.3 Explore and develop new opportunities in accordance with stage 2 of the Airport masterplan and seek funding.</p> | <p>DIS</p> | <p>10% Council is currently looking at options for worker accommodation for New England REZ projects and other worker camp needs, whilst not specifically listed in the Airport Masterplan other opportunities have been limited however will continue to be developed into next years Operational Plan.</p> | <p>Progressing</p> |
| <p>P1.1.2.4 Update the draft Local Economic Leakage analysis report from REMPLAN and leverage to attract business and industry and enable further partnership and collaboration with the Glen Innes Business Chamber.</p> | <p>DPG</p> | <p>52% Work has continued on the Local Economic Leakage Analysis, including review of economic data, sector trends and expenditure patterns across the region. The analysis will identify opportunities to reduce economic leakage, strengthen local supply chains and support targeted business attraction. The findings will also inform the Investment Prospectus, with both projects being developed concurrently. The leakage analysis is expected to be completed slightly ahead of the Investment Prospectus in Q4.</p> | <p>Progressing</p> |
| <p>P1.1.3.1 Develop and deliver a development concierge service to attract new and significant developments in the LGA.</p> | <p>DPG</p> | <p>50% Preparation of the Development Concierge Service Framework commenced in February as scheduled and is expected to be finalised before the end of Q4. To support promotion of the service and help attract new and significant development to the LGA, a draft 2026/27 Operational Plan action has been proposed to promote and deliver the Development Concierge Service, established in</p> | <p>Progressing</p> |



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| | | 2025/26, in conjunction with the Investment Prospectus. This would target a minimum of 20 prospective developers and investors by 30 June 2027. | |
| P1.2.1.1 Advocate for the attraction of an Open University provider and support the establishment of a local tertiary hub that enables flexible, supported study options for the community. | DCCS | 60% Further meetings and conversations with UNE and TAFE have been held and the completion of the lease negotiations is well progressed. We are also exploring the opportunity to engage with other Universities including Southern Cross University to develop partnerships for an expanded support program for local tertiary students. Further progress on this front is expected in Q4. | Progressing |
| P1.2.1.2 Establish partnerships and lead targeted initiatives with training providers, industry, and government to expand local vocational training and apprenticeship pathways for young people | DCCS | 70% We now have a total of six trainees / apprentices engaged under the Fresh Start Program, which will be ongoing. Council has also taken on a single SBAT (School Based Apprenticeship or Traineeship), in the building maintenance area. GISC has also commenced the School of Arts and Music Pilot Program which we anticipate will lead to the development of locally based music educators in the future through NECOM and other avenues. | Progressing |
| P1.2.2.1 Implement recruitment, traineeships, and mentoring programs to increase Aboriginal and Torres Strait Islander employment within Council to levels that reflect the working-age | DCCS | 75% Council has six fully funded apprenticeships or traineeships established under the OLG Fresh Start Program, which were available for Aboriginal / Torres Strait Islanders to apply for. Council has also established one School Based Traineeship, which is the maximum number currently available through the GI High School. Funding will also be applied for under the | Progressing |



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| population, in alignment with Council’s Equal Employment Opportunity Policy. | | next round of the Elsa Dixon Aboriginal Employment Grant, opening on 1 July 2026. | |
| P1.3.1.1 Develop an advocacy program to improve accessible sustainable off grid housing solutions. | GMO | 0% To be commenced in the last quarter. | Not yet commenced |
| P1.3.1.2 Identify, secure, and activate priority housing sites in collaboration with government and private sector partners to facilitate delivery of diverse and affordable housing options aligned with strategic growth priorities. | DPG | 75% The feasibility study for the Council owned parcel south west of Glen Innes continued during Q3, assessing the potential delivery of a small number of residential lots without the need for an LEP amendment. The study is progressing, with findings anticipated in late Q4 to inform next steps and any future opportunities for residential land supply, which could include affordable housing sites that could be developed by Homes North or the like. | Progressing |
| P1.3.2.1 Review and update Local Environmental Plan (LEP). | DPG | 50% The RFQ process was completed in Q3, with the successful consultant selected to commence the Principal LEP Review in Q4. The scope includes updating the LEP in line with Council’s current land use strategy documents, a review of minimum lot sizes, residential and employment growth areas, land use tables, exempt development opportunities, REZ related uses, zone interfaces and alignment with Council's key plans and strategies. An Operational Plan Action is proposed for 26-27 to complete the review and updating of the LEP, which is a multi-year project. | Progressing |



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| P1.3.3.1 Review the Development Service Plan to help facilitate housing development. | DIS | 0% IWCM is currently scheduled for completion in November 2026, the IWCM needs to be completed prior to the DSP update as the IWCM will inform critical information for example, future demand, asset upgrades / augmentations, staging of works and servicing decisions. Noting these requirements the review of the DSP is now forecast to be delivered in next year's Operational Plan. | Not yet commenced |
| P1.3.3.2 Undertake a review of Council owned vacant land appropriate to future housing development. | DPG | 100% Council owned vacant land suitable for future housing has been reviewed, with relevant parcels identified for consideration through the upcoming LEP review. Work has also continued on the small, unused and appropriately zoned road reserve parcel, with the in house feasibility study progressing during Q3. Findings are anticipated in Q4 to inform costs, constraints and next steps. | Completed |
| T1.1.1.1 Advocate on behalf of community to secure funding to attract more specialists and general health care. | GMO | 40% Ongoing discussions with RuralFit and PHN to facilitate the ongoing operation of the Health hub. Mayor continuing to actively advocate to the State Government regarding existing health services and to ensure full delivery of the hospital masterplan. | Progressing |
| T1.1.1.2 Identify and provide accommodation options for healthcare professionals | GMO | 0% Not yet commenced | Not yet commenced |
| T1.1.2.1 Strengthen partnerships with education providers to provide school readiness and school to work pathways. | DCCS | 100% Council has been successful in securing and filling six new traineeship/apprenticeship positions through the OLG | Completed |



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| | | Freshstart Program. These positions are fully funded through the program and all positions have been filled in Q2 and Q3. Council has also engaged with the GIHS and the Dept Education to participate in the School Based Apprenticeships and Traineeships (SBATs) program. Council has taken on a single SBAT, in the building maintenance area (reporting to Acting Manager Recreation and Open Spaces). | |
| T1.1.2.2 Finalise and implement the Youth Strategy | DCCS | 75% The document is now in the graphic design phase. Next steps - Council report for Public Exhibition | Progressing |
| T1.1.2.3 Maintain adequate external funding agreements to provide capacity building and engaging activities for early childhood and youth. | DCCS | 100% Glen Innes Severn Council has secured \$387,359 in funding from the NSW Department of Communities and Justice to continue delivering vital community strengthening services through The Youth Booth for the next five and a half years, representing a more than three-fold increase in annual funding. A secondary funding contract will support the continuation and expansion of Aboriginal Playgroups, which will be delivered weekly with a focus on cultural safety and Aboriginal-led service delivery. | Completed |
| T1.1.3.1 Plan and advocate for improved public transport options. | DIS | 80% The TfNSW Draft New England North West Strategic Regional Integrated Transport Plan is on exhibition. Council are currently developing a response to the draft plan, consultation closes on the 14 June 2026. | Progressing |



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| <p>T1.1.3.2 Facilitate information to the community on available transport options within the local government area</p> | <p>DCCS</p> | <p>80% LC-SS has partnered with the Community Access Committee to deliver a GISC Mobility Map. This document outlines accessibility and community transport options. The final proof will be going to print before 30/06/2026.</p> | <p>Progressing</p> |
| <p>T1.1.3.3 Expand current transport services to clients throughout the LGA.</p> | <p>DCCS</p> | <p>75% The Access Bus continues operating as an accredited Point to Point provider under CHSP, delivering weekly CBD transport, special event trips and individual transport services across the LGA. During Q3, a second round of community consultation was undertaken in Glencoe, Red Range, Deepwater and Emmaville to further assess community need and transport barriers. Feedback will inform future funding opportunities and potential service expansion investigations.</p> | <p>Progressing</p> |
| <p>T1.1.4.1 Finalise and adopt a National Broadband Network (NBN) Connectivity Strategy.</p> | <p>DPG</p> | <p>90% The Draft Digital Connectivity Plan, developed with NBN Co, is being updated to align with Council’s CSP 2025–2035 and recent telecommunications upgrades. More than 2,850 premises can now access upgraded full-fibre broadband services. The plan strengthens advocacy for digital connectivity, mobile coverage, emergency resilience and public Wi-Fi. The final plan is on track to be presented to Council in Q4 (June 2026) for consideration and adoption.</p> | <p>Progressing</p> |



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| <p>T1.1.4.2 Identify digital blackspots and advocate for additional mobile towers in the LGA.</p> | <p>DPG</p> | <p>80% Council officers continued to monitor mobile black spot funding and grant opportunities during Q3. No further opportunities eventuated during the quarter. This work builds on Council’s execution of four leases with Amplitel Pty Ltd for a mobile phone tower on land at Wattle Vale Quarry, supporting improved digital coverage between Glen Innes and Inverell.</p> | <p>Progressing</p> |
| <p>T1.2.1.1 Develop partnerships to contribute to NAIDOC Week events.</p> | <p>DPG</p> | <p>100% Council partnered with Armajun Health, Boorabee and Cooramah Aboriginal Corporations to support NAIDOC Week activities, including cultural events, Youth Booth activation, library programs, weaving workshops, cultural photography, road closures, banners, VIC displays and event logistics. These actions strengthened relationships and collaboration opportunities between Council and Aboriginal organisations, with further partnerships schedule for NAIDOC Week 5 July - 12 July 2026.</p> | <p>Completed</p> |
| <p>T1.2.1.2 Deliver the Australian Celtic Festival annual event.</p> | <p>DPG</p> | <p>100% The 2026 Australian Celtic Festival was successfully delivered under the Year of Scotland theme, attracting 4,243 attendees. The event featured 470 performers, 70 stallholders, 18 Clans and Societies, concerts, workshops and cultural activities. Strong involvement from local businesses, volunteers, community groups and partners contributed to the event’s success. Council is now undertaking feedback and debrief processes to support planning for the 2027 Year of Ireland and Isle of Man festival.</p> | <p>Completed</p> |



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| <p>T1.2.1.3 Deliver the Minerama Fossicking Gem & Jewellery Show annual event.</p> | <p>DPG</p> | <p>100% The 2026 Minerama Fossicking, Gem & Jewellery Show was successfully delivered at Glen Innes Showgrounds, attracting 2,151 attendees, including 404 children. The event featured traders, fossicking tours, workshops, demonstrations and strong community and volunteer involvement. Local businesses and community groups contributed to the success of the event. A post-event debrief has commenced, with findings and outcomes to inform planning and operational improvements for the 2027 event.</p> | <p>Completed</p> |
| <p>T1.2.1.4 Deliver the Christmas in the Highlands annual event.</p> | <p>DPG</p> | <p>100% The Christmas in the Highlands – Illuminations event acquittal and final reporting have been completed following the delivery of the 2025 event. Debrief outcomes, stakeholder feedback and operational learnings are now being reviewed to support planning for Year 2 of the Open Streets funding program. Early planning has commenced to build on the event’s placemaking, visitation and community engagement outcomes, with continued focus on immersive lighting, activation and community participation.</p> | <p>Completed</p> |
| <p>T1.2.1.5 Deliver the Harmony Day annual event.</p> | <p>DCCS</p> | <p>100% Council partnered with the Glen Innes District Community Centre to deliver the Community Harmony Day Morning tea on Friday 20th March 2026 with 32 attendees.</p> | <p>Completed</p> |



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| <p>T1.2.1.6 Develop an annual library program of activities and events based on community, cultural interests, community diversity and service needs.</p> | <p>DCCS</p> | <p>85% The Library delivered over January, February and March.* The Library Team's Annual Workshop to prepare the Annual Library Program 2026, manual handling and emergency evacuation drills and staff training for the yearly events.* New 'Summer Twilight Program' with Jennifer McKenzie and Matt Dodds* A School Holiday program delivering 6 events across Glen Innes, Deepwater and Emmaville.* Summer Regional Youth Holiday Program Grant with 3 well attended events.* A sold out IWD* Collaborated-15 events-Rewired Senior's Festival.* Tech Savvy Seniors at 3 libraries.</p> | <p>Progressing</p> |
| <p>T1.2.1.7 Review Council's Cultural Plan through community consultation to capture and report on all planned cultural projects and events.</p> | <p>DCCS</p> | <p>0% Council's Cultural Plan involves several departments across Council and a consultation meeting will need to be organised with the respective department managers. Due to other priorities, this action has not yet commenced and is planned for Q4.</p> | <p>Not yet commenced</p> |
| <p>T1.2.1.8 Investigate and seek grant funding to implement the Glen Innes Severn Learning Centre Strategic Plan</p> | <p>DCCS</p> | <p>90% Application submitted for a \$500,000 NSW Public Library Infrastructure Grant to refurbish Glen Innes Severn Library and Learning Centre; outcome is pending announcement by the Minister for Arts, Hon John Graham MLC. Successful collaboration in a \$10,000 NSW Seniors Festival Grant with Economic Place and Growth delivered 15 events across 4 locations. Also, a \$5,000 Summer Regional Youth Program Grant with Community Service/Youth Booth delivered 3 well received events.</p> | <p>Progressing</p> |



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| T1.2.1.9 Review and renew the Strategic Plan for Deepwater Emmaville and Glencoe library services. | DCCS | 90% The Strategic Plan for Deepwater, Emmaville, Glencoe Libraries 2026-2029 has been returned by ELT with a request for Quantitative Data and Trend Analysis details to assist them with their decision making. The MLLC is working on a report to provide them with these details. The strategy is close to finalisation and is scheduled to be presented to Council. | Progressing |
| T1.2.2.1 Deliver a volunteer recognition event. | DCCS | 75% Council will recognise and celebrate the contribution of local volunteers as part of National Volunteer Week (18-24 May 2026). The Library Services team are organising and coordinating a Volunteer Luncheon for Thursday, 21 May 2026, at the Glen Innes & District Services Club Auditorium. This event provides an opportunity to acknowledge the vital role volunteers play across the Glen Innes Severn community and to thank them for their ongoing commitment. | Progressing |
| T1.2.2.2 Prepare and implement a Volunteer Attraction Program. | DCCS | 20% Managers across GISC have been surveyed to understand and confirm their need for Volunteers. The Library and Tourism / Events functions have been identified as areas where there is the greatest potential need for volunteers. Further discussions with stakeholders will be held to determine the program and to finalise this action in the final quarter. | Progressing |



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| <p>T1.2.3.1 Update and implement the Disability Inclusion Action Plan (DIAP) in consultation with key stakeholders.</p> | <p>DCCS</p> | <p>60% DIAP 2025–2029 was developed internally in alignment with the NSW Disability Inclusion Act 2014 and informed by consultation undertaken through the Aged Care and Disability Inclusion Strategy 2025–2035. The DIAP establishes a practical and compliant framework for inclusion and accessibility within current operational capacity and existing resourcing constraints.</p> | <p>Progressing</p> |
| <p>T1.2.3.2 Implement the Aged and Disability Strategy.</p> | <p>DCCS</p> | <p>75% Implementation of the Aged and Disability Strategy is underway and progressing as planned. Key activities this quarter include baseline data collection, and establishment of cross-departmental information sharing protocols. The progress report will be presented to ELT in June 2026, detailing milestone achievements, identified challenges, and recommended actions for implementation phases.</p> | <p>Progressing</p> |
| <p>T1.2.3.3 Maintain support for local domestic violence support groups with a particular focus on raising awareness with young people.</p> | <p>DCCS</p> | <p>100% Council continues to support the Safe In Our Town (SIOT) Committee through various initiatives. During Q2, we partnered with SIOT to supply crisis bags to the Youth Booth. These bags contain essential items and resources for those experiencing or at risk of domestic violence. This collaboration demonstrates Council's commitment to supporting local domestic violence support organisations, with focus on raising awareness and providing practical assistance to young people in our community. 0</p> | <p>Completed</p> |



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| <p>T1.2.3.4 Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) provider and deliver corresponding NDIS services to the community.</p> | <p>DCCS</p> | <p>100% Life Choices Support Services successfully completed its Mid-Term NDIS Practice Standards Audit conducted by Platinum Certification AQA Pty Ltd. Full conformity achieved across all applicable NDIS Practice Standards Continuing certification recommended. No corrective actions required with zero major or minor non-conformities. All quality indicators rated as conforming. Continuing certification recommended. No corrective actions required.</p> | <p>Completed</p> |
| <p>T1.2.3.5 Maintain Council's registration as an approved in-home aged care provider and deliver corresponding aged care services to the community.</p> | <p>DCCS</p> | <p>65% Council has successfully maintained its status as an approved in-home aged care provider by confirming renewal of registration with the Aged Care Quality and Safety Commission ahead of the October 2026 expiry. This ensures continuity of compliant service delivery and demonstrates ongoing commitment to regulatory requirements. Next steps in the new financial year include finalising the renewal application, ensuring all compliance documentation is current, preparing for audit and assessment processes, and strengthening service delivery in line with the Aged Care Quality Standards</p> | <p>Progressing</p> |
| <p>T1.2.3.6 Maintain Council's registration with the appropriate governing bodies to provide out of school hours care and vacation care programs.</p> | <p>DCCS</p> | <p>100% ACECQA has endorsed the outcome, which will represent a milestone achievement for the service and Council's commitment to providing high-quality education and care for school-age children in the Glen Innes Severn community. This service has received an overall rating of "Meeting National Quality Standard (M)".</p> | <p>Completed</p> |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| T1.2.3.7 Develop a Reconciliation Action Plan | DCCS | 30% The development of the Reconciliation Action Plan (RAP) has made little progress during Q3 due to other priorities and lean resourcing within Community Services function. Council has registered with Reconciliation Australia and will adopt a foundational “Reflect RAP” approach. Consideration has been given to engaging a specialist consultant to assist with RAP development and stakeholder engagement, however this is subject to future budget availability. In the interim Council will endeavour to progress this action within current resourcing. | Progressing |
| T1.3.1.1 Undertake a review of the Glen Innes Sporting Facilities Master Plan. | DPG | 60% Steady progress continues on the in-house review of the Glen Innes Sporting Facilities Master Plan, including completion of an audit of existing actions. Current work is focused on reviewing club information, participation numbers and facility usage to ensure the plan reflects current and future demand. Preparatory work on revised content and the scoping of new actions is ongoing, with the updated plan anticipated to be presented to Council for consideration. | Progressing |
| T1.3.2.1 Conduct a feasibility study and marketing plan into geotourism. | DPG | 15% Q3 included ongoing market testing via the Glen Innes Highlands website Geotourism page, further supporting the Geotourism concept. Rather than preparing a standalone Geotourism marketing plan, a draft 2026/27 Operational Plan action has been proposed to create and launch a Glen Innes Highlands GeoRegion Marketing Campaign. This will not only promote Geotourism across the LGA by leveraging the adopted DMP, but cement Council’s status as one of only | Progressing |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| | | three pilot GeoRegions in Australia. Initial preparatory works for the campaign will be begin in Q4 2026. | |
| T1.3.2.2 Identify and promote geotrails to attract nature-based tourism. | DPG | 90% Promotion of the Glen Innes GeoRegion has continued through digital storytelling, visitor information and advocacy opportunities. The Skywalk Geotrail and Australian Standing Stones remain key trail anchors, with further planning progressing for Emmaville, Ottery Mine and the rebranded Miners Way experience. Geotrail audit findings are informing future interpretation, accessibility and tourism development opportunities, with additional funding pathways and partnerships currently being explored with aim to firm up by the end of Q4 2026. | Progressing |
| T1.3.3.1 Promote community awareness of wellbeing and support facilitation services available at Life Choices Support Services, Children and Family Services and Youth Services. | DCCS | 100% By establishing a strategic partnership through a MOU both organisations are now combining their expertise, resources, and networks to deliver a single, enhanced Family Fun Day event that maximizes community benefit and ensures more efficient use of public resources. The Youth Booth attended the event to provide information and an interactive activity for families attending. | Completed |



Periodic Review of the 2025-2026 Operational Plan (Q3)

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| <p>T1.3.3.2 Maintain adequate external funding agreements to provide capacity building and engaging activities for youth.</p> | <p>DCCS</p> | <p>100%</p> <p>Glen Innes Severn Council has secured \$387,359 in funding from the NSW Department of Communities and Justice to continue delivering vital community strengthening services through The Youth Booth for the next five and a half years, representing a more than three-fold increase in annual funding.</p> <p>A secondary funding contract will support the continuation and expansion of Aboriginal Playgroups, which will be delivered weekly with a focus on cultural safety and Aboriginal-led service delivery.</p> | <p>Completed</p> |
| <p>T1.3.3.3 Research and plan for an enclosed outdoor sustainable sensory garden space at the library.</p> | <p>DCCS</p> | <p>80%</p> <p>The Library Team will be offering future events at the Glen Innes Oasis Community Garden due to the recent successful regional youth and school children's events and the growing collaborative relationship achieved with the Oasis Community members. GISC is actively pursuing grant funding opportunities to create an outdoor sustainable sensory garden space.</p> | <p>Progressing</p> |





Periodic Review 2024-2025 Operational Plan



Periodic Review of the 2024-2025 Operational Plan

| Operational Plan Action | Responsibility | Progression | Progress Update | Status |
|---|----------------|-------------|--|--------------------|
| <p>Implement the adopted Tourism Signage Plan and review as required to improve the visitor experience giving more reason to stop, explore, stay longer and spend more.</p> | <p>DPG</p> | <p>80%</p> | <p>Scoping for the project was completed using the completed signage audit, however the project was paused pending the outcome of Council’s consideration of a potential name change, as this may have impacted future branding and signage requirements.</p> <p>Following the outcome of that process, the project has now recommenced. However, delivery will not be completed in 2025/26 and will be proposed for carry over into 2026/27 to allow full completion. This project will be captured under Council’s Capital Works Program Budget 26-27.</p> <p>The scoping process confirmed that delivery will require a dedicated internal project manager, with technical input from Infrastructure and Planning staff, particularly in relation to planning approvals and development consent requirements, to support coordinated and compliant implementation across the LGA.</p> | <p>Progressing</p> |



Periodic Review of the 2024-2025 Operational Plan

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| Develop a new 5 year Australian Celtic Festival Strategy. | DPG | 95% | This is progressing, however timeframe to complete has been extended due to ELT review confirming additional strengthening of the strategy was required. The Draft 5 year Strategy is now being updated and is earmarked for completion before 30 June. | Progressing |
| Develop a Minerama 5-year Strategic Plan | DPG | Deferred to 26-27 | The preparation of a 5-Year Strategic Plan for Minerama has been deferred to 26-27, with an operational plan action included in the Draft Operational Plan 26-27. | Progressing |
| Undertake a review to determine the preferred operating model of the Glen Innes Saleyards. | DPG | 60% | <p>The Saleyards Options Paper has been delayed following Council officers' review of the previous consultant's final report, which identified that a number of key requirements of the agreed project brief had not been adequately addressed. Further work was undertaken to try to resolve these matters, however the report was ultimately not considered sufficiently complete, accurate or robust to support informed decision-making on the future of the saleyards.</p> <p>Council officers have since progressed the Options Paper using the work completed to date. To ensure the final document is fit for purpose, a new independent consultant with specialist</p> | Progressing |



Periodic Review of the 2024-2025 Operational Plan

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| | | | <p>saleyards expertise has been engaged to review the draft paper, test the analysis and confirm that all viable options and relevant considerations have been appropriately addressed.</p> <p>The consultant is expected to complete their review and finalise the draft Options Paper by the end of May 2026. The document will then proceed to graphic design, with Councillor workshops anticipated to be held in June or July 2026 to support further consideration of the future options for the saleyards.</p> | |
| Review and update Local Environmental Plan, Development Contribution Plans and Development Control Plan as budget permits. | DPG | 90% | Consultants for LEP & DCP reviews were engaged and are about to commence full work on the projects. S7.12 Contributions Plan update, along with the creation of a new supporting s7.11 Heavy Haulage Contributions Plan has been included as a proposed Operational Plan Action in 26-27 to complete. | Progressing |
| Finalise and present the draft Emissions Reduction Plan to Council by 30 June 2025. | DPG | N/A | This project has not commenced due to an Operational Plan Action being proposed in 26-27 to include this as part of a broader Environmental Sustainability Strategy and Action Plan. This will include climate actions, renewable energy protection of natural | Deferred – to be incorporated into broader Strategy and Action Plan in 26-27 |



Periodic Review of the 2024-2025 Operational Plan

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| | | | landscapes, resilient communities, sustainable towns and villages (incorporating emissions reduction), and responsible consumption and production. | |
| Present the draft Renewable Energy Action Plan to Council for endorsement. | DPG & DIS | N/A | This project has been deferred to include it as part of a broader Environmental Sustainability Strategy and Action Plan. This will include climate actions, renewable energy, protection of natural landscapes, resilient communities, sustainable towns and villages, and responsible consumption and production. | Deferred – to be incorporated into broader Strategy and Action Plan in 26-27 |
| Improve security on staged approach at the landfills within the local government area. | DPG | 50% | Project is continuing with fencing to be ordered to extend around Emmaville and Glen Innes landfills first by 30 June 2026, in line with available budget allocations. | Progressing |
| Provide waste education and recycling programs to increase diversion rates into the landfill in conjunction with Northern Inland Regional Waste Group. | DPG | 50% | A full education program will be included in the contract for new waste collection service tender which will see the appointed tenderer commence in 2027. | Progressing |
| Review Council's Integrated Water Cycle Management Plan. | DIS | 75% | NSW Public Works Advisory is continuing development of Council's Integrated Water Cycle Management Plan (IWCM). The latest update to Council indicates that completion is still expected by the | Progressing |



Periodic Review of the 2024-2025 Operational Plan

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| | | | end of 2026. This additional delay from prior months has been attributed to groundwater investigation work and inconsistencies with the water model. | |
| Implement a new Electronic Document and Records Management System (EDRMS) or upgrade the existing Technology One system to the latest cloud version. | DCCS | 100% | RecordPoint has been selected and fully implemented. At this stage, no further work is required but further work will be needed to get all data into the system. | Completed |
| Review and further develop a retention strategy for the 35 - 54 year cohort of employees. | DCCS | 20% | This will be addressed as part of Council's new culture improvement program, which is progressing. | Progressing |
| Migrate data from on premise network drives into SharePoint and OneDrive cloud drives and set up all required networking, security and backup protocols. | DCCS | 60% | Due to the requirement to perform this work in the correct sequence with other related projects, and the time involved in completing such projects, migration of data is now projected for completion in FY 2027. | Progressing |





Renewable Energy Zone Community Benefit Fund Framework and Voluntary Planning Agreement Template

Public Exhibition Engagement Report

May 2026 | Version 1.0

This report summarises feedback received during public exhibition and explains how the feedback has informed the final Community Benefit Fund Framework and Voluntary Planning Agreement Template.



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

CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT

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Item 7.8

Annexure A

CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT

Executive Summary

The draft Renewable Energy Zone Community Benefit Fund Framework (CBFF) and draft Renewable Energy Zone Voluntary Planning Agreement (VPA) Template were publicly exhibited for 28 days from 19 February 2026 to 19 March 2026.

Five submissions were received. Four submissions were received through Council’s Have Your Say platform and one submission was received by email from ib vogt Development Australia Pty Ltd.

The submissions did not generally oppose Council seeking community benefit from renewable energy development. The main issues related to governance, host community influence, Council control, transparency, benefit distribution, cross boundary impacts, battery energy storage contributions, bank guarantees and the need for clearer drafting.

Several concerns raised by respondents are supported or partly supported. As a result, the amended CBFF and VPA Template strengthen host community participation, improve transparency and reporting, clarify project specific panels, introduce impact based assessment, clarify the treatment of co located battery storage, improve cross boundary provisions and refine VPA drafting.

This report provides a summary of the engagement process and a consolidated theme assessment table. The table explains the issues raised, the officer position and what has been updated in the amended CBFF and VPA Template. Personal details of private submitters have been removed from this report.

CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT

Introduction

Background

At its Ordinary Meeting held 19 February 2026, Council resolved to publicly exhibit the draft Glen Innes Severn Renewable Energy Zone Community Benefit Fund Framework and draft Renewable Energy Zone Voluntary Planning Agreement Template for 28 days.

The CBFF establishes the proposed governance framework for receiving, holding and distributing monetary contributions secured through renewable energy planning agreements. The VPA Template provides a starting point for negotiating project specific planning agreements with renewable energy proponents.

Council also resolved that, before adoption, the CBFF be reviewed against the Glen Innes Highlands Economic Development Strategy 2026-2030, including community wealth building, place-based capital investment, liveability enablers and Council's population growth target of 10,000 residents.

Engagement overview

The purpose of the exhibition was to inform the community and stakeholders about the draft documents and provide an opportunity to make submissions before Council considers adoption of the amended documents.

Engagement was undertaken in accordance with Council's adopted Community Engagement Strategy 2025–2028. The Strategy establishes Council's approach to meaningful engagement and recognises that engagement helps shape strategic direction and inform the policies, plans and frameworks that support Council's decision-making.

The engagement was primarily at the inform and consult levels. Council provided information about the draft documents and invited submissions on whether the proposed framework and VPA template were clear, fair, transparent and appropriate.

Spectrum of participation

Council's adopted Community Engagement Strategy 2025 – 2028 is guided by the requirements of the *Local Government Act 1993* and incorporates the internationally recognised IAP2 Spectrum of Public Participation to determine the appropriate level of engagement, particularly where Council can influence or control the outcome.

For this project, the engagement sat mainly between 'inform' and 'consult'. This means Council provided information on the draft CBFF and VPA Template, invited submissions and considered the feedback received before finalising the documents.

CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT

- **Inform:** make the draft CBFF and VPA Template available for public review.
- **Consult:** receive submissions and consider whether changes should be made before adoption.
- **Council commitment:** acknowledge submissions, consider the issues raised and explain what changed as a result.

Engagement breakdown

| Engagement item | Details |
|------------------------------------|--|
| Public exhibition period | 19 February 2026 to 19 March 2026 |
| Documents exhibited | Draft Renewable Energy Zone Community Benefit Fund Framework and draft Renewable Energy Zone Voluntary Planning Agreement Template |
| Where documents were available | Council’s website, Council’s Town Hall Office, and the Village Post Offices at Deepwater and Emmaville |
| Submission methods | Have Your Say platform and email |
| Total submissions received | 5 |
| Have Your Say submissions | 4 |
| Email submissions | 1 |
| Corporate or proponent submissions | 2: White Rock Wind Farm Pty Ltd and ib vogt Development Australia Pty Ltd |
| Private or community submissions | 3, including submissions from private residents and a Deepwater community organisation representative |

Results summary

Feedback was detailed and has been reviewed theme by theme to avoid duplication and inconsistency. The strongest themes were the need for affected communities to have clearer influence over local priorities, the need to reduce perceptions of Council control without sufficient independence, and the need for clearer rules around allocation, reporting, audit and cross boundary projects.

The amended CBFF keeps Council accountable for public funds while strengthening community participation, transparency and project specific decision making. Council administration and

CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT

community control are not the same thing: Council must remain responsible for lawful use of VPA contributions, while affected communities should have meaningful influence over priorities and funding recommendations.

The amended VPA Template has been refined to address technical matters raised by proponents, including co-located battery energy storage systems, bank guarantee timing, project specific drafting for cross boundary impacts and clearer terminology for solar, wind and stand-alone BESS projects.

