

# **BUSINESS PAPER**

Ordinary Council Meeting

To be held on

Thursday, 18 June 2026



# Statement of Ethical Obligations

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

## Conflicts of Interest

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

## Recording of Council Meetings

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

Council meetings should be:

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

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Notice is herewith given of an

# ORDINARY MEETING

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

Thursday, 18 June 2026 at 9:00 AM

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Bernard Smith  
General Manager

- 1 ACKNOWLEDGEMENT OF COUNTRY**
- 2 OPENING WITH PRAYER**
- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 MINUTES OF PREVIOUS ORDINARY MEETING - 28 MAY 2026 TO BE CONFIRMED**
- 5 DISCLOSURE OF CONFLICT OF INTERESTS:  
PECUNIARY AND NON-PECUNIARY INTERESTS**
- 6 MAYORAL MINUTE(S)**

## 7 REPORTS TO COUNCIL

**REPORT TITLE: 7.1 CODE OF MEETING PRACTICE - RESCINDMENT**

**REPORT FROM: Corporate and Community Services**

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### PURPOSE

The purpose of this report is to rescind the revised Code of Meeting Practice adopted at the Ordinary Council Meeting held 27 November 2025, an action that will automatically reinstate the previously adopted Code of Meeting Practice. This action is supported by advice from the NSW Office of Local Government following the *Local Government (General) Amendment (Model Code of Meeting Practice) Regulation 2025*, which prescribed the 2025 Model Code of Meeting Practice for Local Councils in NSW, being disallowed by the Legislative Council.

### RECOMMENDATION

***That Council rescind Resolution number (8.11/25) adopted at the Ordinary Council Meeting held 27 November 2025.***

### REPORT

At the Ordinary Council Meeting held on 27 November 2025, Council resolved (Resolution 8.11/25) to adopt the revised 2025 Code of Meeting Practice to align with the updated Model Code of Meeting Practice issued by the NSW Office of Local Government. The 2025 Code of Meeting Practice came into effect on 1 January 2026.

On 25 November 2025, Dr Amanda Cohn MLC moved disallowance of the 2025 Model Code of Meeting Practice, citing concerns that certain provisions may create barriers for councillors and result in unintended operational impacts for councils.

The disallowance motion was considered by Parliament on 26 May 2026 and was subsequently carried. As a result, the 2025 Model Code of Meeting Practice has been revoked, and the previous 2021 Model Code of Meeting Practice has been reinstated.

Advice received from the NSW Office of Local Government on 28 May 2026 confirms that councils that adopted the 2025 Code should rescind the relevant resolution (Resolution 8.11/25). This will have the effect of reinstating Council's previous Code of Meeting Practice adopted at the Ordinary Council Meeting of 23 November 2023 (Resolution 4.11/23) (**Annexure A**), with all future Council meetings to be conducted in accordance with this Code until such time as a revised Model Code is issued and adopted.

The NSW Office of Local Government is currently reviewing stakeholder feedback on the 2025 Model Code of Meeting Practice and preparing an update. Further advice will be provided to Council once an updated document is released.

It should be noted that the previous Code of Meeting Practice now attached will be updated to Council's current branding and style guide prior to being placed on the website, this change will not affect the content of the document, merely aligning it to Council's current visual standards.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

Nil.

### **Policy**

The Code of Meeting Practice is a key governance policy under the *Local Government Act 1993* and must be reviewed within 12 months of each local government election or when amendments are made to the Model Code of Meeting Practice.

The Code governs the conduct of Council and committee meetings and supports transparency, accountability, and effective decision-making. The process for adoption is governed by sections 360–361 of the *Local Government Act 1993* and the Model Code of Meeting Practice for Local Councils in NSW.

### **Risk**

Rescinding the now disallowed 2025 Code of Meeting Practice ensures Council is conducting meetings in line with a compliant Code of Meeting Practice, demonstrates good governance and reduces the risk of procedural disputes.

### **Community Consultation**

Both the 2025 Code of Meeting Practice and the previous Code of Meeting Practice, adopted in 2023, were publicly exhibited for 28 days, negating the requirement for any further exhibition at this time.

### **Options (if applicable)**

Not applicable.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

It is recommended that Council rescind the 2025 Code of Meeting Practice, reverting to the Code of Meeting Practice adopted in November 2023, and update Council's website accordingly.

## **ATTACHMENTS**

Annexure A      Code of Meeting Practice - Adopted November 2023 [↔](#)

**REPORT TITLE: 7.2 RESOLUTION TRACKING REPORT**

**REPORT FROM: General Manager’s Office**

**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**REPORT**

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

The table below provides details the progress on Council Resolutions:

Outstanding Actions reported at the May 2026 Council Meeting	32
New actions assigned following May 2026 Ordinary Council Meeting	4
Actions completed since the previous report	-11
Outstanding Actions as of Thursday, 11 June 2026	25

Annexure A provides the most recent comments, from the responsible officers, as of Thursday, 11 June 2026.

Annexure B outlines the 11 Council Resolution actions that have been completed since the report presented to Council in May 2026.

**KEY CONSIDERATIONS**

**Financial/Asset Management**

Nil.

## Policy

Nil.

## Risk

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

## Community Consultation

Nil.

## Options (if applicable)

Nil.

## LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

## CONCLUSION

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

## ATTACHMENTS

Annexure A      Actions Outstanding as at 12.6.25 [⇒](#)

Annexure B      Actions Completed 23.5.26 to 11.6.26 [⇒](#)

**REPORT TITLE: 7.3 DRAFT OPERATIONAL PLAN AND BUDGET 2026-2027 FOR ADOPTION**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to seek Council's adoption of the Glen Innes Severn Council Operational Plan and Budget 2026-2027 (**Annexure A**) and Schedule of Fees and Charges (**Annexure B**) that was placed on public exhibition on 11 June 2026 for 28 days in accordance with the Integrated Planning and Reporting (IP&R) Framework under the *Local Government Act 1993*.

**RECOMMENDATION**

**THAT Council:**

- 1. Adopts the Operational Plan and Budget 2026-2027.**
- 2. Notes and adopts the recent approval by the NSW Independent Pricing and Regulatory Tribunal (IPART) of the permanent Special Rate Variation of 48.3% over three years (cumulative total inclusive of rate peg) with the Year 1 increase of 21.5% which has been included in the Operational Plan and Budget for the 2026-2027.**
- 3. Adopts the Rating and Revenue Policy Statement 2026-2027 as part of Council's Operational Plan and Budget 2026-2027.**
- 4. In accordance with Section 494 of the Local Government Act 1993, makes and levies the ordinary rates for the year 2026-2027 as per the Rating and Revenue Policy Statement 2026-2027.**
- 5. In accordance with Part 9, Division 5, clause 211(2) of the Local Government (General) Regulation 2021, approves expenditure and vote funds as detailed in the Operational Plan and Budget 2026-27.**
- 6. In relation to water supply charges, in accordance with Section 501 and Section 502 of the Local Government Act 1993, makes and levies the charges for Water Supply Services in 2026-2027, as per the Rating and Revenue Policy Statement 2026-2027.**
- 7. In relation to sewerage service charges, in accordance with Section 501 and Section 502 of the Local Government Act 1993, makes and levies the charges for Sewerage Services in 2026-2027, as per the Rating and Revenue Policy Statement 2026-2027.**
- 8. In relation to waste management charges, in accordance with Section 496 and Section 501 and Section 502 of the Local Government Act 1993, makes and levies the annual charges for Waste Management Services in 2026-2027, as per the Rating and Revenue Policy Statement 2026-2027.**

9. *In relation to interest on overdue rates and charges, makes and imposes the maximum charge for interest of 9.5% on overdue rates and charges as determined by the Minister for Local Government, in accordance with Section 566 (3) of the Local Government Act 1993.*
10. *In relation to the exhibited fees and charges for the actual use of services provided by Council as detailed in the Fees and Charges included Operational Plan and Budget 2026-2027, adopts the fees and charges in accordance with Section 502 of the Local Government Act 1993.*
11. *Notes that over the next six months, a structured program of identifying long term budget savings will be undertaken based on efficiency gains, productivity improvements and service reviews.*

## **REPORT**

The Glen Innes Severn Council Operational Plan and Budget 2026–2027 has been prepared as part of Council’s annual planning cycle under the Integrated Planning and Reporting Framework prescribed by the **Local Government Act 1993 (LGA)** and the *Local Government (General) Regulation 2021*.

The Operational Plan gives effect to Year Two of Council’s Delivery Program and sets out Council’s proposed activities, resourcing and performance measures for the 2026–2027 financial year. The accompanying Operating Budget, Rating and Revenue Policy Statement and Schedule of Fees and Charges outline the financial framework required to deliver the proposed actions and services.

The Budget and Rating and Revenue Policy was prepared on the assumption that the **NSW Independent Pricing and Regulatory Tribunal (IPART)** will approve Council’s **Special Rate Variation (SRV)** application for a permanent cumulative SRV of 48.3% implemented over three years. Approval by IPART has now been granted in full and this assumption was clearly stated within the draft documents to ensure transparency with the community.

No material changes to the Operational Plan and Budget 2026-2027 were identified during the exhibition period. Minor adjustments identified will be processed as part of the 30 September 2026 Quarterly Budget Review (QBR1).

## **Public Submissions**

In accordance with section 405 of the LGA, Council is required to place its Draft Operational Plan on public exhibition for not less than 28 days and to consider any submissions received before adopting the final documents. The exhibition period concluded on 8 June 2026 with seven submissions received.

