



ANNUAL REPORT

2023-2024

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ACKNOWLEDGEMENT OF COUNTRY

The original inhabitants and traditional owners of Glen Innes and surrounding areas are the Ngarabul people. The indigenous name of the area of Glen Innes town is Gindaaydjin, meaning “plenty of big round stones on clear Plains”.

The Ngarabul people lived within a tribal boundary (including the area of Ashford, Tenterfield and Glen Innes), moving within this area due to the seasonal resources available. The value Aboriginal people place on natural resources stems from the strong relationship and respect they have for the land.

As the original occupants of this continent, Aboriginal people used the natural resources according to their ‘lore’ in order to maintain systems and species. The health of the land and the maintenance of biodiversity continue to be linked to the wellbeing of Aboriginal people, both physically and spiritually (from Land of the Beardies).

FOREWORD BY THE CURRENT MAYOR

I am pleased to present the 2023-2024 Annual Report, fulfilling our statutory requirement and providing an overview of the Council's achievements over the past year. As a new Council team commenced on 10 October 2024, this report reflects the accomplishments of the previous Council and Council staff during the reporting period.

Notable achievements include key infrastructure projects, such as the new playgrounds at Centennial Parklands and the Glen Innes Netball Courts. Additionally, improvements to the Glen Innes Sports Stadium saw the addition of two outdoor multi-purpose courts and the redevelopment of the Glen Innes Skatepark. These projects are designed to enhance community liveability and benefit both residents and visitors for years to come.

The Council secured significant grants, including \$13.7 million for Regional Roads and Transport, \$2.09 million for the Local Roads Repair Program, and \$1.1 million for the airport runway renewal program. Council completed six transport capital works projects, among them the rehabilitation of Red Range Road and Shannon Vale Road, as well as essential repairs to segment 210 of Emmaville Road.

Our festivals and events continued to grow, attracting visitors and contributing to our local economy, adding stability and diversity. A new event, the Margarita & Taco Festival at the Glen Innes Railway Station, attracted over 2,500 attendees, adding an estimated \$342,000 to the visitor economy of the Glen Innes Severn area.

Council also invested in community assets, revitalising the Glen Innes swimming pool with new gel coatings for the learn-to-swim and 25-meter pools for enhanced community use. Our Library saw increased participation following the impact of COVID, and we improved community engagement by launching a new engagement platform on the Council website.

Your new Council is committed to further enhancing the liveability and prosperity of our community.

Cr Margot Davis
CURRENT MAYOR



MESSAGE FROM PREVIOUS MAYOR

While this report is a statutory requirement, it also serves as an important tool to reflect on our successes and identify areas for future focus within our community.

As Councillors, we remain very proud of our community and deeply committed to the future of the Glen Innes Severn Council. Our role is to represent and advocate for the Glen Innes Severn Local Government Area (LGA), ensuring that we listen to our community and make decisions that serve its best interests.

There has been a number of recreational infrastructure improvements during the year, two outdoor multi-purpose courts at the Sports Centre, redevelopment of the Skate Park, and a new playground installed at the netball courts, to mention a few.