Detailed theme assessment, officer comments and document updates

The following table is the single consolidated assessment of all material themes raised across the five submissions. It also confirms what has been updated or proposed in the amended CBFF and VPA Template as a result of the exhibition process.

| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
|--|---|--|---|---|
| Status of the NSW Benefit Sharing Guideline Raised by White Rock Wind Farm, ib vogt and private submitters | Submissions relied on the NSW Benefit Sharing Guideline when commenting on BESS rates, 85% council administration, affected communities, cross boundary benefits and Council managed funds. | The Guideline is the relevant NSW Government policy benchmark for large scale renewable energy benefit sharing. It is not legislation and does not override the EP&A Act, EP&A Regulation, a development consent or a lawfully executed VPA. It should, however, be followed unless there is a clear project specific reason and legal basis to depart from it. This is particularly important where the Guideline is referenced in SEARs, an EIS, a consent condition or VPA negotiation. | Accepted as a key policy benchmark, not as a statutory override | CBFF updated to state that the Framework is to be applied consistently with the NSW Benefit Sharing Guideline, while recognising that the EP&A Act, EP&A Regulation, development consents and executed VPAs remain legally controlling. VPA Template retains project specific drafting and review mechanisms. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
|---|---|---|-----------------|---|
| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| Council control, independence and perceived overreach Raised by private submitters | Submissions said Council appeared to control the rules, assessment, approval, procurement and reporting, which could reduce trust and make the Fund appear Council controlled rather than community centered. | Council can lawfully receive and administer VPA contributions for public purposes. A Council managed fund is also recognised by the Guideline. However, the concern about trust is valid. The Framework should make roles clearer, increase host community influence, strengthen conflict management and improve public reporting. | Partly accepted | CBFF updated to clarify Board, Panel and Council roles; strengthen conflict declarations; require published criteria, public reporting and periodic independent review. Council remains accountable for public funds. |
| Host community influence versus direct control Raised by Deepwater interests, ib vogt and private submitters | Submissions sought more direct control by host or directly affected communities, including the ability to decide priorities and select projects. | Affected communities should have genuine influence, but full community control of public funds is not supported. VPA funds must be applied for a lawful public purpose and Council remains accountable for governance, procurement and financial management. The Framework should provide strong local priority setting, representation and project specific input. | Partly accepted | CBFF updated to strengthen local priority setting, host community representation and project specific panels or advisory groups where appropriate. The wording distinguishes community influence from Council accountability. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
|---|--|---|-----------------|--|
| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| Board and Panel composition Raised by ib vogt and private submitters | Submissions requested greater community representation, preferably a majority of community members, more than one affected community representative and clearer Panel structure. | The NSW Benefit Sharing Guideline supports meaningful community involvement in benefit sharing decision making, particularly for host and affected communities. It also recognises council administered local community benefit programs. On that basis, greater community representation is supported. However, a standing majority community Board is not recommended at this stage because the Fund will receive and distribute VPA contributions for public purposes, and Council remains responsible for lawful administration, financial management, delegations, probity, audit and reporting. A standing majority community Board may also be less effective where different projects affect different communities in different ways. A more flexible and | Partly accepted | CBFF updated to allow project specific panels or advisory groups and to include more than one affected community representative where warranted. The Framework strengthens affected community input into priorities and recommendations, but does not transfer control of the Fund to a standing majority community Board. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
|--|--|---|-----------------|---|
| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| | | defensible approach is to retain Council accountability while strengthening project specific community participation through panels or advisory groups that include more than one affected community representative where warranted. This better reflects the Guideline’s focus on host community benefit, while ensuring decisions remain transparent, lawful and properly governed. | | |
| Project specific panels and local priority setting Raised by ib vogt and private submitters | The draft was unclear about whether one Panel would operate for all projects or whether project specific panels would be formed. | This point is accepted. One standing Panel may not adequately reflect different host communities, including Deepwater, Emmaville, Red Range or cross boundary affected communities. | Accepted | CBFF updated to clarify that project specific panels or advisory groups may be established, with affected community representation and local priority setting before allocation decisions are made. |
| Fund distribution, fixed percentages and carry forward Raised by ib vogt and | Submissions objected to the fixed internal distribution model, including 85% Community Benefit Projects, 42.5% Council projects, 42.5% | The concern is partly accepted. Fixed percentages provide clarity, but may be too rigid where an affected community identifies a larger priority project. The 85% in the CBFF is | Partly accepted | CBFF updated to move away from rigid internal percentages and use an annual allocation plan informed by affected community priorities, public purpose, impact, |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| private submitters | community grants, 10% capital investment and 5% administration. They also said a two year carry forward limit may prevent larger priority projects. | different from the Guideline’s separate recommendation that councils administer no less than 85% of the total benefit sharing value. | | strategic alignment, deliverability and long term community benefit. Carry forward provisions amended to allow justified accumulation for larger projects. |
| Geographic equity, affected communities and “fairness across the LGA” Raised by ib vogt and private submitters | ib vogt submitted that “fairness across the LGA” is not an objective of the Guideline and could dilute benefits away from the affected community. Other submissions raised concern that benefits may not reach those most affected. | The Guideline supports targeting benefits to the people and communities most likely to experience the effects of the development. It also recognises population centres, local community benefits and, in some cases, neighbouring LGAs. The phrase “fairness across the LGA” should not be used to justify spreading funds too broadly where impacts are concentrated. However, broader projects may still be appropriate where affected communities support them or can realistically access them. | Partly accepted | CBFF updated to prioritise affected communities and impact based allocation while allowing broader LGA projects only where they are clearly accessible to, or supported by, affected communities and meet the public purpose test. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
|--|--|--|-----------------|---|
| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| Impact based assessment rather than distance only Raised by private submitters | Submissions said distance alone ignores topography, visual impact, noise, transmission lines, access routes, construction traffic and cumulative project clustering. | Accepted. Distance is useful, but should be only one factor. The Fund should consider actual and cumulative impacts, the degree of change experienced by a community and whether the community can realistically benefit from the funded project. | Accepted | CBFF updated to include impact based weighting, including proximity, visual impact, construction and operational impacts, traffic, transmission infrastructure, worker accommodation pressure, cumulative clustering and access to benefits. |
| Transparency, probity, conflicts and audit Raised by private submitters and community submissions | Submissions requested public conflict declarations, meeting minutes, assessment scores, KPIs, public registers, external audit and stronger reporting. | Some suggested measures are supported, but not all information can always be published due to privacy, commercial confidentiality, legal privilege or procurement requirements. The Framework should still require transparent criteria, public reporting and periodic independent review. | Partly accepted | CBFF updated to require a public register, published criteria, annual reporting, outcome measures, conflict management and periodic independent audit or review. Publication remains subject to privacy, confidentiality, procurement and legal requirements. |
| Administration costs Raised by ib vogt and private submitters | Submissions said administration costs were not clearly defined and should be capped or approved annually. | Accepted in principle. Administration costs should be transparent, justified and proportionate. A strict fixed cap may not suit every year or fund size, but an annual | Accepted | CBFF updated to require an annual administration budget, justification and reporting to the Board and Council. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| | | administration budget and public reporting are appropriate. | | |
| Road upgrades, infrastructure and ordinary Council works Raised by White Rock Wind Farm and private submitters | White Rock Wind Farm submitted that communities may prefer direct community benefits rather than VPA funds being used for ordinary road upgrades. A private submission also raised concern about lifecycle costs and future maintenance liabilities. | VPA funds must not replace Council’s ordinary works, maintenance responsibilities or developer impact mitigation works that should be secured through consent conditions, road use agreements or other project approvals. Infrastructure may be eligible where it delivers additional public benefit, is supported by affected community priorities and lifecycle costs are considered. | Partly accepted | CBFF updated to clarify that funded infrastructure must deliver additional public benefit, must not substitute for ordinary Council obligations or developer mitigation, and should consider whole of life cost. |
| Co-located battery energy storage systems Raised by White Rock Wind Farm | White Rock objected to applying a separate BESS contribution rate to battery storage developed as part of an integrated wind or solar project, citing double counting, operational integration, shared infrastructure | Accepted. The Guideline states that the BESS benefit sharing rate applies only to stand alone systems and must not be applied to a battery developed alongside solar or wind generation. The draft documents should be corrected. | Accepted | CBFF and VPA Template updated to clarify that the BESS contribution rate applies only to stand alone BESS and not integrated or co-located battery storage developed alongside wind or solar generation. |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| | and minimal additional impact. | | | |
| Council administered percentage and proponent led benefits Raised by White Rock Wind Farm | White Rock submitted that the Guideline recommends councils administer no less than 85% of the relevant benefit sharing value and that Council’s 100% VPA model may prevent additional community funds managed outside Council. | The phrase “no less than 85%” is a minimum, not a cap. Council may negotiate for 100% of the VPA contribution to be administered through the Fund. However, proponents may still provide additional community benefits outside the VPA, provided those benefits are additional and are not used to reduce the agreed VPA contribution unless Council expressly agrees. | Partly accepted | CBFF and VPA Template updated to clarify that additional proponent led benefits may occur, but do not replace or offset agreed VPA contributions unless expressly agreed through the project specific VPA process. |
| Cross boundary impacts and ib vogt’s preferred joint VPA model Raised by ib vogt | ib vogt submitted that the Deepwater Hybrid Project is wholly in the Tenterfield LGA but the affected community is predominantly in Glen Innes Severn. It preferred one VPA signed by both councils and administered by a joint committee. | Cross boundary impacts are legitimate and should be recognised. The Guideline includes examples where benefits may flow to a neighbouring LGA. However, a joint VPA is not something Glen Innes Severn Council can impose. Section 7.4 of the EP&A Act allows a planning agreement between a developer and one or more planning authorities, so a joint | Partly accepted / preferred model not supported as a default | CBFF and VPA Template updated to recognise projects outside the LGA that affect Glen Innes Severn communities and allow coordinated arrangements with adjoining councils where legally structured, legally reviewed, agreed by all parties and publicly notified where required. The default GISC template remains |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| | | VPA may be legally possible. It would require agreement by both councils, must not be wholly unrelated to the development and must be consistent with a public purpose, statutory notification, an explanatory note, public inspection, governance arrangements, delegation review and legal advice. It is not supported to adopt a default joint VPA model through this engagement report. | | limited to GISC affected communities and public purposes within Council’s lawful remit. |
| ib vogt request for local communities to decide project selection Raised by ib vogt | ib vogt requested that “meaningful input” be replaced with wording that local communities decide priorities and project selection. | Partly accepted. Local communities should strongly influence priorities and recommendations, but final decisions must remain subject to public purpose, VPA terms, Council governance, legal compliance and probity requirements. | Partly accepted | CBFF updated to strengthen community influence, local priority setting and project specific engagement, but not to give unfettered community control over public funds. |
| ib vogt concern about “Development Contributions” and solar projects | ib vogt submitted that the term Development Contributions is more suitable for wind projects and | Partly accepted. “Development Contributions” can operate as an umbrella term in a template, provided | Partly accepted | VPA Template updated to clarify that Development Contributions are the applicable Construction |

| CBFF AND VPA PUBLIC EXHIBITION ENGAGEMENT REPORT | | | | |
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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| Raised by ib vogt | that solar projects should generally involve Operations Contributions only. | the project specific schedule clearly identifies which contribution type applies. Solar projects may ordinarily involve Operations Contributions only, unless the project specific circumstances justify otherwise. | | Contribution and/or Operations Contribution as set out in the project specific schedule, and that solar projects will ordinarily involve Operations Contributions only unless otherwise justified. |
| ib vogt concern about REZ status and distribution clause Raised by ib vogt | ib vogt said EnergyCo had not confirmed whether the Deepwater Hybrid Project will be included in the REZ and linked this to the VPA distribution clause. | Noted. The VPA Template should not depend entirely on a project being inside the REZ. It should be capable of applying to renewable energy projects within the REZ or other projects with demonstrated impacts on Glen Innes Severn communities, where a lawful contribution is secured. | Noted / partly accepted | CBFF and VPA Template updated to refer to REZ projects and other renewable energy projects with demonstrated impacts on Glen Innes Severn communities where a lawful contribution is secured. |
| Bank guarantees and enforcement security Raised by White Rock Wind Farm and ib vogt | White Rock requested more time to provide a bank guarantee and a trigger aligned to commencement of construction. ib vogt said there was no justification for a bank guarantee, | A bank guarantee is a reasonable enforcement mechanism for a VPA, but the amount, timing and trigger should be proportionate to the project and the contribution risk. Removing the ability to require a bank | Partly accepted | VPA Template updated to allow project specific security arrangements, including amount, timing and trigger, with reasonable time for the proponent to arrange security. The template does |

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| Theme / submissions | What was raised | Officer assessment | Position | Update made / proposed in CBFF / VPA |
| | or that it should be no more than the first year's contribution. | guarantee is not supported. | | not remove bank guarantees. |
| Grant delegation typo Raised by ib vogt | ib vogt identified an apparent typo referring to grants of up to \$1000,000 and suggested this should read up to \$100,000. | Accepted. This is a drafting error. | Accepted | CBFF updated to correct the typo and clarify Panel approval or recommendation powers are subject to lawful Council delegation. |
| VPA publication, public inspection and transparency Raised by private submissions and relevant to all submissions | Submissions sought stronger public disclosure of VPAs, contribution calculations, decisions and outcomes. | Supported subject to legal and privacy limits. Planning agreements have statutory public notice, explanatory note, public inspection and publication requirements. The engagement report and public Council report should not publish private contact details of individual submitters. | Accepted | VPA Template and CBFF updated to refer to statutory publication requirements. Engagement report remains de identified, with full submissions to be managed under GIPA and privacy requirements. |

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Disclaimers

About this report

Feedback is presented in the body of this report through one consolidated theme assessment table. A de-identified verbatim submissions appendix has also been included so readers can understand the source material without publishing private contact details.

Privacy and access to information

Private resident submissions have been de-identified in this report. Postal addresses, email addresses, phone numbers and signatures have not been included. Corporate submissions are identified by organisation name where appropriate.

Any request to access full submissions should be considered in accordance with the Government Information (Public Access) Act 2009 and the Privacy and Personal Information Protection Act 1998. Where submissions are released, personal information should be reviewed and redacted where required.

All themes and officer comments in this report have been reviewed against the submissions received, the NSW Benefit Sharing Guideline and the relevant VPA legislation. The report summarises the substance of submissions and does not reproduce private personal information.

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Appendix B: De-identified verbatim submissions

The following appendix provides de identified verbatim feedback from the five submissions received during public exhibition. Private residential addresses, email addresses, phone numbers and signatures have been removed. Corporate submitters are identified by organisation name where appropriate.

Minor formatting changes have been made for readability, including removal of greetings, signatures and email footer information. The wording of the submissions has otherwise been retained as far as practicable.

Submission 1

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| <p>Submission received</p> | <p>The Draft REZ Community Benefit Fund Framework presents itself as transparent and independent, but its structure does not match its claims. Decision-making power is concentrated almost entirely within Council, creating a closed system where Council designs the rules, selects the projects, assesses them, approves them, procures them, and reports on them.</p> <p>A model that supervises itself cannot credibly call itself independent. Host community representation is minimal, short term, and tied to developer payment cycles. This design ensures communities most affected by REZ development have no stable influence, no continuity, and no ability to shape long-term priorities. It is representation in name only. The allocation model is based on distance rather than actual impact, ignoring topography, noise propagation, transmission line placement, access routes, and cumulative project clustering. This approach is administratively convenient but substantively unfair.</p> <p>Financial governance is equally weak. The fixed allocation percentages appear arbitrary, administration costs are undefined, and oversight relies on internal processes rather than independent audit.</p> <p>Transparency is limited to annual reporting, which is wholly inadequate for a fund of this scale and significance. Overall, the Framework risks politicisation, administrative capture, and erosion of public trust. It does not meet the standard required for a region absorbing the impacts of large scale renewable energy development.</p> <p>To ensure the Fund is credible, fair, and trusted, the Framework requires substantial strengthening.</p> <p>Governance</p> |
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| | <ul style="list-style-type: none"> • Establish a majority independent Board with an independent secretariat. • Require external audit, probity review, and public conflict of interest declarations. • Remove Council’s ability to dominate assessment, approval, and communication. Host Community <p>Power</p> <ul style="list-style-type: none"> • Guarantee a minimum allocation for host communities. • Provide multi year representation terms to build expertise and continuity. • Replace distance based formulas with impact based weighting. <p>Transparency</p> <ul style="list-style-type: none"> • Publish real time updates, assessment scores, meeting minutes, and conflict of interest registers. • Ensure communication is not controlled or curated by Council staff. <p>Financial Integrity</p> <ul style="list-style-type: none"> • Remove the arbitrary 42.5/42.5/10/5 allocation model. • Clearly define administration costs and cap them to prevent expansion. • Require external financial oversight with public release of audit findings. <p>Procedural Strength</p> <ul style="list-style-type: none"> • Embed genuine co design, including community-led priority setting and participatory budgeting. • Establish clear KPIs, the Draft Framework doesn’t define any – which means there is no way to measure success, no way to track impact, and no way to hold anyone accountable. Plus evaluation metrics, and benefit measurement standards. • Ensure procurement pathways are transparent and independently monitored. These changes are essential if the Fund is to be genuinely independent, community centred, and aligned with the expectations of those most affected by REZ development. |

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Submission 2

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| Submission received | <p>I am also a community member and represent many members, who would be directly impacted by the proposed Deepwater Solar Project.</p> <p>Our understanding was that the spending from Deepwater projects Community Benefits Fund would be directly controlled by representatives from the Deepwater community. In that way we could be certain that the funds directly benefit this community.</p> <p>I have reviewed the CBFF arrangements, and the proposal would appear to take away that direct control by our community, and place a majority control into the hands of council representatives.</p> <p>Accordingly, we do not support the proposed CBFF arrangements. Instead we must insist that each community that hosts a renewable energy project has more direct control of the allocation and benefits from that benefits funding. This is stated as the objective of the NSW Government's Community Benefits Guidelines for the renewable industry.</p> |
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Submission 3: White Rock Wind Farm Pty Ltd

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| Submission received | <p>White Rock Wind Farm Pty Ltd (WRWF) welcomes the opportunity to comment on the Draft REZ Community Benefit Fund Framework and Voluntary Planning Agreement (VPA) policy currently on public exhibition.</p> <p>As a long-term partner of the Glen Innes Severn community through our operational Stage 1 project and the advanced development of Stage 2 (Modification 7), WRWF is committed to delivering meaningful, transparent, and sustainable community benefits. To this end, WRWF Stage 1 has already contributed \$1.5M+ to the local community through the existing VPAs and community funding initiatives, with approximately \$6.5M+ committed over the initial operating life of the Wind Farm.</p> <p>However, we wish to formally raise our objection to the proposed contribution rate of \$150/MW/p.a. for Battery Energy Storage Systems (BESS) potentially being applied to co-located systems developed alongside Wind and Solar energy generation projects, as this would be inconsistent with the NSW <i>Benefit-Sharing Guideline</i>.</p> |
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| | <p>1.Core Policy Misalignment</p> <p>The NSW <i>Benefit-Sharing Guideline</i> (November 2024) provides a clear policy position on how contributions should be calculated for projects that include battery storage.</p> <p>The guideline explicitly states:</p> <p>“The BESS benefit-sharing rate only applies to stand-alone systems and must not be applied to a battery that is developed alongside solar and wind energy generation.”</p> <p>It is noted that the qualification, “stand-alone systems” in reference to BESS developments, is omitted in both the Draft REZ Community Benefit Fund Framework and Draft Voluntary Planning Agreement (VPA) documents.</p> <p>By proposing to impose a \$150/MW/p.a. fee on co-located BESS, Council’s draft framework diverges from this established State precedent. This policy approach reflects several key considerations that WRWF believes are critical for Council to consider:</p> <ul style="list-style-type: none"> • Prevention of "Double Counting": The exclusion of co-located batteries prevents double counting of the same development footprint. Hybrid wind-battery projects like WRWF Stage 2 share the same land footprint, grid connection infrastructure, site access, and workforce. Charging benefit-sharing contributions for both the wind generation and the battery effectively imposes duplicate contributions for the same project impacts, which is inconsistent with the principle that benefits should be proportionate to the level of change experienced by the host community. • Operational Integration vs. Separate Development: Batteries in hybrid projects function as operational infrastructure that optimises renewable generation. In the case of WRWF Stage 2, the DC-coupled BESS would be integrated into the wind turbine's own power train. It is a component of the generation asset rather than a new industrial activity that creates additional local impacts. • Supporting Grid Reliability: This policy supports the integration of storage, a key objective of the NSW Electricity Infrastructure Roadmap. Imposing additional obligations on co-located batteries could discourage the integration of storage, which is vital for a reliable low-carbon electricity system. • Minimal Material Impact: Hybrid projects with co-located batteries do not materially increase land disturbance, traffic generation, or visual |
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| | <p>footprint beyond the primary wind farm generation infrastructure as the DC-coupled BESS would be installed on the existing wind turbine hardstand once the turbine has been erected. It is therefore reasonable that the framework focus on the primary generation infrastructure.</p> <ul style="list-style-type: none"> • Regulatory Clarity: Distinguishing between stand-alone and integrated systems creates a consistent and predictable approach for developers and councils alike. <p>2. Proposed Amendment</p> <p>WRWF strongly recommends that Council amends the draft Framework to mirror the DPHI Benefit-Sharing Guideline by inserting the following clarifying clause:</p> <p>"The BESS benefit-sharing rate applies only to stand-alone systems. No additional BESS contribution shall be required for battery storage infrastructure developed as part of an integrated wind or solar energy project."</p> <p>Other items</p> <ul style="list-style-type: none"> • It is noted that the DPHI Benefit-Sharing Guideline recommends as a general guide, that councils should administer no less than 85% of the relevant portion of the total benefit-sharing value. The draft GISC VPA template has accounted for 100% of the total benefit-sharing value. Often developers will allocate the remaining portion for a separate fund managed wholly by the local community who want more control over funding. The approach proposed by Council would impede such additional funds from being established. • The requirement in the draft VPA template (clause 17.1) for the Bank Guarantee to be raised within 5 business days of a construction certificate is not supported and should be amended as Bank Guarantees can take 3-4 weeks to raise and additional time should be allowed (i.e. 20 business days). Further the timing of triggering the Bank Guarantee should align with the consented definition of Commencement of Construction, as there may be situations where although a construction certificate has been issued, it may be some months (or longer) before the project actually achieves Commencement of Construction. • The draft REZ Community Benefit Fund Framework identifies that Council CBPs may include road upgrades. From our experience, we have heard from the community that they don't want to see VPA funding directed towards road upgrades by Councils and would rather see it |

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| | <p>having more direct benefits such as the other items identified in Section 9.1 of the draft Framework</p> <p>Conclusion</p> <p>WRWF is proud of the \$1.5 million+ in community contributions already provided through our Stage 1 VPA. We look forward to continuing this legacy with Stage 2. However, we urge Council to maintain policy consistency with the State Government to ensure that Glen Innes remains a stable and attractive environment for the critical renewable energy infrastructure required for the energy transition.</p> |

Submission 4

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| <p>Submission received</p> | <p>1. Introduction</p> <p>This submission relates to the exhibited Draft Voluntary Planning Agreement (VPA) and Draft Community Benefit Fund Framework for renewable energy projects within the Glen Innes Severn local government area.</p> <p>The intent to secure community benefits from large-scale renewable energy development is acknowledged and supported in principle. However, the current draft framework raises several structural conflict-of-interest risks and governance concerns that may undermine equitable outcomes for the community over the long term.</p> <p>This submission focuses specifically on those risks and provides recommendations for improvement.</p> <p>2. Key Conflict-of-Interest Concerns</p> <p>2.1 Misalignment Between Financial Benefit and Decision-Making Authority</p> <p>Under the current planning system, renewable energy projects are determined by the NSW Government as State Significant Development, not by Council. However, Council is positioned</p> |
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| | <p>as a financial beneficiary and administrator of funds derived from those same projects.</p> <p>This creates a structural conflict whereby:</p> <ul style="list-style-type: none"> • Council may have an incentive (real or perceived) to support or not oppose • developments from which it derives financial benefit • Community confidence in Council’s neutrality may be reduced <p>Recommendation:</p> <p>Establish clear governance separation between:</p> <ul style="list-style-type: none"> • Council’s advocacy/submission role on projects, and • Any financial benefit arrangements or fund administration <p>Consider independent oversight of benefit agreements.</p> <p>2.2 Power Imbalance in Negotiated (Voluntary) Agreements</p> <p>The VPA model relies on negotiated contributions, rather than fixed or mandated benefit levels.</p> <p>This creates a structural imbalance:</p> <ul style="list-style-type: none"> • Developers possess significantly greater financial and legal resources • Council negotiates reactively within a state-driven approval framework <p>There is a risk that:</p> <ul style="list-style-type: none"> • Community benefit contributions are inconsistent, opaque, or below fair value • Outcomes vary depending on negotiation capacity rather than impact <p>Recommendation:</p> <p>Introduce:</p> <ul style="list-style-type: none"> • Minimum benchmark contribution rates (e.g. per MW installed) • Transparent negotiation principles and public disclosure of methodology <p>2.3 Council as Both Fund Recipient and Allocator</p> <p>The framework proposes that Council will:</p> <ul style="list-style-type: none"> • Receive developer contributions • Determine allocation of funds across community projects |

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| | <p>This dual role creates a governance conflict, including risks of:</p> <ul style="list-style-type: none"> • Perceived or actual political influence in funding decisions • Allocation toward visible or popular projects rather than impact mitigation • Reduced transparency in prioritisation <p>Recommendation:</p> <p>Establish an independent Community Benefit Fund Board, including:</p> <ul style="list-style-type: none"> • Community representatives • Independent experts • Clear probity and conflict-of-interest requirements <p>2.4 Disconnect Between Project Impacts and Benefit Distribution</p> <p>The framework allows funds to be distributed broadly across the community, regardless of proximity to or impact from specific developments.</p> <p>This raises equity concerns:</p> <ul style="list-style-type: none"> • Residents directly affected by visual, environmental, or land-use impacts may receive <p>little or no direct benefit</p> <ul style="list-style-type: none"> • Benefits may instead be distributed to unrelated projects or areas <p>Recommendation:</p> <p>Adopt a “proximity and impact weighting” model, ensuring:</p> <ul style="list-style-type: none"> • A defined proportion of funds is directed to host and impacted communities • Clear criteria linking impact level to benefit allocation <p>2.5 Long-Term Financial Uncertainty and Value Erosion</p> <p>Renewable energy projects operate over multi-decade timeframes. However:</p> <ul style="list-style-type: none"> • Contribution levels may be capped or inadequately indexed • Real value of funds may decline over time <p>This creates intergenerational equity risks:</p> <ul style="list-style-type: none"> • Early-stage communities benefit disproportionately • Long-term residents may receive reduced value despite ongoing impacts <p>Recommendation:</p> <ul style="list-style-type: none"> • Index contributions to inflation and/or energy production value |

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| | <ul style="list-style-type: none"> • Include periodic review mechanisms (e.g. every 5 years) • Avoid hard caps that erode real value over time <p>2.6 Transfer of Long-Term Financial Liabilities to Council</p> <p>Where funds are used for infrastructure or capital works:</p> <ul style="list-style-type: none"> • Council may inherit ongoing maintenance and lifecycle costs <p>This creates a hidden financial burden:</p> <ul style="list-style-type: none"> • Short-term benefit funded by developers • Long-term cost borne by ratepayers <p>Recommendation:</p> <p>Require:</p> <ul style="list-style-type: none"> • Full lifecycle cost assessment for funded projects • Allocation of funds for ongoing maintenance where applicable • Preference for projects with sustainable funding models <p>2.7 Risk of “Social Licence Purchasing”</p> <p>Community benefit funds are partly intended to improve acceptance of renewable energy projects. However, there is a risk that:</p> <p>Financial contributions are perceived as substituting for genuine impact mitigation</p> <p>Communities may feel pressured to accept developments in exchange for funding</p> <p>This can:</p> <ul style="list-style-type: none"> • Undermine trust • Create division within the community <p>Recommendation:</p> <p>Explicitly state that:</p> <ul style="list-style-type: none"> • Benefit funds are additional to, not a substitute for, proper impact assessment and mitigation • Community consent processes must remain independent of financial arrangements <p>3. Governance and Transparency Improvements</p> <p>To address the above concerns, the framework should include:</p> <ul style="list-style-type: none"> • Public disclosure of all VPA agreements and contribution calculations • Independent auditing of the Community Benefit Fund |

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| | <ul style="list-style-type: none"> Clear conflict-of-interest policies for Council staff and elected representatives Regular public reporting on fund allocation and outcomes Mechanisms for community appeal or review of funding decisions <p>4. Conclusion</p> <p>The Draft VPA and Community Benefit Fund Framework represents an important step toward ensuring that renewable energy development delivers local benefits. However, in its current form, it embeds structural conflicts of interest and equity risks that may undermine community trust and long-term outcomes.</p> <p>Addressing these issues through stronger governance, transparency, and equity mechanisms will significantly improve the framework and ensure it delivers fair and sustainable benefits to the Glen Innes Severn community.</p> |

Submission 5: Ib Vogt Development Australia Pty Ltd

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| <p>Submission received</p> | <p>Thanks for sharing this. We have done a preliminary review of both of these documents that are on public exhibition.</p> <p>Our primary concern is not addressed by either of these documents. That is, the project is wholly within the Tenterfield council area, but the affected community is predominantly within the Glen Innes council area.</p> <p>As advised previously, it makes no sense to split the benefits funding because the affected community is the same. Splitting the funding would just duplicate every aspect of administrating the fund, with only inferior outcomes to the Deepwater Community.</p> <p>Even if the funds are split we have no agreement between councils as to what that split would be? Hence why our preference remains to have a</p> |
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single VPA signed by both councils and administered by a joint committee of community members, Glen Innes Council and Tenterfield Council. Any other approach is sub-optimal.

If we ignore the above issue for the moment , then my comments on the documents are shown below.

In regards to the CBFF.

We appreciate the intent and objectives of this draft , but there are some elements that do not provide sufficient comfort for the affected community members. So we ask that the following amendments be considered to improve the affected community outcomes. These include:

| Reference | Statement | Requested amendment |
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| Section 1.2 | Local communities should have meaningful input into priorities and project selection. | The words “meaningful input” is insufficient. Suggest this should be replaced by “Local communities should have the ability to decide the priorities and project selection for their community”. This is in line with the NSW benefit guidelines |
| Section 4.2 | Board structure | There needs to be greater representation from the community, a majority of community members would be preferred |
| Section 4.3 and 4.7 | Panel structure “One representative from a directly impacted host community” | It is unclear whether there is a separate panel formed for each project. Section 4.3 suggests only one collective panel. But section 4.7 |

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| | | | suggests one panel for each project. The latter is essential to ensure the affected community has sufficient input. Also as above there should be greater community representation, not a single representative. |
| | Section 4.4 | Delegations and accountability “Panel provides allocation grants of up to \$1000,000” | This would appear to be a typo, and I assume should read “...up to \$100,000” |
| | Section 6.1 | Fund distribution: <ul style="list-style-type: none"> • 85% Community Benefit Projects • 42.5% Council projects, and • 42.5% Community grants • 10% Capital Investment | We believe these parameters will place artificial constraints on the communities allocating the funds towards their preferred project. Particularly if there is one large project that overwhelmingly is a priority for the community. It also increases the complexity of administering the program. We suggest this % allocation methodology should be removed altogether. |
| | Section 6.4 | Carry over conditions “Contributions may be held for up to 2 years in the following circumstances” | This may artificially limit the priority projects for a community. For example if there is a large capital project that may require 5 years of funds to be accumulated to |

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| | | allow the project to commence. |
| Section 8.4 | Geographic equity “fairness across the LGA” | The “fairness across the LGA” category should be removed. This is not included as an objectives of the NSW benefit sharing guidelines. The funds should be predominately directed towards the affected community. Only if the affected community supports a broader project option should it be considered. For example a new health facility in that local community supports and has realistic options to access it. |
| Section 10.1 | Administrative caps | Annual administrative budget with justification should be submitted annually to the board for approval |
| <u>In regards to the VPA</u> | | |
| Reference | Statement | Concern |
| Section 9.2 | Assumption that this project will form part of the “development contributions from multiple renewable energy projects within the REZ” | EnergyCo has not confirmed whether Deepwater Hybrid Project will be included in the REZ |
| Section 9 | Development contributions | The concept of “Development Contributions” is only |

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| | | | applicable for Wind Projects as the collective term for Construction Contributions and Operations contributions. As Construction Contributions are not applicable for Solar projects, we would ask for this definition to be removed. For the sake of clarity ib Vogt will make an “Operations Contribution” only |
| | Section 14.1 | Distribution of development contributions | See note 6.1 above for the CBFF |
| | Section 17.1 | Bank Guarantee | We do not see a justification for a Bank Guarantee. If required it should be no more than the first years contribution. |

Glen Innes Severn Community Benefit Fund Framework (CBFF)

1. PURPOSE AND OBJECTIVES

1.1 Clear intent of the Fund

The Glen Innes Severn Community Benefit Fund (Fund) is established to ensure that communities directly and indirectly affected by renewable energy projects, including projects within the New England Renewable Energy Zone and other projects with demonstrated impacts on Glen Innes Severn communities, receive tangible, lasting public benefits.

The Fund provides a centralised, transparent and equitable mechanism for distributing monetary contributions from Voluntary Planning Agreements (VPAs) towards projects that enhance community wellbeing, local infrastructure, liveability, resilience, environmental outcomes and long term community wealth.

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

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

The Fund will be administered in a manner that supports the:

- Glen Innes Severn Council Community Strategic Plan, Delivery Program and Operational Plan (adopted at the time of administration of funds); and
- Glen Innes Highlands Economic Development Strategy (adopted at the time of administration of funds).

1.2 Principles of benefit sharing

The Fund is guided by the following principles:

- **Equity:** Benefits should be distributed fairly, with weighting for host communities most directly impacted by development.
- **Transparency:** Decision-making, allocation, and reporting processes must be open, consistent, and publicly accessible.
- **Public Purpose:** All funded initiatives must deliver measurable public benefit and align with Council's strategic priorities.
- **Community Participation:** Local communities, particularly directly affected host communities, should have clear and meaningful influence over priorities, project selection and outcome reporting through local priority setting, engagement and representation.

- **Accountability:** Funds must be managed responsibly, with strong governance, audit processes, and clear delegations.
- **Longevity:** Investments should create enduring community value rather than short-term or private gain.

Place Based Investment: Funding should support the liveability, infrastructure, services and public places that help communities remain strong, attractive and sustainable places to live, work, visit and invest.

Community Wealth Building: Funded projects should, where possible, keep value circulating locally by supporting local procurement, local skills, local enterprise, community owned or community led initiatives and long term resilience.

2. LEGISLATIVE AND POLICY CONTEXT

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

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

This CBFF establishes the framework for administration of these contributions.