Doc ID	From	Comment	Submission Type
714518	Respondent 1	Objecting to SRV implementation timeline.	Email Submission
714493	Respondent 2	Objecting to SRV and offering comments regarding drought impact, and income and expenses of council projects.	Email Submission
714462	Respondent 3	Suggesting productivity improvements and recommended LTFP be amended to include a formal Productivity and Efficiency Improvement Program.	Email Submission
714416	Respondent 4	Questioning the commitment of funds to new discretionary expenditure.	Email Submission
714415	Respondent 5	Raises concerns around rail trail project creating long term costs and financial constraints.	Email Submission
	Respondent 6	Opposes the rail trail as poor value, suggesting funds be redirected to housing, industry, and infrastructure to support long-term economic growth instead of tourism.	Have Your Say
	Respondent 7	Raises concerns about significant rate increases, noting potential impacts on homeowners and renters, and suggests a smaller, gradual increase or cost reductions within Council instead.	Have Your Say

Full copies of the submissions received are attached (**Annexure C**).

All submission comments have been considered and will be individually responded to for each submission. Common themes include affordability factors and timeline of implementing the SRV; commitment to productivity and efficiency improvements; views on Council's potential investment in the rail trail; Council Building and Library improvements. Many of these themes had previously been considered and addressed through the prior year's community consultation process and factored into the revised three year sustainability scenario which was presented to IPART in its application for an SRV. IPART also ran a separate and independent consultation process and received similar feedback from the community which was considered when making its determination on Council's SRV application.

Council initially proposed an SRV of 68.5% (cumulative and inclusive of rate peg) over three years and, subsequent to an extensive community consultation process held in 2025 and feedback received by the community at that time, Council extended the target date for achieving a balanced budget by one year and reduced the level of SRV to the final approved level of 48.3% (cumulative and including rate peg) over three years. Council also reviewed its hardship policy and will implement a \$50 increase to the Pensioner Concession from July 2026 moving forward.

**Snapshot of Council’s Financial Position and the 2026-2027 Operating Plan Budget:**

Council’s 2026-27 budget comprises the following (with 2025-26 financial year’s forecast figures in brackets as a comparison):

Income/Expenditure	Draft Budget 2026-2027	Budget 2025-2026 (forecast)	Variance
<b>Operating Income</b> (including Capital Grants and Contributions)	\$37,479,755	\$45,337,431 (see note below)	-\$7,857,676
<b>Operating Income</b> (Excluding Capital Grants & Contributions)	\$34,604,135	\$32,337,431 (see note below)	\$ 2,766,704
<b>Operating Expenditure</b>	\$38,006,012	\$36,268,438	\$1,737,574
<b>Capital Expenditure</b>	\$ 9,354,964	\$ 9,096,000	\$ 258,964

**Note:** *The accounting treatment of internal Material Sales has changed for the 2026-2027 financial year and is now recognised as an offset to Materials & Supplies expenditure. 2025-2026 income and expenditure have been adjusted to reflect this change for comparative purposes with the 2026-2027 draft budget.*

The Operational Plan Budget for the 2026-2027 Financial Year proposes an Operational Deficit of \$526,257 which includes forecasted Capital Income of \$2.875M. Therefore, after excluding Capital Income, the Operational deficit will be **\$3.401M**.

Council’s Capital Works Additional Capital Program Budget of \$9,355,000 is detailed within the Operational Plan 2026-2027. Capital rollovers and re-votes from the current financial year will be determined at year-end and will combine with the additional capital program to determine the full capital budget for 2026-27. It should be noted that excluding water and sewer capital works, grant funded works, and the office accommodation project, the capital works program has been significantly reduced to support Council’s cash position for the 2026-2027 financial year.

The annual rate peg amount for 2026-27 is 3.6%, which is incorporated within the proposed SRV increase of 21.5% for this year, whilst salary and wages under the Local Government (State) Award are budgeted to increase by 4.0% and superannuation is budgeted at 12.0%. The recent announcement of the Award increase determination of 4.7% for 2026-2027 financial year (a difference of ~\$220k) will be absorbed by Council with no further change to the budget).

An asset revaluation was completed in July 2025 for certain asset classes which has impacted depreciation expenses for 2025-26 and 2026-27 financial years. Depreciation expenses have been calculated based on the current asset base. Depreciation, while a non-cash item, is forecast to increase to \$11.1M in 2026-2027 and impact the operating result.

### Key Features of the Draft 2026-27 Budget:

The 2026-2027 budget has been prepared based on austerity and cost containment. Council's financial position and the need to address the issue of having adequate unrestricted cash has necessitated strong budget scrutiny which needs to continue over the coming period. Whilst the improvement in the bottom-line result as compared to the current year is pleasing, more needs to be done.

It is intended to put in place a rigorous structured rolling program of budget scrutiny over the course of the year to ensure further sustainable efficiencies and savings are identified, such actions being necessary for Council to achieve its financial objectives. This will involve reviewing budgets from first principles as well as focussing on meeting the intent of a service. It will also be important to optimise the integration of our functions in order to maximise efficiencies. Whilst the way we deliver services is always under scrutiny and changes often made, at this point in time it is necessary to accelerate this process. Management will report to Council each quarter as part of the Quarterly Business Review process, updates detailing identified savings, productivity improvements, and efficiency gains.

As previously advised, focus on cost savings and efficiencies across Council has delivered budgeted expenditure reductions including: deferring non-business critical IT projects to future years saving more than \$500,000; reducing legal and audit costs by \$100,000; identified savings of more than \$200,000 in Life Choices Support Services expenditure to match reduced income levels with a view to break-even; a focus on performing more work within Council's resources instead of outsourcing to contractors and consultants has resulted in a reduction in consultant contractor expenditure of \$693,000 with examples including arborist cost reductions of \$46,000, Emmaville Pool operations being managed in house with a saving of \$70,000, routine maintenance being performed in house with a saving of more than \$20,000, a reduction in consultant costs in the Quarry operations of \$30,000 and a reduction in gravel and contractors costs of ~\$230,000 due to improvements made in the condition of unsealed roads over the past few years. Other areas of cost reductions include a \$100,000 saving in overtime and the reduction in the use of casual labour with a forecast saving of \$412,000.

While Council has made significant efforts to contain operational expenditure and improve its financial position and cash flow management, the budget for 2026-27 has been prepared with a view to maintain current services levels; maintain and renew assets at appropriate levels; and continue to improve the Organisation's effectiveness and capability. There are also a number of key initiatives that Council has prioritised and aligned with the Community Strategic Plan and Delivery Program including a greater emphasis on Economic Development, Housing and Health.

For example, after the approval by IPART of the SRV, Council is committed to delivering the following additional initiatives in 2026-27:

- Additional Pensioner Subsidy                      \$ 50,000
- Economic Development Initiatives              \$100,000
- Health Initiatives                                      \$100,000

## Item 7.3

The budget also supports the continued delivery of major visitor economy and community activation programs, including the Australian Celtic Festival, Minerama, Christmas events, Visitor Information Centre operations, Highlands Hub operations, School of Arts & Music Pilot Program, Saleyards, and Truck Wash Services. These services support local business, regional visitation, community participation and the presentation and liveability of the Glen Innes Severn region, while also maintaining a strong focus on realistic budgeting and long-term financial sustainability, and cost recovery where appropriate.

The Precinct and Village Masterplan Consultation and Development budget of \$100,000 will progress implementation of the Glen Innes Highlands Precincts and Village Activation Framework & Strategy, endorsed by Council in April 2026 and proposed for adoption by July 2026 following public exhibition. Consultation is planned to commence in Deepwater in June 2026, providing a practical and community led pathway to identify village improvements, activation opportunities, and place-based priorities across the Local Government Area.

A further \$100,000 has been specifically allocated to the ongoing LEP and DCP reviews, comprising \$80,000 for the LEP Review and \$20,000 for the DCP Review. These reviews represent the most significant strategic planning reform undertaken since the Glen Innes Severn LEP commenced in 2012 and will provide the planning framework needed to unlock land for housing, employment, tourism, industry, and investment. This work is critical to supporting Council's Economic Development Strategy target of growing the population to 10,000 residents by 2035.

Council's "Spend in Glen" initiative will also continue with a \$10,000 investment to stimulate local economic activity.

The operational budget provides for the continued assessment of Development Applications, delivery of Building and Compliance functions, Animal Management and Ranger Services, Public Health Inspections, Priority Weed Management, Landfill and Waste operations and the maintenance of key Community Assets including Parks, Open Spaces, Swimming Pools, Cemeteries and Public Amenities.

The second-year increase in domestic waste collection fees of 25% is included in the 2026-27 Budget and will generate an additional \$489,044 in revenue which will be set aside for future land fill remediation and upgrades.

Councils' operational budget will also be used to maintain 644 kilometres of gravel roads, 531 kilometres of bitumen sealed roads, 30,000 square metres of footpaths and 257 bridges, major culverts, and causeways. The maintenance works will include grading, pothole patching, vegetation control, drain cleaning, line-marking and bridge structural inspections and repairs.

Council is anticipating income of ~\$800,000 from the sales of a property at Church Street and Dumaresq Street Industrial Estate Lots. Subject to the sale of this land, a provision of \$350,000 has also been established for the upgrade of the Dumaresq Street Industrial Estate.

Council has also budgeted an amount of \$190,000, the second-year implementation costs for the new Civica Business System, essential to improving Council's financial management and reporting. The system will also support the delivery of improved customer service once fully implemented in 2026.

Council's Co-Location Project has been budgeted for and funded by a loan of \$4.3M with expected loan servicing costs of \$54,000 (to cover the final quarter of the year) for the fit out of Council's new office accommodation.