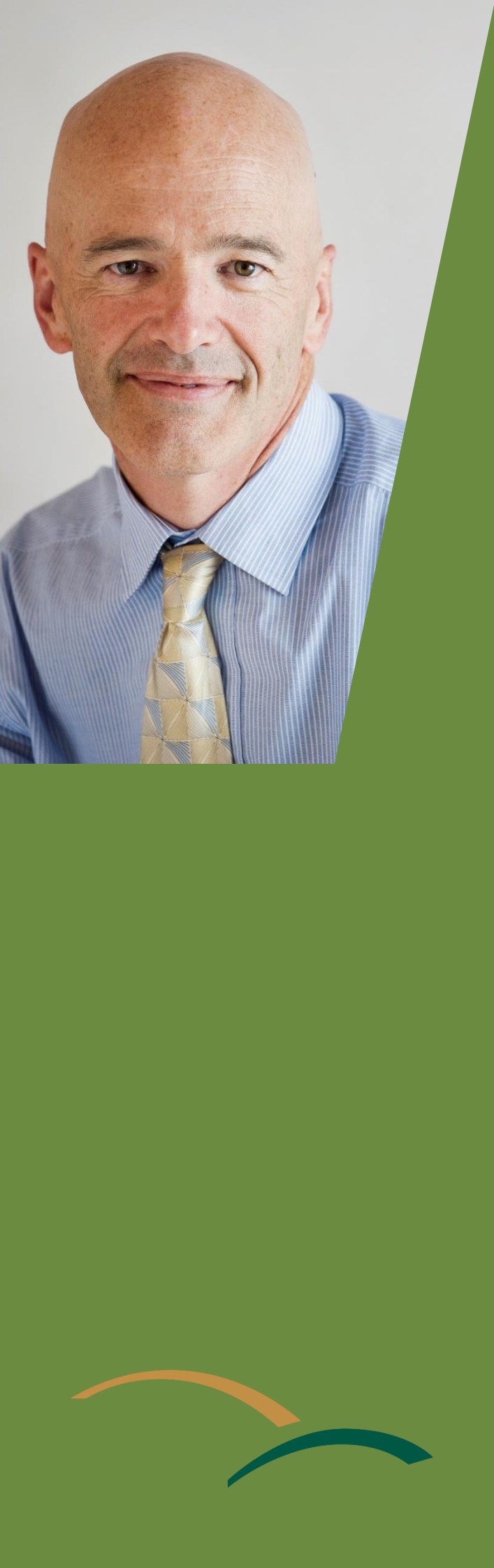
There has also been a number of events successfully held during the year including the Australian Celtic Festival, Margarita & Taco Festival, Goodness Gravel Bike Ride, Minerama and Christmas in the Highlands.

We have also spent \$24 million on roadworks across the LGA in the last 18 months to 2 years and I give a big thank you to the staff and contractors that have completed these works safely and on time.

We continued to work closely with all levels of government to advocate on behalf of the community on matters such as health services. I would like to thank our Federal Representative, the Hon. Barnaby Joyce, Member for New England, and our State Representative, the Hon. Adam Marshall, Member for Northern Tablelands, who retired in May this year, and who had been a great supporter for our LGA since he was elected 11 years ago. The new Member for Northern Tablelands the Hon. Brendan Moylan is continuing the strong support we received from our previous State Member and Council thanks him for that support.

Finally, I want to express my sincere thanks to my fellow Councillors, our General Manager, Directors and Council officers and staff for their unwavering support and continued dedication to serving our community.

Cr Rob Banham
PREVIOUS MAYOR



A MESSAGE FROM THE GENERAL MANAGER

It has been rewarding to see the progress made by Council over the course of the year. Council has a fundamental role in creating an operating environment which promotes liveability and the local economy.

Ensuring Council's long term financial sustainability remains very challenging. Rising supply costs are significantly outstripping any increase in Council's operational income. Plotting a long-term plan is now a priority and not only needs to consider the income side of the equation but also needs to ensure Council goes about its business in the most effective way. Future years will require vigilance and responsibility and a focus on how we deliver services.

The organisation has continued to invest in its people, its systems, and its equipment. For us to be a respected local government organisation we must continue to improve in everything we do. Investing in our staff has continued to be a focus. Winning the NSW Rural Management Challenge reflects this. It was a great effort by the team involved and Council's participation in the event represents another step forward in the professional development of Council staff.

Every year brings it challenges but it is important to reflect on our achievements and this annual report does just that. We live in a fast-moving world where people expect quick results, but if we reflect on what Council has achieved over the last 2-3 years, the list is impressive and one we can all be proud of.

Bernard Smith
GENERAL MANAGER



2023–2024 Annual Report

The Annual Report is one of the many ways that Glen Innes Severn Council reports back to its community and stakeholders and is one of the key components of the Integrated Planning and Reporting Framework, legislated by the NSW Government. The Annual Report focuses on the financial and operational performance of Council and provides a snapshot of Council’s achievements throughout the Financial Year.

We trust this report assists you in understanding Council’s role and we welcome your feedback so we can continue to improve our reporting to Glen Innes Severn Local Government Area (LGA) residents and other stakeholders.