2.2 Voluntary Planning Agreements (VPAs)

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

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

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

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

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

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

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

2.4 NSW Benefit Sharing Guideline

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

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

The NSW Benefit Sharing Guideline is the key NSW Government policy benchmark for large scale renewable energy benefit sharing. It is not legislation and does not override the Environmental Planning and Assessment Act 1979, the Environmental Planning and Assessment Regulation 2021, any development consent or a lawfully executed VPA. This Framework is to be applied consistently with the Guideline unless a project specific circumstance, legal requirement or Council resolution supports a different approach. The Framework also distinguishes between neighbourhood, local community and regional benefits, recognises that council administration of no less than 85 percent is a minimum rather than a cap, and clarifies that the BESS benefit sharing rate applies to stand alone BESS only.

2.5 Council policy alignment

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

2.6 Council plans

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

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

Council CBPs must be:

Council CBPs should also consider the Glen Innes Highlands Economic Development Strategy 2026-2030, including wellbeing economy outcomes, community wealth building, local procurement, workforce development, vibrant places, shared outcomes and population growth.

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

3. FUND ESTABLISHMENT AND SCOPE

3.1 What is the Fund?

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

3.2 The Fund is not:-

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

3.3 Eligible uses

Funds must be applied to assets or programs that:

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

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

Examples include:

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

Place based capital works, liveability improvements, local skills and workforce initiatives, community capacity building and public infrastructure that supports population growth and long term community resilience

3.4 Ineligible uses

Examples include:

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

4. GOVERNANCE AND DECISION-MAKING STRUCTURE

4.1 Board and Panel roles

A Board and Panel will be established under section 355 of the LG Act, or another lawful governance structure resolved by Council, to support transparent assessment, recommendations and any delegations lawfully approved by Council in relation to the Fund. Council remains accountable for the proper management of public funds.

The role of the Fund Board (strategic oversight)

- Set strategic priorities and ensures alignment with CSP/DP/OP.
- Recommends or makes investment and procurement decisions only within delegations lawfully approved by Council.
- Manages administration and reporting.
- Ensures compliance with legislation and guidelines.

The role of the Assessment Panel (operational assessment)

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

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

Board and Panel positions will be appointed in accordance with Council's "Community Committees of Council Manual" ((as adopted at the time of board and panel appointment).

4.2 Board structure

- Independent Chair

- Two Councillors
- One senior Council executive
- Two independent community representatives, at least one of whom should have governance, financial, legal, probity, community development or infrastructure experience
- At least two representatives from directly impacted host communities where a project specific matter is being considered

4.3 Panel structure

The Panel may operate as a standing panel or as project specific panels, depending on the project, affected community and funding round. Project specific panels should be used where this will improve host community participation..

- Council staff (planning, community development, finance)
- Independent expert (e.g., infrastructure, community development, environment)
- At least two representatives from the directly impacted host community for project specific assessment, unless Council resolves that this is not practicable and gives reasons

4.4 Delegations and accountability

- The Board may approve Council Community Benefit Projects and grants above \$100,000 only where Council has lawfully delegated that function. Where no delegation applies, the Board makes recommendations to Council.
- Panel may approve grants up to \$100,000 where Council has lawfully delegated that function, or otherwise makes recommendations to the Board or Council.
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- Mandatory declarations at each meeting.
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4.6 Independent representation

Independent members ensure:

- impartiality;

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

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

4.7 **Host-community representation**

At least two representatives from the directly impacted host community should participate in project specific assessment processes to ensure local perspectives shape priorities, assessment and recommendations.

Host community positions should generally be for up to 2 years to support continuity, local knowledge and capability, with staggering of terms where practicable.

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

5. **FUNDING SOURCES AND CONTRIBUTIONS**

5.1 **VPAs**

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

The VPA will direct that contributions are directed the Fund.

5.2 **Any other contributions**

May include:

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

5.3 **Accounting and quarantining of funds**

- Funds must be held in a restricted reserve.
- Separate accounting for each Project.
- Interest earned remains within the Fund.

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

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6.1 Fund distribution

The Fund's annual contributions and any investment proceeds will be distributed through an annual allocation plan adopted by Council with endorsement from the Board within its lawful delegation. The annual allocation plan must be informed by host community priorities, the public purpose of each VPA, strategic alignment, deliverability and the impact based criteria in this Framework.

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Council delivered projects, where they meet the assessment criteria and public purpose requirements

Community grants and community led projects, where they meet the assessment criteria and public purpose requirements

Place-based capital investment, where supported by the annual allocation plan and relevant community priorities

6.2 Defined maximum holding period for unallocated funds

Unallocated funds must be committed within 3 years.

6.3 Forward planning requirements

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

6.4 Carry-over conditions

Contributions may be held for more than one financial year where this is necessary to deliver a larger priority project, provided the reason is publicly reported and reviewed annually. As a general guide, funds should not be held for more than 4 years unless Council resolves otherwise with reasons.

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

6.5 Safeguards

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

7. ELIGIBLE PROJECT TYPES AND GRANT PROGRAMS

7.1 Council projects

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

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

7.2 Community grants

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

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

7.3 Co-contributors

The Fund may be used to leverage:

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

8. ASSESSMENT AND PRIORITISATION PROCESS

8.1 Distribution criteria

Assessment must use impact based weighting. Distance from infrastructure may be considered, but must not be the only factor. Relevant impacts may include visual change, topography, noise, transmission infrastructure, access routes, construction traffic, worker accommodation pressure, cumulative project clustering and the degree of change experienced by the community.

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

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

8.2 Strategic alignment

Projects must align with:

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

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Assessment will consider:

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

8.4 Geographic equity

Distribution must consider:

- fairness to directly affected communities and the public purpose of the relevant VPA,
- whether a broader LGA project is accessible to, or supported by, the affected host community.

8.5 Host-community weighting

Benefits should be directed primarily to affected communities. Broader LGA projects may be funded where they are consistent with the VPA public purpose and will be used by, accessible to or supported by the affected community.

Projects benefiting directly impacted communities receive priority.

9. DELIVERY PATHWAYS

9.1 Council delivery

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

Council Community Benefit Projects may include road upgrades, infrastructure improvements to public open space and improvements to public assets such as libraries, community centres and swimming pools, but only where the works are additional to ordinary Council maintenance and are not required developer impact mitigation.

9.2 Grants

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

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

9.3 Procurement pathways

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

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

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

Procurement should, where lawful and value for money, support local suppliers, local employment and community wealth building outcomes consistent with Council's procurement framework.

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10.1 Administrative caps

Up to 5% of annual contributions may be allocated to Council's costs of administering the Fund. The annual administration budget must be justified, reported to the Board and publicly reported through the annual Fund report.

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

Multi-year commitments must be documented and publicly reported.

10.3 Risk management

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

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Council will conduct an annual financial acquittal of the Fund and publish the outcome on Council's website. An independent audit or probity review must be undertaken at least every 4 years, or earlier if required by Council or the Board.

11. REPORTING, TRANSPARENCY, PROMOTION AND RECOGNITION

11.1 Public register

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

The register will be updated:

- at least quarterly for contributions received and allocations made;
- upon issuance of grants and Council CBPs; and
- new Projects are approved within the REZ.

11.2 Annual reporting

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

The Annual Report must include assessment criteria, funded projects, reasons for funding decisions, conflicts declared and managed, administration costs, project status, outcomes delivered and performance against relevant KPIs.

11.3 Promotion and public recognition

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Where a renewable energy project is located outside the Glen Innes Severn LGA but has demonstrated impacts on Glen Innes Severn communities, Council may negotiate a VPA or other lawful arrangement to secure public benefits for the affected Glen Innes Severn community. The NSW Benefit Sharing Guideline recognises that benefits may need to be distributed to a neighbouring LGA where that is where the effects of the development are most likely to be experienced. However, Glen Innes Severn Council cannot unilaterally bind another council or create a joint committee on behalf of another council. Any joint VPA, joint committee or shared administration model involving another council must be separately agreed by all relevant councils, legally reviewed, supported by appropriate delegations and governance arrangements, publicly notified where required, supported by an explanatory note and subject to public inspection requirements.

12.1 Periodic independent review

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

12.2 Community feedback mechanisms

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

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

12.3 Adjustment pathways

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

13. GLOSSARY

| | |
|----------|---|
| EP&A Act | <i>Environmental Planning and Assessment Act (NSW) 1979</i> |
| CBFF | Community Benefit Fund Framework |

| | |
|----------------|---|
| Fund | Glen Innes Severn Council Community Benefit Fund |
| Host-community | The village, locality or community that experiences the most direct or material impacts from a Project, having regard to impact based criteria and not distance alone |
| LG Act | <i>Local Government Act (NSW) 1993</i> |
| Project | Renewable energy project approved within the REZ, or another renewable energy project with demonstrated impacts on Glen Innes Severn communities, that provides contributions to the Fund |
| VPA | Voluntary Planning Agreement in accordance with section 7.4 of the <i>Environmental Planning and Assessment Act (NSW) 1979</i> |
| REZ | New England Renewable Energy Zone |

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Glen Innes Severn Community Benefit Fund Framework (CBFF)

1. PURPOSE AND OBJECTIVES

1.1 Clear intent of the Fund

The Glen Innes Severn Community Benefit Fund (Fund) is established to ensure that communities directly and indirectly affected by renewable energy projects, including projects within the New England Renewable Energy Zone and other projects with demonstrated impacts on Glen Innes Severn communities, receive tangible, lasting public benefits.

The Fund provides a centralised, transparent and equitable mechanism for distributing monetary contributions from Voluntary Planning Agreements (VPAs) towards projects that enhance community wellbeing, local infrastructure, liveability, resilience, environmental outcomes and long-term community wealth.

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

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

The Fund will be administered in a manner that supports the:

- Glen Innes Severn Council Community Strategic Plan, Delivery Program and Operational Plan (adopted at the time of administration of funds); and
- Glen Innes Highlands Economic Development Strategy (adopted at the time of administration of funds).

1.2 Principles of benefit sharing

The Fund is guided by the following principles:

- **Equity:** Benefits should be distributed fairly, with weighting for host communities most directly impacted by development.
- **Transparency:** Decision-making, allocation, and reporting processes must be open, consistent, and publicly accessible.
- **Public Purpose:** All funded initiatives must deliver measurable public benefit and align with Council's strategic priorities.
- **Community Participation:** Local communities, particularly directly affected host communities, should have clear and meaningful influence over priorities, project selection and outcome reporting through local priority setting, engagement and representation.

- **Accountability:** Funds must be managed responsibly, with strong governance, audit processes, and clear delegations.
- **Longevity:** Investments should create enduring community value rather than short-term or private gain.
- **Place Based Investment:** Funding should support the liveability, infrastructure, services and public places that help communities remain strong, attractive and sustainable places to live, work, visit and invest.
- **Community Wealth Building:** Funded projects should, where possible, keep value circulating locally by supporting local procurement, local skills, local enterprise, community owned or community led initiatives and long term resilience.

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2. LEGISLATIVE AND POLICY CONTEXT

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

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

This CBFF establishes the framework for administration of these contributions.

2.2 Voluntary Planning Agreements (VPAs)

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

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

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

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

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

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

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

2.4 NSW Benefit Sharing Guideline

The NSW Benefit Sharing Guideline is the key NSW Government policy benchmark for large scale renewable energy benefit sharing. It is not legislation and does not override the Environmental Planning and Assessment Act 1979, the Environmental Planning and Assessment Regulation 2021, any development consent or a lawfully executed VPA.

This Framework is to be applied consistently with the Guideline unless a project specific circumstance, legal requirement or Council resolution supports a different approach.

The Framework also distinguishes between neighbourhood, local community and regional benefits, recognises that council administration of no less than 85 percent is a minimum rather than a cap, and clarifies that the BESS benefit sharing rate applies to stand alone BESS only.

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

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

2.5 Council policy alignment

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

2.6 Council plans

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

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

Council CBPs should also consider the Glen Innes Highlands Economic Development Strategy 2026-2030, including wellbeing economy outcomes, community wealth building, local procurement, workforce development, vibrant places, shared outcomes and population growth.

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

3. FUND ESTABLISHMENT AND SCOPE

3.1 What is the Fund?

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

3.2 The Fund is not:-

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

3.3 Eligible uses

Funds must be applied to assets or programs that:

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

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

Examples include:

- Public open space upgrades
- Community facilities (halls, libraries, youth centres)
- Footpaths, cycleways, and public domain improvements
- Environmental restoration projects
- Community programs, events, and capacity-building initiatives
- Co-contributions to State/Federal grants for public-purpose projects
- Place based capital works, liveability improvements, local skills and workforce initiatives, community capacity building and public infrastructure that supports population growth and long term community resilience

3.4 **Ineligible uses**

Examples include:

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

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Any joint VPA, joint committee or shared administration model involving another council must be separately agreed by all relevant councils, legally reviewed, supported by appropriate delegations and governance arrangements, publicly notified where required, supported by an explanatory note and subject to public inspection requirements.

12.2 Periodic independent review

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

12.3 Community feedback mechanisms

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

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

12.4 Adjustment pathways

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

13. GLOSSARY

| | |
|----------------|---|
| EP&A Act | <i>Environmental Planning and Assessment Act (NSW) 1979</i> |
| CBFF | Community Benefit Fund Framework |
| Fund | Glen Innes Severn Council Community Benefit Fund |
| Host-community | The village, locality or community that experiences the most direct or material impacts from a Project, having regard to impact based criteria and not distance alone |
| LG Act | <i>Local Government Act (NSW) 1993</i> |
| Project | Renewable energy project approved within the REZ, or another renewable energy project with demonstrated impacts on Glen Innes Severn communities, that provides contributions to the Fund |
| VPA | Voluntary Planning Agreement in accordance with section 7.4 of the <i>Environmental Planning and Assessment Act (NSW) 1979</i> |
| REZ | New England Renewable Energy Zone |

DRAFT

RENEWABLE ENERGY PROJECTS
VOLUNTARY PLANNING AGREEMENT (VPA)

Between

Glen Innes Severn Council

AND

[insert Developer Entity]

Date: [insert date]

matthewsfolbigg
LAWYERS

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

[https://giscouncil-my.sharepoint.com/personal/rsheridan_gisc_nsw_gov_au/Documents/RIARNA/Documents/REZ/Future Fund/FINAL COUNCIL DOCS/ANNEXURE D - VPA - TRACKED CHANGES.docx\(CJH\)](https://giscouncil-my.sharepoint.com/personal/rsheridan_gisc_nsw_gov_au/Documents/RIARNA/Documents/REZ/Future Fund/FINAL COUNCIL DOCS/ANNEXURE D - VPA - TRACKED CHANGES.docx(CJH))

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VOLUNTARY PLANNING AGREEMENT (VPA)

Agreement dated 202#

Parties

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

[INSERT DETAILS] (“Company”)

Background

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

Where the Development is outside Council’s Local Government Area, this Agreement is limited to contributions and public benefits for Glen Innes Severn communities or other public purposes within Council’s lawful remit that are not wholly unrelated to the Development. Section 7.4 of the Environmental Planning and Assessment Act 1979 allows a planning agreement to involve one or more planning authorities, so a joint VPA may be legally possible. However, any joint VPA or joint administration arrangement with another council must be separately agreed by all relevant parties, legally reviewed, supported by appropriate governance and delegation arrangements, publicly notified where required, supported by an explanatory note and made available for public inspection in accordance with the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulation 2021.

Operative PART

1. Definitions

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

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

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

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

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

Bank Guarantee means an irrevocable and unconditional guarantee that is not limited in time and does not expire, provided by a major Australian trading bank, containing terms and conditions reasonably acceptable to the Council, to pay an amount or amounts of money to the Council on demand in accordance with clause [17] of this Agreement.

BESS means battery energy storage system. For contribution purposes, the BESS contribution rate applies only to stand alone BESS on rural zoned land and does not apply to a battery developed alongside wind or solar generation.

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

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

Community Benefits Fund means the combined account for receipt of Development Contributions from renewable energy projects approved within the REZ, and any other renewable energy project with demonstrated impacts on Glen Innes Severn communities where a lawful contribution is secured, to be used for the Public Purpose.

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

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

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

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

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

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

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

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

Development Application has the same meaning as in the Act.

Development Consent has the same meaning as in the Act.

Development Contributions means the Construction Contribution and/or Operations Contribution payable under this Agreement, as applicable to the relevant Development type and project specific schedule.

Development Stage means each separate stage of the Development notified by the Company to Council in accordance with this Agreement and identified in the project specific schedule, including any stage within the GIS LGA or any stage with demonstrated impacts on Glen Innes Severn communities for which a contribution is payable under this Agreement. For the avoidance of doubt:

- (i) if the Development is proposed to be constructed in a single stage, there will only be one Development Stage for the purpose of this Agreement and all references in this agreement to a Development Stage will be taken to be a reference to the whole of the Development; and
- (ii) each stage will only be a Development Stage if it is identified in the relevant project specific schedule or otherwise has contribution obligations under this Agreement.

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

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

GIS LGA means the Council's Local Government Area

GST has the same meaning as in the GST Law.

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

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

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

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

Law means:

- (a) any law applicable including legislation, ordinances, regulations, by-laws and other subordinate legislation;

- (b) any Approval, including any condition or requirement under it; and
- (c) any fees and charges payable in connection with the things referred to in paragraphs (a) and (b).

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

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

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

Pre-construction minor works includes the following activities:

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

Regulation means the Environmental Planning and Assessment Regulation 2021.

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

Related Body Corporate means in relation to the Company:

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

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

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

2. Interpretation

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

- (i) Headings are inserted for convenience only and do not affect the interpretation of this Agreement.
- (ii) If the day in which any act, matter or thing is to be done under this Agreement is not a Business Day, the act, matter or thing must be done on the next Business Day.
- (iii) A reference in this Agreement to 'dollars' or '\$' means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars.
- (iv) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
- (v) A reference in this Agreement to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- (vi) A reference to a clause, part or schedule is a reference to a clause, a part or a schedule of this Agreement.
- (vii) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
- (viii) Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
- (ix) A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
- (x) References to the word 'include' or 'including' are to be construed without limitation.
- (xi) A reference to this Agreement includes the agreement recorded in this Agreement.
- (xii) A reference to a party to this Agreement includes a reference to the servants, agents, and contractors of the party, and the party's successors and assigns.
- (xiii) Any schedules or tables form part of this Agreement.
- (xiv) In the event of any inconsistency between this Agreement and the Development Consent, the Development Consent prevails to the extent of any inconsistency.

3. Planning Agreement under the Act

Public notice, inspection and explanatory note

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

This Agreement and its explanatory note must be publicly notified, made available for public inspection and published in accordance with the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulation 2021 where required.

4. Application of this Agreement

This Agreement applies to:

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

5. Commencement

This Agreement commences on the Commencement Date.

6. Termination

This Agreement remains in force until:

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

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

7.1 This Agreement excludes the application of s7.11 and s7.12 of the Act to the Development.

7.2 This Agreement does not exclude the operation of s7.24 to the Development.

8. Modification of this Agreement

8.1 The terms of this Agreement are to be reviewed and modified on the occurrence of:

- (a) any material changes to the NSW Government's "Benefit-Sharing Guideline" (November 2024); or
- (b) MW capacity of the Development is materially different to that approved by the Development Consent; or
- (c) other change of law or circumstance that materially affects the operation of this Agreement.

8.2. No modification of this Agreement will be of any force or effect unless it is in writing and signed by all Parties to this Agreement and publicly notified in accordance with the Act and Regulation.

9. Development Contributions

Voluntary Planning Agreement (VPA)

[https://giscouncil-my.sharepoint.com/personal/rsheridan_gisc_nsw_gov_au/Documents/RIARNA/Documents/REZ/Future Fund/FINAL COUNCIL DOCS/ANNEXURE D - VPA - TRACKED CHANGES.docx\(CJH\)](https://giscouncil-my.sharepoint.com/personal/rsheridan_gisc_nsw_gov_au/Documents/RIARNA/Documents/REZ/Future Fund/FINAL COUNCIL DOCS/ANNEXURE D - VPA - TRACKED CHANGES.docx(CJH))

8

- 9.1. Development Contributions will be paid by the Company to Council, into a Community Benefits Fund in accordance with this Agreement.

For solar projects, Development Contributions will ordinarily comprise Operations Contributions only, unless a project specific schedule lawfully provides otherwise. For BESS, the BESS contribution provisions apply to stand alone BESS only and do not apply to batteries developed alongside wind or solar generation.

- 9.2. The Company acknowledges the Community Benefits Fund will be a consolidated account for the collection and distribution of Development Contributions from renewable energy projects within the REZ and other renewable energy projects with demonstrated impacts on Glen Innes Severn communities where a lawful contribution is secured.
- 9.3. The amount of monetary Development Contributions is to be indexed in accordance with clause [13].
- 9.4. For the avoidance of doubt, the Company's compliance with any obligation under this Agreement is not subject to the Community Benefits Fund being established.

[Insert as applicable]

10. Wind Projects

Notification of Staging

- 10.1. The Company and Council acknowledge and agree that the Development may be constructed and operated in two or more stages as authorised by condition [INSERT] of the Development Consent.
- 10.2. Before commencing Construction, the Company must notify the Council in writing of the following:
- (a) details of any staging proposed for the Development (including the total number of stages proposed to construct the Development and the number of wind turbines proposed in each stage within the GIS LGA); and
 - (b) confirmation of the Intended MW Capacity of each proposed wind turbine in each Development Stage.
- 10.3. If the Company makes any updates to the staging of the Development following the issue of a notice to the Council under clause [10.2] the Company must provide the Council with an updated notification of the revised Development Staging and any updates to the Intended MW Capacity of each proposed wind turbine in each Development Stage.

Construction Contribution

- 10.4. Prior to commencing Construction, the Company must notify the Council in writing. The notification must include confirmation of the proposed Construction Commencement Date.
- 10.5. Subject to clause [20.3] ('Assignment'), the Company must pay to the Council the Construction Contribution for each wind turbine within a Development Stage, calculated in accordance with clauses [10.6] and [10.7] to the Council in

arrears from 1 July each year for the duration of the Construction Phase of the relevant wind turbine within the Development Stage.

- 10.6. The Construction Contribution means, for each wind turbine within a Development Stage that is in the Construction Phase, an amount calculated in accordance with the following formula:

$$CC = A \times B$$

Where:

CC means the Construction Contribution in Australian dollars;

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

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

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

Operations Contribution

- 10.8. Prior to commencing Operation of the first Installed Turbine within a Development Stage, the Company must:

- (a) notify the Council in writing of:
 - (i) the proposed date on which all the Installed Turbines within the Development Stage will become Operational; and
 - (ii) if it is proposed that the turbines installed within the Development Stage will become Operational on a staggered basis, the timing of that staggering including the Intended MW Capacity per turbine.

- 10.9. Upon all Installed Turbines within a Development Stage becoming ready for Operation, but prior to commencing Operation of all Installed Turbines within the Development Stage, the Company must:

- (a) provide the Council with a report containing the information required by clause [10.18] for the Development Stage; and
- (b) notify Council in writing of the Final MW Capacity per Installed Turbine as evidenced by the report.

- 10.10. Subject to clause [20.3] ('Assignment'), the Company must pay Operations Contributions for each Installed Turbine within a Development Stage, calculated in accordance with clause [10.11, 10.12 and 10.13], to the Council in arrears on 1 July each year for the duration of the Operations Phase for each Installed Turbine within the Development Stage.

- 10.11. The Operations Contribution means, for each Installed Turbine within a Development Stage that is in the Operations Phase, an amount calculated in accordance with the following formula:

$$OC = A \times B$$

Where:

OC means the Operations Contribution in Australian dollars;

A means \$1,050 as adjusted in accordance with clause [13] of this Agreement; and

B means the Final MW Capacity per year of each Installed Turbine.

- 10.12. Where the Operations Phase of the relevant Installed Turbine covers only part of a relevant year, the Operations Contribution in respect of that Installed Turbine and year will be calculated on a pro-rata basis.
- 10.13. Where the turbines for any Development Stage become operational at different times during any relevant year, the Operations Contributions in respect of that Development Stage and year will be calculated on a pro-rata basis according to when each Installed Turbine became operational during that year.
- 10.14. Where the turbines for any Development Stage become operational at different times, the Construction Contribution will continue to apply to the portion of wind turbines within the Development Stage not yet operational.
- 10.15. The Company must notify the Council of the commencement of decommissioning of any Installed Turbines within a Development Stage within the GIS LGA.

General

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

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

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

- (c) a calculation (showing workings) of the Operations Contributions for all the Installed Turbines in the relevant Development Stage.

11. Solar Projects

Operations Contribution

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

$$OC = A \times B$$

Where:

OC means the Operations Contribution in Australian dollars;

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

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

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

General

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

12. BESS Projects

Operations Contribution

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

$$OC = A \times B$$

Where:

OC means the Operations Contribution in Australian dollars;

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

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

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

General

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

13. Indexation of Development Contributions

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

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

Where:

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

14. Distribution of Development Contributions

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

15. Promotion of projects funded by Community Benefits Fund

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

16. Dispute resolution

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

17. Enforcement

General Security

- 17.1. The Company is to provide to Council a Bank Guarantee in the amount and at the time specified in Schedule [insert]. The amount and timing must be proportionate to the payment obligations secured by the Bank Guarantee. Unless otherwise agreed in the project specific schedule, the trigger should align with Commencement of Construction and allow not less than 20 Business Days for the Company to arrange the Bank Guarantee.
- 17.2. The Company is to ensure each Bank Guarantee is indexed by CPI.
- 17.3. The Council is to hold the Bank Guarantee as security for the Company performing its obligations under this Agreement.
- 17.4. The Company must not cancel any Bank Guarantee provided under this clause [17] or do anything to cause the Bank Guarantee to be ineffective unless the Council has provided written notice the Bank Guarantee can be cancelled.
- 17.5. The Council must release the Bank Guarantee or any unused part of it to the Company within 25 Business Days after the secured obligations have been satisfied or the Agreement has been terminated in accordance with clause [6], whichever is relevant.

Enforcement

- 17.6. Without limiting the remedies available to Parties, this Agreement may be enforced by any Party in any court of competent jurisdiction.
- 17.7. For the avoidance of doubt, nothing in this Agreement prevents:

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

18. Interest on unpaid contributions

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

19. Breach of Obligations

- 19.1. If the Council reasonably considers that the Company is in breach of its obligation to pay the Development Contributions under this Agreement, it may give a written notice to the Company (“**Breach Notice**”):
- (a) specifying the nature and extent of the breach;
 - (b) requiring the Company to pay the outstanding monetary Development Contributions; and
 - (c) specifying the period within which the outstanding monetary Development Contributions are to be paid, being a period that is reasonable in the circumstances and not being less than 21 Business Days from the date of the Breach Notice.
- 19.2. If the Company fails to fully comply with a Breach Notice, the Council may call-up and apply the proceeds of a Bank Guarantee provided under this Agreement in satisfaction of:
- (a) any amount due and payable by the Company under this Agreement;
 - (b) any obligation of the Company under this Agreement to pay the Development Contributions; and
 - (c) any associated liability, loss, cost, charge or expense directly incurred by the Council because of the failure by the Company to comply with this Agreement.
- 19.3. Nothing in this clause [19] prevents or restricts Council from exercising any rights it may have at law or equity in relation to a breach of this Agreement by the Company, including but not limited to seeking relief in an appropriate court.

20. General

Registration of the Agreement

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

Reporting

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

Assignment

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

21. Notices

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

Glen Innes Severn Council

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

Company

Attention: [INSERT]

Address: [INSERT]

Email: [INSERT]

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

22. Costs

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

23. Entire Agreement

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

24. Approvals and Consents

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

25. Further Acts

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

26. Governing Law and Jurisdiction

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

27. No Fetter

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

28. Joint and individual liability and benefits

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

29. Representations and Warranties

- 29.1. Each of the Parties represents and warrants to the other Party that it has power to enter this Agreement and comply with its obligations under this Agreement and that entry into this Agreement will not result in the breach by it of any law applicable to it.
- 29.2. Each Party warrants to each other Party that this Agreement creates a legal, valid and binding obligation, enforceable against the relevant Party in accordance with its terms.

30. Severability

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

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

31. Waiver

- 31.1. The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.
- 31.2. A waiver by a Party is only effective if it is in writing.
- 31.3. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given and is not to be taken as an implied waiver of that obligation or breach in relation to any other occasion.

32. GST

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

33. Counterparties

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

Executed as a Deed

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

| | |
|----------|-----------|
| | |
| Director | Secretary |
| | |
| Date | Date |

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

| | |
|----------------|----------------------------|
| Witness | Authorised delegate |
|----------------|----------------------------|

| | |
|-------------------|-------------------|
| | |
| Signature | Signature |
| | |
| Name and position | Name and position |
| | |
| Date | Date |

RENEWABLE ENERGY PROJECTS
VOLUNTARY PLANNING AGREEMENT (VPA)

Between

Glen Innes Severn Council

AND

[insert Developer Entity]

Date: [insert date]



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

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VOLUNTARY PLANNING AGREEMENT (VPA)

Agreement dated 202#

Parties

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

[INSERT DETAILS] (“Company”)

Background

- A. The Company is the proponent of the development subject of development application [INSERT DA/SSD #] (“Development”).
- B. The Development proposes [INSERT DESCRIPTION], to be located [entirely/partly] within Council’s Local Government Area [OR located within XX Local Government Area with demonstrated impacts to be felt by residents, businesses or communities within Council’s local government area].
- C. On [INSERT DATE] the Development received consent from [Council/Minister]. Condition of consent [INSERT NUMBER] requires the Company enter into [a VPA/benefit sharing arrangement] in accordance with the offer made by the Company dated [INSERT].
- D. In accordance with Division 7.1 of Part 7 of the Environmental Planning and Assessment Act 1979, the Company and Council agree to enter into a planning agreement to facilitate collection, management and distribution of financial contributions from the Company for the public benefit.
- E. Where the Development is outside Council’s Local Government Area, this Agreement is limited to contributions and public benefits for Glen Innes Severn communities or other public purposes within Council’s lawful remit that are not wholly unrelated to the Development. Section 7.4 of the Environmental Planning and Assessment Act 1979 allows a planning agreement to involve one or more planning authorities, so a joint VPA may be legally possible.

However, any joint VPA or joint administration arrangement with another council must be separately agreed by all relevant parties, legally reviewed, supported by appropriate governance and delegation arrangements, publicly notified where required, supported by an explanatory note and made available for public inspection in accordance with the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulation 2021.

Operative PART

1. Definitions

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

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

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

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

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

Bank Guarantee means an irrevocable and unconditional guarantee that is not limited in time and does not expire, provided by a major Australian trading bank, containing terms and conditions reasonably acceptable to the Council, to pay an amount or amounts of money to the Council on demand in accordance with clause [17] of this Agreement.

BESS means battery energy storage system. For contribution purposes, the BESS contribution rate applies only to stand alone BESS on rural zoned land and does not apply to a battery developed alongside wind or solar generation.

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

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

Community Benefits Fund means the combined account for receipt of Development Contributions from renewable energy projects approved within the REZ, and any other renewable energy project with demonstrated impacts on Glen Innes Severn communities where a lawful contribution is secured, to be used for the Public Purpose.

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

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

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

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

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

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

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

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

Development Application has the same meaning as in the Act.

Development Consent has the same meaning as in the Act.

Development Contributions means the Construction Contribution and/or Operations Contribution payable under this Agreement, as applicable to the relevant Development type and project specific schedule.

Development Stage means each separate stage of the Development notified by the Company to Council in accordance with this Agreement and identified in the project specific schedule, including any stage within the GIS LGA or any stage with demonstrated impacts on Glen Innes Severn communities for which a contribution is payable under this Agreement. For the avoidance of doubt:

- (i) if the Development is proposed to be constructed in a single stage, there will only be one Development Stage for the purpose of this Agreement and all references in this agreement to a Development Stage will be taken to be a reference to the whole of the Development; and
- (ii) each stage will only be a Development Stage if it is identified in the relevant project specific schedule or otherwise has contribution obligations under this Agreement.

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

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

GIS LGA means the Council's Local Government Area

GST has the same meaning as in the GST Law.

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

Intended MW Capacity means for each wind turbine which the Company proposes to install within a Development Stage, the intended energy output, in MW, of each wind

turbine, as notified by the Company to the Council in accordance with clauses [10.2] or [10.3] of this Agreement.

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

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

Law means:

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

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

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

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

Pre-construction minor works includes the following activities:

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

Regulation means the Environmental Planning and Assessment Regulation 2021.

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

Related Body Corporate means in relation to the Company:

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

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

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

2. Interpretation

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

- (i) Headings are inserted for convenience only and do not affect the interpretation of this Agreement.
- (ii) If the day in which any act, matter or thing is to be done under this Agreement is not a Business Day, the act, matter or thing must be done on the next Business Day.
- (iii) A reference in this Agreement to 'dollars' or '\$' means Australian dollars and all amounts payable under this Agreement are payable in Australian dollars.
- (iv) A reference in this Agreement to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
- (v) A reference in this Agreement to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
- (vi) A reference to a clause, part or schedule is a reference to a clause, a part or a schedule of this Agreement.
- (vii) An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
- (viii) Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
- (ix) A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
- (x) References to the word 'include' or 'including' are to be construed without limitation.
- (xi) A reference to this Agreement includes the agreement recorded in this Agreement.

- (xii) A reference to a party to this Agreement includes a reference to the servants, agents, and contractors of the party, and the party's successors and assigns.
- (xiii) Any schedules or tables form part of this Agreement.
- (xiv) In the event of any inconsistency between this Agreement and the Development Consent, the Development Consent prevails to the extent of any inconsistency.

3. Planning Agreement under the Act

Public notice, inspection and explanatory note

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

This Agreement and its explanatory note must be publicly notified, made available for public inspection and published in accordance with the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulation 2021 where required.