The organisation is also strengthening how we manage performance, develop leaders, and build capability through three connected initiatives:

- Investment of \$40,000 in a modern performance management system will provide a clear and consistent way to set expectations, track progress, and hold teams accountable, ensuring day to day work is aligned to Council priorities.
- Supporting *Elevate360*, our organisational development framework, the investment of \$40,000 in a contemporary Learning Management System will provide a central platform for training and development, making it easier for employees to build skills, meet compliance requirements, and continuously improve.

Together, these initiatives create a structured and practical approach to lifting performance, strengthening leadership, and delivering better outcomes for the community.

### Capital Expenditure

In 2026-27 Council will continue to deliver the Regional Roads Block Grant program with the reconstruction and widening of two kilometres of Wellington Vale Road Segment 90, at a value of \$490,000.

Council's \$1.6M annual Roads to Recovery (R2R) allocation will be used for gravel re-sheeting rural roads such as Lawler's Road, Greenhouse Road and Morgans Road. Currently gravel re-sheeting rates are averaging \$55,000 per kilometre depending on the availability of locally sourced gravel. The R2R program will also fund urban street pavement rehabilitations on Heron Street, Bourke Street and Wentworth Street. The failing 52-year-old timber superstructure of Highland Home Creek bridge on the Gulf Road will be replaced to remove the 15-tonne load limit, at an estimated cost of \$570,000 for the 60-metre-long bridge.

Council will deliver a number of important capital projects for Water and Sewer in 2026-27 including: \$613,000 for the Water Mains Replacement Program; \$459,000 for operational improvements at the Glen Innes WTP including dosing equipment upgrades and further SCADA implementation; \$100,000 for SCADA implementation at the Deepwater Water Treatment Plant; and \$680,000 for manhole relining, pumpstation upgrades, and SCADA implementation at the Glen Innes Waste Water Treatment Plant.

Council will also deliver a number of asset improvement/renewal capital initiatives including: \$40,000 for a Telematics roll-out which will help to upgrade its Maintenance Management System; a number of vehicle leaseback replacements which are due for

renewal; and a \$75,000 co-contribution for Airport Fencing to compliment the Regional Airports Program Round 4 Grant funding of \$150,000.

Through the recent announcement of State Government grant funding of \$500,000, a major refurbishment of Council's Glen Innes Library and Learning Centre will be undertaken in the 2026-27 financial year.

Now that approval of the SRV has been received, Council has also committed to deliver the "Our Towns" capital projects and initiatives totalling \$200,000 per year for five years and commencing in 2026-27, aimed at improving the villages throughout the Glen Innes Severn Local Government Area. A community engagement process is planned to commence shortly, and this will determine the priority of the various projects identified.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

The Draft Operating Budget reflects Council's proposed financial position for 2026-27 and has been prepared having regard to Council's Long Term Financial Plan, projected service demands, asset management requirements and financial sustainability objectives. The recent approval by IPART of Council's SRV application for a 48.3% cumulative rate increase over three years, is a key factor underpinning the draft financial position and will be implemented from the 2026-2027 financial year.

The LGA requires councils to apply sound financial management principles of being responsible and sustainable in aligning income, expenses and infrastructure investment, with effective financial and asset performance management. The objectives are to:

- achieve a fully funded operating position,
- maintain sufficient cash to fund ongoing operational and capital requirements,
- maintain its asset base 'fit for purpose',
- have an appropriately funded capital program.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term. **Failure to meet the financial management principles means council is in breach of its statutory obligations.**

#### **Policy**

The draft documents support and implement Council's adopted Community Strategic Plan and Delivery Program and have been prepared in accordance with the statutory requirements of the Integrated Planning and Reporting Framework.

#### **Risk**

Council must ensure that it adopts its annual budget and fees and charges in accordance with various provisions in the LGA and the *Local Government (General) Regulations 2021*.

The key risk of IPART not approving the SRV application has been eliminated as approval by IPART for the permanent SRV of 48.3% (cumulative including rate peg) over three years has now been granted in full.

### **Community Consultation**

The public exhibition of the Operational Plan and Budget 2026-2027 for the required 28 days provided the community with the opportunity to review and comment on Council's proposed activities, priorities, budget, rates, and fees and charges for the 2026–2027 financial year. All submissions received have been included in this report with commentary.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

The Office of Local Government has made it very clear that Council must address the financial challenges it faces with a vital part being the implementation of the SRV. Not implementing the SRV or spreading it over a longer period pushes the path to sustainability out a number of years, means the required increase over time will be greater than 48.3%, does not adequately address Council's unrestricted cash position, and would not likely be acceptable to the Office of Local Government who may then intervene.

The 2026/2027 Operational Plan and Budget outlines the actions and financial resources to enable the Community Strategic Plan 2025/2035 and Delivery Program 2025/29 goals and strategies to be implemented during the 2026/2027 Financial Year.

Council has a period going forward of restraint and austerity to set up its long term financial and ultimately community sustainability, A sound program of cost review, the identification of efficiencies as well as organisational optimisation is needed for this to occur.

Approving the documents will enable Council to meet its statutory obligations.

### **ATTACHMENTS**

- Annexure A Draft - Operational Plan and Budget 2026-2027 (*under separate cover*)⇒
- Annexure B Draft - Fees and Charges 2026-2027 (*under separate cover*)⇒
- Annexure C Public Exhibition Submissions (*under separate cover*)⇒

**REPORT TITLE: 7.4 DRAFT LONG TERM FINANCIAL PLAN 2026-2036 FOR ADOPTION**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is to seek Council's approval of Council's Long Term Financial Plan 2026-2036 (*Annexure A*).

**RECOMMENDATION**

*THAT Council:*

- 1. Adopts the revised Long Term Financial Plan 2026-2036.*
- 2. Notes that the NSW Independent Pricing and Regulatory Tribunal (IPART) has approved in full Council's application for a permanent 48.3% (cumulative, including the rate peg) Special Rate Variation over three years as follows; 21.5% in 2026/27, 12.0% in 27/28 and 9.0% in 28/29, which is reflected in the Draft Long Term Financial Plan.*

**REPORT**

The Integrated Planning and Reporting Framework is a requirement under the *NSW Local Government Act 1993*. The Resourcing Strategy supports achievement of the Community Strategic Plan and the Delivery Program and consists of three inter-related plans:

- Long-Term Financial Plan (2026-2036),
- Asset Management Plans (2025-2035),
- Workforce Management Strategy (2025-2029).

Council endorsed the 2025-2035 Asset Management Strategy and Plans at the November 2024 meeting of Council and the Workforce Management Plan 2025-2029 at its June 2025 meeting of Council.

The **Long Term Financial Plan (LTFP)** provides financial forecasts for the council for 10 years and is updated annually as part of the development of the Operational Plan.

The LTFP must be used by the council to inform its decision-making during the finalisation of the Community Strategic Plan and the development of the Delivery Program.

**The LTFP includes the following detail:**

- the planning assumptions used to develop the LTFP forecasts,
- projected income and expenditure, balance sheet and cash-flow statement,
- sensitivity analysis and testing,
- financial modelling for different scenarios, and
- methods of monitoring financial performance.

The LTFP 2026-2036 was informed by a detailed **Financial Sustainability Review** conducted in May/June 2024 and the subsequently the Revised LTFP 2025-2035 which found that Council was not financially sustainable into the future.

Council's general fund average forecast operating result was a \$4.0 million deficit for the period 2025/26 to 2035/36. The unrestricted cash position for General Fund, a negative result for the past two financial years, while now positive through the use of external and internal loans, will continue to require close attention for the foreseeable future and is a key priority of Management. Should the unrestricted cash position remain low over the longer term it will be a challenge to effectively manage without significant cost reductions or increased income.

Managing the unrestricted cash position is one of Council's highest priorities and the Draft LTFP 2026-2036 forecasts Council achieving a positive unrestricted cash position, not supported by any internal or external loans for working capital, by 2030. Council's cash position is forecast to improve significantly over the ten-year LTFP, allowing Council to re-establish internal reserves; retain adequate free cash to cater for any unforeseen events; and eliminate the requirement for loans for working capital.

Additionally, this LTFP forecasts a balanced budget in 2029-2030 financial year with modest surpluses from the following year onwards. Notwithstanding this, Management will make every endeavour to bring this balanced budget objective forward.

As part of the 2024 Financial Sustainability Review Council had also undertaken a review of its asset management strategy and plans including the renewal and maintenance requirements. The revised strategy and plans (endorsed by Council in November 2024) includes the required level of investment to implement the asset strategies to address the asset backlog ratio of 8.0%.

As explained in the Revised LTFP 2025-2035, while these changes have led to an improvement in sustainability along with potential future improvements, alone they are not sufficient for Council to be financially sustainable. Put simply, Council is not collecting enough money each year to adequately cover the increasing cost of its current services, operations and maintain community infrastructure.

Glen Innes Severn Council is not on its own as many NSW Councils have experienced significant financial challenges over many years due to a combination of factors including rate pegging which has not kept up with inflation; significant increases in the cost of materials since 2021; and cost shifting by State and Federal Governments which has significantly impacted councils.

Seventeen councils reported operating losses for 2024/25 and 19 had insufficient cash (not subject to external restrictions) to cover three months of general expenses. Six of the 19 councils identified as being the least liquid also incurred operating losses. The Audit Office report also listed 11 councils with heightened financial sustainability risk due to various combinations of operating losses, insufficient cash, declining populations and low capacity to generate own source revenue.

To address these financial challenges, and after comprehensive community engagement, Glen Innes Severn Council lodged an application with the **NSW Independent Pricing and Regulatory Tribunal (IPART)** for a permanent **Special Rate Variation (SRV)** of 48.3% cumulative rate increase over three years. Council has recently been notified that IPART has approved its SRV application in full.