The Glen Innes Severn Council 2023-2024 Annual Report is presented in three key sections:

Progress Report: This section includes achievement highlights for the year and reports on the progress made toward the achievement of Council’s four-year Delivery Program 2022-2025 (APPENDIX A). Reporting is also provided on access and equity activities to meet residents’ needs including progress on the Disability Inclusion Action Plan.

Statutory Information: This section includes reporting requirements prescribed under various legislation such as the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

Financial Statements: Council’s Financial Statements have been delayed this year and an extension to lodge has been granted by the Office of Local Government until 20 December 2024. They will be reported separately to Council in early 2025 and posted on Council’s website once available.

OUR COUNCILLORS AND MAYOR

The Act, divides the role of the Councillors into two broad categories:

1. As a Member of the Governing Body of the Council to:

- direct and control the affairs of the Council in accordance with the Act
- allocate the Council's resources in the optimum way to benefit the area
- play a key role in the creation and review of the Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions
- review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council

2. As an Elected person to:

- represent the interests of residents and ratepayers
- provide leadership and guidance to the community
- facilitate communication between the community and the Council

The Councillors elect the Mayor (and a Deputy Mayor) every two years.

The Local Government elections were last held on Saturday, 4 December 2021 after being postponed twice due to NSW Public Health Orders.



Cr Andrew Parsons, Cr Tim Alt, Cr Carol Sparks, Cr Troy Arandale (Deputy Mayor), Cr Rob Banham (Mayor), Cr Lara Gresham (resigned) and Cr Jack Parry.

OUR COUNCIL

Council comprises of community members who are elected to a four-year term.

Our community needs to see leadership from Council, and responsibility in managing its finances and assets. Our community needs Council to speak out on behalf of its residents and the region, and make sure all levels of government plan responsibly for the LGA's future. Our community wants us to involve and inform them and respond to their issues. They want us, as an organisation, to behave ethically, be responsible and encourage accountability and transparency.

Each of the three spheres of government in Australia (Federal, State and Local) has different roles and responsibilities in the funding and delivery of services to our LGA. There are some services that local government must provide, and some that councils can choose to make available to their community.

As a leader, Council embraces a role that extends far beyond the direct provision of services. Council actively drives an advocacy agenda for the region, focussing on an equitable allocation of resources from the State and Federal Governments. Council has several key roles in working towards a sustainable future LGA with a healthy and resilient community – as leader, advocate, custodian, facilitator, employer, educator, regulator and service provider.



Glen Innes Severn Council is comprised of a governing body and an administrative body.

The governing body is made up of a mayor and six other councillors, democratically elected in December 2021 by the Glen Innes Severn Local Government Area (LGA) residents.

The administrative body is made up of Council's General Manager, staff, volunteers and contractors. The General Manager is responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of the decisions of Council.

The General Manager is the most senior employee of Council and is the only member of staff selected and appointed by Councillors. The General Manager is appointed on a renewable, fixed term, performance-based contract for a maximum of five years.

The current General Manager, Mr Bernard Smith, was appointed to a four-year contract, beginning 16 January 2023.

The General Manager leads a Staff Management Executive Team (MANEX) consisting of three directorate heads, each with the power to co-opt other staff as and when necessary.

The General Manager may, in turn, delegate functions to other staff.

Council employs staff such as:

- town planners
- engineers
- construction crew
- plant operators
- building surveyors
- librarians
- environmental officers
- rangers
- administration staff
- community services program coordinators
- direct support workers, and
- childcare workers