4. Application of this Agreement

This Agreement applies to:

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

5. Commencement

This Agreement commences on the Commencement Date.

6. Termination

This Agreement remains in force until:

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

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

7.1 This Agreement excludes the application of s7.11 and s7.12 of the Act to the Development.

7.2 This Agreement does not exclude the operation of s7.24 to the Development.

8. Modification of this Agreement

8.1 The terms of this Agreement are to be reviewed and modified on the occurrence of:

- (a) any material changes to the NSW Government's "Benefit-Sharing Guideline" (November 2024); or

- (b) MW capacity of the Development is materially different to that approved by the Development Consent; or
 - (c) other change of law or circumstance that materially affects the operation of this Agreement.
- 8.2. No modification of this Agreement will be of any force or effect unless it is in writing and signed by all Parties to this Agreement and publicly notified in accordance with the Act and Regulation.

9. Development Contributions

- 9.1. Development Contributions will be paid by the Company to Council, into a Community Benefits Fund in accordance with this Agreement.
- 9.2. For solar projects, Development Contributions will ordinarily comprise Operations Contributions only, unless a project specific schedule lawfully provides otherwise. For BESS, the BESS contribution provisions apply to stand alone BESS only and do not apply to batteries developed alongside wind or solar generation.
- 9.3. The Company acknowledges the Community Benefits Fund will be a consolidated account for the collection and distribution of Development Contributions from renewable energy projects within the REZ and other renewable energy projects with demonstrated impacts on Glen Innes Severn communities where a lawful contribution is secured.
- 9.4. The amount of monetary Development Contributions is to be indexed in accordance with clause [13].
- 9.4. For the avoidance of doubt, the Company's compliance with any obligation under this Agreement is not subject to the Community Benefits Fund being established.

[Insert as applicable]

10. Wind Projects

Notification of Staging

- 10.1. The Company and Council acknowledge and agree that the Development may be constructed and operated in two or more stages as authorised by condition [INSERT] of the Development Consent.
- 10.2. Before commencing Construction, the Company must notify the Council in writing of the following:
- (a) details of any staging proposed for the Development (including the total number of stages proposed to construct the Development and the number of wind turbines proposed in each stage within the GIS LGA); and
 - (b) confirmation of the Intended MW Capacity of each proposed wind turbine in each Development Stage.
- 10.3. If the Company makes any updates to the staging of the Development following the issue of a notice to the Council under clause [10.2] the Company must provide the Council with an updated notification of the revised Development

Staging and any updates to the Intended MW Capacity of each proposed wind turbine in each Development Stage.

Construction Contribution

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

$$CC = A \times B$$

Where:

CC means the Construction Contribution in Australian dollars;

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

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

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

Operations Contribution

- 10.8. Prior to commencing Operation of the first Installed Turbine within a Development Stage, the Company must:
 - (a) notify the Council in writing of:
 - (i) the proposed date on which all the Installed Turbines within the Development Stage will become Operational; and
 - (ii) if it is proposed that the turbines installed within the Development Stage will become Operational on a staggered basis, the timing of that staggering including the Intended MW Capacity per turbine.
- 10.9. Upon all Installed Turbines within a Development Stage becoming ready for Operation, but prior to commencing Operation of all Installed Turbines within the Development Stage, the Company must:
 - (a) provide the Council with a report containing the information required by clause [10.18] for the Development Stage; and

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

General

- 10.16. The Company's liability to make Development Contributions under this Agreement in relation to any Development Stage will:
- (a) reduce proportionally if any Installed Turbines within the GIS LGA forming part of that Development Stage permanently cease to generate electricity into the transmission network; and
- (b) end on the 1 July after the date on which all of the Installed Turbines within the GIS LGA forming part of that Development Stage permanently cease to generate electricity into the transmission network.

- 10.17. The Development Contributions are paid for the purposes of this Agreement when cleared funds are deposited by means of electronic funds transfer by the Company into a bank account nominated by the Council.

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

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

11. Solar Projects

Operations Contribution

- 11.1. Prior to commencing Operation of the solar panels, the Company must notify the Council in writing of the proposed date on which all the solar panels will become Operational.
- 11.2. Subject to clause [20.3] ('Assignment'), the Company must pay the Solar Operations Contribution, calculated in accordance with clauses [11.3, 11.4 and 11.5], to the Council in arrears on 1 July each year for the duration of the Operations Phase of the solar project.
- 11.3. The Operations Contribution means an amount calculated in accordance with the following formula:
- OC = A x B**
- Where:
- OC** means the Operations Contribution in Australian dollars;
- A** means \$850 as adjusted in accordance with clause [13] of this Agreement; and
- B** means the MW Capacity per year of the installed solar panels.
- 11.4. Where the Operations Phase of the Development covers only part of a relevant year, the Operations Contribution will be calculated on a pro-rata basis.
- 11.5. Where the solar panels become operational at different times during any relevant year, the Operations Contribution in respect of that year will be calculated on a pro-rata basis according to when the solar panels became operational during that year.
- 11.6. The Company must notify the Council of the commencement of decommissioning of any solar panels.

General

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

12. BESS Projects

Operations Contribution

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

$$OC = A \times B$$

Where:

OC means the Operations Contribution in Australian dollars;

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

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

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

General

- 12.6. The Company's liability to make Development Contributions under this Agreement will:
- (a) reduce proportionally if the part of the Development permanently ceases to generate electricity into the transmission network; and
 - (b) end on 1 July after the date on which the entire Development permanently cease to generate electricity into the transmission network.

- 12.7. The Development Contributions are paid for the purposes of this Agreement when cleared funds are deposited by means of electronic funds transfer by the Company into a bank account nominated by the Council.

13. Indexation of Development Contributions

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

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

Where:

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

14. Distribution of Development Contributions

- 14.1. Development Contributions must be allocated in accordance with the Community Benefit Fund Framework, the Public Purpose of this Agreement and any project specific requirements in Schedule [insert].

- (a) 5% Administration of the Community Benefits Fund
- (b) 85% Community Benefit:
 - 42.5% Council Projects
 - 42.5% Community-based grants
- (c) 10% Investment

- 14.2. Council agrees to establish a Community Benefit Funds committee to assist with the administration of the Community Benefits Fund in accordance with Council's Community Benefits Fund Framework as adopted by Council [INSERT DATE].

- 14.3. The Community Benefits Fund Committee(s) will distribute contributions for the Public Purpose in accordance with a set of established criteria as provided in their terms of reference.

15. Promotion of projects funded by Community Benefits Fund

- 15.1. The Council agrees to acknowledge the Company in any public communications promoting projects, programs, grants or other activities funded by Development

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

- 15.2. The Council gives permission for the Company to publicly promote projects, programs, grants or other activities funded by Development Contributions made under this Agreement.

16. Dispute resolution

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

17. Enforcement

General Security

- 17.1. The Company is to provide to Council a Bank Guarantee in the amount and at the time specified in Schedule [insert]. The amount and timing must be proportionate to the payment obligations secured by the Bank Guarantee. Unless otherwise agreed in the project specific schedule, the trigger should align with Commencement of Construction and allow not less than 20 Business Days for the Company to arrange the Bank Guarantee.
- 17.2. The Company is to ensure each Bank Guarantee is indexed by CPI.
- 17.3. The Council is to hold the Bank Guarantee as security for the Company performing its obligations under this Agreement.
- 17.4. The Company must not cancel any Bank Guarantee provided under this clause [17] or do anything to cause the Bank Guarantee to be ineffective unless the Council has provided written notice the Bank Guarantee can be cancelled.

- 17.5. The Council must release the Bank Guarantee or any unused part of it to the Company within 25 Business Days after the secured obligations have been satisfied or the Agreement has been terminated in accordance with clause [6], whichever is relevant.

Enforcement

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

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

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

18. Interest on unpaid contributions

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

19. Breach of Obligations

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

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

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

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

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

20. General

Registration of the Agreement

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

Reporting

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

Assignment

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

21. Notices

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

Glen Innes Severn Council

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

Company

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

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

22. Costs

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

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

23. Entire Agreement

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

24. Approvals and Consents

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

25. Further Acts

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

26. Governing Law and Jurisdiction

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

27. No Fetter

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

28. Joint and individual liability and benefits

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

29. Representations and Warranties

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

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

30. Severability

- 30.1. If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way.
- 30.2. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of the Agreement is not affected.

31. Waiver

- 31.1. The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.
- 31.2. A waiver by a Party is only effective if it is in writing.
- 31.3. A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given and is not to be taken as an implied waiver of that obligation or breach in relation to any other occasion.

32. GST

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

33. Counterparties

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

Executed as a Deed

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

.....

Director

.....

Secretary

.....

Date

.....

Date

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

Witness

Authorised delegate

.....

Signature

.....

Signature

.....

Name and position

.....

Name and position

.....

Date

.....

Date



ACKNOWLEDGMENTS

Written by: Margot Davis, Manager Economic Development, Glen Innes Severn Council

In Partnership with: Michael Campbell, Director, Lucid Economics

With contributions by:

Kim Houghton, coCEO, Regional Australia Institute

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

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

Acronyms

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

WHO IS THIS STRATEGY FOR?

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

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

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

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

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

PERHAPS A QUOTE IS IN ORDER...

“VISION WITHOUT ACTION IS MERELY A DREAM

ACTION WITHOUT VISION JUST PASSES THE TIME

VISION WITH ACTION CAN CHANGE THE WORLD”

MAYORAL MESSAGE

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

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

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

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

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

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

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

Carol Sparks, Mayor, Glen Innes Severn Council

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



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

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

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

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

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



EXECUTIVE SUMMARY

VISION

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

ECONOMIC DEVELOPMENT STRATEGY

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



KEY GUIDING PRINCIPLES

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

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

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

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

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

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

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

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

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HISTORICAL CONTEXT

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

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

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

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

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

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

ROLE OF ECONOMIC DEVELOPMENT

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

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

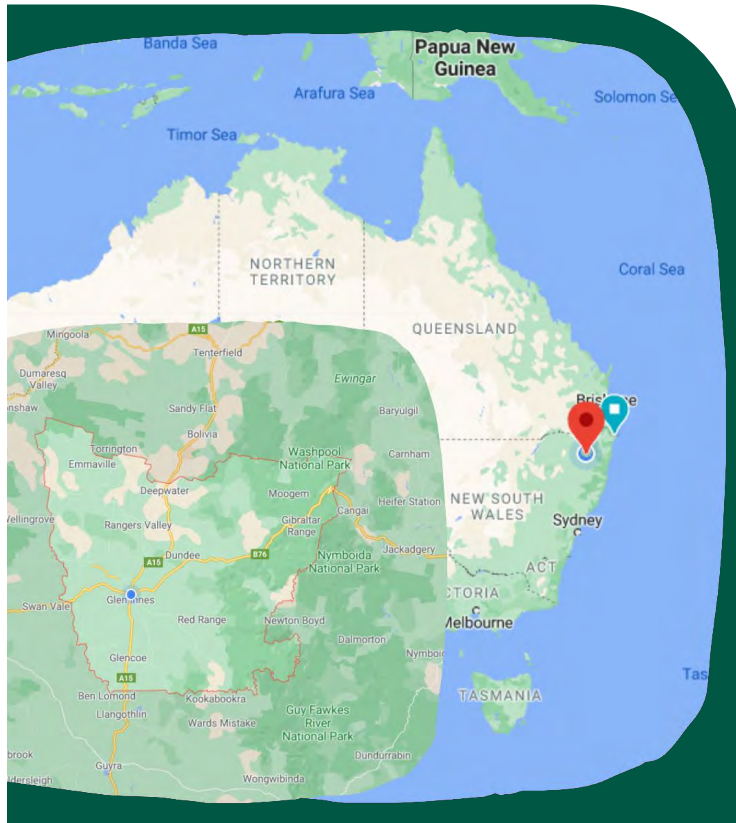
It also serves as a guide for the development of the next Delivery Program under the objectives of the Community Strategic Plan ensuring alignment and progress to achieve economic, community and social outcomes.

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

WHERE WE ARE

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

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



WHO WE ARE

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

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

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

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

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

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

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

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

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

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

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

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

STRATEGIC ALIGNMENT

LOCAL STRATEGIES

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

REGIONAL STRATEGIES

- Regional Economic Development Strategy (REDS)

OTHER RELEVANT STRATEGIES

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

COMMUNITY CONSULTATION

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

FUTURE COMMUNITY NEEDS

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

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

GROWTH & LOCAL OPPORTUNITIES

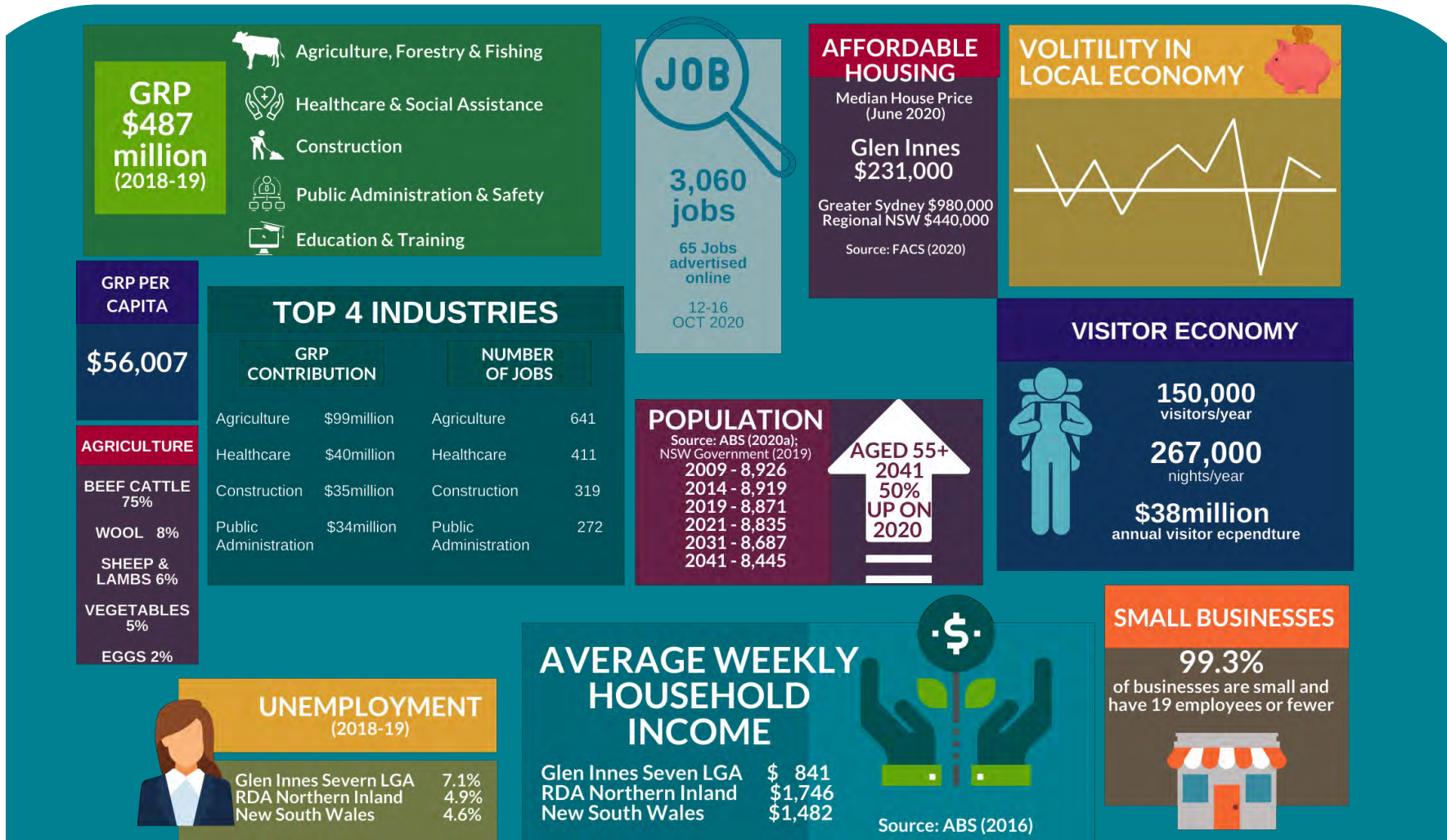
Growth opportunities presented saw 'The Visitor Economy/Tourism' and Small Business Support with the highest scores of 80%. 'Value-adding & Niche Agriculture' at 78% and 'Renewable Energy' at 71% followed by Healthcare 7 Social Assistance' 69%. The top five (5) other comments included leveraging:

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



KEY ECONOMIC INDICATORS

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



KEY CHALLENGES

STAGNANT POPULATION GROWTH AND CHANGING DEMOGRAPHICS

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

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

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

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

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

OVER-RELIANCE ON AGRICULTURE

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

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

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

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

AVAILABILITY OF LABOUR AND SKILLS

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

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

OPPORTUNITIES FOR GROWTH

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

THE VISITOR ECONOMY

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

RENEWABLE ENERGY

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

VALUE-ADDING & NICHE AGRICULTURE

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

SMALL BUSINESS SUPPORT & LOCAL JOBS

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

INNOVATION & ENTREPRENEURIALISM

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

HEALTHCARE & SOCIAL ASSISTANCE

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

PHYSICAL ENVIRONMENT

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

ASSET-BASED PLACE-MAKING

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



STRATEGY 2020-2040

ECONOMIC DEVELOPMENT FRAMEWORK & STRATEGY

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

PLACE-BASED ECONOMIC DEVELOPMENT

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





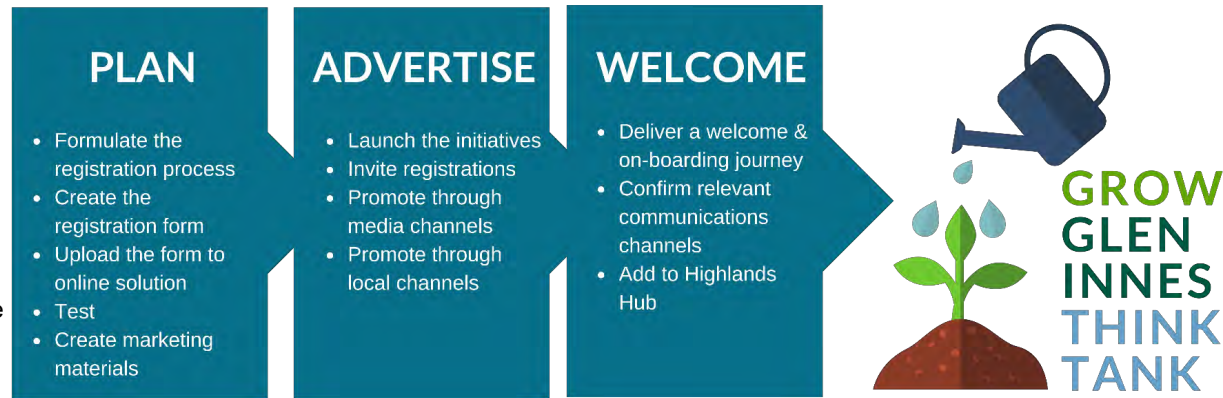
ECONOMIC DEVELOPMENT 5-YEAR ACTION PLAN

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

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

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

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



Acronyms

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

Tourism & Events Officer (TEO)
 Director Corporate & Community Services (DCCS)
 Grow GI Think Tank (GGITT)
 Waste & Environmental Management Officer (WEMO)
 Management Executive Team (MANEX)
 Project Manager (PM)
 Economic Development (ED)
 Local Government Authority (LGA)

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

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



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

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

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY

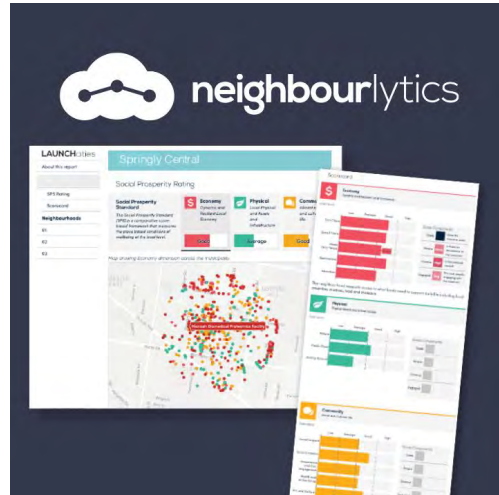
| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | DELIVERY ASSESSMENT/ MONITORING |
|---|--|---|---------|--------------|--------------------|---|
| PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY | Local Jobs Program & Workforce Attraction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

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

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

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

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



PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY

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

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

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

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

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

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH

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

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

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

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

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

MEASURES TO EVALUATE SUCCESS

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

OPTIMISATION & REVIEW

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

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

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

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

FURTHER INFORMATION AND DOCUMENTATION

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

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

Should you require a copy of these documents please contact:

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



SUPPORTING INFORMATION

ECONOMIC CONTENT DETAIL

POPULATION

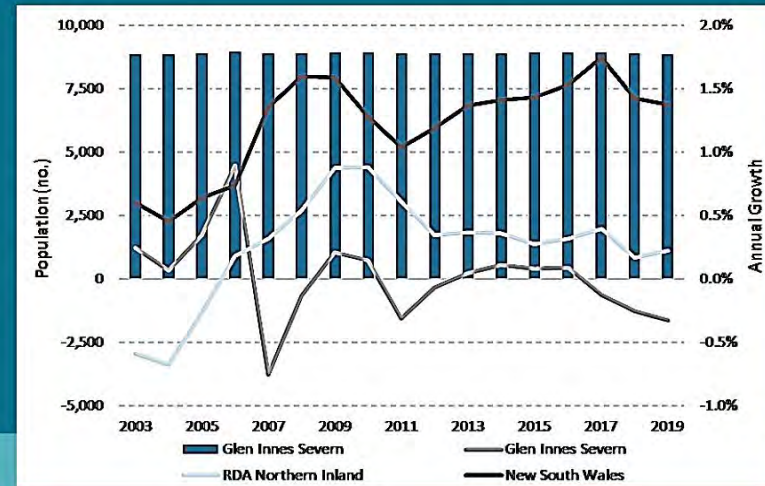
Glen Innes had an estimated resident population of around 8,870 persons in 2019. Population growth in the region has been stagnant over the past decade, in contrast to steady growth of 1% or greater per annum across New South Wales. Glen Innes has an older population than the NSW median, with the ageing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

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

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

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

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



NATIONAL CONTEXT

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

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

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

Extract from: PLANNING FOR AUSTRALIA'S FUTURE - COMMONWEALTH GOVERNMENT

ECONOMY

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

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

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

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

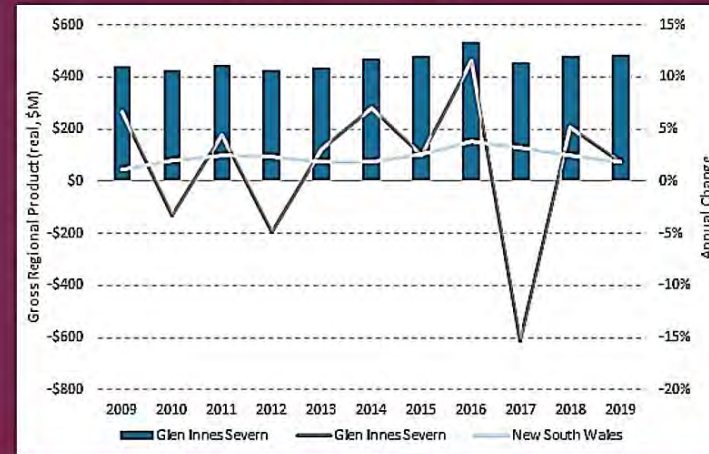
Relative to New South Wales, the local strength in healthcare is consistent with Glen Innes' older population. In addition to healthcare, the strength of the local public administration and safety and education industries show the heavy reliance on the public sector in supporting Glen Innes' economy.

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

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

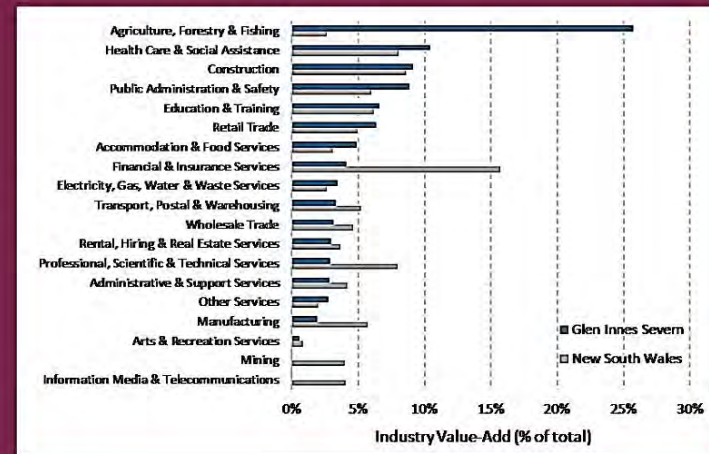
Gross Regional Product, Glen Innes

Source: REMPLAN (2020).



Industry Value-Add, 2018-19

Source: REMPLAN (2020).



LABOUR FORCE & SKILLS

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

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

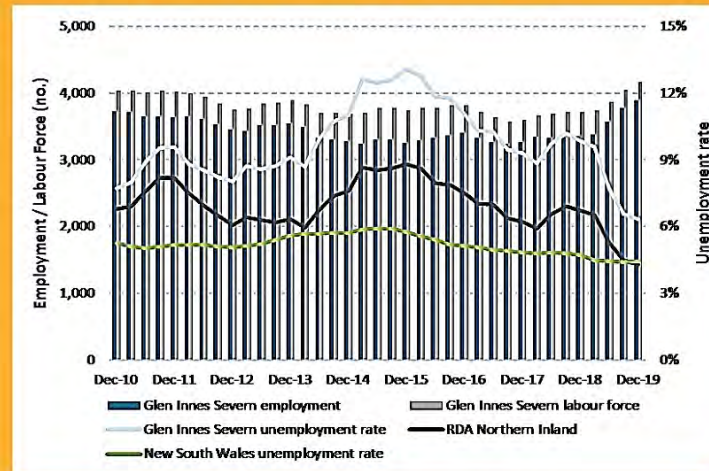
The recent increase in labour force could indicate new residents moving to the area, potentially signally some significant population growth.

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

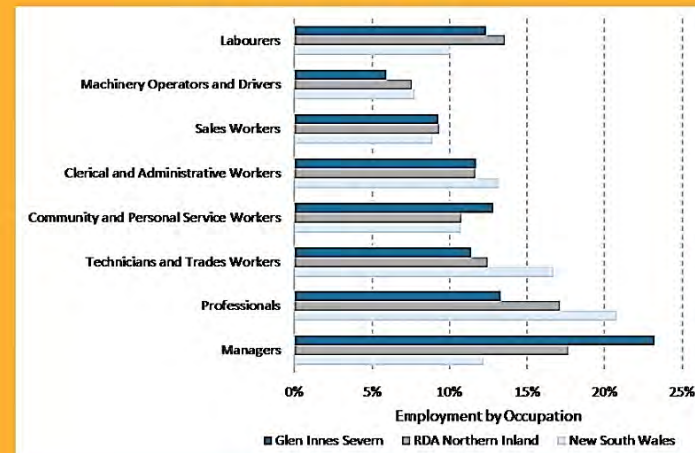
Due to the high demand of unskilled labour to work within the local agricultural industry, and the lack of job opportunities in other industries requiring higher education, Glen Innes has a significantly higher proportion of residents listing 'secondary education' or 'Certificate III & IV Level' as their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

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

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



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



AGRICULTURE

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

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

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

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

PROPERTY & BUILDING APPROVALS

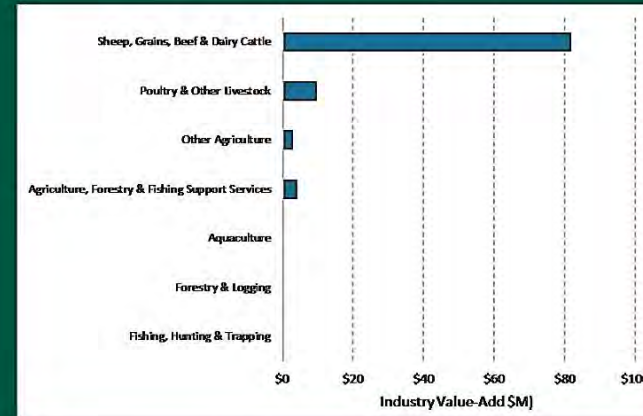
At \$210,000 in June quarter 2019, Glen Innes’ median house price is the lowest of the comparison LGAs, \$35,000 below the Inverell LGA median. This is despite very strong price growth over the year to June quarter 2019. The increase in price may be related to the identified increase in local labour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

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

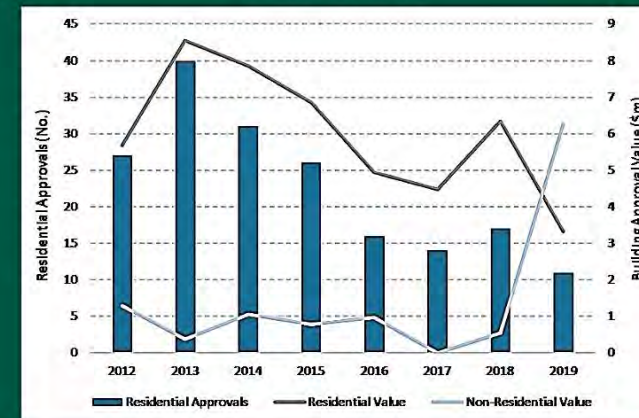
MEDIAN HOUSE PRICE : \$231,000

Source: FACS (2020).

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



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



TOURISM

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

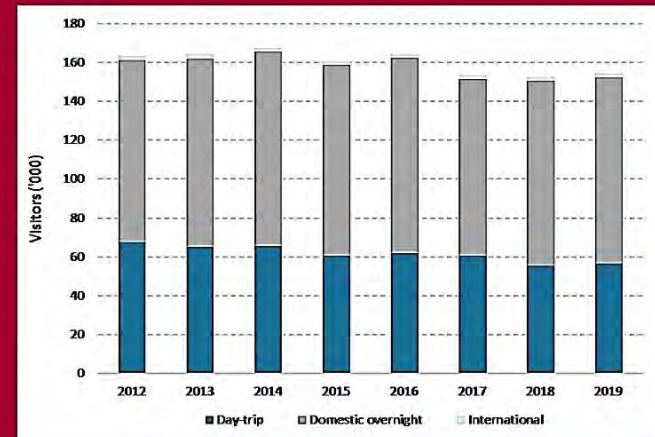
Visitation to the region is primarily for holiday and leisure purposes (52% of total), with this visitor type remaining relatively stable over the past five years. However, 'visiting friends and relatives' and business visitors have declined considerably over the same period.

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

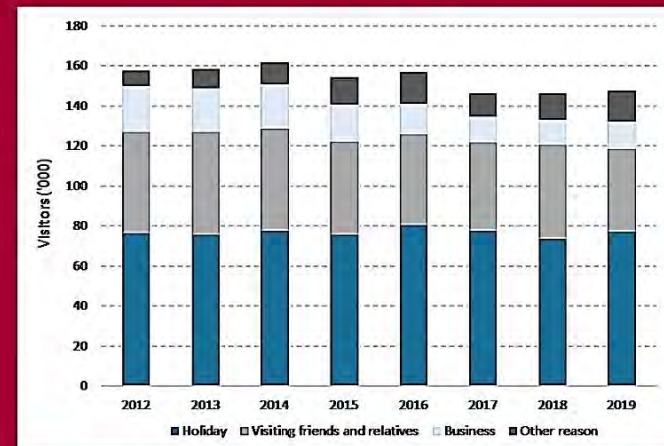
Visitation and average expenditure per trip data from Tourism Research Australia shows that an estimated total visitor expenditure of \$45.1 million in Glen Innes region in the year ending September 2019. This expenditure level equates to the local tourism industry contributing an estimated \$27.2 million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

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

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



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



OPPORTUNITIES FOR GROWTH

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

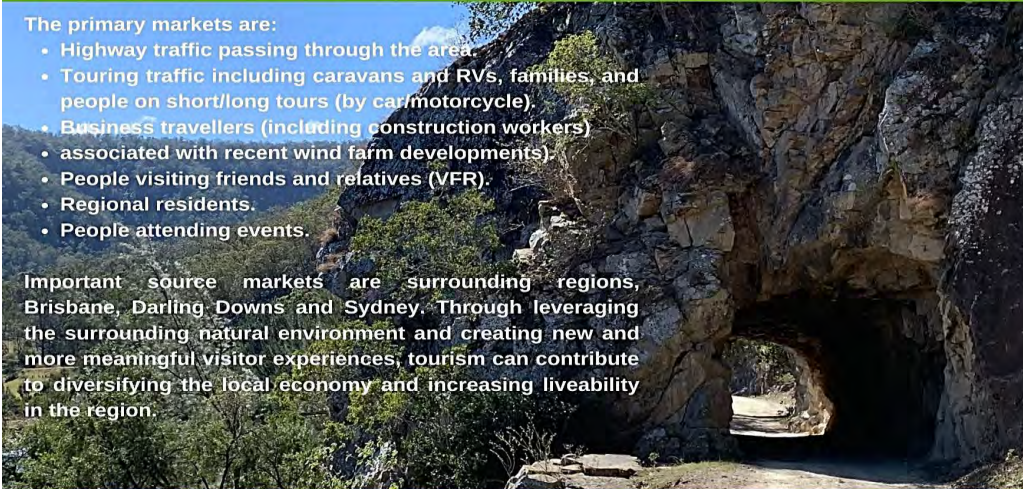
THE VISITOR ECONOMY

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

The primary markets are:

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

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



KEY OPPORTUNITIES

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

RENEWABLE ENERGY

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

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

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

KEY OPPORTUNITIES

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

OPPORTUNITIES FOR GROWTH

VALUE-ADDING &/OR NICHE AGRICULTURE

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

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

Value-adding opportunities for growth include:

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

KEY OPPORTUNITIES

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

SMALL BUSINESS SUPPORT AND LOCAL JOBS

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

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

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

KEY OPPORTUNITIES

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

OPPORTUNITIES FOR GROWTH

INNOVATION & ENTREPRENEURIALISM

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

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

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

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

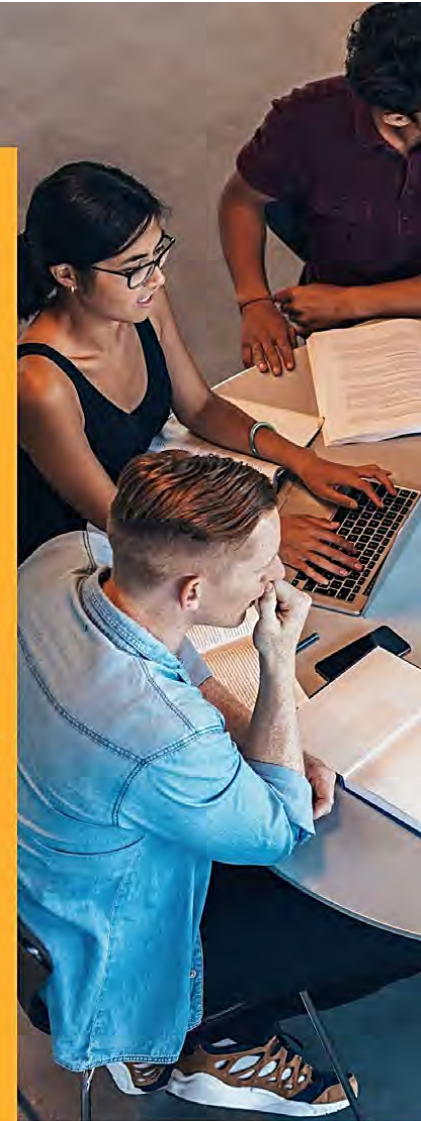
The impacts of COVID-19 on the next generations will be harshly felt with a lack of jobs for school and university leavers.