In April/May 2025, Council took a number of SRV scenario options including a Base Case Scenario to the community through a comprehensive consultation process, with Council subsequently adopting a 3-Year SRV Sustainability Scenario with the objectives to:

- restore long-term financial sustainability (by 2029/2030) by addressing a significant and ongoing operating deficit,
- maintain the delivery of current services at existing levels as expected by the community,
- fund critical infrastructure renewal and maintenance programs at above current levels and ensure that Council has the capacity to deliver GISC's Asset Management Plans for the general fund related assets, particularly roads, bridges, buildings and open space assets, that have historically been difficult to maintain under the current rate peg, and to be less dependent on government grant funding in the future (i.e. increases Council's own source funding),
- address and continue to maintain a positive unrestricted cash position into the future without the need for additional loans to support Council's working capital requirements, and reinstall internal restrictions in the General Fund, and
- support the implementation of opportunities for future growth and prosperity in line with Towards 2034 Community Engagement outcomes.

Council has an obligation to ensure that it manages its financial resources sustainably, including having adequate revenue to cover expenditure and adequate unrestricted cash reserves. The LTFP 2026-2036 assesses Council's current and future financial position – the Base Case scenario, should Council continue as it is currently without any SRV, and the modelling of Councils adopted Special Rate Variation Sustainability 3-Year Scenario that has now been approved by IPART. The SRV scenario is designed to:

- generate an operating surplus, before capital income,
- ensure Council is able to fully fund its required renewal and maintenance,
- ensure Council is able to maintain a positive unrestricted cash position,
- ensure Council delivers all of its improvement program initiatives, and
- enable Council to deliver the sustainability program.

The Base Case and Sustainability 3-year SRV scenario are outlined in the table below.

**Table 1 LTFP Scenario Options**

Scenario	2026-27	2027-28	2028-29	Cumulative increase over SRV period	Comparison increase at 2028/29
Base Case - Rate Peg	3.6%	3.0%	3.0%		
Sustainability Scenario ➤ 3 Year SRV	21.5%	12.0%	9.0%	48.3%	48.3%

- 1. The Base Case (Managed Decline) scenario:** This is the continue ‘as is’ scenario. This scenario includes the strategic actions/improvements identified in the Financial Sustainability Assessment review and applies the LTFP planning assumptions and shows how the Council would perform financially if it continued to deliver services, infrastructure and service levels as it is currently. The base case scenario is not a financially sustainable one for Council. Therefore, the other Sustainability Scenario model presents clear actions to improve Council’s financial sustainability and cash position by increasing revenue.
- 2. Sustainability 3-Year SRV scenario:** In this scenario, a permanent SRV of 48.3% cumulative rate increase implemented over three years. This represents an increase in rates that would allow Council to provide the services and infrastructure maintenance at their current levels and be sustainable by 2029/30. That is, General Fund operations achieve modest surpluses which Council will have the capacity to deliver the following programs - Economic Development Strategy, Health Services Facilitation, Housing Facilitation, and “Our Towns” Villages Improvement Program. This scenario also allows Council the ability to provide some degree of response in emergencies and other events that cannot be predicted to support the community (e.g. drought, bush fire, flood responses).

Features of the Sustainability Revised scenario are:

- Remodelled the initial Sustainability option based on a delayed financial sustainability objective of 2029/30 (moved out by one year),
- Spread the SRV increases over three years to ease the annual impact on rate payers with 21.5% increase in 26/27, a further 12% increase in 27/28 and a third and final SRV increase of 9% in 28/29. While this option does delay Council’s ability to report a modest surplus and be financially sustainable by one year (29/30), it reduces the impact of the rate increase on the Community and responds appropriately to the Community’s feedback received over the engagement period,
- Applied additional business improvement savings of \$65K per year, bringing the total to \$165K per annum for 5 years,
- Through the previous technical review of depreciation improved the bottom line by a further \$350K per annum,
- To address the Community’s concerns about affordability for pensioners, increased the pensioner concession from \$250 to \$300.

- After hearing directly from the communities of Deepwater and Emmaville, Council needs to do more for the villages and towns, and therefore we will proceed with the “Our Towns” improvement programs of up to \$200K per year, this to ultimately apply to smaller villages as well.
- Deferred improvements to the Glen Innes Town Hall until suitable grant funding becomes available,
- Reduced the investment in Economic Development, Health, and Housing programs from \$500k to \$300k per annum – this still enables Council to address the key barriers to population retention and growth.

The Draft LTFP 2026-2036 recognises the approval of Council’s SRV application and will effectively address Council’s immediate and long-term financial challenges including its ongoing operating deficits and unrestricted cash position.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

The LTFP 2026-2036 was informed by a detailed Financial Sustainability Review in 2024 and aims to ensure Glen Innes Severn Council remains financially sustainable into the future and provides a base case and a Special Rate Variation scenario informed by a comprehensive community engagement program held in March to April 2025. Recent advice by the NSW Independent Pricing and Regulatory Tribunal of the approval of Council’s application for a Special Rating Variation will ensure financial viability into the future.

The *Local Government Act 1993* requires councils to apply sound financial management principles of being responsible and sustainable in aligning income, expenses and infrastructure investment, with effective financial and asset performance management. The objectives are to:

- achieve a fully funded operating position,
- maintain sufficient cash to fund ongoing operational and capital requirements,
- maintain its asset base ‘fit for purpose’,
- have an appropriately funded capital program.

These objectives are the foundation for sound financial management and a financially sustainable council that has the financial capacity to deliver the services to its community over the long term. **Failure to meet the financial management principles means council is in breach of its statutory obligations.**

The Office of Local Government has made it very clear that Council must address the financial challenges it faces with a vital part being the implementation of the SRV. Not implementing the SRV within the approved timeframe, or spreading it over a longer period, pushes the path to sustainability out a number of years. This means the required increase over time will be greater than 48.3% and will not adequately address Council’s unrestricted cash and/or ongoing deficits position. It would not likely be acceptable to the Office of Local Government who may then intervene.

All councils need to hold sufficient unrestricted cash balance. It is good practice that councils have a level of unrestricted cash to at least cover the next four months of day-to-day operating expenditure, at which point councils start to collect the majority of its rates revenue for that quarter. As reflected in the LTFP, the SRV Sustainability Scenario will help to ensure Council achieves the appropriate unrestricted cash position of covering at least four months of day-to-day operating expenditure.

### **Policy**

Financial Sustainability and Long-Term Financial Planning is required under the *NSW Local Government Act 1993* and as part of the Integrated Planning and Resourcing Framework.

### **Risk**

The LTFP 2026-2036 considers future financial risk by addressing forecast budget deficits through the implementation of strategic actions that include the application of service reviews that monitor service costs and efficiencies and the implementation of a pricing strategy that ensures that waste, water and sewer fees and charges fund service costs over the term of the 10-year LTFP.

The LTFP 2026-2036 includes scenarios to ensure future financial sustainability and includes an application to IPART for a Special Rating Variation to apply in 2026/2027. IPART has notified Council of its decision to approve the SRV application in full.

### **Community Consultation**

In accordance with section 405 of the *NSW Local Government Act 1993*, Council is required to place its Draft LTFP on public exhibition for not less than 28 days and to consider any submissions received before adopting the final documents. The Draft LTFP and Draft Operating Plan and Budget were exhibited together and as the submissions often referred to both documents, they have been attached to the Draft Operating Plan and Budget Report.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

This LTFP forecasts a balanced budget in 2029-2030 financial year with modest surpluses from the following year onwards. Management will make every effort to achieve this goal one year earlier in the 2028-2029 Financial Year. Achieving this goal will require discipline, austerity, and firm decision-making noting that Council's overriding responsibility is long term sustainability.

## Item 7.4

Managing the unrestricted cash position is one of Council's highest priorities and the Draft LTFP 2026-2036 forecasts Council achieving a positive unrestricted cash position, not supported by any internal or external loans for working capital, by 2030. Council's cash position is forecast to improve significantly over the 10-year horizon of the LTFP, allowing Council to re-establish internal reserves; retain adequate free cash to cater for any unforeseen events; and eliminate the requirement for loans for working capital.

This report recommends that Council approves the LTFP 2026-2036.

### **ATTACHMENTS**

Annexure A     Draft - Long Term Financial Plan 2026-2036 (*under separate cover*)[⇒](#)

**REPORT TITLE: 7.5 DETERMINATION OF THE LOCAL GOVERNMENT REMUNERATION TRIBUNAL**

**REPORT FROM: Corporate and Community Services**

### PURPOSE

The purpose of this report is to inform Council regarding the Annual Determination by the **Local Government Remuneration Tribunal (the Tribunal)** and to implement the Councillor and Mayoral Fees for the 2026/2027 Financial Year.

### RECOMMENDATION

*THAT Council sets the maximum annual 2026/2027 fee, being:*

- 1. Councillors fee of \$14,450.*
- 2. An additional fee of \$31,510 for the Mayor.*

### REPORT

The **Local Government Act 1993 (the Act)** requires each council to determine an annual fee for the Councillors and an additional fee for the Mayor.

In accordance with Section 239 of the Act, the Tribunal has made its determination regarding the categories of councils and Mayoral Offices in NSW and the allocation of each council and Mayoral Office into one of those categories for the 2026/2027 Financial Year. Last year, Council resolved to implement the maximum approved fees to the Mayor and Councillors (Resolution 34.06/25).

The Tribunal released its annual determination on 23 April 2026. Glen Innes Severn Council is determined in the category of a Rural Council. The remuneration increase, from 1 July 2026, has been determined at 3.7%.