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

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

KEY OPPORTUNITIES

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



OPPORTUNITIES FOR GROWTH

HEALTHCARE & SOCIAL ASSISTANCE



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

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

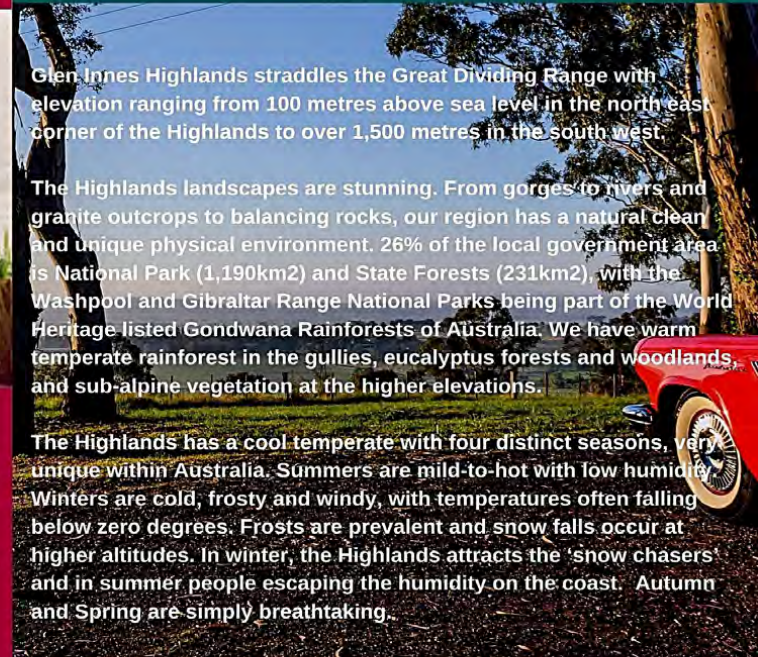
Beyond employment, ensuring high quality local healthcare services can also support population growth, as these services are considered essential and important to most families when considering a regional move.

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

KEY OPPORTUNITIES

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

PHYSICAL ENVIRONMENT



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

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

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

KEY OPPORTUNITIES

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

OPPORTUNITIES FOR GROWTH

ASSET-BASED PLACE-MAKING

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

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

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

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

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

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

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



KEY OPPORTUNITIES

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



GLEN INNES HIGHLANDS DESTINATION MANAGEMENT PLAN SUMMARY





DRAFT DESTINATION MANAGEMENT PLAN 2021-26

MAYORAL MESSAGE

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

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

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

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

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

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

Carol Sparks, Mayor, Glen Innes Severn Council

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



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



DRAFT DESTINATION MANAGEMENT PLAN 2021-26

ACKNOWLEDGEMENTS

ACKNOWLEDGEMENT OF COUNTRY

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

ACKNOWLEDGEMENT OF AUTHOR

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

ACKNOWLEDGEMENT OF COMMUNITY ASSISTANCE

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





DRAFT DESTINATION MANAGEMENT PLAN 2021-26

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

ABBREVIATIONS

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



1. GROWING THE VISITOR ECONOMY

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

The visitor economy has the potential to:

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

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

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

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

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

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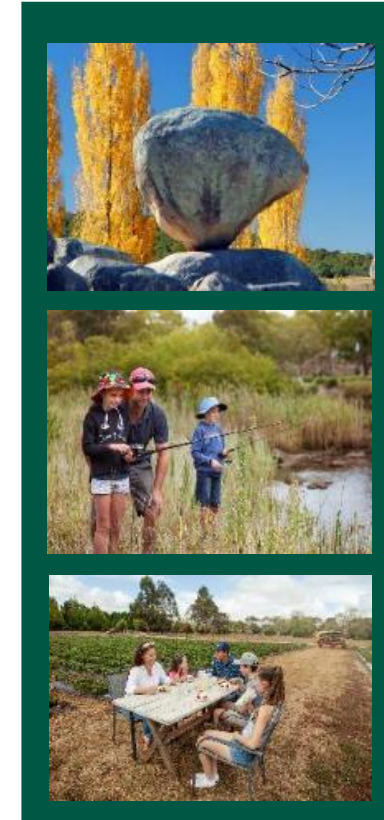


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Geotourism is booming internationally, and it is an imperative that iconic Australian tourism destinations and products, particularly in regional and outback regions, can be transformed to meet both the needs of domestic and global travellers seeking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

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

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





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Destination Management

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

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

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

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

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

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

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





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

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

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

Achieving the Glen Innes Highlands Destination Management Plan (DMP)

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

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



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Implementation – Collaboration is Key!

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

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

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

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

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

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





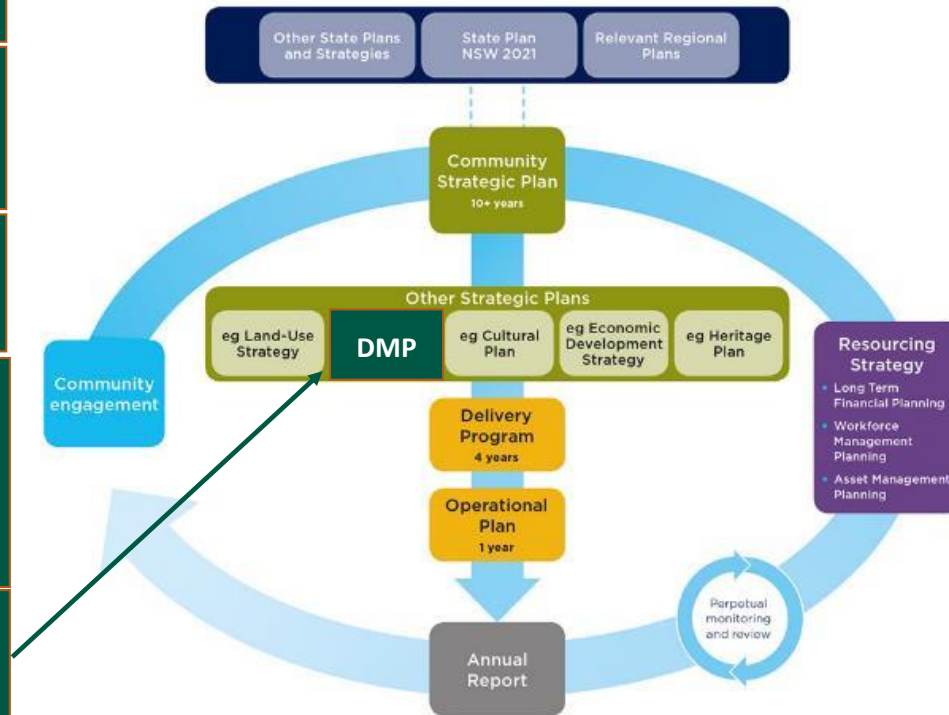
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2. STRATEGIC CONTEXT – ALIGNMENT WITH GOVERNMENT STRATEGIES, PLANS AND POLICIES

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

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

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





3. OUR DESTINATION

Glen Innes Highlands

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

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

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

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

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

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

² Includes National Parks, State Conservation Areas and Nature Reserves

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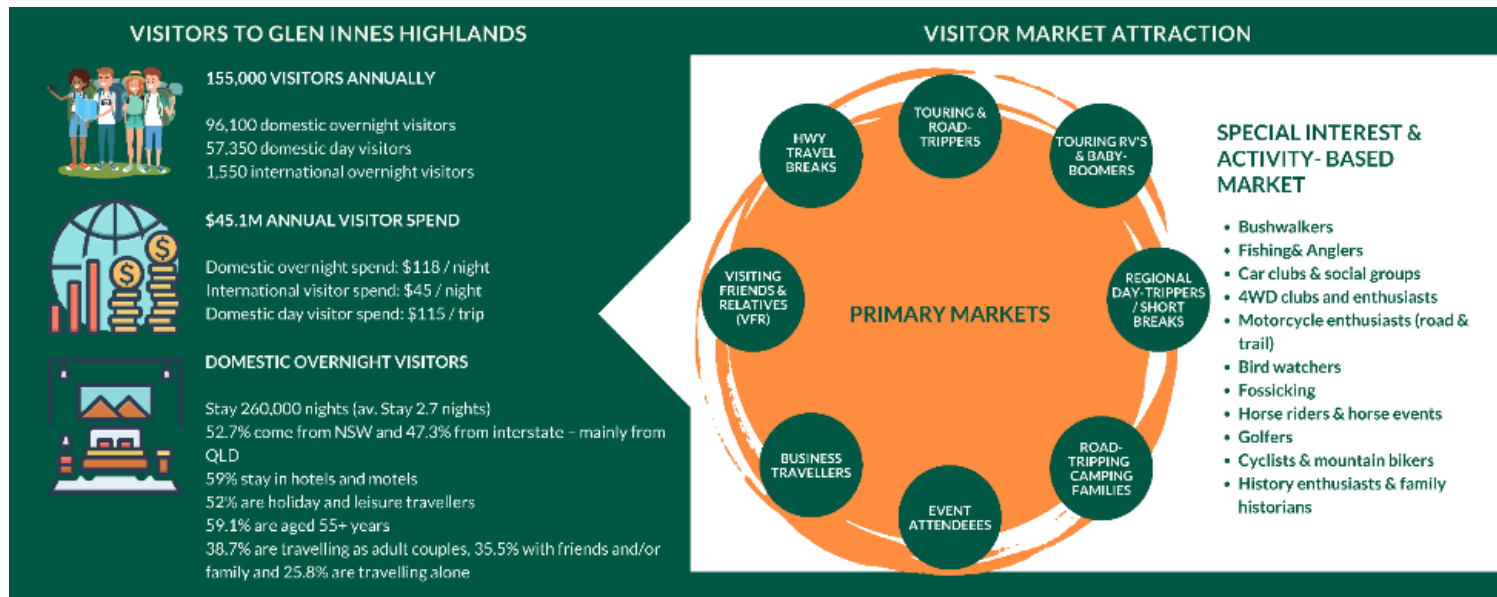




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Our key economic activities are agriculture and forestry, construction, public administration and safety, health care and social assistance, and tourism, with agriculture and tourism being 'engine' industries. GIH produces premium Black Angus and Wagyu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

Visitor Profile





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4. STRENGTHS, CHALLENGES & OPPORTUNITIES

Strengths and Assets

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



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Challenges and Issues

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



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Opportunities for Growth - Diversify, Grow and Enhance

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

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

Opportunities for Growth - Potential Game-Changers

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

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



5. EVOLVING OUR BRAND, POSITIONING, PRODUCT AND EXPERIENCES

Existing Brand Architecture & Landscape

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

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

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

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



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NATIONAL



STATE



**REGIONAL –
NEW ENGLAND
HIGH COUNTRY**



LOCAL





Established Attractions, Events and Experiences

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

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

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

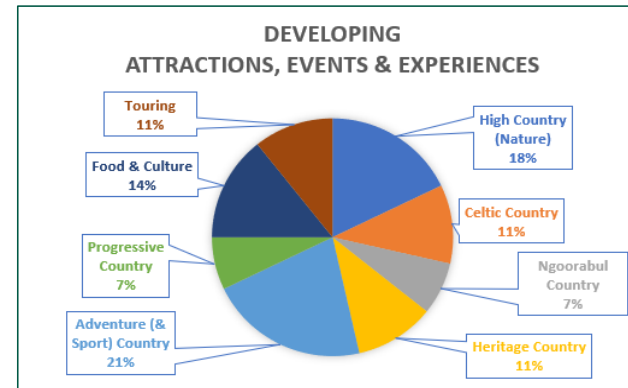
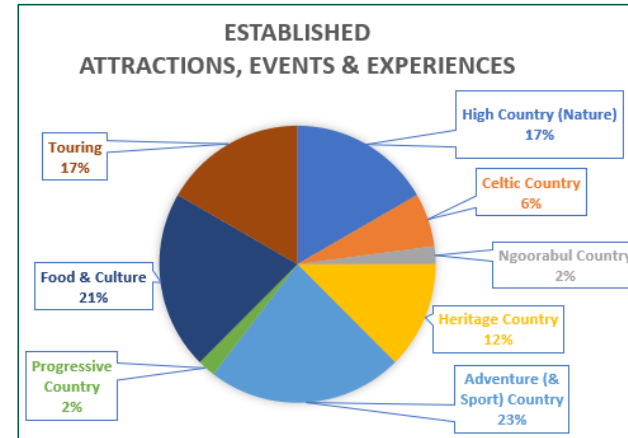
Developing Attractions, Events and Experiences

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

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

Please refer to Annexure A for more detail.

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New Proposed Attractions, Events and Experiences

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

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

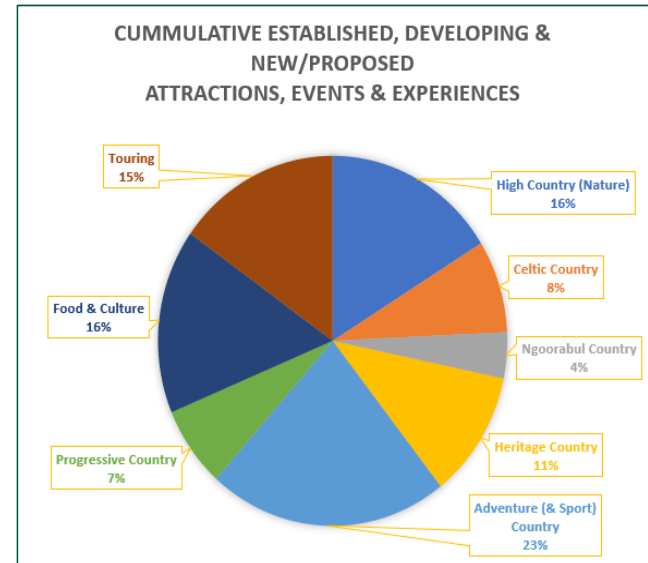
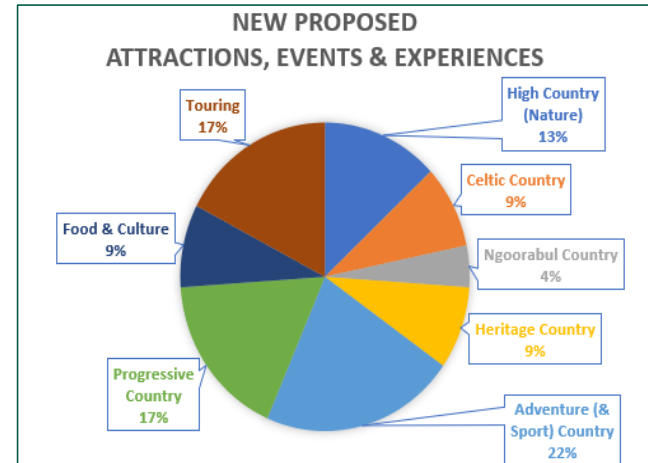
Please refer to Annexure A for more detail.

Cumulative Attractions, Events and Experiences

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

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

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Evolving Our Brand and Positioning

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

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

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

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

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

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

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

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

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





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Key 'Reasons to Believe' our Positioning

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



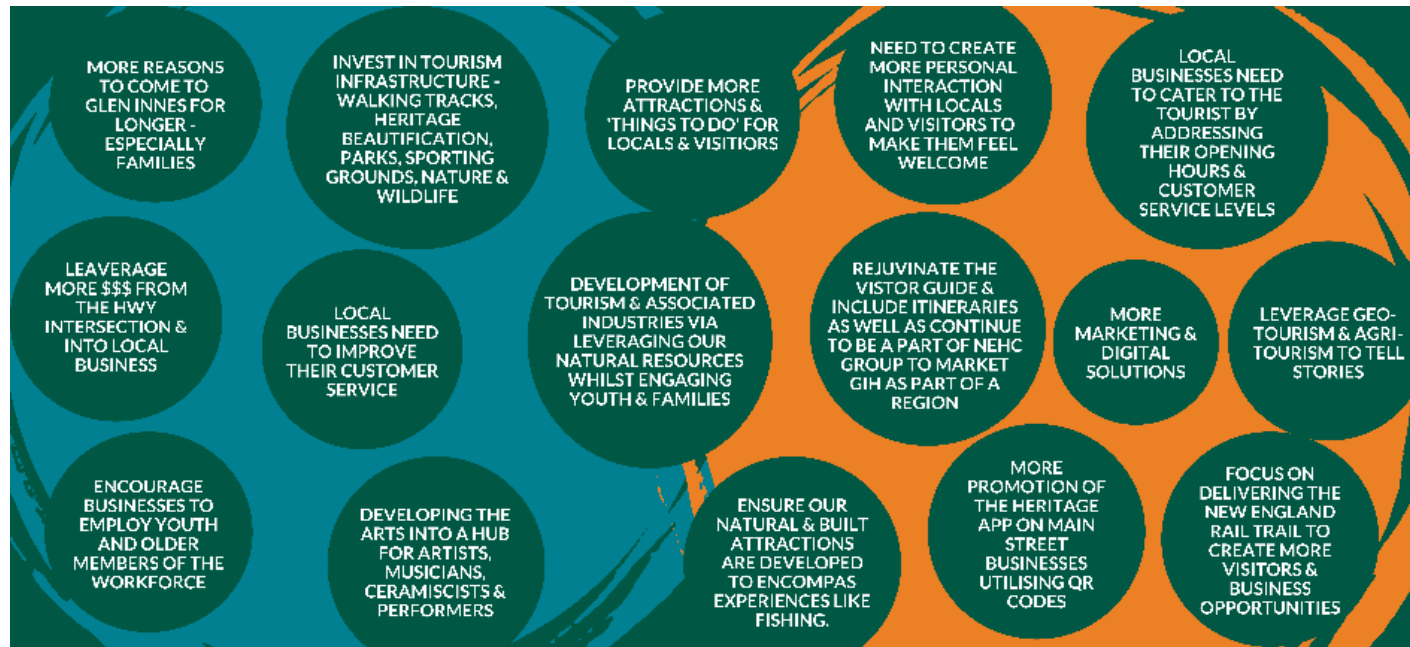


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6. COMMUNITY CONSULTATION AND OUTCOMES

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

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





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7. DESTINATION MANAGEMENT PLAN - STRATEGY

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



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8. DESTINATION MANAGEMENT PLAN – ACTIONS 2021-2026

Detailed Action Plan against Strategies

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

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

Acronyms for resources/partners

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

Connection with the Glen Innes Highlands PLACE Strategy and Action Plan

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





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1.
IMPROVE
CUSTOMER
EXPERIENCE

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

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



DRAFT DESTINATION MANAGEMENT PLAN 2021-26

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



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2. EVOLVE BRAND POSITIONING

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

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



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



DRAFT DESTINATION MANAGEMENT PLAN 2021-26

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



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

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



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**4.
CREATE &
DELIVER
NEW
EXPERIENCES**

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

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



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



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



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9. MONITORING

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

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

Potential indicators include:

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

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



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10. COUNCIL CONTACTS

For any questions or queries please contact:

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11. ANNEXURE

Summary of Brand Pillars and Product Categories

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

Detailed Audit of Product against Brand Pillars

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



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



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



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



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



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

**COMPLETION
STATUS TABLES**



Annexure C

Economic Development Strategy (EDS) 2020–2025 Action Tables Completion Status Report.

This annexure provides a detailed action-by-action and task-level assessment of delivery under the Economic Development Strategy (EDS) Action Plan 2020–2025. The tables outline:

- **Each action under the EDS framework**
- **Supporting tasks for each action**
- **Delivery status (Completed, Not Completed, Transitioned)**
- **Commentary on outcomes and implementation.**

This annexure supports the summary findings presented in the Council report and provides a transparent and auditable record of delivery.

ECONOMIC DEVELOPMENT 5-YEAR ACTION PLAN

PEOPLE - IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|--|---|---------|------------------------------|--------------------|------------------------------------|-------------------|---|
| PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY | Local Jobs Program & Workforce Attraction Strategy | Commission and complete research into Local Jobs and Skills gaps to determine the challenges, gaps and future workforce opportunities via Regional Australian Institute (RAI) | Grants | Manager Economic Development | 2020-21 | Report to council by 30 June 2021 | Completed | Research commissioned and delivered. Workforce and skills gap analysis completed through Regional Australia Institute, forming the basis for workforce planning and Local Jobs Program development. |
| | | Commission and deliver a Workforce Attraction Strategy via Regional Australian Institute (RAI) | | | | | Completed | Strategy delivered by Regional Australia Institute for Glen Innes Severn Council in May 2021 |
| | | Socialise the research findings and strategic recommendations and seek consultation with local businesses, education providers and community to develop a 'Local Jobs Program'. | Council | Manager Economic Development | 2021-22 | Report to Council 30 December 2021 | Completed | Workshops and consultation delivered. Think Tank workshops and stakeholder engagement undertaken to progress Local Jobs Program development and align with workforce priorities. |
| | | Seek State &/or Federal assistance to fund the 'Local Jobs Program' | Council | Grants Officer | 2021-22 | Report to Council 30 December 2021 | Not Completed | Investigated. Funding opportunities explored; however, limited evidence of secured funding. Program elements progressed through existing Council initiatives |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|---|--|-----------------|-------------------------------|--------------------|--|-------------------|---|
| PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY | Highlands Hub – Education & Jobs programs & Initiatives | Leverage the ‘Clean Jobs Plan’ to build our economy whilst tackling climate change and creating more local job opportunities. | Council | Manager Economic Development | 2021-25 | Quarterly ED Council Report | Not Completed | Advocacy and alignment. Opportunities explored through renewable energy and regional economic initiatives including New England Renewable Energy Zone engagement. |
| | | Deliver Highlands Hub – Community ‘Localised’ digital platform incorporating local jobs, education & training, candidate profiles and link to Business platform | Council | Manager Economic Development | 2020-21 | Platform built and tested by 30 June 2021 | Completed | Platform developed and transitioned. Initial digital platform delivered; evolved into physical Highlands Hub and broader business and community engagement model. |
| | | Launch Highlands Hub – Community via all available channels | Council | Manager Economic Development | 2021-22 | Platform launched by 30 December 2021 | Completed | Platform launched. Highlands Hub launched and expanded to include programs, workshops and business engagement activities. |
| | | Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives. | Grants/ Council | Grants Officer | Annually | Number of successful grant-funded programs | Completed | Grants secured. Grant funding secured to deliver Highlands Hub programs, workshops and initiatives commencing 2022. |
| PEOPLE – IMPROVE SOCIO-ECONOMIC WELLBEING & PROSPERITY | Highlands Hub – Education & Jobs programs & Initiatives | Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital. | Council | Manager Communnality Services | 2021-25 | Program delivered and optimised annually | Not Completed | Limited evidence of a formal mentoring program being delivered; intent reflected in broader youth and workforce initiatives. |

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

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

PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY

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

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|--|-----------------|--|--------------------|-------------------------|-------------------|--|
| | | | | | | | | programs and campaigns in partnership with the NEHC Group, including targeted visitor campaigns and content development across key experience pillars including cycling, luxe accommodation, caravanning and national parks |
| | | Disseminate marketing material through networks both directly and through online portals such as Highlands Hub Business as well as relevant industry bodies. | Council/ Grants | Marketing Assistant/ Highlands Hub Officer | 2020-2025 | Monthly Council Reports | Completed | Content distributed across platforms Marketing content has been distributed through Council channels, Highlands Hub and industry networks, supporting business promotion and visitor engagement. |
| | | Leverage AVIC's, DNSW & DNCO to promote Glen Innes Highlands. | Council/ Grants | Marketing Assistant / Tourism & Events Officer | 2020-2025 | Monthly Council Reports | Completed | Partnerships maintained and utilised. Ongoing collaboration with AVIC network, DNCO and DNSW supports promotion of Glen Innes Highlands through monthly meetings, regional marketing programs and visitor servicing initiatives. |
| | | Refresh the Glen Innes Highlands Brand Guidelines | Council | Marketing Assistant | 2021/2022 | Monthly Council Reports | Completed | Brand Guidelines project commenced in 2022 with KEO engaged to undertake a brand |

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

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|--|-------------------------------------|---|---------|---|--------------------|---|-------------------|--|
| | | Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare professionals to the LGA/Regions. | Council | General Manager | 2020-2025 | Inclusion in the Programs Number of GP's secured to meet backlog and future population growth | Completed | Advocacy undertaken. Advocacy to attract healthcare professionals has been undertaken through senior-level engagement with Local, State and community agencies and relevant organisations. |
| | | Lobby the Australian Department of Social Services to add Glen Innes to the Stronger Places, Stronger People program to interrupt the intergenerational cycle of disadvantage - https://www.dss.gov.au/families-and-children-programs-services/stronger-places-stronger-people | Council | General Manager | 2020-2021 | Inclusion in the Programs | Not completed | The program is limited to selected communities and Glen Innes is not currently included. |
| PLACE – DEVELOP & PROMOTE LOCAL ASSETS & IMPROVE LIVABILITY | Attracting and Retaining Population | Create a 'Movers Attraction Policy' to address population mobility and to increase internal migration from and to key areas leveraging our strengths and opportunities across all relevant strategies and channels. | Council | Manager Economic Development / Grow GI Think Tank | 2021- 22 | Council Policy adopted by Council by 30 December 2021 | Transitioned | Strategy development and engagement undertaken. While a formal Movers Attraction Policy was not developed, elements of population attraction were progressed through the Grow Glen Innes Think Tank (GGITT) and related initiatives, Move To More through Regional Australia Institute, including workforce, housing and liveability |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|---|---------------------------------|--|--------------------|---|-------------------|---|
| | | Continually seek grant funding and investment to improve 'things to do' to improve livability and attract more families. | Council | Grants Officer | 2020-2025 | Quarterly ED Council Report | Completed | discussions as well as supporting Local connectors groups in Allied Health and the Local Connect initiative. Council has actively secured grant funding and investment to deliver projects that enhance liveability and visitor experiences, including tourism products like the Glen Innes Skywalk and community initiatives like Anzac Park and Highlands Hub. |
| | | Facilitate a University-led detailed study into the outflow of people moving to the area in order to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand. | Council/ Grants | Manager Economic Development | 2021-22 | Funding received & project completed | Not completed | Workforce and population research undertaken in partnership with Regional Development Australia – Northern inland NSW, Regional Australia Institute has informed local jobs, skills and retention challenges. A specific university-led study was not identified. |
| | | Provide opportunity through the Start-up Incubator and Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business | Council/ Grants/ Partners | Manager Economic Development / Highlands Hub Officer | 2021-25 | Secure Incubator – 2021 Secure a further 2-year terms with | Transitioned | Highlands Hub programs and initiatives have supported business development, skills and pathways for local participants. No formal Start-up |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DLEIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|---|---------|---------------------|--------------------|--|-------------------|---|
| | | and contributing to local economic prosperity. | | | | incubator – 2022 | | Incubator program identified; elements delivered through Hub activities. |
| | | Partner with local real estates to include GIH marketing in their marketing channels; collect migration data; promote affordability and deliver a new 'Welcome to Glen Innes Pack'. | Council | Marketing Executive | 2020-2025 | Engagement with RE's by 30 December 2021. Welcome Pack delivered by June 2022 | Transitioned | Engagement with local real estate and promotion of Glen Innes Highlands has occurred through marketing activities. No clear evidence of a formal structured migration data collection process. Welcome to Glen Innes Pack was developed by DCCS but not formally distributed. |

PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|--------------------------------|--|-------------------|---|--------------------|---|-------------------|---|
| PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH | Diversification of Agriculture | Facilitate an Agri-innovation business development program to leverage agriculture for tourism and business-related opportunities to expand the Agri-economy through value-adding and value chain development. | Grants | Manager Economic Development / Consultants | 2020-2021 | Attendance, engagement and participation in the program | Transitioned | A draft Glen Innes Severn Council Agri-Innovation Action Plan was developed; however, no formal program was implemented. Elements of agritourism and value-adding have been progressed through Destination Management Plan initiatives, including support for agritourism and local food experiences. |
| | | Review the Agri-Innovation Action Plan and prioritise actions for the next 4-year Delivery Program | Grants | Manager Economic Development / Consultants / Grow GI Think Tank | 2020-21 | Report to Council by 30 June 2021 | Transitioned | No formal review or prioritisation report was presented to Council. This action remains incomplete and has not been progressed into the Delivery Program |
| | | Build reputation as a high-quality food and fibre production region through local and regional branding and alignment with the new brand for Regional Australia. | Council / GLENRAC | Marketing Executive | 2021-25 | Quarterly ED Council Report | Transitioned | This action has been delivered through broader destination branding, marketing campaigns and alignment with regional and state branding initiatives. Promotion of local produce and agritourism has been incorporated into Destination Management Plan delivery and Glen Innes Highlands marketing. |
| | | Continually seek funding and provide support to the local Agricultural Industry and its Associations to support on-farm diversification. | Council / GLENRAC | Manager Economic Development / Grants Officer | 2021-25 | Quarterly ED Council Report | Transitioned | Ongoing support has been provided through partnerships, grant facilitation and alignment with regional organisations such as GLENRAC. Agritourism and diversification have also been supported through DMP |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|---------------------------------|---|------------------|--|--------------------|-----------------------------|-------------------|---|
| | | Investigate the potential of the circular economy to provide low-skilled jobs and a sustainable 'green' future economy with a recommended action plan to Council and Community. | Council | Waste & Environmental Management Officer | 2021-2022 | Council reports | Transitioned | initiatives and business engagement programs. While the concept has been explored at a high level, no formal investigation or action plan was delivered to Council. This remains an opportunity for future strategy alignment, particularly with sustainability and renewable energy initiatives. |
| PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH | Leveraging Growth Opportunities | TOURISM: Deliver the priorities of the Destination Management Plan | Council | Tourism & Events Officer | 2021-2025 | Monthly Council Reports | Transitioned | 30 out of 37 actions of Destination Management Plan have been delivered, with strong outcomes in marketing, events, partnerships and product development. This is evidenced through the DMP completion report. |
| | | TOURISM: Undertake a comprehensive audit of all disused or underutilised assets to link assets to ideas and opportunities. Deliver the 'Disused Asset Audit'. | Council | Manager Infrastructure Delivery / Manager Grow Glen Innes Think Tank | 2021-2022 | Quarterly ED Council Report | Completed | Audit completed and used to inform tourism product development and strategic planning. Outputs have been referenced in both EDS and DMP implementation. |
| | | TOURISM: Build and deliver the pilot 'Tourism Itinerary & Packages Platform'. | Grants / Council | Manager Economic Development / Project Manager | 2021-22 | Quarterly ED Council Report | Not Completed | Funding was not secured and the platform was not developed. Alternative digital improvements have been implemented through website and marketing enhancements. |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|---|--|------------------|---|--------------------|-----------------------------|-------------------|---|
| | | TOURISM: License the 'Tourism Itinerary & Packages Platform'.to other Councils to generate additional revenue for Council. | Grants / Council | Manager Economic Development / Project Manager | 2022-25 | Quarterly ED Council Report | Not completed | Dependent on platform development; therefore not progressed. |
| | | ASSET-BASED PLACE-MAKING: Construct the New England Rail Trail – Glen Innes to Ben Lomond | Grants / Council | Manager Economic Development / Project Manager | 2021-25 | Quarterly ED Council Report | Transitioned | Advocacy, planning and grant applications undertaken; however, construction of the Glen Innes to Ben Lomond section has not occurred. |
| | | ASSET-BASED PLACE-MAKING: Seek funding to deliver projects to a shovel-ready status as identified in the 'Disused Asset Audit' and ongoing interactions with the Grow Glen Innes Think Tank. | Grants/ Council | Manager Economic Development / Highlands Hub Officer / Grow GI Think Tank | 2022-25 | Quarterly ED Council Report | Transitioned | While the Disused Asset Audit was completed and utilised to inform strategic planning and tourism product development, there is limited evidence that projects progressed to a fully shovel-ready status through this action. Engagement with the Grow Glen Innes Think Tank contributed to idea generation and prioritisation; however, a formalised pipeline of funded, shovel-ready projects was not established. Elements of this work have been incorporated into current strategic planning and infrastructure prioritisation frameworks. |
| PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIANCE & FACILITATE OPPORTUNITIES FOR GROWTH | Leveraging Growth Opportunities (continued) | PROFESSIONAL SERVICES – Provide an annual report on local economic leakage and leverage the report to attract additional | Council | Manager Economic Development | 2021-25 | Annual Council Report | Transitioned | Draft report prepared; however, no consistent annual reporting or formal leveraging strategy implemented. |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|--|---------|---|--------------------|-----------------------------|-------------------|--|
| | | professionals to link demand with supply. | | | | | | |
| | | RENEWABLE ENERGY - Leverage the REZ status to unlock renewable energy and storage projects and industry. | Council | Director Infrastructure Services / Manager Economic Development | 2021-25 | Annual Council Report | Completed | Council has actively engaged with the New England Renewable Energy Zone (REZ) through regional collaboration, stakeholder engagement and workforce development discussions. This includes participation in industry forums, partnership opportunities and alignment with State-led renewable energy initiatives. While large-scale projects are State-led, Council has positioned the region to benefit from investment, workforce opportunities and supply chain participation associated with the REZ. |
| | | RENEWABLE ENERGY - Support and help incubate local business in the research and trials of renewable energy solutions that benefit our community. | Council | Manager Economic Development / Highlands Hub Officer | 2021-25 | Quarterly ED Council Report | Completed | Supported through Highlands Hub, REZ engagement and regional partnerships, including workforce and skills discussions linked to renewable energy opportunities through Department of Primary Industries and Regional Development. |
| | | RENEWABLE ENERGY – Investigate a sustainable approach and timeline for migrating to carbon neutrality and/or 100% renewable energy provision. | Council | Manager Economic Development / Grow GI Think Tank | 2021-25 | Quarterly ED Council Report | Completed | A Renewable Energy Action Plan was developed to investigate and establish a structured approach toward carbon neutrality and increased renewable energy use across Council operations. The plan outlines short, medium and long-term actions, including on-site renewable energy generation, energy efficiency improvements, renewable energy procurement, and |