Table 1 provides detail on the minimum and maximum fees payable, effective 1 July 2026 for the Councillor Annual Fee and the Mayoral Additional Fee.<sup>1</sup>

**Table 1**

Fee Type	Minimum	Maximum
Councillor	\$10,920	\$14,450
Mayor - Additional	\$11,620	\$31,510

<sup>1</sup> The Mayoral Additional Fee is paid in addition to the fee paid to the Mayor as a Councillor. See s249(2) of the *Local Government Act 1993*.

Council is required to set the fees for the Mayor and Councillors for the 2026/2027 Financial Year. The fees fixed by Council must be in the range determined by the Tribunal and it is mandatory for the fees to be paid to the Mayor and Councillors. A Council cannot fix a fee higher than the maximum amount determined by the Tribunal. This report recommends the maximum allowed amount, both for councillors and the Mayor.

The Circular from the Office of Local Government and The Tribunal's Determination are attached (*Annexures A and B*).

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Fees paid to Councillors and the additional fee for the Mayor are included in the 2026/2027 Operational Plan.

#### **Policy**

##### ***Local Government Act 1993***

Sections 248 and 249 of the Act require councils to fix the annual fees paid to Councillors (including the Mayor) and the Mayor as separate allowances. Should Council not fix an annual fee, then in accordance with sections 248 (4) and 249 (4) of the Act, the minimum remuneration levels as determined by the Tribunal apply.

#### **Risk**

Nil.

#### **Community Consultation**

The Tribunal's Annual Determination and The Office of Local Government Circular 26-05 / 15 May 2026 / A1005478.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

The Tribunal has released its Annual Determination, providing an increase of 3.7% on the minimum and maximum fees payable for Councillors and the additional fee for Mayors in Rural Councils. This report, in keeping with previous years, recommends the maximum amount for all fees.

**ATTACHMENTS**

- Annexure A Office of Local Government - Council Circular May 2026 - Determination of the Local Government Remuneration Tribunal [⇒](#)
- Annexure B Local Government Remuneration Tribunal 2026 Annual Determination [⇒](#)

**Item 7.5**

**REPORT TITLE: 7.6 DRAFT RISK MANAGEMENT POLICY AND RISK APPETITE STATEMENT FOR PUBLIC EXHIBITION**

**REPORT FROM: Corporate and Community Services**

**PURPOSE**

The purpose of this report is to present the Draft Risk Management Policy (*Annexure A*) and Draft Risk Appetite Statement (*Annexure B*), to Council for approval to place on public exhibition.

**RECOMMENDATION**

***THAT Council:***

- 1. Approves the Draft Risk Management Policy and Draft Risk Appetite Statement to be placed on public exhibition for 28 days from Monday, 22 June 2026 to Monday, 20 July 2026.***
- 2. Displays the Draft Risk Management Policy and Draft Risk Appetite Statement on Council's website, and that it be made available for viewing at the following locations:***
  - Council's Town Hall Office, and***
  - The Village Post Offices at Deepwater and Emmaville.***
- 3. Requests a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Draft Risk Management Policy or Draft Risk Appetite Statement; otherwise, that the documents be adopted by Council.***

**REPORT**

A comprehensive review of Council's Risk Management Policy and Risk Appetite Statement has been undertaken. This review was driven by:

- the requirement to review and update key governance documents each term of Council,**
- the need to align with AS ISO 31000:2018,**
- the requirements of the NSW Office of Local Government (OLG) Risk Management & Internal Audit Guidelines (2023),**
- the implementation needs of the Reliansys governance suite risk module.**

**Key updates to the Risk Appetite Statement include:**

- Adoption of a clear, practical appetite scale (Avoid, Low, Moderate, Higher) mapped to four ISO-aligned risk categories: Strategic, Operational, Governance/Compliance, and Project,**

- Removal of outdated “primary/secondary” appetites and the previous 11 risk areas, ensuring a single, actionable appetite per category,
- Explicit tolerances and escalation triggers for each category, enabling direct configuration and workflow automation in Reliansys,
- Integration of appetite checks and escalation requirements into roles, responsibilities, and risk registers,
- Alignment with best practice, ISO 31000, and OLG requirements, including **Audit Risk Improvement Committee (ARIC)** oversight, General Manager attestation, and the Three Lines Model.

The revised documents provide a modern, integrated, and compliant governance framework. They ensure risk appetite is embedded in planning, decision-making, and reporting, and support consistent enterprise-wide risk management.

Updating these documents is essential to enable Reliansys to be configured and implemented effectively, and to ensure Council’s risk management practices remain contemporary and robust.

This work directly supports Operational Plan action O1.3.2.2 – “Complete the implementation of the Reliansys governance suite risk module and compliance register.”

**Summary of Areas for Improvement and Enhancements Made**

Table 1 – Areas for Improvement and Enhancements in Revised Documents

Area for Improvement	Impact	Enhancement in Revised Documents
Structure not aligned with ISO 31000	Limited clarity and consistency	Full alignment with ISO 31000 principles, framework and process
Limited integration of OLG 2023 Guidelines	Gaps in governance and assurance expectations	OLG requirements incorporated, including ARIC oversight, GM attestation, Three Lines Model
Roles and responsibilities not clearly defined	Inconsistent accountability	Clear responsibilities aligned to the Three Lines Model
Use of outdated “11 risk areas”	Not aligned with enterprise risk management	Replaced with four ISO-aligned risk categories
Risk Appetite Statement outdated (2021)	No alignment with Policy or Plan; unclear tolerances	New, structured Risk Appetite Statement with defined tolerances and escalation
Risk register structure unclear	Inconsistent recording and reporting	Defined core registers, project registers and subset registers
Limited integration with IPRF	Risk not embedded in planning	Explicit links to CSP, DP, OP, LTFP and Asset Plans
Monitoring and reporting requirements not explicit	Inconsistent reporting to ARIC and Manex	Quarterly reporting cycle formalised

Area for Improvement	Impact	Enhancement in Revised Documents
Documents overly procedural and inconsistent	Difficult for staff to apply	Rewritten for clarity, consistency and usability

The revised Risk Management Policy and Risk Appetite Statement have been reviewed by Councils Executive Leadership Team, Senior Leadership Team and Audit Risk and Improvement Committee, and are now presented to Council for approval to place on public exhibition.

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Improved risk management practices support better resource allocation, asset planning and long-term financial sustainability.

#### **Policy**

The revised documents will replace the existing Risk Management Policy and Risk Appetite Statement. They significantly strengthen Council's governance framework and ensure compliance with ISO and OLG requirements.

A revision of Council's Risk Management Plan has also been undertaken to align with the Draft Risk Management Policy and Draft Risk Appetite statement, as an operational policy this will be presented for adoption to the appropriate Executive Leadership Team (ELT) meeting.

#### **Risk**

The revised documents aim to reduce organisational risk by:

- strengthening governance and accountability,
- ensuring compliance with OLG requirements,
- supporting the implementation of Reliansys,
- improving integration of risk into planning, procurement and project delivery,
- ensuring consistent enterprise-wide risk management.

#### **Community Consultation**

Once endorsed by Council for public exhibition, community consultation will occur through a 28-day public exhibition period. Any substantive submissions will be reported back to Council.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

The revised Risk Management Policy and Risk Appetite Statement, provide a contemporary, integrated and compliant governance framework. The updates address identified areas for improvement, align with ISO 31000 and OLG requirements, and support the successful implementation of the Reliansys governance suite risk module.

## **ATTACHMENTS**

Annexure A     DRAFT - Risk Management Policy - updated March 2026 [⇒](#)  
Annexure B     DRAFT - Risk Appetite Statement [⇒](#)

**REPORT TITLE: 7.7 BALANCE SHEET VARIANCE WRITE-OFF**

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

The purpose of this report is for Council to approve the net write-off of the amount of \$2,072.70, (the difference between the total write-offs of \$88,368 and total write-backs of \$86,295) being unexplained variations in Balance Sheet accounts stemming from the implementation of the finance system which went live on 1 July 2022 and small adjustments due to variations between receipts and payments.

**RECOMMENDATION**

***That Council approves the write-off of the Balance Sheet variations of net \$2,072.70.***

**REPORT**

For the past three financial years Council’s auditors have raised issues with unreconciled holding and suspense accounts in the Balance Sheet. Finance staff are making a concerted effort to ensure all of these accounts are reconciled and any necessary adjustments are processed by 30 June 2026 ready for audit.

The majority of the variations are a direct result of unreconciled opening balances carried forward from the Practical Finance System to the Dynamics 365 Finance System in 2022. Other variations have resulted due to poor reconciliations being completed over the past three years when payments received have not been correctly matched to payments made to external parties.

Attached to this report is a listing of the adjustments (***Annexure A***).

Despite extensive investigation of the transactions in these accounts staff have been unable to fully reconcile these accounts with the resulting balance needing to be adjusted via write-off or write-back. The reconciliations have been discussed with the auditors who have requested that these unreconciled balances be cleaned up prior to 30 June 2026. Work papers exist that show how the balances were arrived at.

Council should note the while these adjustments clear the majority of the unreconciled accounts, staff are still working on the Interim Receipts Clearing Account and the Interim Property Receipting Account. These are expected to be fully reconciled by 30 June 2026.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

The write-offs and write-backs will have a minor net negative impact on the 2025/26 Financial Year Operating Result of \$2,070.70.

### **Policy**

Nil.

### **Risk**

Investigations have determined that the issues have resulted from the sub-standard data migration process relating to the implementation of the Dynamics 365 Business System in July 2022 and poor reconciliation techniques.

### **Community Consultation**

Not applicable.