Annexure C Item 7.10

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|---------------------------------|---|---------|---|--------------------|--|-------------------|--|
| | | | | | | | | transition of fleet and infrastructure. While the strategic investigation and planning phase has been completed, full implementation is ongoing and subject to funding, asset lifecycle upgrades, and evolving technologies. |
| | | PUBLIC SERVICES AND ADMINISTRATION - Lobby State and Federal Government to decentralise services to the regions and relocate a large public administration facility to Glen Innes | Council | General Manager | 2020-2025 | Convert a relocation of up to 100 employees. | Completed | This action has been delivered through regional engagement, submissions and partnerships aligned with decentralisation objectives. |
| PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH | Community Leadership & Advocacy | Design and deliver an ‘Investment Attraction Policy’ to encourage industry across sectors identified as growth opportunities. | Council | Manager Economic Development | 2021-2022 | Deliver a report to Council by 30 June 2022 | Transitioned | Not delivered under the former EDS. Incorporated into the EDS 2026–2030 as a key action. |
| | | Provide capital funding of \$200,000-\$300,000 per year and reserve up to \$400,000 to fund the Local Economic Development Support Fund. | Council | Director Development Planning & Regulatory Services | 2021-2025 | Budget set aside to fund from FY 2021-22 | Not completed | While initial funding was implemented for one year, the fund was not sustained at the proposed scale and was subsequently placed under review. No formal long-term funding structure was established. |
| | | Lobby State Government | Council | General Manager | 2020-2025 | Number of plans | Completed | This action has been delivered through advocacy undertaken |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|---|---------|--|--------------------|---|-------------------|--|
| | | Planning Department to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community. | | | | | | via State engagement and planning discussions. |
| | | Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects. | Council | General Manager / Local Government Authority | 2020-2025 | Delivery of co-contribution arrangement | Completed | This action has been delivered through advocacy undertaken via Local Government networks and State engagement to address infrastructure funding challenges and asset depreciation impacts in regional areas. |
| | | Connect local businesses to Business NSW and State & Federal initiatives, support, funding and incentives. | Council | Manager Economic Development / Highlands Hub Officer | 2020-2025 | Communications & Engagement. | Completed | Delivered through Economic Development and the Highlands Hub, Council has connected local businesses to Business NSW and relevant State and Federal initiatives, support programs, funding opportunities and incentives. This has been facilitated through ongoing business engagement, communication programs, newsletters, and delivery of workshops and forums. This activity is embedded as a core function and continues to evolve in response to emerging opportunities. |
| | | Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local | Council | MED | 2020-2025 | Number of attendances – minimum two (2) per year. | Completed | Attendance at industry events, forums and summits has occurred, supporting investment attraction and regional positioning including Destination networks, trade and local government conferences |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|---|---|--|---------|----------|--------------------|---|-------------------|--|
| | | strategies and outcomes. | | | | | | |
| PROSPERITY – IMPROVE LOCAL ECONOMIC RESILIENCE & FACILITATE OPPORTUNITIES FOR GROWTH | Community Leadership & Advocacy (continued) | Meet with partners (i.e. developers, industry groups, specialty consultants, etc.) in identified growth sectors to discuss opportunities | Council | MED | 2020-2025 | Number of new connections – minimum two (2) per year. | Completed | <p>Council has actively engaged with a broad range of partners across identified growth sectors, including renewable energy, tourism, agriculture, business development and workforce initiatives. This has included meetings and collaboration with developers, industry representatives, consultants, regional organisations and government agencies.</p> <p>Key engagement activities include:</p> <ul style="list-style-type: none"> • Participation in Renewable Energy Zone (REZ) discussions and workforce development initiatives • Collaboration with regional tourism partners including New England High Country (NEHC) and Destination Country and Outback NSW • Engagement with industry groups, consultants and businesses through Highlands Hub programs, workshops and one-on-one support |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER THE ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|----------|--------------------------|--|---------|----------|--------------------|----------------------------|-------------------|--|
| | | | | | | | | <ul style="list-style-type: none"> Ongoing discussions with potential investors, developers and project proponents across tourism, infrastructure and economic development opportunities Participation in regional forums and networks to strengthen partnerships and identify investment opportunities <p>These engagements have supported relationship-building, project development, investment attraction and alignment with strategic priorities, contributing to ongoing economic development outcomes for the region.</p> |
| | | Engage, support and collaborate with regional leaders through the NIRDS forum and building relationships with regional counterparts. | Council | MED | 2020-25 | Attend all NIRDS meetings. | Not completed | Limited records available to confirm consistent engagement. |

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

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|--|---------------------------------|--|------------------------|--|--------------------|--|-------------------|---|
| PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS | Local Business Growth & Support | Establish a physical Highlands Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise. | Grants / Council | Manager Economic Development | 2021-2022 | Launch the Highlands Hub by 30 December 2021 | Completed | Highlands Hub successfully established and operational, delivering business, community and economic development outcomes. |
| | | Employ a full-time Highlands Hub Officer to manage Highlands Business & Community Hub | Council/ Highlands Hub | Manager Economic Development | 2021-22 | New employee appointed by August 2021 | Completed | Position established and filled (grant funded). Role later discontinued following funding period. |
| | | Provide support connection and access through Highlands Business & Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations. | Council | Manager Economic Development / Highlands Hub Officer | 2021-2025 | Budget set aside to fund from FY 2021-22 | Completed | Delivered through business support, engagement and streamlined communication via Highlands Hub. |
| | | Deliver an 'open for business' approach to attracting business through effective | Council | Manager Economic Development / Highlands Hub Officer / | 2021-25 | Council | Completed | Council has delivered an 'open for business' approach through proactive engagement, responsive support and |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|--|---|--|------------------|---|--------------------|--|-------------------|--|
| | | support and guidance. Continued over page | | Marketing Executive | | | | streamlined communication with local businesses, investors and potential proponents. This has been facilitated through the Highlands Hub, business advisory support, and direct engagement with industry and stakeholders. Council has provided guidance on regulatory processes, funding opportunities and business establishment, contributing to a more accessible and supportive environment for business attraction and growth. |
| PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY AND RELEVANT PARTNERS/ ASSOCIATIONS | Consultation, Design Thinking & Problem Solving | Establish a ‘GROW GI Think Tank’ group consisting of locals willing to volunteer their time, knowledge and expertise in assisting Council to deliver ideas, options, projects to achieve community objectives. | Council | Manager Economic Development | 2020-2021 | Secure volunteer resource up to 20 people. | Completed | Think Tank established and delivered workshops, ideas and strategic input. |
| PARTNERSHIPS – FACILITATE CONNECTION & COLLABORATION BETWEEN COUNCIL, COMMUNITY | Master Planning and Integrated Planning | Deliver a 100-year vision for our town and villages to guide, prioritise and seek funding in order to invest in the activation, appeal | Council / Grants | Town Planner, Manager Economic Development / Grow GI Think Tank | 2021-2022 | Deliver the master concept plan by December 2021 | Not completed | No formal document delivered. Elements captured through strategic planning and Think Tank discussions. |

| STRATEGY | KEY ACTION & INITIATIVES | TASKS TO DELIVER ACTION | FUNDING | RESOURCE | DELIVERY TIMEFRAME | MEASURE / TARGET | COMPLETION STATUS | COMPLETION STATUS COMMENTARY |
|--|--------------------------|---|---------|---|--------------------|----------------------------|-------------------|---|
| AND RELEVANT PARTNERS/ ASSOCIATIONS | | and liveability of the LGA and leverage our natural and built assets. | | | | | | |
| | | Utilise the Economic Development Strategy and Action Plan to frame the priorities, integrating it with all other strategic documents and providing a summary document to utilise in the training, education and priority setting of an incoming Council, as well as to assist the community in measuring Council's success. | Council | Manager Integrated Planning & Reporting / Manager Economic Development / Town Planner / MANEX | 2020-2021 | Delivery by 30 August 2021 | Completed | EDS has been integrated into broader strategic planning, including alignment with DMP, CSP and Operational Plans. |

GLEN INNES HIGHLANDS

**DESTINATION
MANAGEMENT
PLAN
SUMMARY**



Annexure D

Destination Management Plan (DMP) 2021–2026 Action Tables Completion Status Report

This annexure provides a detailed action-by-action and task-level assessment of delivery under the Destination Management Plan (DMP) 2021–2026.

The tables outline:

- Each action under the DMP framework**
- Supporting tasks for each action**
- Delivery status (Completed, Not Completed, Transitioned)**
- Commentary on outcomes and implementation This annexure supports the summary findings presented in the Council report and provides a transparent and auditable record of delivery**

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

1. IMPROVE CUSTOMER EXPERIENCE

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

| ACTIONS | | TASK | RESPONSIBILITY | FUNDING | TIMING & SUCCESS MEASURE | COMPLETION STATUS | COMPLETION STATUS SUMMARY |
|---------|---|---|----------------|------------------------------|--|-------------------|---|
| 1.1 | Audit attraction, activity and service signage and implement a signage plan to deliver improvements. | 1.1.1 Appoint a consultant to conduct the signage audit and provide recommendations and priorities to Council | MED | 2020-2021 Operational Budget | Signage Audit completed by September 2021. | Completed | Tourism signage audit completed in 2021 with consultant engagement and recommendations delivered to Council. |
| | | 1.1.2 Deliver a Signage Plan to Council to adoption | TEO | Council resources | Report to Council November 2021 | Transitioned | Audit completed however a formal Signage Plan adoption delayed due to pending development of a broader signage strategy, design guidelines to incorporate new branding guidelines, development planning and cross directorate input and delivery. |

| | | | | | | | |
|------------|--|--|-----|---|--|---------------|---|
| | | 1.1.3 Secure funding to deliver the Signage Plan. | MED | Annual Council Operational Plan Allocation / Grants | Annually 2021-2026 | Completed | Funding allocated each year through operational budgets. |
| | | 1.1.4 Complete implementation of Signage Plan | TEO | Grants and/or Council Operational Plan | 2024-2025 | Transitioned | Council responsible elements remain subject to the development of the signage strategy, design guidelines and DA approvals. Prioritisation and integration into updated strategies. |
| 1.2 | Utilise digital solutions and physical interactions to improve service and connection with place, product and people. | 1.2.1 Apply for funding of the ‘Tourism Itinerary and Packages Platform’ through Bushfire Local Economic Recovery Fund & Regional Tourism Recovery Fund | GO | Grants | Grant applications submitted by September 2021 | Completed | Grant application submitted under Bushfire Recovery funding programs outcome unsuccessful |
| | | 1.2.2 Request Council funding for ‘Tourism Itinerary and Packages Platform’ or approval to release the project to private interests/partnerships should grant funding be unsuccessful. | MED | Council Loan/ Operational Reallocation | Report to Council December 2021 | Not Completed | No Council funding allocation or alternative delivery model progressed |

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| | | 1.2.3 Seek private funding opportunities and/or partnerships to facilitate the build, pilot and roll-out of the platform to regional Australia. | MED | Council resources | Report to Council 2022-2023 | Not completed | No evidence of private sector partnership progressing platform delivery |
| 1.3 | Evolve the Visitor Information Centre into a next-generation service centre. | 1.3.1 Review the benefits of the AVIC Accreditation on-going membership and provide a recommendation to Council. | TEO | Council resources | Report to Council October 2021 | Completed | Review undertaken and recommendation provided to Council. |
| | | 1.3.2 Continue to seek grant funding for the improvement of the VIC display to improve the retail experience for customers. | TEO | Grants | Annually 2021-2026 | Transitioned | Interior improvements to VIC display was achieved through Operational Budget. No suitable grants found in the reporting period. |
| | | 1.3.3 Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing. | TEO | Council resources | Annually 2021-2026 | Transitioned | Website updates and digital access improvements including AI FAQs investigated to support partial 24/7 servicing |
| | | 1.3.4 Continually provide opportunities for VIC customer to self-serve through signage, display, and digital connectivity to | TEO | Council resources / grants | Annually 2021-2026 | Transitioned | Some improvements with QR code posters and digital updates to tourism products |

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| | | online information, booking services and platforms. | | | | | though no grant funding available for fully integrated self-service systems. |
| 1.4 | Upgrade facilities and increase the ease of exploring our LGA. | 1.4.1 Conduct an audit and building assessment of all facilities throughout the LGA and develop ‘shovel-ready’ projects for grant funding opportunities to improve access and quality of visitor amenities. | MPRS | Council resources | Report to Council June by 2022 | Completed | Audit and assessments completed forming basis for infrastructure planning and grant applications. |
| | | 1.4.2 Apply for grants to fund LGA facilities upgrades. | GO | Council resources / grants | 2021-2026 | Completed | Multiple grant funded infrastructure and tourism products delivered across the LGA including Soundtrails, the Skywalk, amenities upgrades Centennial Parklands and Anzac park playground |
| | | 1.4.3 Review Caravan, RV and Long-bay locations and recommend improvements to improve customer | TEO | Council resources | Report to Council by June 2023 | Transitioned | Identified and audited and incorporated into broader audit work |

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| | | experience and access to amenities and the local retail precinct. | | | | | |
| 1.5 | Leverage opportunities to improve mobile access and improved internet connection. | 1.5.1 Continue to lobby for the reduction of mobile blackspots in the LGA and improved internet connections to improve safety and enhance digital products that improve customer experiences. | GM | Council resources | Ongoing 2021-2026 | Completed | Significant advocacy undertaken; partnerships with NBN and development of Draft Digital Connectivity Plan with continued improvements ongoing. Strategy scheduled for June Council report. |

2. EVOLVE BRAND POSITIONING

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

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| 2.1 | Refresh/adapt/amend/update existing marketing and promotional assets & content to incorporate new positioning – “Where adventure meets nature, culture and history”. | 2.1.1 Continually update, optimise, and create content to strengthen the new brand positioning across all communication channels. | ME | Council resources | Annually 2021-2026 | Completed | Continuous delivery of marketing campaigns, content and brand positioning across digital channels. |
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| | | 2.1.2 Optimise the Glen Innes Highlands Website via SEO, partnerships, integration with ATDW and emerging digital platforms to increase efficiencies, reach, engagement and improve the customer journey. | ME | Council resources | Annually 2021-2026 | Completed | Ongoing improvements to the Glen Innes Highlands website including search engine optimisation (SEO) monthly performance reporting and integration with ATDW to support onboarding of local businesses, tourism operators and events, alongside enhanced marketing platform connectivity |
| | | 2.1.3 Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible. | ME | Council resources | Annually 2021-2026 | Transitioned | Updates and improvements progressed through the rebranding transition, including refreshed Glen Innes Highlands (GIH branded) brochures and development of new photography for the guide. |

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| | | | | | | | across planning cycles for Visitor Guide. |
| 2.2 | Facilitate the creation of new content and assets that support the new positioning, experiences and products through grant funding and partnerships. | 2.2.1 Apply for funding to boost the marketing budget to facilitate increase content and asset creation. | GO | Grants | Ongoing 2021-2026 | Not completed | No additional funding secured to expand the Glen Innes Highlands (GIH) destination marketing budget however event specific marketing grant funding has been successfully obtained to support signature events |
| | | 2.2.2 Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels. | ME | Council resources | Annually 2021-2026 | Completed | Strong delivery through partnerships, campaigns 'Where you'd rather be', partnerships with NEHC, DNCO and user generated content as a core social media marketing strategy. |
| | | 2.2.3 Continually expand digital presence and reach through third party partnerships and available opportunities. | ME | Council resources | Annually 2021-2026 | Completed | Increased reach through regional partnerships (e.g NEHC) |

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| | | | | | | | campaigns and digital channels |
| 2.3 | Evolve the positioning according to new opportunities across Geotourism | 2.3.1 Be flexible in the brand positioning to embrace opportunities uncovered through investigation and potential alignment with becoming a GeoRegion | MED | Council resources | Ongoing 2021-2026 | Transitioned | Significant progress through geotourism advocacy, partnerships and regional strategy development, flagged in signage audit though not fully realised within the plan period. |

3. DEVELOP & IMPROVE EXISTING EXPERIENCES

Continue to develop and improve the existing attraction base of GIH across experiences, activities, and events. Support existing natural, human, and built assets to provide improved experiences that benefit the community’s socio-economic prosperity.

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|-----|--|---|------------|-------------------|-------------------|---------------|---|
| 3.1 | Support the upgrading, re-development, and improvement of local assets. | 3.1.1 Leverage the ‘Disused Asset Audit’ as part of the Economic Development Strategy and Action Plan (EDS&AP) to initiate ideas for tourism product development. | MED/ GGITT | Council resources | Ongoing 2021-2026 | Completed | The Disused Asset Audit was leveraged through the Economic Development Strategy and Action Plan to inform tourism product development opportunities and identify potential projects for further investigation |
| | | 3.1.2 Provide consultation into the 100 year GIH | TEO/ GGITT | Council resources | 2021-2022 | Not completed | Commenced but not completed. Consultation was |

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| | | Master Plan to develop and expand the diversity and range of Creek Parklands, Centennial Parklands, State Forests and National Parks. | | | | | undertaken through workshops and strategic discussions (including Think Tank activities) to inform a 100 year vision, however a formal 100 year Master Plan was not finalised or adopted by Council. |
| | | 3.1.3 Provide a positive and collaborative planning and regulatory environment to assist businesses to start up by establishing a ‘Start-up Planning Committee’ that can help support businesses establishing in the LGA with advice and support via appointment. | DDPRS | Council resources | Ongoing 2021-2026 | Not completed | A formal Start Up Planning Committee was not established, however, business support was provided through existing Council services, advisory processes and economic development initiatives. |
| 3.2 | Develop priority projects maximising the potential of key attractions, events, and assets | 3.2.1 Facilitate the GGITT to review the ‘Disused Asset Audit’ and create a priority project list to nurture projects to ‘shovel-ready’ status to apply for grant funding / seek private investment. | MED/ GGITT | Council resources / Grants | 2021-2022 | Not completed | The Disused Asset Audit and GGITT consultation informed project ideas however a formal prioritised list of shovel ready projects was not fully developed or endorsed. |

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| | | 3.2.2 Provide an 'Event Planning Guideline' for the incubation and development of local events to support their development. | TEO | Council resources | Report to Council by June 2022 | Transitioned | Event Planning guidelines and processes were developed and implemented operationally to support incubation and delivery of local events, although not formalised as a Council adopted document. |
| | | 3.2.3 Leverage opportunities to collaborate with NEHC to develop region-wide product experiences. | TEO | Council resources | Ongoing 2021-2026 | Completed | Ongoing collaboration with New England High Country (NEHC) has delivered region-wide product development, marketing campaigns and shared visitor experiences including photography, videography assets, reels and development of a Marketing Strategy |
| | | 3.3.4 Establish partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual calendar | TEO | Council resources | Ongoing 2021-2026 | Completed | Partnerships with event organisers were established supporting the delivery and growth of events aligned to Glen Innes Highlands brand and strengthening annual events calendar including GlenFest, Goodness Gravel, Gemorama, music events and fringe events |

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| | | | | | | | that support Councils signature events. |
| 3.3 | Facilitate improving local customer experiences and capacity through program development, industry connection and encouraging a supportive B2B environment. | 3.3.1 Leverage Highlands Hub to share training opportunities, provide inspiration for improved customer experiences and encourage local collaborations. | TEO/HH CO IF Appointed | Council resources / HH | Ongoing 2021-2026 | Completed | The Highlands Hub has been leveraged to deliver training opportunities, support collaboration and enhance customer experience capability across local businesses and community groups including masterclasses, social media, brand awareness, business bootcamps, mentoring business presentations. |
| | | 3.3.2 Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to provide membership benefits that fill knowledge and capability gaps of members. | TEO | Council resources | Ongoing 2021-2026 | Completed | Council supported GIHVA in enhancing member capability and engagement. GIHVA transitioned into the Glen Innes Business Chamber to continue delivering business support and benefits. |
| 3.4 | Grow primary and establish new markets through building destination awareness through GIH and NEHC brands and activity. | 3.4.1 Work collaboratively with NEHC to grow the drive-based touring market: car-based, caravans and RVs, motorcycles and to attract drive-based | ME | Council resources | Ongoing 2021-2026 | Completed | Ongoing collaboration with NEHC has supported growth in the drive market including caravans, RV's, motorcycles and car based travel through targeted campaigns and regional product |

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| | | events and activities. | | | | | development including brochures and collaborative HEMA maps. |
| | | 3.4.2 Re-build the coach and group tour markets (post COVID-19) with local operators to create packages for special interest groups and key events. | TEO | Council resources | Report to Council by June 2023 | Not completed | Coach and group tour markets have been actively re-engaged post COVID-19 through collaboration and event-based opportunities; however, visitation remains below pre-pandemic levels, reflecting broader structural changes and a slower recovery in this market segment. |
| 3.5 | Grow the Business Conferences and Events sector | 3.5.1 Leverage the Highlands Hub and other local assets to package products and services to attract the business conferences and events sector. | MED | Council resources | Report to Council by June 2022 | Not completed | The Highlands Hub and local assets continue to support business meetings, workshops and small-scale events; however, broader attraction and packaging of the conference and business events sector remains ongoing through GIH, with current accommodation constraints impacting growth in this segment. |
| | | 3.5.2 Promote the business conference and events products | ME | Council resources | Ongoing 2021-2026 | Not completed | Business events and conferencing opportunities have been promoted where |

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| | | and services as part of the annual operating budget for marketing. | | | | | possible through existing marketing activities; however, this has not been a primary focus within the annual marketing budget. |
| | | 3.5.3 Continually seek funding opportunities to build product and promote the business conference and events sector. | GO | Grants | Ongoing 2021-2026 | Not completed | Funding opportunities have been explored and pursued to support product development and promotion however limited dedicated funding has been secured specifically for business conferences and events sectors. |

4. CREATE & DELIVER NEW EXPERIENCES

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

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| 4.1 | Deliver the New England Rail Trail via grant funding integrating digital technology to enhance the customer experience. | 4.1.1 Continue to seek and apply to opportunities to fund the construction of the Glen Innes to Ben Lomond section of the NERT. | GO | Council resources | Ongoing 2021-2026 Project fully funded | Not Completed | Funding opportunities were actively pursued, resulting in successful grant funding to progress the New England Rail Trail (NERT). This funding was later revoked by the Australian and NSW Governments due to delivery timeframe constraints. Council has continued to pursue further funding opportunities; however, |
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| | | | | | | | applications to date have been unsuccessful. |
| | | 4.1.2 Create the NERT brand, website, and communication channels in collaboration with Armidale Regional Council (ARC) and New England Rail Trail Group (NERTG). | MED | Council resources | Deliver project by December 2021 | Completed | The NERT brand, website and communication channels were developed in collaboration with Armidale Regional Council and the New England Rail Trail Group supporting project promotion and stakeholder engagement. |
| 4.2 | Facilitate the development of new attractions, activities and events that leverage under-utilised assets that are supported by local community interest groups. | 4.2.1 Deliver the proposal and business case for the Glen Innes Powerhouse Museum to Council to determine funding and building purchase of the Essential Energy building. | MED | Council resources | Report to Council September 2021 | Completed | Initial investigation concept and business case was developed and a formal proposal and business case finalised and presented to Council for determination which was not accepted. |
| | | 4.2.2 Continue to support the Glen Innes Motor Sports Club to incubate and build events and investigate the potential to develop a Motor Sports Complex | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Ongoing support has been provided to the Glen Innes Motor Sports Club to develop events; however, investigation and development of a motor sports complex as identified in the Airport Master Plan has not progressed. |

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| | | in Glen Innes LGA as part of the Airport Master Plan. | | | | | |
| | | 4.2.3 Utilise the Highlands Hub to discover community interest groups that can be activated to support additional product for visitors and ‘things to do’ for locals. | TEO | Council resources | Ongoing 2021-2026 | Completed | The Highlands Hub has been utilised to engage community groups, support activation of interest based activities and contribute to the development of local experiences and ‘thing to do’ for residents and visitors. |
| | | 4.2.4 Investigate new adventure-based activities to broaden the product base including 4WD, Bouldering, Extreme Sports, Adventure Running/Racing and Aviation Tourism Ventures. | TEO | Council resources | Ongoing 2021-2026 | Transitioned | Investigation of adventure based activities has resulted in tangible outcomes including establishment of Parkrun, promotion of bouldering through digital platforms and ongoing exploration of event opportunities. Engagement continues with local and regional stakeholders including collaboration with groups such as Angry Bulls mountain biking in Tenterfield to leverage and grow adventure based experiences and aligned businesses. |
| 4.3 | Develop touring routes, self- | 4.3.1 Deliver six (6) Gravel | MED/ME | Council resources | Report to Council by September 2021 | Completed | Six gravel grinding routes were developed and actively |

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| | guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages. | Grinding Routes around the LGA and promote via the GIH website and in GIH VISIT Marketing Programs. | | | | | promoted via the Glen Innes Highlands website supported by printed collateral, posters, QR codes to enhance visitor access and engagement. |
| | | 4.3.2 Attract an annual Gravel Grinder event to the LGA. | MED | Council resources | Event held annually 2021-2026 | Completed | The annual Goodness Gravel Fondo event was successfully attracted to the LGA establishing a flagship gravel cycling event and strengthening the regional active tourism offering supported by Council Operational budget. |
| | | 4.3.3 Diversify the mountain biking offer, leveraging the proposed rail trail and value-adding the Grafton to Inverell cycle classic and other cycling events. | TEO | Council resources | Event held annually 2021-2026 | Transitioned | Cycling product diversification has been supported through regional collaboration and event alignment including the inclusion of the Grafton to Inverell Cycle Classic through the LGA. While opportunities are being leveraged, broader expansion of the mountain biking offer including future integration with the rail trail remains in transition. |
| | | 4.3.4 Reinvigorate 'Fossickers Way' in partnerships with relevant | TEO | Council resources | 'Region-wide' report to Council by 30 December 2022. | Not completed | Initial discussions have occurred through NEHC however no formal collaboration or partnership has been established with |

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| | | LGA's through conducting an audit and seeking Council support to fund upgrades required. | | | | | NENW LGAs primarily due to funding and resource restraints. Tamworth Council currently has access to website and assets. |
| | | 4.3.5 Develop touring routes including Route 11 / Miners Way | TEO | Council resources | Report to Council by 30 December 2022. | Completed | Touring routes including route 11 and miners way were developed and are promoted through Glen Innes Highlands Country Drives brochures supported by digital platforms and regional marketing initiatives. |
| 4.4 | Investigate the potential of GIH being developed as an outstanding GeoRegion and the potential as an Aspiring UNESCO Global Geopark. | 4.4.1 Review the National Geotourism Strategy and the opportunity for the Glen Innes Highlands to be transformed to meet both the needs of domestic and global travellers seeking superior Geotourism travel experiences amidst a significant emerging and | MED / TEO | Council resources | 2021-2022 | Transitioned | The National Geotourism Strategy has been reviewed with Glen Innes Highlands now recognised as one of three aspiring GeoRegions in Australia. Significant progress has been made through regional collaboration, advocacy and project development however formal designation remains ongoing |

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| | | growing global phenomenon | | | | | |
| | | 4.4.2 Approach the Australian Geoscience Council Inc (AGC) to conduct an audit of Glen Innes Highlands potential to become a GeoRegion | MED / TEO | Council resources | 2021-2022 | Completed | An audit of Glen Innes Highlands potential to become a Georegion was undertaken by a specialist contractor with geotrails identified and key opportunities for geotourism development established. |
| | | 4.4.3 Outline the steps needed to develop Glen Innes into an Aspiring UNESCO Global Geopark. | MED / TEO | Council resources | Report to Council by 30 June 2022 | Transitioned | Key steps toward developing GIH as an aspiring UNESCO Global Geopark have been identified through geotourism audits, regional collaboration, and strategic planning; however, development of a full roadmap and progression to formal application remains ongoing as Council continues to build the required evidence base. |
| 4.5 | Embrace Geotourism as a holistic approach featuring natural and cultural heritage into the relevant customer experiences | 4.5.1 Support the potential of the Ottery Mine receiving funding from the Legacy Mine Program announced by State Government | MED / TEO | Council resources | Ongoing 2021-2026 | Transitioned | Rehabilitation works at Ottery Mine were delivered through the Legacy Mine Program with the site now identified as part of a developing Geotrail and contributing to the regions geotourism offering. |

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| | | 4.5.2 Continue to develop and promote existing nature-based experiences including birdwatching, fishing and fossicking. | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Existing nature based experiences including birdwatching, fishing and fossicking have been further developed and promoted through updated website content, social media and brochures supported by partnerships with NPWS and the Glen Innes Mineral Gem Club. |
| | | 4.5.2(sic) Support the Emmaville Mining Museum to ensure the Museum’s future, through strategic planning and enhanced displays and storytelling. | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Support has been provided to the Emmaville Mining Museum through strategic input, participation in committee meetings, audits, engagement with Museums NSW programs, finding grant opportunities, improvements to displays, storytelling and recordings to strengthen the visitor experience. |
| | | 4.5.3 Support the History House Museum and Research Centre to enhance storytelling, activities, and interactive displays to strengthen their point of difference. | TEO | Council resources | Ongoing 2021-2026 | Completed | Support has been provided to the History House Museum and Research centre through identification of grant funding opportunities, letters of support and collaboration initiatives including the Land of the Beardies Museum display at the Visitor Information Centre and integration and partnership with the heritage Walk brochure to enhance |

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| | | | | | | | storytelling and visitor engagement |
| | Embrace Geotourism as a holistic approach to featuring natural and cultural heritage into the relevant customer experiences. | 4.5.4 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct. | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Geotourism as a holistic principle has been embraced through integration of natural and cultural heritage into the visitor experiences, events, workshops supported by storytelling, events and Arts North West grant funded placemaking initiatives with strong partnerships across community and local businesses contributing to diversification of the retail precinct during Christmas in the Highlands – cultural, arts and crafts, businesses and community collaboration. |
| | | 4.5.5 Support the growth of agritourism | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Agritourism workshops and Agri business development initiatives have been supported through training programs, partnerships with Glenrac, local engagement, building capacity and encouraging diversification across the visitor economy. |
| | | 4.5.6 Strengthen Glen Innes’ position as the gateway to the World Heritage-listed Washpool and Gibraltar Range National | TEO/ MED | Council resources | Ongoing 2021-2026 | Completed | Glen Innes Highlands has been strengthened as a gateway to Washpool and Gibraltar Range National Parks through destination marketing, improved digital content and partnerships with NEHC and DNCO |

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| | | Parks and a pathway to more inland state forest and national parks. | | | | | positioning the region as an access point to surrounding national parks and state forests. |
| | | 4.5.7 Support arts and cultural experiences to develop and encourage place-making and diversification of the main retail precinct. | MED / TEO | Council resources | Ongoing 2021-2026 | Completed | Business-led placemaking initiatives have been supported, including discussions around red tape reduction to enable cultural activations and arts and crafts activities. Local facilitators have been engaged through workshops and events, and opportunities have been explored to activate vacant shopfronts within the main retail precinct. |

GLEN INNES HIGHLANDS HUB NEXUDUS AGGREGATED DATA AND SUPPLEMENTARY METRICS

Reporting Period: January – March 2026

Data Information

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

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

1. Nexodus Aggregated Data – Utilisation and Revenue

| Metric | Result Q3 | Commentary |
|----------------------------|------------|--|
| Total bookings | 104 | Consistent utilisation across the reporting period |
| Total booked hours | 1581.8 | Significant increase in utilisation intensity |
| Average booking duration | 15.2 hours | Reflects mix of short and extended bookings |
| Booking value (activity) | \$4415.45 | Total value of bookings recorded in system |
| Invoiced income (excl GST) | \$4,209.00 | Net revenue recognised |
| Invoiced income (incl GST) | \$4630.22 | Gross invoiced revenue |

2. Nexodus Aggregated Data – Monthly Performance

| Month | Bookings | Hours | Booking Value | Invoiced Income (incl GST) |
|--------------|------------|---------------|------------------|----------------------------|
| January 2026 | 27 | 847.3 | \$1652.15 | \$1122.86 |
| Feb 2026 | 32 | 233.5 | \$1352.90 | \$1567.06 |
| March 2026 | 45 | 501.0 | \$1210.40 | \$1,940.3 |
| Total | 104 | 1581.8 | \$4415.45 | \$4631.21 |

3. Nexodus Aggregated Data – Resource Utilisation

| Resource Category | Bookings | Hours | Booking Value | Commentary |
|--------------------------|------------|----------------|------------------|--------------------------------------|
| Training Room | 19 | 79 | \$1104.50 | High-value training and workshop use |
| Meeting Rooms (combined) | 59 | 1153.10 | \$2664.40 | Frequent short-duration bookings |
| Boardroom | 4 | 9 | \$261.00 | Professional meetings |
| Coworking / Hot Desk | 13 | 70 | \$228.80 | Flexible workspace demand |
| Extended Use Space | 9 | 270.30 | \$156.75 | Long-duration bookings |
| Total | 104 | 1581.40 | \$4451.45 | |

4. Nexodus Aggregated Data – Quarter Comparison

| Metric | Jan–Mar 2025 | Q1 Jul–Sep 2025 | Q2 Oct–Dec 2025 | Q3 Jan–Mar 2026 |
|----------------------------|--------------|-----------------|-----------------|-----------------|
| Total bookings | 95 | 136 | 163 | 104 |
| Total booked hours | 1,178.3 | 1,390.3 | 2,162.8 | 1581.8 |
| Booking value | \$7,452.98 | \$5,326.16 | \$8,099.60 | \$4414.45 |
| Invoiced income (incl GST) | \$5,892.98 | \$6,071.66 | \$5,327.15 | \$4630.22 |

5. Supplementary Metrics (Non-Nexodus Data)

User and Business Profile (Aggregated Estimates)

| Metric | Result | Commentary |
|--|--------|---|
| Estimated businesses / organisations utilising the Hub | ~38 | Based on unique booking records |
| Estimated new users | ~27 | Indicates continued growth in awareness |
| Estimated returning users | ~11* | Demonstrates repeat utilisation |

*Businesses returning from holiday period

Engagement and Conversion (Internal Tracking)

| Metric | Result | Commentary |
|-------------------------------|--------|---|
| Organisations engaged | 45 | Direct outreach and engagement activity |
| Confirmed bookings / outcomes | 27 | Resulting utilisation |
| Conversion rate | ~60% | Strong engagement effectiveness |

Activity Type Distribution (Estimated)

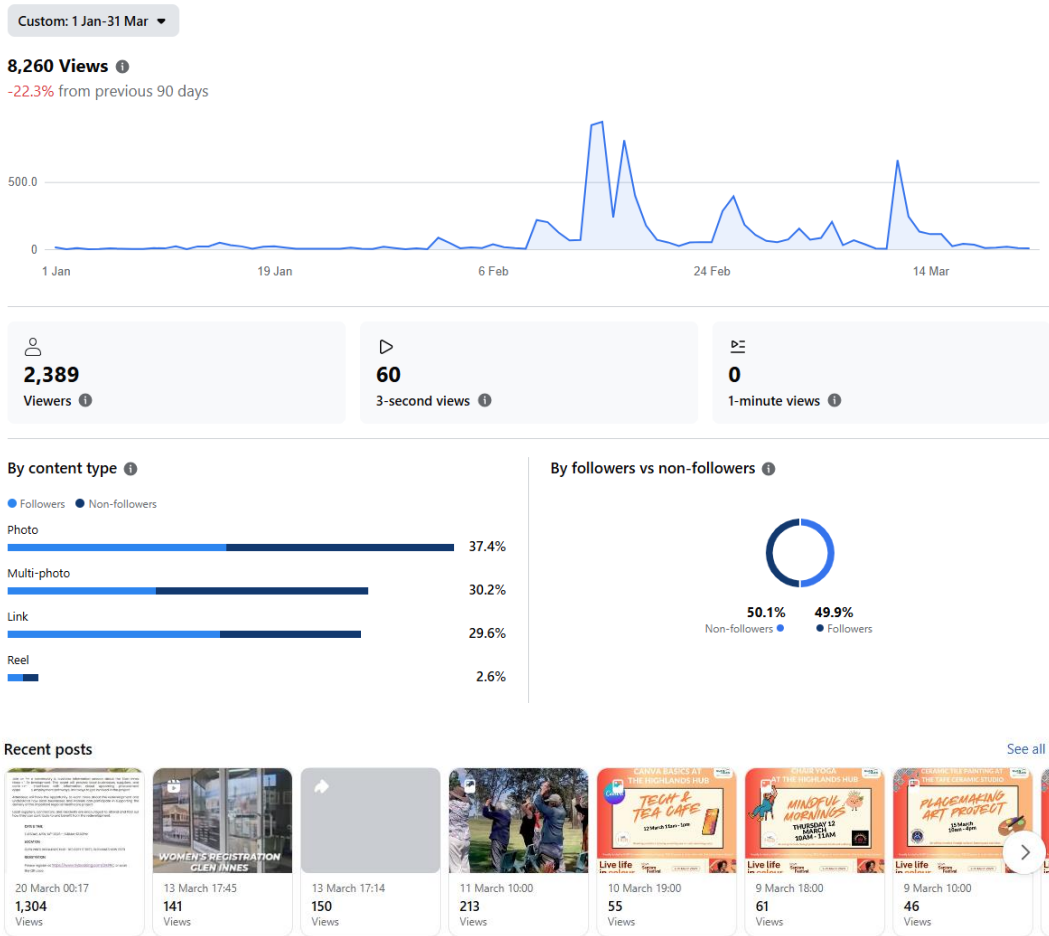
| Activity Type | Estimated Volume | Commentary |
|-----------------------------------|------------------|------------------------------------|
| Community meetings | 21+ | Local groups and planning sessions |
| Professional services | 20–25 | Consulting and service delivery |
| Training / workshops | 6–12 | Structured programs |
| Coworking / flexible workspace | 22+ | Increasing demand |
| Business meetings / consultations | High volume | Frequent short bookings |

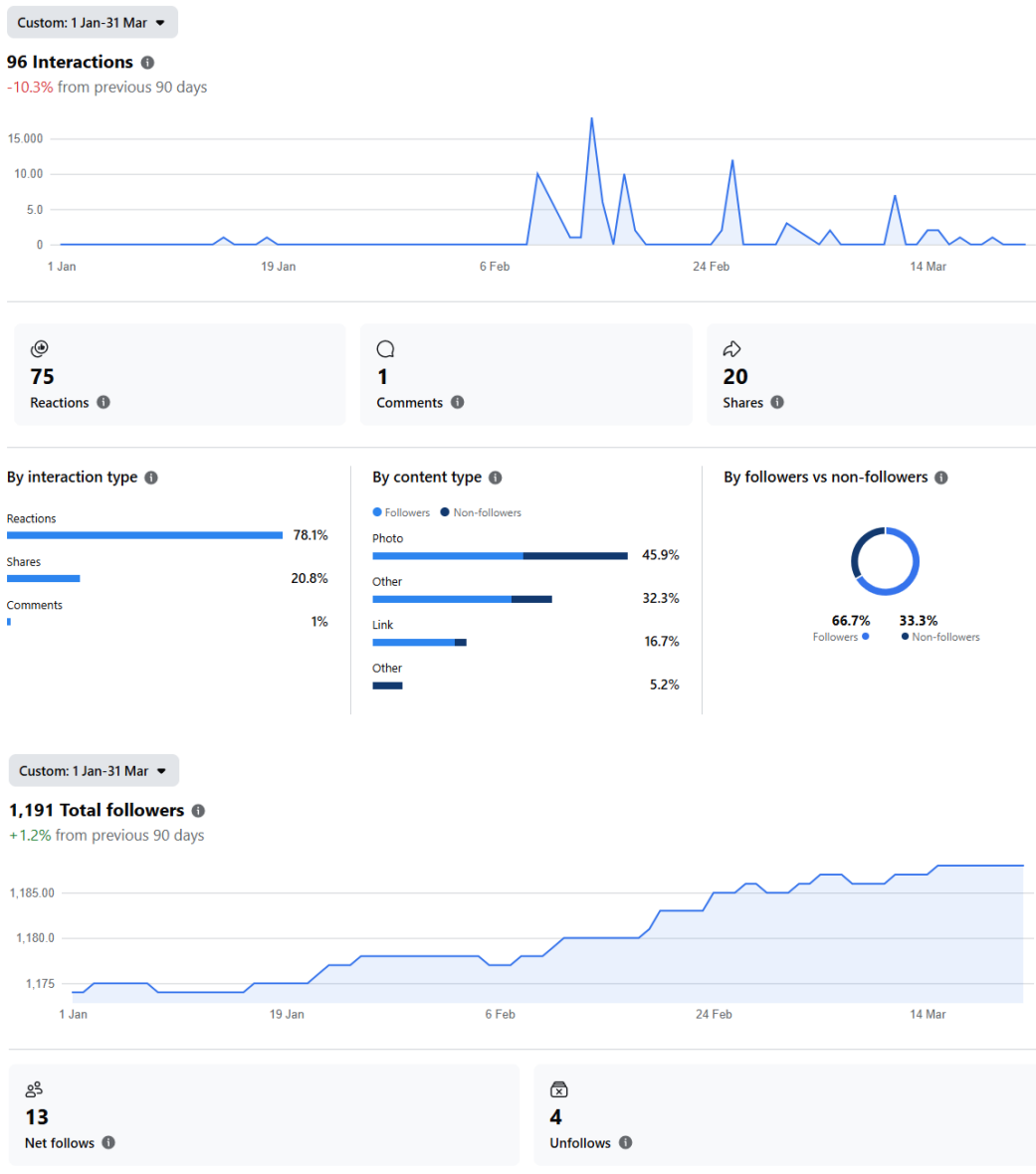
Digital Engagement (Facebook – Jan to Mar 2026)

| Metric | Result |
|--------------------|---------------------|
| Total views | 8260 |
| Unique reach | 2389 |
| Non-follower reach | 50.1% (1196) |
| Total interactions | 96 |
| Key content driver | Photo-based content |

6. Key Observations

- The Hub continues to show strong utilisation, particularly in total booked hours.
- While total bookings have decreased, this reflects more efficient use of spaces and longer-duration bookings.
- Meeting rooms remain the most in-demand spaces, while training and workshop use delivers higher value per booking.
- A healthy mix of new and returning users indicates both growing awareness and ongoing repeat use.
- Engagement efforts are converting well into bookings, with an estimated conversion rate of around 63%.
- Revenue fluctuations are linked to booking timing and invoicing cycles rather than a decline in demand.
- Digital promotion is expanding reach, with over 50% of views coming from non-followers, though interaction levels remain relatively low.
- The Hub continues to support a diverse range of activities, including business, training, and community use.







Glen Innes Highlands Hub

Temporary Marketing & Engagement Plan 2025/26



GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

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GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Executive Summary

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

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

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

Pillar 1 – Branding & Positioning

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

Pillar 2 – Digital Presence & Content

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

Pillar 3 – Community & Business Engagement / Partnerships

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

Pillar 4 – Sustainability & Growth

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

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

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

Purpose

This policy applies to:

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

21/05/2026

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Target Audiences

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

Detailed Action Plan

Table 1. Detailed Action Plan

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

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

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

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

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Action & Implementation Timeline

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

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GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

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

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

GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

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

Governance and Reporting

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

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GLEN INNES HIGHLANDS HUB – TEMPORARY MARKETING & ENGAGEMENT PLAN

Risk Management

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

Conclusion

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

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



AUSTRALIAN STANDING STONES MANAGEMENT BOARD
MINUTES FOR MARCH ORDINARY MEETING
 HELD ON: Wednesday 18 March 2026



MEETING OPENED: 17.30

CHAIR: Raelene Watson

PRESENT: Raelene Watson (Chair), John Rhys Jones (Treasurer), Fiona O'Brien, Rob O'Brien, Peter Grimes, Nathan Tyers (Tourism & Events Officer, GISC), Colin Price, Kevin Jones (Secretary)

APOLOGIES: Judi Toms, Steve Toms, Pamela O'Neill, George Robertson-Dryden, Margot Davis (Mayor, GISC), Riarna Sheridan (Director, Place & Growth, GISC) On Leave.

Moved Peter, seconded Fiona, that the apologies be accepted.

DECLARATIONS OF CONFLICT OF INTEREST: Nil

MINUTES OF THE PREVIOUS MEETING:

Moved Raelene, seconded John, that the minutes of the previous meeting, dated 18 February 2026 be accepted.

| Item No. | Item | Action |
|----------|---|---|
| 1 | BUSINESS ARISING: | |
| 1.1 | Brochure | Members were advised by email and face to face of the quotes received with majority in favour of ordering 15,000. Order has been sent to Evans Printing. |
| 1.2 | Saints Days flag lowerings report | St Davids 15 people, \$95 raffles St Piran 5 people, raffle passed over, St Patrick 22 people, \$110 raffle. Great presentations. Fiona had trivia quiz for St Patrick. |
| 1.3 | Celtic Family Wall (CFW) applications | Bundanoon sent choice of rocks, Kevin has plaque has arrived Clan Grant, John has rock, Kevin has plaque GI Freemasons, Kevin has plaque |
| 1.4 | Celtic Family Wall criteria | Ongoing |
| 1.5 | Rock of Remembrance | Plaque for Chris Dunkerley has arrived (Kevin) |
| 1.6 | Seniors' Week launch at the Stones | Around 15 people present for the tour |
| 1.7 | Flags on the Town Hall | Have been replaced |
| 2 | Treasurer's Report | |
| 2.1 | Monthly Financial statement for March, 2026 | Moved John seconded Col that the March report be accepted. |
| 2.2 | Accounts for payment | PO Box renewal paid, reimbursement to John for tent bunting. |
| 3 | CORRESPONDENCE: | |

Annexure A Item 9.2

| Item No. | Item | Action |
|----------|--|---|
| 3.1 | Received stone and application for Celtic Family Wall from clan Grant, stone from Bundanoon Highland Gathering. Celtic Family Wall plaque, Glen Innes Freemasons, e-mail from John regarding state of flags on Town Hall. | Moved Kevin, seconded Col that the correspondence be accepted. |
| 3.2 | Sent February minutes, February Treasurer's report, February Director's report, email to Joy Dunkerely, Evans Printing – brochure order, Qld Manx Society re 2026 ACF arrangements, email to Kirk Jones, email to CCA re Manx Guardian, email to Celtic Nations ceremonies organisers advising of the change of time for the Sunday ceremonies | |
| 4 | STANDING ITEMS: | |
| 4.1 | Director's Report Riarna on leave so no report, held over until next meeting | Items raised at last meeting <ul style="list-style-type: none"> • Potable water signs • The rock with the green plaque to the east of Excalibur has still not been moved. It is to be placed near the Jock Fergusson rock and plaque at the Tynwald steps. • Cars are avoiding the speed bump on Watsons Drive and driving (some at speed) on the gravel to the east around the big gum tree – it is dangerous and needs some action. • When will the NO CAMPING signs be erected? • When are the cypress trees at the eastern end of the jousting field to be removed? Trees will be removed before ACF, Nathan |
| 4.2 | Tourism & Events Officer (TEO) report | 12 Clans have responded and will attend, Performers times being confirmed. Golden Spurtle finalist will be at ACF Bar setup is organised. |
| 4.3 | Brochure count | Approx 5 boxes of old brochures for recycling |
| 4.4 | Volunteer Register | Please complete to include flag lowering events. Suggestion that a QR could be utilised for Register |
| 5 | GENERAL BUSINESS: | |
| 5.1 | 'Going Places with Ernie Dingo' | Judi has been advised that the episode including the Glen Innes Highlands is scheduled to go to air 3 April, 2026. |

| Item No. | Item | Action |
|----------|--|--|
| 5.2 | Confirm organisers for the ASSMB annual calendar | Allocate remaining events Some allocations filled, added to this Minutes Sheet |
| 5.3 | Autumn Equinox event | Weekend sunrise to visit on the morning that John will co-ordinate, Rob will pipe. Other events , Model T Ford Club gathering, John will talk to Wilko about it. Motion was raised to allow the Shimmy in the Glen ladies to have an event on site for two events to celebrate Kate Bush "Wuthering Heights" release. Part of World Wuthering Heights Day. One event in May and the other after the Solar Noon event during the Winter Solstice. Moved John seconded Pete. CARRIED |
| 5.4 | ACF organisation | Guardians' lunch – quote for 2 course meal has been received from New England Motor Lodge \$50 per head. Suggest ASSMB charge \$55 per head. Moved, Pete, Seconded Rob CARRIED Judi will send out the ACF organisation sheet for members to add their names. Some names added to sheet |
| 5.5 | Reports from members | John reports that the Square no longer works with the mobile phone! Possibly need a new phone for the Square. The man residing in the Pine trees has been lighting fires. Reported to police. Unsure if he has been moved on. |
| 5.6 | Tartan Day Dinne | Suggested that this could carry on and include ASSMB AGM? Judi ? |
| 6 | Urgent Business | Action |
| | Nil | |
| 7 | Resolutions to Council | Action |
| | Nil | |

MEETING CLOSED: 18.33

NEXT MEETING: monthly meeting at 5.30pm Wednesday 15 April 2026 in the Board Room, Glen Innes Services Club.

Signed 

Secretary

Date 29/03/2026

Calendar dates – Anniversaries and Activities 2026

| Date | Event | Activity | Time | Organiser |
|------|-------|----------|------|-----------|
|------|-------|----------|------|-----------|

Annexure A Item 9.2

| | | | | |
|--------------------------|--|--|---|--|
| 1 February, 1992 | The Australian Standing Stones Opening | | | |
| 1 March 2027 | St. David's Day Wales | Flag lowering | 5 pm | John, Kevin |
| 5 March 2027 | St Piran's Day Cornwall | Flag lowering | 5 pm | John (Pamela in Sydney supporting Cornish Assoc) |
| 17 March 2027 | St Patrick's Day Ireland | Flag lowering | 5 pm | Fiona & Rob |
| 21 March | Autumn equinox | Sunrise - gathering solar noon - watch solar shadow Sunset - gathering | sunrise 6.55am, solar noon meet from 12.30pm-actual time 12.59 pm, sunset 7.03pm | Sunrise - John Solar Noon - John |
| 1 st Wknd May | Australian Celtic Festival | | Thursday 30 April - Sunday 3 May | |
| 19 May | St Yves' Day Brittany | Flag lowering | 4 pm | TBC |
| 21 June | Winter solstice | Sunrise - gathering, Solar noon - watch solar shadow, sunset - gathering | sunrise 6.46am, solar noon, meet from 11.30am-actual time 11.53am, sunset 5.01pm | Sunrise - Solar noon - |
| July | Tartan Day | Fundraiser dinner | TO BE REVIEWED | See 5.6 |
| 5 July | Tynwald Day Isle of Man | Flag lowering | 4 pm | Raelene |
| 21 Sept | Spring equinox | Sunrise - gathering Solar noon - watch solar shadow Sunset - gathering | sunrise 5.43am, solar noon from 11.15am -actual time 11.46am, sunset 5.48pm | Sunrise - John Solar noon - John |
| 30 Nov | St Andrew's Day Scotland | Flag lowering | 5 pm | TBC Suggested meal at Crofters Cottage |
| 21 Dec | Summer solstice | Sunrise-gathering solar noon - watch solar shadow sunset - gathering | sunrise 5.49am, solar noon from 12.30pm-actual time 12.51pm, sunset 7.52pm | Sunrise - John Solar noon - John |



AUSTRALIAN STANDING STONES MANAGEMENT BOARD
MINUTES FOR APRIL ORDINARY MEETING
 HELD ON: Wednesday 15 April 2026



MEETING OPENED: 5.30pm

CHAIR: Judi Toms

PRESENT: Judi Toms, Steve Toms, Raelene Watson, John Rhys Jones, Kevin Jones, col Price, Peter Grimes, Riarna Sheridan (GISC DPG), Kimberley Wilkins (GISC)

APOLOGIES: Pamela O'Neill, Rob O'Brien, George Robertson-Dryden, Cr Margot Davis

Moved Peter seconded Steve that the apologies be accepted. **CARRIED**

DECLARATIONS OF CONFLICT OF INTEREST: nil

MINUTES OF THE PREVIOUS MEETING:

Moved Raelene seconded John that the minutes of the previous meeting, dated 18 March 2026 be accepted. **CARRIED**

| Item No. | Item | Action |
|----------|---|---|
| 1 | BUSINESS ARISING: | |
| 1.1 | Brochure | Judi read the letter that was sent to the printer. Receipt of the letter has been acknowledged by the printer indicating that they would look into it and get back to us. Nothing further has been heard from them. |
| 1.2 | Celtic Family Wall (CFW) | Steve reported that 3 stones and plaques are now in the wall and 1 plaque on the Rock of Remembrance for Chris Dunkerley. David Thomas from the GI Masons assisted. |
| 1.3 | Celtic Family Wall criteria | This will be sent to members prior to the next meeting. |
| 1.4 | CCA have supported the ASSMB's recommendation of the Qld Manx society rep being appointed as the Manx Guardian. | Judi sent a letter of invitation to the Queensland Manx Society who are delighted and honoured to accept this invitation. Jenny Blackburn will be inducted at the 2026 Australian Celtic Festival. |
| 2 | Treasurer's Report | |
| 2.1 | Monthly Financial statement | Moved John seconded Raelene that the report be accepted. CARRIED |
| 2.2 | Accounts for payment | \$100 Honoured Guest gift reimbursement to Judi \$20 for certificate frames reimbursement to Judi Moved Raelene seconded Peter to reimburse Judi for these costs. CARRIED |
| 2.3 | Square EFTPOS system – the phone no longer supports the Square. | Moved Raelene seconded Peter that the ASSMB purchase a new phone and data. The |

Annexure B Item 9.2

| Item No. | Item | Action |
|------------|---|---|
| | | purchase price is at the discretion of John and Judi. CARRIED Amendment moved by Steve seconded by Fiona that John and Judi talk to the NAB bank to investigate an EFTPOS machine or the NAB Easy Pay app for EFTPOS transactions and compare its suitability versus the current Square and to purchase the best option. CARRIED |
| 3 | CORRESPONDENCE: | |
| 3.1 | Received Volunteers Week invitation (emailed to members), email from the CCA recommending to appoint Tiffany Udo (Deputy President of CCA, principal of BZH Sydney – the Breton Dance group), email from ACF regarding sponsorship, email NSW Volunteer of the Year information and nomination form | Moved Kevin, seconded John that the correspondence be accepted. CARRIED Moved Raelene seconded Fiona that invite Tiffany Udo to become the Breton Guardian. CARRIED Moved Raelene seconded Peter that the ASSMB provide \$500 (incl GST) to sponsor the Junior Piping competition at the 2026 ACF. CARRIED |
| 3.2 | Sent Email to Evans Printer indicating disappointment of the new brochure | |
| 4 | STANDING ITEMS: | |
| 4.1 | Director's Report | Riarna <ul style="list-style-type: none"> Plan of Management with Riarna who will send to the Board New shelter is complete but the path from the carpark hasn't been completed yet Sundial – James Graham has samples and will contact Steve. TO BE COMPLETED Outcome of Grant application known in May Amenities cleanliness better but will be monitored The Scottish flag on Town Hall will be placed on the higher free standing flag pole on the Town Hall balcony with the Irish flag going on where the Scottish flag currently is. This will be for the duration of the festival. Items raised at February meeting <ul style="list-style-type: none"> Potable water signs – TO BE COMPLETED The rock with the green plaque to the east of Excalibur has still not been moved. It is to be placed near the Jock Fergusson rock and plaque at the Tynwald steps. TTO BE COMPLETED Cars are avoiding the speed bump on Watsons Drive and driving (some at speed) on the gravel to the east around the big |

| Item No. | Item | Action |
|----------|--|---|
| | | <p>gum tree – it is dangerous and needs some action. KIMBERLEY WILL FOLLOW UP</p> <ul style="list-style-type: none"> • When will the NO CAMPING signs be erected? RIARNA FOLLOWING UP • When are the cypress trees at the eastern end of the jousting field to be removed? TREES HAVE BEEN REMOVED |
| 4.2 | Tourism & Events Officer (TEO) report | <p>Kimberley gave a verbal report.</p> <ul style="list-style-type: none"> • Inductions of volunteers for ACF is currently happening • Sponsorship request are being responded to • ACF Traders have been allocated sites with some readjustment occurring. |
| 4.3 | Brochure count | Approx 5 boxes of brochures |
| 4.4 | Volunteer Register | Suggestion that a QR could be utilised for Register |
| 5 | GENERAL BUSINESS: | |
| 5.1 | ACF organisation | Judi ran through the organisational chart and everything has been covered. |
| 5.2 | <p>New Guardians</p> <p>I, Steve Toms, would like to move the following motion at the ASSMB meeting on the 15/4/2026:</p> <p>That the following current ASSMB members be invited to become Honorary Life Guardians under section 3 of the Charter of the College of Guardians of the Australian Standing Stones and subject to individual acceptance, be inducted at the 2026 Australian Celtic Festival. The members being: Peter Grimes, Kevin Jones, Fiona O'Brien, Rob O'Brien, and John Rhys Jones.</p> | <p>Raelene seconded the motion. Nominees expressed how honoured they were to be invited to become a Guardian.</p> <p>The motion was carried unanimously noting that nominees abstained from voting for themselves.</p> |
| 5.3 | Reports from members | <p>Watsons Drive flags</p> <p>All flags except the Australian flag will be taken down 24 April. John will lower and raise the Australian flag appropriately on ANZAC Day after which all new flags will be raised.</p> <p>The Board noted with sadness, the passing of Paul Hanson's wife Evelyn. Paul has been a great supporter of Board events over many years. Moved Raelene seconded Fiona that the Board send flowers to Paul CARRIED</p> <p>Raelene congratulated Judi on a great job on Going Places with Ernie Dingo – aired on SBS. The 2 Glen Innes segments showcased Glen Innes well.</p> |
| 6 | Urgent Business | Action |

| Item No. | Item | Action |
|----------|------------------------|--------|
| | Nil | |
| 7 | Resolutions to Council | Action |
| | Nil | |

MEETING CLOSED: 7pm

NEXT MEETING: monthly meeting at 5.30pm Wednesday 20 May 2026 in the Board Room, Glen Innes Services Club.

26 April 2026



Chairperson

Calendar dates – Anniversaries and Activities 2026

| Date | Event | Activity | Time | Organiser |
|--------------------------|--|--|---|--|
| 1 February, 1992 | The Australian Standing Stones Opening | | | |
| 1 March 2027 | St. David's Day Wales | Flag lowering | 5 pm | John, Kevin |
| 5 March 2027 | St Piran's Day Cornwall | Flag lowering | 5 pm | John (Pamela in Sydney supporting Cornish Assoc) |
| 17 March 2027 | St Patrick's Day Ireland | Flag lowering | 5 pm | Fiona & Rob |
| 21 March | Autumn equinox | Sunrise - gathering solar noon - watch solar shadow Sunset - gathering | sunrise 6.55am, solar noon meet from 12.30pm-actual time 12.59 pm, sunset 7.03pm | Sunrise - John Solar Noon - John |
| 1 st Wknd May | Australian Celtic Festival | | Thursday 30 April – Sunday 3 May | |
| 19 May | St Yves' Day Brittany | Flag lowering | 4 pm | TBC |
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| July | Tartan Day | Fundraiser dinner | TO BE REVIEWED | |
| 5 July | Tynwald Day Isle of Man | Flag lowering | 4 pm | Raelene |
| 21 Sept | Spring equinox | Sunrise – gathering | sunrise 5.43am, solar noon from 11.15am | Sunrise – John |

| | | | | |
|--------|-----------------------------|---|--|--|
| | | Solar noon - watch solar shadow Sunset - gathering | -actual time 11.46am, sunset 5.48pm | Solar noon - John |
| 30 Nov | St Andrew's Day Scotland | Flag lowering | 5 pm | TBC Suggested meal at Crofters Cottage |
| 21 Dec | Summer solstice | Sunrise-gathering solar noon - watch solar shadow sunset - gathering | sunrise 5.49am, solar noon from 12.30pm- actual time 12.51pm, sunset 7.52pm | Sunrise - John Solar noon - John |



THE COUNTRY MAYORS ASSOCIATION OF NSW INC

"What we want is nothing more than equity"

MINUTES

27th March 2026

A General Meeting of the Country Mayors Association of NSW Inc was held in the Theatrette, Parliament House, Macquarie Street, Sydney from 8:20 am until 12:38pm pm. The meeting had a Financial Sustainability theme.

PRESENTATIONS

1. **The meeting commenced with a welcome from CMA Chairman Mayor Rick Firman OAM.**

2. **CMA Memorial for the Bondi Massacre Victims, with four special guests:**

- NSW Minister for Regional Transport & Roads: The Hon Jenny Aitchison MP
- NSW Opposition Leader: Ms Kellie Sloane MP (Member for Vaucluse)
- President of LGNSW Mayor Darcy Byrne
- Waverley Council Mayor Will Nemesh

Board and Members stood for a Minute's Silence in Honour of Bondi Massacre Victims

3. **Launch of the CMA's Invest in Us campaign and the Rural Health Access Survey Results**

CMA Policy Advisor Mrs Julie Briggs and Secretary Ms Melissa Boxall went through the material created for the Invest in Us campaign. They advised that that the material would be available digitally, for Councils to use in social media.

Mrs. Briggs highlighted that the 2025 Auditor General Report was quoted.

Mayor Darcy Byrne said Financial Sustainability is a priority concern for all Councils in NSW. "I appreciate the positive messaging of this campaign but the Federal Government has been dismissive. We need to flip the Government and all Federal Parliamentarians."

"LGNSW will be working with CMA hand in hand on the issue."

Mrs Briggs went through the data from the rural health access survey. She outlined how the data can be pulled out by individual Council or JO or Health District. She explained that logins will be arranged, so members can use that software that the data is organised in.

4. **Chairman of the NSW Grants Commission Ms. Linda Scott**

Ms Scott introduced her fellow Commission members (pictured on the screen). She paid tribute to the late Mayor Jenny Dowall OAM (Lismore City Council).

"When I arrived in the role (of NSW Grants Commission Chairman) and asked to see the formula, I cannot tell you

how many tabs were in the spreadsheet – it is so complex, it’s ridiculous. We are going to improve the formula, transparency and simplicity”

She noted that 25% goes to non-metro councils, based on operational expenditure.

The review will not apply to the next funding round.

Presentation supplied.

4. NSW Shadow Treasurer, The Hon. Scott Farlow MLC

“I sat on the financial sustainability inquiry and I am with you in your fight for more funding/the return to 1%.

There is so much more expected from Local Government in country areas. It is the only visible form of Government in the country. The expectations regarding roads are much greater in the country. The money you need has to come from somewhere and just asking communities for high rates is not the answer.

Depreciation of assets is something we were mindful of the inquiry.”

5. NSW Shadow Local Government Minister, Mr Tim James MP

Mr. James began by commending the passion of Mayor Firman.

“Shadow Parliamentary Secretary for Local Government Richie Williamson and I are happy for you to reach out to us.

I believe in a decentralised role for Local Government and that Local decisions should be made Locally.

City Councils do not stick to their focus like Country Councils. There are 3,630 kilometres of roads and 671 bridges connecting MidCoast Council communities mid-coast Council, while North Sydney has 100-150km of roads and a small fraction of the bridges.

Mr James also criticised the OLG, which he said has gone from 45 to 120 staff. What more do they do?

I applaud your (Invest in Us) Campaign.

The Auditor General’s 11 high-risk Councils are all regional.

Over a billion dollars is required to update your water infrastructure.