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

## **CONCLUSION**

Since completing the reconciliations, Management have implemented processes to ensure income and expenditure matching is accurate and complete and is ensuring that all Balance Sheet accounts are reconciled on 30 June 2026 prior to the migration to the CIVICA Altitude Finance System.

## **ATTACHMENTS**

Annexure A Write-Off Register - June 2026 [⇒](#)

**REPORT TITLE: 7.8 CASH & INVESTMENTS REPORT - MAY 2026**

**REPORT FROM: Corporate and Community Services**

### PURPOSE

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

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

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

As at 31 May 2026, Council held **\$14.5M** in term deposits and **\$7.5M** in cash.

<b>Month-on-Month Cash &amp; Investment Movements</b>				
<b>Category</b>	<b>May '26</b>	<b>Apr '26</b>	<b>Change</b>	<b>% Change</b>
<b>Total Investments</b>	14,500,000	14,200,000	300,000	2.11%
<b>Cash &amp; Cash Equivalents</b>	7,489,248	5,700,511	1,788,737	31.38%
<b>Other internal restrictions</b>	382,307	382,307	-	-
<b>Total Cash &amp; Investments</b>	<b>22,371,555</b>	<b>20,282,818</b>	<b>2,088,737</b>	<b>10.30%</b>

Council selects authorised deposit-taking institutions (ADI) based on credit rating, investment return and term. Future investment decisions will continue to balance return objectives with the selection of institutions with a high **Standard and Poor's (S&P)** credit rating. This is achieved by regularly reviewing and rolling investments between approved institutions that meet Council's criteria and cash requirements.

A summary of Council's investment portfolio is provided in the following table, including investment type, financial institution, maturity date, interest rate and credit rating as at the end of the reporting month.

**TOTAL CASH & INVESTMENTS BALANCE**

Rating (S&P)	Maturity	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A2/BBB+	10/06/2026	4.25%	AU	Yes	500,000	21,250
A2/A-	26/06/2026	4.45%	Rabobank	Yes	1,000,000	3,536
A2/A+	22/07/2026	4.15%	ING	Yes	1,000,000	41,500
A3/BBB	22/07/2026	4.20%	Heartland	Yes	1,000,000	42,000
A1+/AA-	30/07/2026	4.05%	NAB	Yes	1,000,000	40,500
A1+/AA-	30/07/2026	4.15%	Westpac **	Yes	1,000,000	41,500
A1+/AA-	30/07/2026	4.05%	CBA	Yes	1,000,000	40,500
A1+/AA-	07/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A1+/AA-	21/08/2026	4.05%	NAB	Yes	1,000,000	40,389
A2/A-	27/08/2026	5.05%	Rabobank	Yes	1,000,000	24,953
A1+/AA-	05/09/2026	4.10%	NAB	Yes	1,000,000	41,000
A1+/AA-	25/09/2026	4.95%	Westpac	Yes	2,000,000	16,603
A1+/AA-	29/10/2026	4.15%	NAB	Yes	1,000,000	41,500
A1+/AA-	14/12/2026	4.57%	Westpac **	Yes	1,000,000	45,950
<b>Expected Return FY26</b>		<b>4.35%</b>	<b>Total Investments</b>		<b>14,500,000</b>	<b>481,570</b>
<b>Avg. Headline Rate Return</b>		<b>4.30%</b>	<b>Cash &amp; Cash Equivalents</b>		<b>7,489,248</b>	
			<b>Other external restrictions</b>		<b>382,307</b>	
			<b>Total Cash and Investments</b>		<b>22,371,555</b>	

\*\* green deposit/\*no fossil

The table below details the interest earned during the current financial year as at the end of the reporting month.

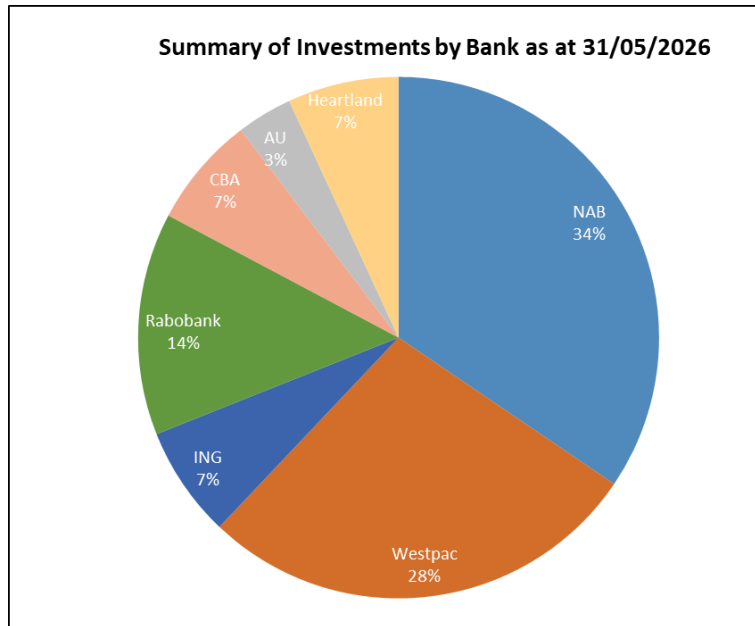
<b>Investment Interest</b>	
<b>Interest received for year to 31 May</b>	<b>\$921,356.00</b>

The table below outlines the investment movements during the reporting month:

<b>Investment Movements</b>	
<b>Opening Balance as at 1 May 2026</b>	<b>14,200,000</b>
<b>Less :</b>	
Maturities (3)	3,700,000
<b>Subtotal</b>	<b>10,500,000</b>
<b>Plus :</b>	
Rollovers (0)	-
New Investments (2)	4,000,000
<b>Current Balance as at 31 May 2026</b>	<b>14,500,000</b>

During the reporting month, term deposits held with Westpac, ING and BOQ matured, and two new investments were made.

The graph below shows the summary of investments by bank:



### Unrestricted Cash Position

Restricted and trust funds are held for specific purposes and are not available for general operational use. Accordingly, these balances should be considered when assessing Council’s short-term liquidity position.

The table below reports restricted and unrestricted funds balances as of 31 May 2026.

Month-on-Month Restricted Cash, Cash Equivalents and Investments				
	\$'000	\$'000	\$'000	
Externally	May' 26	Apr' 26	Movement	Commentary
Included in Grant related contract liabilities	2,260	2,003	257	>>>Increase reflects receipt of grant funding ahead of expenditure commitments, resulting in higher restricted cash held against grant obligations.
Developer contributions - Rangers Valley Feedlot S7.	1,050	1,050	-	No movements
Water Fund	3,634	3,412	222	>>>Increase driven by receipt of water-related charges exceeding capital and operating expenditure during the month.
Sewer Fund	3,399	3,212	187	>>>Increase reflects net accumulation of sewer reserves due to revenue collections exceeding expenditure and capital outflows.
Waste management	4,658	4,658		No movements
Specific purpose unexpended grants (general funds)	2,630	2,872	(242)	<<<Decrease due to expenditure of previously received grant funding on approved projects and programs.
<b>Internally</b>				
Drainage	983	983	-	No movements
Council Committees	406	406		No movements
Bank Loan for purchase of a new office building	1,700			Loan funds received; settlement date to be determined.
<b>Total external restrictions</b>	<b>20,721</b>	<b>18,596</b>	<b>2,125</b>	
<b>Total Cash &amp; investments</b>	<b>22,372</b>	<b>20,371</b>	<b>2,001</b>	
<b>Unrestricted cash position (i.e. available after the above restrictions)</b>	<b>1,651</b>	<b>1,775</b>	<b>(124)</b>	<<<Unrestricted cash decreased by \$124k during May, reflecting funding requirements for operational activities and infrastructure expenditure. Balance remains positive and continues to be monitored.
<b>Contract Assets Balance</b>	<b>3,421</b>	<b>3,039</b>	<b>382</b>	>>>Increase reflects additional works completed but not yet billed or certified for payment at month end.

As of 31 May 2026, Council’s unrestricted cash position was positive \$1.651M. This represents available cash held by council after allowing for externally and internally restricted funds. Contract assets represent expenditure incurred on grant-funded projects where reimbursement funding had not yet been received at the reporting date.

The unrestricted cash balance decreased by \$124K from the previous month’s balance of \$1.775M, primarily due to movements within the Water and Sewer Fund and recognition of the internal restriction of \$1.7M for the office relocation project (i.e. loan for Dimmeys Building – settlement date yet to be confirmed).

Total Contractor payments excluding employee costs in the reporting month were \$2.763M, mostly relating to Infrastructure Services activities.

### Certification

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

### KEY CONSIDERATIONS

#### Financial/Asset Management

The **Reserve Bank of Australia (RBA)** decided to increase the cash rate 25bps from 4.10% to 4.35% on May 5, 2026, which should result in improved earnings over time. This will be reflected in future budget preparations and quarterly business reviews.

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

Investment Balances	This Year	Last Year
Opening Balance 1 May	14,200,000	13,000,000
Closing Balance 31 May	14,500,000	13,000,000

#### *Credit Quality Portfolio Compliance*

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

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.0%	-	100%	14,500,000
Yes	AA	69.0%	10,000,000	100%	4,500,000
Yes	A	20.7%	3,000,000	45%	3,525,000
Yes	BBB	10.3%	1,500,000	30%	2,850,000
Yes	Government	0.0%	-	100%	14,500,000
		<b>100.0%</b>	<b>14,500,000</b>		

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

### Risk

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

#### RISK ASSESSMENT OF INVESTMENT PORTFOLIO

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	14,500,000	100%
<b>Total</b>			<b>14,500,000</b>	<b>100%</b>

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

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

### Community Consultation

Nil.