6. Valuer General of NSW, Ms Sally Dale

The NSW Valuer General emphasized that her role (and office) is independent. Ms Dale said that she was a valuer for 30 years and has been in the role for nearly three years. She is happy to visit and talk to Councils. Value NSW has over 300 staff.

There are over 2.7 land values per year. They use a mass-valuation method. It was received objections to valuations are all considered seriously and close to 20 percent do result in re-valuation.

Presentation supplied.

7. Auditor-General for NSW, Mr Bola Oyetunji

Mr Oyetunji said independence allows us to make discoveries.

He reflected on the recent intensive efforts to address the financial sustainability pressures on Local Government in NSW. The Red Fleet, two parliamentary inquiries, we’ve done what we can.

Audit fees, we’re not there yet (as low as desired) but we have capped the fees. Regarding timeliness, we are improving. We are centralising and not waiting until the end of the year for valuations.

Liquidity performance measures – we’re working with panel members who know the real world experiences, such as Mayor Phyllis Miller.

We are linking guidelines / reports of best practice with the OLG.

Water is the next crisis. It is important that the financial challenge be addressed holistically.

Presentation supplied.

8. NSW Minister for Roads and Minister for Regional Transport, The Hon Jenny Aitchison MP

The Minister said that she is grateful for the respect and commitment we share for improving the lives of country NSW.

“Mayor Cassandra Coleman (Lithgow City Council) has been a massive champion for that community with the Great Western Highway.

Mayor Steve Allen (Bellingen Shire Council) led a Local Government collaboration with Waterfall Way and Michael Kemp MP and Mayor Nikki Williams from Coffs Harbour also championed that cause – working together on the fragility of the Waterfall Way. Decades of maintenance was not done. Investigations into a permanent fix are ongoing but is a complex location Simply moving Waterfall Way down (as was done in the past) is not possible – we would be in the river. The detour route is funded.”

The Auditor General’s report gave us a bit of a smack.

We have fuel reserves in Australia, not in the US.

Thanks to Councils who have not been panic buying.

We are meeting regularly for practical solutions – other shortages, like bitumen will impact Councils.”

Craig Carmody from the Port of Newcastle was in the room, as the Minister announced \$183mil for upgrading roads from the Port of Newcastle to REZs. East to West roads need to be focused on / reinforced.

“CMA helped me to get the disaster recovery funding claims that were bogged down flowing.”

There are 19 applications so far for road recategorisation.

“You are the pulse of NSW. I can’t always give you what you want but I will be honest.”

9. Morning Tea

Morning Tea was held in a section of the Strangers Dining Room (due to attendance). More than a needed break, cup of coffee and snack, this was a valued networking session between members, as well as a broad cross-section of NSW Parliamentarians. Due to time constraints (resulting from the Bondi memorial) Q&A was not included for the morning speakers but they were available at morning tea.

10. NSW Minister for Finance, Minister for Domestic Manufacturing and Government Procurement, Minister for Natural Resources, The Hon Courtney Houssos MLC

“We appreciate the opportunity to engage with you. I pay tribute to you for the influence you have had in shaping NSW Government Policy. We were on track to return the budget to surplus in two years.

We don’t have unlimited funds but by driving savings across the budget can target project spending where it’s needed most. We saved \$450mil one year and \$270mil the next by reducing our contractor costs and doing more in-house.

We continue to reduce red tape with procurement and small business processes.

Communities will need to be supported as coal jobs reduce. The Future Jobs and Investment Authority is being created to assist those communities. We appreciate your input.

Mayor Ndiaye asked about fuel.

Close to 150 petrol stations with dry bowzers.

Mayor Sue Moore asked about Mapping and the Minister promised to get back to her on that.

11. IPART Chairman, Ms Carmel Donnelly PSM

The rate peg updated methodology tailors to each Council. I'm pleased to welcome Julie Briggs representing CMA within IPART's Reference Group.

Current SRV's were covered in her presentation. Thousands of submissions are received regarding SRVs.

There are lots of ways you can get contributions from assessors. We welcome you getting in touch with us, even if you are in early stages of a developer contributions plan. We can recommend in terms of sources of revenue.

Draft review of bulk water services to be released next week. Submissions accepted until May. We have selected Tamworth to do a model for determining per capita costs for water access and waste water.

Presentation supplied.

12. CEO Regional Australia Institute, Ms Liz Ritchie

RAI is there to help you to get the funding investment you need. Regionalisation Ambition 2032 is (as the name of campaign indicates) ambitious. We have to unite as a voice for regional Australia. We are not heard enough at a national level. Less than 20% of migrants reside in rural and regional Australia. We need to get skills into our regions. We need 47% of investment in regional Australia. Toward Net Zero – Energy Co has a plan but it's not quite right. You must be in the driver's seat.

Mayor Julia Ham (Snowy Valleys Council) asked: Sydney waste in a cool climate wine region. How do we push back?

A: It is a vexing issue. Continue to come together, like with CMA, keep the information coming to us. We look at all issues across regional Australia and we can draw our bank of big picture knowledge. Highlight the broader, interconnected impacts.

Presentation supplied.

GENERAL MEETING

1. ATTENDANCE AND APOLOGIES

Attendance

| | | |
|---------------------------|---------------------------|--------------------------------------|
| Cr. Bruce Reynolds | Mayor | Blayney Shire Council |
| Mark Dicker | GM | Blayney Shire Council |
| David Webb | GM | Hay Shire Council |
| Cr. Carol Oataway | Mayor | Hay Shire Council |
| Cr. John Medcalf OAM | Mayor | Lachlan Shire Council |
| Ian Greenham | GM | Lachlan Shire Council |
| Cr. Kenrick Winchester | Mayor | Queanbeyan-Palerang Regional Council |
| Rebecca Ryan | GM | Queanbeyan-Palerang Regional Council |
| Stephen Dunshea | Interim GM | Forbes Shire Council |
| Cr. Phyllis Miller OAM | Mayor | Forbes Shire Council |
| Kate Barker | Interim EO | Central NSW JO |
| Meredith Macpherson | | Central NSW JO |
| Cr. Darrell Tiemens | Mayor | Narrabri Shire Council |
| John Scarce | GM | Murrumbidgee Council |
| Cr. Susannah Pearse | Mayor | Moree Plains Shire Council |
| Natalia Cowley | GM | Moree Plains Shire Council |
| Cr. Paul Culhane | Mayor | Upper Lachlan Shire Council |
| Alex Waldron | CEO | Upper Lachlan Shire Council |
| Leagh-Anne Cosgrove | CMA Scholarship recipient | Upper Lachlan Shire Council |
| Cr. Daniel Keady | Mayor | Coonamble Shire Council |
| Greg Hill | GM | Coonamble Shire Council |
| Cr. Greg Whitely | Mayor | Warren Shire Council |
| Gary Woodman | GM | Warren Shire Council |
| Cr. Adam Roberts | Mayor | Port Macquarie Hastings Council |
| Lisa Miscamble | GM | Wingecarribee Shire Council |
| Cr. Jesse Fitzpatrick | Mayor | Wingecarribee Shire Council |
| Cr. Daniel Linklater | Mayor | Wentworth Shire Council |
| Ken Ross | GM | Wentworth Shire Council |
| Cr. Julia Ham | Mayor | Snowy Valleys Council |
| Jessica Quilty | GM | Snowy Valleys Council |
| Cr. John Harvie | Mayor | Murray River Council |
| Stacy Williams | CEO | Murray River Council |
| Linda Scott | Chair | Local Government Grants Commission |
| Sarah Gubb | Executive Officer | Local Government Grants Commission |
| Cathy Andre | Commission Assistant | Local Government Grants Commission |
| Cr. Sharon Cadwallader | Mayor | Ballina Shire Council |
| Cr. Sue Moore | Mayor | Singleton Council |
| Justin Fitzpatrick-Barr | GM | Singleton Council |
| Cr. Melissa Matters | Deputy Mayor | Kiama Council |

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| Jane Stroud | CEO | Kiama Council |
| Bernard Smith | GM | Glen Innes Severn Council |
| Cr. Rick Firman OAM | Mayor | Temora Shire Council |
| Melissa Boxall | GM | Temora Shire Council |
| Megan Mulrooney | CEO | REROC |
| Cr. Ray Smith | Mayor | Clarence Valley Council |
| Cr. Steve Allan | Mayor | Bellingen Shire Council |
| Mark Griffioen | GM | Bellingen Shire Council |
| Cr. Kinne Ring | Mayor | Kempsey Shire Council |
| Andrew Meddle | CEO | Kempsey Shire Council |
| Cr. Kate Dight | Mayor | Inverell Shire Council |
| Brett McInnes | GM | Inverell Shire Council |
| Cr. Jo Williams | Deputy Mayor | Inverell Shire Council |
| Cr. Nina Dillon | Mayor | Goulburn Mulwaree Council |
| Scott Gallacher | GM | Goulburn Mulwaree Council |
| Cr. Nikki Williams | Mayor | Coffs Harbour City Council |
| Adrian Panuccio | GM | Midcoast Council |
| Cr. Claire Pontin | Mayor | Midcoast Council |
| Eric Groth | GM | Gunnedah Shire Council |
| Laura Black | GM | Clarence Valley Council |
| Cr. Ewen Jones | Mayor | Narromine Shire Council |
| Jane Redden | GM | Narromine Shire Council |
| Julie Briggs | Policy Advisor | CMA |
| Gary Fry | Secretariat | CMA |
| Cr. Abb McAlister | Mayor | Cootamundra-Gundagai Regional Council |
| Roger Bailey | Interim GM | Cootamundra-Gundagai Regional Council |
| Cr. Lachlan Ford | Mayor | Bourke Shire Council |
| Leonie Brown | GM | Bourke Shire Council |
| Cr. Daniel Keady | Mayor | Coonamble Shire Council |
| Greg Hill | GM | Coonamble Shire Council |
| Cr. Liam Ley | Deputy Mayor | Dungog Shire Council |
| Gareth Curtis | GM | Dungog Shire Council |
| Cr. Russell Fitzpatrick | Mayor | Bega Valley Shire Council |
| Anthony McMahon | CEO | Bega Valley Shire Council |
| Cr. Sarah Ndiaye | Mayor | Byron Shire Council |
| Mark Arnold | GM | Byron Shire Council |
| Gavin Rhodes | GM | Lockhart Shire Council |
| Cr. Robert Bell | Mayor | Uralla Shire Council |
| Toni Averay | GM | Uralla Shire Council |
| Blake Dyer | Group Manager Community Services | Uralla Shire Council |
| Cr. Maurice Collison | Mayor | Upper Hunter Shire Council |
| Greg McDonald | GM | Upper Hunter Shire Council |
| Ross Gurney | GM | Lithgow City Council |
| Cr. Cassandra Coleman | Mayor | Lithgow City Council |
| Cr. Jasmin Jones | Mayor | Yass Valley Council |
| Peta Gardiner | Acting CEO | Yass Valley Council |
| Cr. Jarrod Marsden | Mayor | Cobar Shire Council |
| Cr. Louie Zaffina | Mayor | Balranald Shire Council |
| Terry Dodds | CEO | Balranald Shire Council |

Annexure A Item 9.3

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| Cr. Lachlan Ford | Mayor | Bourke Shire Council |
| Leonie Brown | GM | Bourke Shire Council |
| Luke Ryan | GM | Dubbo Regional Council |
| Cr. Josh Black | Mayor | Dubbo Regional Council |
| Cr. Ken Cudmore | Mayor | Liverpool Plains Shire Council |
| Cian Middleton | GM | Liverpool Plains Shire Council |
| Cr. Kathryn Rindfleish | Mayor | Warrumbungle Shire Council |
| Lindsay Mason | General Manager | Warrumbungle Shire Council |
| Cr. Ashley Hall | Mayor | Edward River Council |
| Jack Bond | CEO | Edward River Council |
| Cr. George Weston | Mayor | Leeton Shire Council |
| Jackie Kruger | GM | Leeton Shire Council |
| Cr. Lea Parker | Mayor | Greater Hume Council |
| Dena Vlekkert | GM | Greater Hume Council |
| Anthony O'Reilly | GM | Hilltops Council |
| Cr. Claire Pontin | Mayor | Midcoast Council |
| Brett Stonestreet | Interim CEO | RAMJO |
| Cr. Cheryl Cook | Mayor | Federation Council |
| Adrian Butler | GM | Federation Council |
| Cr. Robert Taylor | Mayor | Bathurst Regional Council |
| | Director Rating & Taxing In House | |
| Rachel Anderson | Valuations | Value NSW |
| Cr. Eric Noakes | Mayor | Walcha Council |
| Stephen Parry | GM | Walcha Council |
| Cr. Lisa Minogue | Deputy Mayor | Bland Shire Council |
| Grant Baker | GM | Bland Shire Council |
| Danielle Aspery | Senior Manager | TCorp |
| Craig Selvage | Senior Analyst | TCorp |
| Tom Threlkeld | Senior Analyst | TCorp |
| Alina Tee | Analyst | TCorp |
| Cr. Steve Krieg | Mayor | Lismore City Council |
| Eber Butron | GM | Lismore City Council |
| Cr. Russell Webb | Mayor | Tamworth Regional Council |
| Paul Bennett | GM | Tamworth Regional Council |
| Cr. Neil Westcott | Mayor | Parkes Shire Council |
| Cr. Andrew McKibbin | Mayor | Oberon Council |
| Cr. Katie Graham | Deputy Mayor | Oberon Council |
| Cr. Darcy Byrne | President | LGNSW |
| David Reynolds | CEO | LGNSW |
| David Neeves | GM | Gilgandra Shire Council |
| Cr. Danielle Mulholland | Mayor | Kyogle Council |
| Cr. Mathew Hatcher | Mayor | Eurobodalla Shire Council |
| Mark Ferguson | GM | Eurobodalla Shire Council |
| Joyce Tapper | Senior Analyst, Local Government. | IPART |
| Bronwen Sandland | Principal Analyst, Local Government | IPART |
| Cr. Sam Coupland | Mayor | Armidale Regional Council |
| Claudia Migotto | Deputy Auditor-General | NSW Audit Office |
| Cr. Gary Lee | Mayor | Nambucca Valley Council |
| Bede Spannagle | GM | Nambucca Valley Council |
| Brad Medina | Assistant Auditor General | NSW Audit Office |

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| Renee O'Kane | Chief of Staff to the Auditor-General - Corporate, Experience and Strategy | NSW Audit Office |
| John Sevil | GM | Central Darling Shire Council |
| Cr. Bob Stewart | Chairperson | Central Darling Shire Council |
| Kate Alberry | Director of Development and Compliance | Narrabri Shire Council |
| Jonathan Malota | Policy Advisor – Transport & Data | NRMA |
| Cr. Tricia Hopkins | Deputy Mayor | Snowy Monaro Regional Council |
| Cr. Chris Hanna | Mayor | Snowy Monaro Regional Council |
| James Roncon | GM | Armidale Regional Council |
| Cr. Kevin Beatty | Mayor | Cabonne Shire Council |
| Cr. Matthew Christenson | Deputy Mayor | Cabonne Shire Council |
| Murray Wood | GM | Coffs Harbour City Council |
| Cr. Doug Curran | Mayor | Griffith City Council |
| Cr. Shari Blumer | Councillor | Griffith City Council |
| Scott Grant | GM | Griffith City Council |
| Cr. Tony Mileto | Mayor | Orange City Council |
| Scott Maunder | CEO | Orange City Council |
| Cr. Bronwyn Petrie | Mayor | Tenterfield Shire Council |
| Steph Cooke MP | Member for Cootamundra | NSW Opposition |

Apologies

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| Cr. Neville Kschenka | Mayor | Narrandera Shire Council |
| Brett Whitworth PSM | Deputy Secretary, Local Government | OLG |
| Cr. Tiffany Galvin | Mayor | Gwydir Shire Council |
| Leeah Daley | GM | Gwydir Shire Council |
| Cr. Paul Smith | Mayor | Cowra Council |
| Paul Devery | GM | Cowra Council |
| Cr. Mayor Matt Gould | Mayor | Wollondilly Shire Council |
| Ben Taylor | CEO | Wollondilly Shire Council |
| Cr. Ruth McRae OAM | Mayor | Murrumbidgee Council |
| Cr. Colleen Fuller | Mayor | Gunnedah Shire Council |
| Cr. Mathew Hatcher | Mayor | Eurobodalla Shire Council |
| Cr. Adam Shultz | Mayor | Lake Macquarie City Council |
| Tony Farrell | CEO | Lake Macquarie City Council |
| Cr. Peter Sharp | Mayor | Lockhart Shire Council |
| Murray Wood | GM | Coffs Harbour City Council |
| Jay Nankivell | GM | Broken Hill City Council |
| Cr. Jim Hickey | Deputy Mayor | Broken Hill City Council |
| Cr. Julia Cornwell McKean | Mayor | Berrigan Shire Council |

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| Mark Dupé | Interim CEO | Berrigan Shire Council |
| Cr. Dave McCann | Mayor | Coolamon Shire Council |
| Tony Donoghue | GM | Coolamon Shire Council |
| Cr. Kevin Mack | Mayor | Albury City Council |
| Steve McGrath | Interim CEO | Albury City Council |
| Gary Wallace | GM | Oberon Council |
| | | Wagga Wagga City Council |
| Cr. Dallas Tout | Mayor | Weddin Shire Council |
| Cr. Paul Best | Mayor | Weddin Shire Council |
| Matthew Sykes | GM | Narrabri Shire Council |
| Eloise Chaplain | GM | Junee Shire Council |
| Cr. Bob Callow | Mayor | |

Recommendation: That the apologies be accepted and noted.

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

2. Adoption of Minutes from the 14 November 2025 meeting

Recommendation: That the 14 November 2025 Minutes be accepted as a true record.
 Moved by: Mayor Sharon Cadwallader (Ballina Shire).
 Seconded by: Mayor Kenrick Winchester (Queanbeyan-Palerang Regional Council)
 – carried unanimously.

3. Matters arising from 8 August 2025 Minutes

Nil

4. CORRESPONDENCE - Since 14 November 2025

Outward

| To | Subject |
|---|--|
| Hon Chris Minns MP, Premier | Lack of Councillor representation on Local Planning Panels |
| Hon Kristy Mc Bain, Federal Minister for Local Government | Welcoming the recommencement of the Inquiry into Local Government Financial Sustainability. |
| Hon Chris Minns MP, Premier | Productivity Commission’s Review of GST Distributions |
| Hon Ryan Park MP, Minister for Health | Letter of Support for Better Care, Closer to Home Alliance’s Rural Health Action Plan |
| Hon Jihad Dib MP Minister for Emergency Services | NSW Government Response to the Parliamentary Inquiry into Assets, premises and funding of the NSW Rural Fire Service |

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| | (RFS) |
| Hon Tara Moriarty MLC Minister for Agriculture | Expanded Drought Support measures and request for additional measures |
| Mr. Daniel Cram, Chairman – Little Wings | Invitation to present to CMA members |
| Ms. Cath Bowtell, Chair – Jobs and Skills Australia’s Ministerial Advisory Board | Skill Shortage clarifications |
| The Hon Andrew Giles MP Federal Minister for Skills and Training | Lack of rural, regional or remote Council representation on the Jobs and Skills Australia’s Ministerial Advisory Board |
| Waverley Council Mayor Will Nemesh | Expressing Bondi condolences from the CMA Board and Members |
| Waverley Council Mayor Will Nemesh | Invitation to the March 2026 CMA meeting |
| NSW Deputy Nationals Leader Kevin Anderson MP | CMA congratulating him for his election to Deputy Nationals Leader |
| Infrastructure NSW CEO Mr. Tom Gellibrand | Invitation to speak at March 2026 meeting |
| NSW Treasurer the Hon Daniel Mookhey MLC | Invitation to speak at March 2026 meeting |
| NSW Shadow Treasurer Scott Farlow | Invitation to speak at March 2026 meeting |
| NSW Emergency Services Minister the Hon Jihad Dib MP | Invitation to speak at March 2026 meeting |
| NSW Nationals Leader Mr. Gurmeh Singh MP | Gun Law Reforms |
| NSW Premier the Hon Chris Minns MP | Gun Law Reforms |
| NSW Opposition Leader Mrs. Kellie Sloane MP | Gun Law Reforms |
| NSW Opposition Leader Mrs. Kellie Sloane MP | Shadow Cabinet |
| Shadow Local Government Minister Tim James MP | CMA meeting invitations and issues intro. |
| Deputy NSW Nationals Leader Mr. Kevin Anderson MP | Condolences for the passing of his wife. |
| NSW Nationals Leader Gurmeh Singh MP | Invitation to speak at March 2026 meeting |
| NSW Liberal Leader Kellie Sloane MP | Invitation to speak at March 2026 meeting |
| NSW Finance Minister Courtney Houssos MLC | Invitation to speak at March 2026 meeting |
| NSW Shadow Local Government Minister Tim James MP | Invitation to speak at March 2026 meeting |
| IPART Chair Carmel Donnelly | Invitation to speak at March 2026 meeting |
| Federal Local Government Minister the Hon Catherine King | Invitation to speak at March 2026 meeting |
| Regional Australia Institute CEO Liz Ritchie | Invitation to speak at March 2026 meeting |
| NSW Opposition Leader Mrs. Kellie Sloane MP | Shadow Parliamentary Secretaries |
| NSW Nationals Leader Mr. Gurmeh Singh MP | Shadow Parliamentary Secretaries |
| NSW Shadow Parliamentary Secretary for Local Government, Mr. Richie Williamson | Shadow Parliamentary Secretaries |
| NSW Premier the Hon Chris Minns MP | Emergency Services Levy |
| NSW Treasurer the Hon Daniel Mookhey MLC | Emergency Services Levy |
| NSW Emergency Services Minister the Hon Jihad Dib MP | Emergency Services Levy |
| Minister for Agriculture The Hon Tara Moriarty MLC | NSW Government Drought response |
| IPART CEO Mr Andrew Nicholls <i>PSM</i> | CMA representation on IPART’s Council Reference Group (CRG) - agreed |
| NSW Premier the Hon Chris Minns MP | Waterfall Way lasting fix needed |

Annexure A Item 9.3

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| NSW Minister for Roads and Minister for Regional Transport, the Hon. Jenny Aitchison MP | Waterfall Way lasting fix needed |
| NSW Minister for Small Business, Minister for Recovery, and Minister for the North Coast, the Hon. Janelle Saffin MP | Waterfall Way lasting fix needed |
| NSW Shadow Minister for Regional Transport and Roads, the Hon. Paul Toole MP | Waterfall Way lasting fix needed |
| Director of the Stable Group, Mr. Ken Gillespie AC, DSC, CSM | Advising that the CMA cannot promote one consultancy over others |
| IPART CEO Mr. Andrew Nicholls | Appreciation for CMA inclusion in the IPART the Council Reference Group, acceptance of the CMA Policy Advisor for that and for agreeing to notify each Council in writing of their rate peg figure. |
| Dolly Parton Imagination Library | Letter of Support |
| Cowra Shire Mayor Paul Smith | Responding to objections to the planning reforms and outlining the CMAs advocacy on the matter. |

Inwards

| From | Note / Action |
|--|--|
| Greater Hume Council | Code of Meeting Practice |
| Glen Innes Severn Council Mayor Margot Davis | Planning Reforms |
| Central Darling Council | Notification of CMA contact updates |
| Mr. Alex Dahlenburg, A/ General Manager | Reactions to PFAS Inquiry recommendations |
| Albury City Council | Notification of CMA contact updates |
| Cr. Rob Amos Chairman – Rural Councils Victoria | Thanking CMA for its' support |
| NSW Opposition Leader Mrs. Kellie Sloane MP | The Shadow Cabinet reshuffle and CMA's disappointment that Local Government is not a stand-alone port folio. |
| NSW Nationals Leader Mr. Gurmeh Singh MP | The Shadow Cabinet reshuffle and CMA's disappointment that Local Government is not a stand-alone port folio. |
| Waverley Council Mayor Will Nemesh | Thanking the CMA for its' support |
| Acting GM, Temora Shire Council, Elizabeth Smith | Advocacy request regarding M&F funding delay |
| NSW Farmers President Xavior Martin | Primary Production Land Tax Exemptions – NSW Farmers position |
| Prime Minister the Hon Anthony Albanese MP | Update that they are still considering which CMA event to attend. |
| Mid North Coast and New England Mayors | Joint Statement regarding Waterfall Way |

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| Australian Minister for Skills and Training the Hon Andrew Giles MP | Jobs and Skills Australia Board and CMA engagement |
| Glen Innes Severn Council Mayor Margot Davis | Advocacy for Sustainable Funding for Rural and Regional Water Supplies |
| Bourke Shire Council Mayor Lachlan Ford | CMA-National Parks MoU proposal |
| IPART CEO Mr Andrew Nicholls <i>PSM</i> | CMA representation on IPART's Council Reference Group (CRG) – Request approved |
| NSW Premier the Hon Chris Minns MP | PRRRAC additional members |
| President of the Murray Darling Association Cr. Shari Blumer | Seeking to speak to the CMA. Recommendation in General Business. |
| Minister for Agriculture The Hon Tara Moriarty MLC | NSW Government Drought response |
| Prime Minister the Hon. Anthony Albanese | Confirmation that they are still working on getting to a CMA event in 2026 |
| NSW Minister for Roads and Minister for Regional Transport, the Hon. Jenny Aitchison MP | Response re Regional and Local Roads Repair Program. Regional Emergency Road Repair Fund expanded. |
| Cowra Shire Council Mayor Paul Smith | Requesting CMA advocacy against the NSW Government Planning reforms. Refer to Policy Advisor report. |
| REROC CEO Megan Mulrooney | Response to House of Representatives Standing Committee on Regional Development - LG Funding and Fiscal Sustainability. |
| Byron Shire Mayor Sarah Ndiaye | Letter to Minister Hoenig re Remote Participation in Council Meetings. CMA working with Minister Hoenig on this. |
| NSW Health Minister the Hon. Ryan Park | Response to CMA letter of support for Dr. McGirr's Rural Health Action Plan |
| Cobar Shire Mayor and Chair of the Western Alliance of Councils, Cr. Jarrod Marsden | The need for western / remote Council representation on the Local Government Expert Advisory Panel Recommendation in General Business. |
| Peter McKechnie AFSM Deputy Commissioner Strategic Capability NSW Rural Fire Service | Inviting the CMA Executive &/or Board to meet with the RFS on the outcomes of the Public Accounts Committee (PAC) Inquiry into the assets, premises and funding of the RFS. Recommendation in General Business. |
| Head of Policy & Government Relations for Royal Far West, Jenny Stevenson | Royal Far West 2030 strategy |
| NSW Emergency Services Minister the Hon Jihad Dib MP | Responding to CMA correspondence re the Red Fleet. Audit now to be completed by end of 2026. |
| NSW Planning Minister the Hon Paul Scully | Responding to CMA advocacy regarding the planning reforms |

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

Moved by:

Mayor Danielle Mulholland (Kyogle Council).

Seconded by:

Mayor Cheryl Cook (Federation Council)

– carried unanimously.

5. MEDIA RELEASES

[NSW Country Mayors congratulate new Nationals leadership team](#)

[Country Mayors draw out political big guns](#)

[NSW Country Mayors Welcome Reopening of Inquiry](#)

[Country Mayors renew vows with LGNSW](#)

[Eugowra people, Cabonne Council honoured for Inland Tsunami response](#)

[COUNTRY MAYORS AND LOCAL GOVERNMENT NSW – A BIG WEEK OF COLLABORATION](#)

[CMA backs Dr. McGirr’s Rural Health Action Plan](#)

[No quick fix for NSW Red Fleet Ownership](#)

[NSW Country Mayors react to Bondi shooting](#)

[Legislation on Guns and Public Assembly too Rushed](#)

[NSW Country Mayors react to new look State Shadow Ministry](#)

[VALE DAME MARIE BASHIR](#)

[CMA discusses GST Review with NSW Premier and Treasurer](#)

[Welcome recognition for country NSW Council luminaries](#)

[CMA and NSW Emergency Services Minister progress Red Fleet issue](#)

[Emergency Services Levy a NSW Government responsibility](#)

[NSW Government drought response a good start](#)

[NSW Country Mayors welcome LG Expert Advisory Panel](#)

[NSW Premier and Country Mayors brainstorm](#)

[NSW COUNTRY MAYORS: TIME FOR NSW TO GET ITS’ FAIR SHARE OF THE GST](#)

[NSW Country Mayors mourn Ray Donald OAM](#)

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| Recommendation: | That the media releases be received and noted. |
| Moved by: | Mayor John Harvie (Murray River Council) |
| Seconded by: | Mayor Danielle Mulholland (Kyogle Council). |
| – carried unanimously. | |

6. REPORTS

Report from CMA Chairman Mayor Rick Firman OAM

Recommendation: That the Report be received and noted.
Moved by: Mayor Danielle Mulholland (Kyogle Council).
Seconded by: Mayor Sharon Cadwallader (Ballina Shire)
– carried unanimously.

Finance Report – Ms. Melissa Boxall (CMA Secretary)

Recommendation: That the Report be received and noted, as read.
Moved by: Mayor Paul Culhane (Upper Lachlan Shire).
Seconded by: Mayor Kenrick Winchester (QPRC)
– carried unanimously

Report from the President of ALGA, Mayor Matt Burnett

Recommendation: That the Report be received and noted, as read.
Moved by: Mayor Paul Culhane (Upper Lachlan Shire).
Seconded by: Mayor Cheryl Cook (Federation Council)
– carried unanimously.

Report from President of LGNSW – Mayor Darcy Byrne

Mayor Byrne spoke to his report:

Mayor Byrne advised of a Webinar on Wednesday 1 April regarding Fuel supply. He encourage members to register.

I had a meeting with Minister Hoenig about the Code of Meeting Practice and he accepts that there may be need for some improvements but he wants proposals, not complaints. It does seem to be excessive to be banning remote participation , especially for remote Councils.

Recommendation: That the Report be received and noted.
Moved by: Mayor John Medcalf OAM (Lachlan Shire Council).
Seconded by: Mayor Danielle Mulholland (Kyogle Council).
– carried unanimously.

Policy Advisor’s Report – Mrs. Julie Briggs

Recommendation: That the Report be received and noted and that the recommendations therein be endorsed.
Moved by: Mayor Paul Culhane (Upper Lachlan Shire).
Seconded by: Mayor Danielle Mulholland (Kyogle Council).
– carried unanimously.

Business with Notice

a) **Patrons of the Country Mayors Association of NSW**

CMA Board Recommendation: that the following three former CMA Chairmen be endorsed as inaugural Patrons of the Country Mayors Association of NSW

- ***Emeritus Mayor Ken Keith OAM (Parkes Shire)***
- ***Emeritus Mrs Katrina Humphries (Moree Plains Shire)***
- ***Emeritus Mayor Jaime Chaffey MP (Gunnedah Shire)***

And further that a suitable presentation be made to each.

Moved by: Mayor Sharon Cadwallader (Ballina Shire).

Seconded by: Mayor John Medcalf OAM (Lachlan Shire Council

– carried unanimously.

Mayor Mulholland asked if there will be a cap on Patron numbers.

Mayor Firman that that can be teased out in future reviews of the Constitution.

b) **CMA Board is seeking formal endorsement of the Members for the following adopted Board resolutions:**

i) *Taxi Services*

That given the impracticality of Uber in rural and remote communities, the lack of taxis and their importance to those communities, that the CMA Board advocates to the NSW Regional Transport and Roads Minister for substantially decreased costs for taxi operators in rural and remote NSW. (Narromine Shire)

ii) *Local Government Expert Advisory Panel*

That the CMA Board write to NSW Local Government Minister, the Hon Ron Hoenig MP, requesting that he consider a position for the Chairman of the Western Division of Councils to sit on the Minister Expert Advisory Panel. (Cobar Shire)

iii) *Engagement and Consultation during Policy Development by NSW Government*

That the CMA Board write to the NSW Premier, the Hon Chris Minns MP, respectfully requesting that enhanced levels of engagement/consultation by the NSW Government occur during policy development, which is specific to our rural, remote and regional Member Councils. (CMA Board)

iv) *Local Government – Stand Alone Minister*

That the CMA Board write to both the NSW Premier and the NSW Opposition Leader, requesting a commitment to a stand-alone Local Government portfolio.

v) *Financial Sustainability*

That the CMA Board write to the NSW Premier, NSW Opposition Leader, NSW Minister and Shadow Ministers for Local Government, requesting details on what is being done to address the financial sustainability crisis impacting rural, remote and regional NSW Councils.

and further

That the CMA Chairman and LGNSW President seek an urgent meeting with the NSW Minister for Local Government and the Shadow Minister for Local Government, to amplify the seriousness of the situation confronting the CMA Member Councils.

Recommendation: That the CMA Members endorse the Board resolutions listed above.

Mayor Winchester suggested that we only need to write to the Opposition Leader but Mayor Firman clarified that we still want the Premier to confirm a stand alone port folio will continue.

Moved by: Mayor Jarrod Marsden (Cobar Shire).
Seconded by: Mayor Nina Dillon (Goulburn Mulwaree Council)
– carried unanimously.

Urgent business without notice

Nil

Without any further business, Chairman, Mayor Firman declared the CMA General Meeting closed at 12:38 pm

The next CMA meeting will be **8 May 2026**, in the NSW Parliament House Theatre – 8:20am-1:45pm.

Theme: Skill Shortages, Labour Solutions

A tutorial on accessing the data from the CMA-RDN Rural Health Access Survey will be the final session of the meeting, for those who can stay on.