### Options (if applicable)

Nil.

### LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

## **CONCLUSION**

Funds have been restricted to ensure all areas of Council continue to operate in accordance with both the annual Operational Plan and Budget and the Long-Term Financial Plan. Further, all investments continue to be made in accordance with the requirements of the Act, the Regulation, and the Policy. While the unrestricted cash position remains positive, Management continues to monitor its cash position closely.

## **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.9 QUARTERLY BORROWINGS REPORT AS AT 31 MARCH 2026**

**REPORT FROM: Corporate and Community Services**

### PURPOSE

The purpose of this report is to provide Council with a reconciliation of borrowings as at the end of the reporting quarter.

### RECOMMENDATION

*That Council notes the information contained in this report.*

### REPORT

This report is provided to inform Council of the reconciliation of borrowings. The summary of borrowings set out below details each of Council's borrowings.

The following tables detail the interest rate, loan completion date and balance as at the end of the reporting quarter for each of Council's borrowings, in each of the respective funds.

<b>General Fund</b>					
<b>Loan No</b>	<b>Purpose</b>	<b>Interest Rate</b>	<b>Loan Start Date</b>	<b>Loan Completion Date</b>	<b>Balance</b>
1	TCORP RFS Loan	3.95%	12/12/2016	8/12/2036	\$ 451,104.41
2	GIMC Debt at Amalgamation	6.69%	31/10/2002	1/11/2027	\$ 683,182.47
11-01	Business Acquisition: Quarry	7.69%	28/07/2011	28/07/2036	\$ 441,000.00
16	Glen Innes & Emmaville Swim Centre	4.70%	6/03/2015	28/02/2035	\$ 848,190.00
17	NAB Interest-ONLY Loan	4.99%	29/07/2025	30/06/2027	\$ 5,000,000.00
18	Water Internal Loan	4.68%	23/12/2025	23/12/2027	\$ 1,748,573.00
19	Sewer Internal Loan	4.68%	23/12/2025	23/12/2027	\$ 2,622,860.00
20	Purchase of Dimmy's Building	6.29%	4/02/2026	29/12/2045	\$ 1,700,000.00
<b>Total General Fund Liability</b>					<b>\$ 13,494,909.88</b>

Water Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
11-02	Land Acquisition: Future Storage	7.69%	28/07/2011	28/07/2036	\$ 1,180,200.00
<b>Total Water Supply Fund Liability</b>					<b>\$ 1,180,200.00</b>

Sewer Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
10	Sewer Augmentation Loan	6.51%	9/05/2006	11/05/2026	\$ 123,922.88
<b>Total Sewer Fund Liability</b>					<b>\$ 123,922.88</b>

Quarry Fund					
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date	Balance
1	TCORP Wattle Vale Loan	3.95%	12/12/2016	8/12/2036	\$ 869,845.55
<b>Total Quarry Fund Liability</b>					<b>\$ 869,845.55</b>

<b>TOTAL LOANS LIABILITY</b>	<b>\$ 15,668,878.31</b>
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<b>WEIGHTED AVERAGE INTEREST RATE</b>	<b>5.31%</b>
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## Certification

I, Mark Crompton, Acting Chief Financial Officer, do hereby certify that the above borrowings have been made in accordance with the requirements of the **Local Government Act 1993 (the Act)** (Chapter 15, Part 12 – sections 621 to 624) and the **Local Government (General) Regulation 2021 (the Regulation)** (Section 230).

## KEY CONSIDERATIONS

### Financial/Asset Management

Council has Loan Liabilities totalling **\$15,668,878.31** as at the end of the reporting quarter.

### Policy

Council is responsible for the prudent management of community resources and adheres to the NSW Office of Local Government Capital Expenditure Guidelines.

### **Risk**

Council must manage risk and practice due diligence when borrowing funds. Council is required to abide by the contractual requirements of the loan providers.

### **Community Consultation**

Nil.

### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

Council's loans continue to be made in accordance with the requirements of the Act and the Regulation.

### **ATTACHMENTS**

There are no annexures to this report.

**REPORT TITLE: 7.10 DRAFT GLEN INNES SEVERN COUNCIL CCTV ASSET PROTECTION POLICY**

**REPORT FROM: Place and Growth**

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**PURPOSE**

The purpose of this report is to present the Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy to Council for consideration.

The Draft Strategy has been prepared in response to Council resolution 21.11/24, which required the development of a strategic framework for Council installed cameras, mobile cameras, property owner installed cameras and related lighting and security considerations.

**RECOMMENDATION**

***THAT Council:***

- 1. Approves the Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy to be placed on public exhibition for a period of 28 days from Monday, 22 June 2026 to Monday, 20 July 2026.***
- 2. Displays the Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy on Council's website, and that it be made available for viewing at the following locations:***
  - Council's Town Hall Office, and***
  - The Village Post Offices at Deepwater and Emmaville.***
- 3. Requests a further report to Council after the exhibition period in the event of Council receiving any substantial submissions regarding the Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy; otherwise, that the documents be adopted by Council.***

**REPORT**

Council, at its Ordinary Meeting held, 28 November 2024, considered a petition relating to street surveillance in the Glen Innes Central Business District. The matter raised broader considerations regarding public safety, antisocial behaviour, vandalism, protection of public and private assets, CCTV infrastructure, public lighting and the role of private property owners in supporting community safety outcomes.

Council subsequently resolved (Resolution 21.11/24, copy on following page) to progress a range of actions relating to CCTV and public safety, including the installation of an initial CCTV system in Grey Street, ongoing budget consideration, pursuit of external funding, encouragement of property owner CCTV and the development of a broader Public Safety and Asset Protection CCTV Strategy.

The Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy has been prepared to give effect to this resolution in a lawful, transparent, practical and operationally defensible way.

## **21.11/24 RESOLUTION**

THAT Council:

1. Receives and notes the petition.
2. Notes the allocation in the current budget for CCTV for Council assets.
3. Continues to apply for external funding.
4. Works with the community to encourage property owners to install CCTV on their own premises.
5. Develops a Public Safety and Asset Protection CCTV Strategy incorporating Council installed cameras, mobile cameras, lighting, and property owner installed cameras.
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.
7. Notes the information presented to the meeting by Cr D Scott.

### **Draft Strategy Overview**

The Draft Strategy establishes a framework for the planning, deployment, operation, access, monitoring, maintenance and review of public safety and asset protection CCTV managed by Glen Innes Severn Council.

The Strategy applies to Council managed CCTV and related public safety measures, including:

- fixed CCTV systems installed, owned, operated or managed by Council,
- mobile CCTV systems owned, operated or managed by Council,
- CCTV associated with Council events, temporary activations and temporary asset protection needs,
- public lighting works that support CCTV effectiveness, pedestrian safety and asset protection,
- Council's community messaging about private CCTV and the NSW Police CCTV Register.

Important elements of the strategy include:

- Privately owned CCTV systems are outside the regulatory scope of the Strategy. However, the document recognises their role in broader community safety and outlines how Council can encourage lawful, neighbour respectful and NSW Police register aligned participation by businesses and property owners,
- Importantly, the Strategy does not authorise audio recording, facial recognition, automatic number plate recognition, biometric analytics, covert surveillance or open-ended third-party access to Council CCTV systems. Any future consideration of these capabilities would require separate assessment, including legal, privacy, governance, cyber security and operational review,
- Implementation is proposed through a 36-month pathway covering audit and foundation work, design, consultation, procurement, deployment, commissioning, evaluation and future planning.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

The Draft Strategy does not, by itself, commit Council to new expenditure beyond adopted budgets. It provides a framework to guide future CCTV and lighting investment through Council's normal budget, asset management, procurement and reporting processes.

### **Policy**

The Draft Strategy provides the strategic framework for Council managed public safety and asset protection CCTV.

Council currently has a Closed-Circuit Television Policy and Closed-Circuit Television Program Code of Practice, which provide the operational basis for Council's fixed and portable CCTV systems. The Draft Strategy does not replace these documents but will guide their future review.

The Strategy is also supported by Council's broader governance framework, including privacy, records, procurement, cyber security, risk management and site-specific procedures. It has been prepared with regard to relevant legislation, including the *Privacy and Personal Information Protection Act 1998*, *Surveillance Devices Act 2007*, *Workplace Surveillance Act 2005*, *Government Information (Public Access) Act 2009*, *State Records Act 1998* and *Local Government Act 1993*.

### **Risk**

The Draft Strategy addresses both community safety risks and governance risks.

From a community safety and asset protection perspective, CCTV can assist with deterrence, incident detection, evidence preservation, asset protection and community confidence in priority public places.

From a governance perspective, CCTV must be managed carefully. Poorly planned or poorly controlled CCTV can create privacy, records, information access, cyber security, reputational, procurement and operational risks.

The Draft Strategy manages these risks by establishing clear principles and minimum controls, including documented purpose, evidence-based deployment, privacy by design, proportionate use, avoidance of private place targeting, signage, secure access, audit logs, retention controls, authorised release processes, contractor controls and regular review.

### **Community Consultation**

It is proposed that the Draft Strategy be placed on public exhibition for 28 days from Monday 22 June 2026 to Monday 20 July 2026 in accordance with Council's Community Engagement Plan.

### **Options**

Council may:

1. Resolve to place the Draft Strategy on public exhibition and adopt it if no substantial adverse submissions are received. This is the recommended option.
2. Do not place the Draft Strategy on public exhibition. This option is not recommended. It would delay implementation of Council's previous resolution and leave Council without an endorsed strategic framework for CCTV planning, public safety, asset protection, mobile CCTV, lighting integration, police engagement, privacy controls and future investment.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

The Draft Glen Innes Severn Council Public Safety and Asset Protection CCTV Strategy provides a lawful and practical framework for Council managed CCTV, public safety and asset protection.

The Strategy responds to Council resolution 21.11/24 and supports a coordinated approach to fixed CCTV, mobile CCTV, public lighting, property owner participation and future NSW Police connectivity, while strengthening governance around privacy, records, access, retention and review.

It is recommended that Council place the Draft Strategy on public exhibition for 28 days from Monday 22 June 2026 to Monday 20 July 2026 and adopt it following exhibition if no substantial adverse submissions are received.

**ATTACHMENTS**

Annexure A     DRAFT GISC Public Safety and Asset Protection CCTV Strategy -  
Version 1 [↔](#)

**Item 7.10**

**REPORT TITLE: 7.11 TOWN HALL COFFEE SHOP EXPRESSIONS OF INTEREST**

**REPORT FROM: Infrastructure Services**

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**PURPOSE**

The purpose of this report is to advise Council of the outcome of the **Expressions of Interest (EOI)** process for a lease of the Town Hall Coffee Shop.

**RECOMMENDATION**

*THAT Council:*

- 1. Accepts the Expression of Interest submitted by the current Lessee, Elizabeth Walmsley to operate the Town Hall Coffee Shop.*
- 2. Authorises the General Manager to negotiate and execute a lease for a period of three years with an option to extend for a further period of three years.*

**REPORT**

The lease for the Town Hall Coffee Shop expired on 17 July 2024 and has continued on a month-to-month holding over basis since that time.

The current lessee, Ms Elizabeth Walmsley, has operated the premises since 2018. During this period, and with Council's support, she successfully maintained operations throughout the COVID-19 pandemic. Since that time, the business has grown into a well-regarded and successful café within the Glen Innes main street, making a positive contribution to the activation and amenity of the Town Hall precinct.

In accordance with Councils Corporate Property Policy an EOI was advertised on Council's website from 2 April 2026, with a closing date of 4 May 2026.

At the close of the EOI period, one submission was received, from the current lessee, Ms Elizabeth Walmsley (*confidential Annexure A*). The submission addressed all selection criteria and included all required supporting documentation.

## **Assessment Against Selection Criteria**

### *Demonstrated capability and experience:*

The applicant demonstrated extensive experience in operating this business, having successfully managed the Town Hall Coffee Shop for the past eight years. A comprehensive three-year business plan was submitted, outlining continued operation and future development of the business.

### *Type of business proposed:*

The applicant proposes to continue operating the premises as a coffee shop, with plans to expand and adapt the menu to better meet customer demand.

### *Proposed rental:*

The applicant has proposed a rental amount of \$1,200.30 per month (including GST), consistent with the current lease arrangement. Any new lease will incorporate standard CPI increases.

### *Trading hours:*

Proposed trading hours are consistent with current operations:

- Monday to Friday: 8:30am – 5:00pm
- Saturday: 8:30am – 2:00pm

The applicant has also committed in their EOI to extending trading hours and days to support events and festivals as required.

The EOI also requested supporting documentation be supplied. The applicant supplied all the requested documentation which included:

- Detailed business plan,
- Statement demonstrating relevant knowledge and experience in operating a similar commercial venture,
- Statement outlining organisational profile including evidence of ABN and GST registration,
- Name and contact details of minimum two business referees,
- Evidence of food safety training,
- Evidence of Public Liability Insurance,
- Proposed operating hours/days per week.

## **KEY CONSIDERATIONS**

### **Financial/Asset Management**

The proposed rental equates to \$14,403.60 per annum (including GST) for the Town Hall Coffee Shop premises, which comprises approximately 69m<sup>2</sup> of usable floor space. This consists of:

- 40m<sup>2</sup> internal area, and
- 29m<sup>2</sup> external area (weather dependent).

A review of comparable publicly available commercial café and retail leases within Glen Innes and surrounding regional centres indicates that the proposed rental is within an appropriate and competitive market range.

Location	Floor Area	Annual Rent	Source
Grey St, Glen Innes	65m <sup>2</sup>	\$11,400	Ray White
Grey St, Glen Innes	100m <sup>2</sup>	\$20,000	Country Wide Property
Grey St, Glen Innes	227m <sup>2</sup>	\$53,496	Ray White
Byron St, Inverell	65m <sup>2</sup>	\$21,060	Real Commercial
High St, Tenterfield	87m <sup>2</sup>	\$17,160	Real Commercial
High St, Tenterfield	20m <sup>2</sup>	\$11,436	Real Commercial

The proposed rental sits within the lower-to-mid range of comparable café and retail premises when considered on a per-square-metre basis. It appropriately reflects the mixed indoor and outdoor configuration of the premises, as well as its location within a Council-owned facility. The rental is consistent with the existing lease arrangement, providing continuity and stability, while also recognising the lessee's established performance and positive contribution to the activation and amenity of the Town Hall precinct.

The lease will provide Council with a stable and ongoing revenue stream, with annual CPI adjustments applied to ensure the rental remains aligned with market conditions over the term. In line with the current lease arrangement, all utility and operating costs will be the responsibility of the lessee, thereby limiting Council's financial exposure and ensuring a cost-neutral operational position for the asset.

### Policy

This report aligns with Council's Corporate Property Policy and associated procedures.

### Risk

Should Council elect not to proceed with the current applicant, there is a risk the premises may become vacant. This would require a further EOI process with no guarantee of receiving a suitable submission.

### Community Consultation

No community consultation was undertaken in relation to this matter.

### LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN

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

## **CONCLUSION**

The EOI process has identified Mrs Elizabeth Walmsley, the current lessee, as a suitable and capable operator for the continued lease of the Town Hall Coffee Shop. The submission and supporting documentation demonstrate a proven capacity to successfully manage and grow the business, supported by eight years of established operation within the community.

Mrs Walmsley has developed the Town Hall Coffee Shop into a well-supported and integral local business, with proposed operations reflecting a clear understanding of both community needs and the growing tourism market. The proposal to maintain and enhance the current service offering provides confidence in the ongoing viability and quality of the operation.

Entering into a lease with the current lessee ensures continuity of service, sustains an established business, and mitigates the risk of vacancy and the need to undertake a further EOI process. Accordingly, progression to lease negotiations with Mrs Walmsley is considered to represent a low-risk and beneficial outcome for Council.

## **ATTACHMENTS**

Annexure A    EOI Received Town Hall Coffee Shop (*Confidential*)

## **8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE**

## 9 CORRESPONDENCE, MINUTES, PRESS RELEASES

**REPORT TITLE:** 9.1 CORRESPONDENCE AND PRESS RELEASES

**REPORT FROM:** Corporate and Community Services

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### PURPOSE

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

### RECOMMENDATION

*That Council notes the information contained in this report.*

### Correspondence

- Councillor updates from the General Manager,
- Member for Northern Tablelands, Mr Brendan Moylan MP – weekly reports,
- Council Magazine,
- Country Mayors Association – Royal Flying Doctors information,
- Dr Amanda Cohn MLC – regarding the Model Code of Meeting Practice,
- Local Government NSW – newsletters,
- NSW Health Infrastructure – Glen Innes Hospital Redevelopment update, and
- OLG – monthly newsletter.

### Press Releases

- Australian Local Government Association (ALGA),
- Country Mayors Association of NSW,
- NSW Health Infrastructure, and
- Member for Northern Tablelands, Mr Brendan Moylan MP

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

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

**REPORT FROM: Corporate and Community Services**

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**PURPOSE**

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

**RECOMMENDATION**

*That Council notes the information contained in this report.*

**ATTACHMENTS**

Annexure A Australian Standing Stones Management Board - 15/04/26 [⇒](#)  
Annexure B Glencoe Hall Committee - 9/05/26 [⇒](#)

## **10 REPORTS FROM DELEGATES**

**REPORT TITLE: 10.1 REPORTS FROM DELEGATES**

**REPORT FROM: General Manager’s Office**

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### **PURPOSE**

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

### **RECOMMENDATION**

*That Council notes the information contained in this report.*

### **REPORT**

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

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

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

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

### **5.09/25 RESOLUTION**

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

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

Date	Committee	Councillor Delegate	Attendance
9.5.26	Glencoe Hall Committee	Cr M Elphick	Apology
11.5.26	Community Access Committee	Cr C Sparks Cr A Vosper	Yes Yes
13.5.26	Glen Innes Saleyards Advisory Committee (cancelled no quorum)	Cr M Davis Cr T Alt	Yes Apology
20.5.26	Australian Standing Stones Management Board	Cr M Davis	Apology
21.5.26	Community Services Interagency Committee	Cr C Sparks Cr A Vosper	Yes Yes

### **KEY CONSIDERATIONS**

#### **Financial/Asset Management**

Nil.

#### **Policy**

Manual for Community Committees of Council.

#### **Risk**

Nil.

#### **Community Consultation**

Nil.

#### **Options (if applicable)**

Nil.

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

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

### **CONCLUSION**

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

## **ATTACHMENTS**

There are no annexures to this report.

# 11 MATTERS OF AN URGENT NATURE

## 12 CONFIDENTIAL MATTERS

### CLOSED COUNCIL

#### To consider Confidential Reports

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

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

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

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

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

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

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

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

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

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

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

**RECOMMENDATION**

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

<b><i>Item</i></b>	<b><i>Report</i></b>	<b><i>Reason</i></b>
<b><i>12.1</i></b>	<b><i>Lease Financing - Capital Plant Purchases</i></b>	<b><i>(d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.</i></b>

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

**RECOMMENDATION**

***That Council moves out of Closed Council into Open Council.***