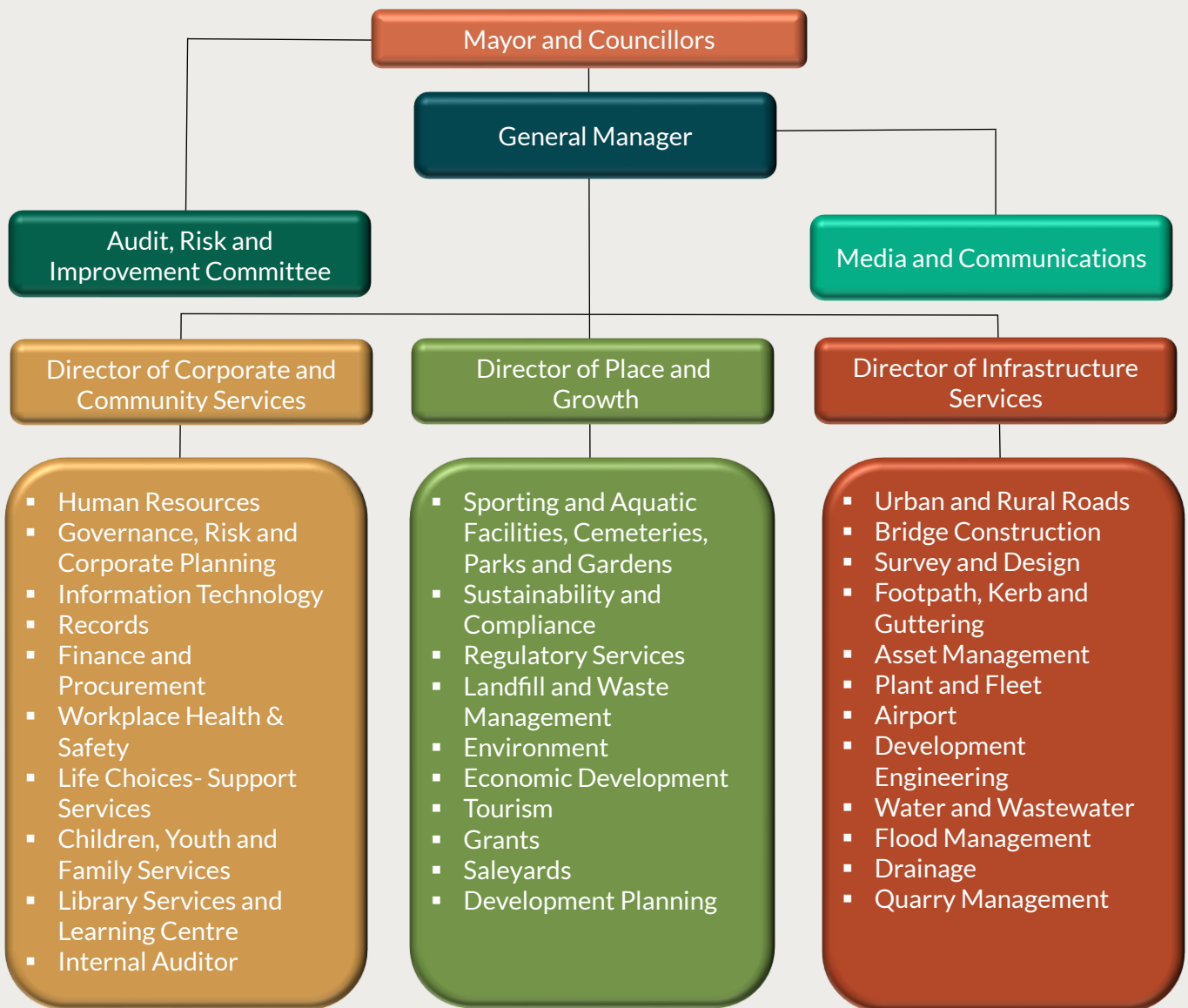
They carry out the day-to-day operations of the Council, and implement Council policies and other decisions, as directed by the General Manager.

This corporate management structure aims to ensure policies and decisions formulated by Council are implemented in a coordinated, efficient and effective manner.



Gayleen Burley (Director Place and Growth), Bernard Smith (General Manager), Judi Toms (President, Australian Standing Stones Management Board), The Hon Barnaby Joyce MP (Federal Member for New England), Mayor Rob Banham.

ORGANISATIONAL CHART



COMMUNITY SERVICES

An Attractive Quality of Life - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high country climate.

ECONOMIC DEVELOPMENT

A Prosperous Local Economy - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

INFRASTRUCTURE MANAGEMENT

Fit for Purpose Public Infrastructure - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.

ENVIRONMENT HERITAGE

An Appealing Sense of Place - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

COUNCIL SUSTAINABILITY, TRANSPARENCY AND COMMUNICATION

Recognised for Local Leadership - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

COUNCIL VISION

A prosperous connected community that nurtures its people and places.

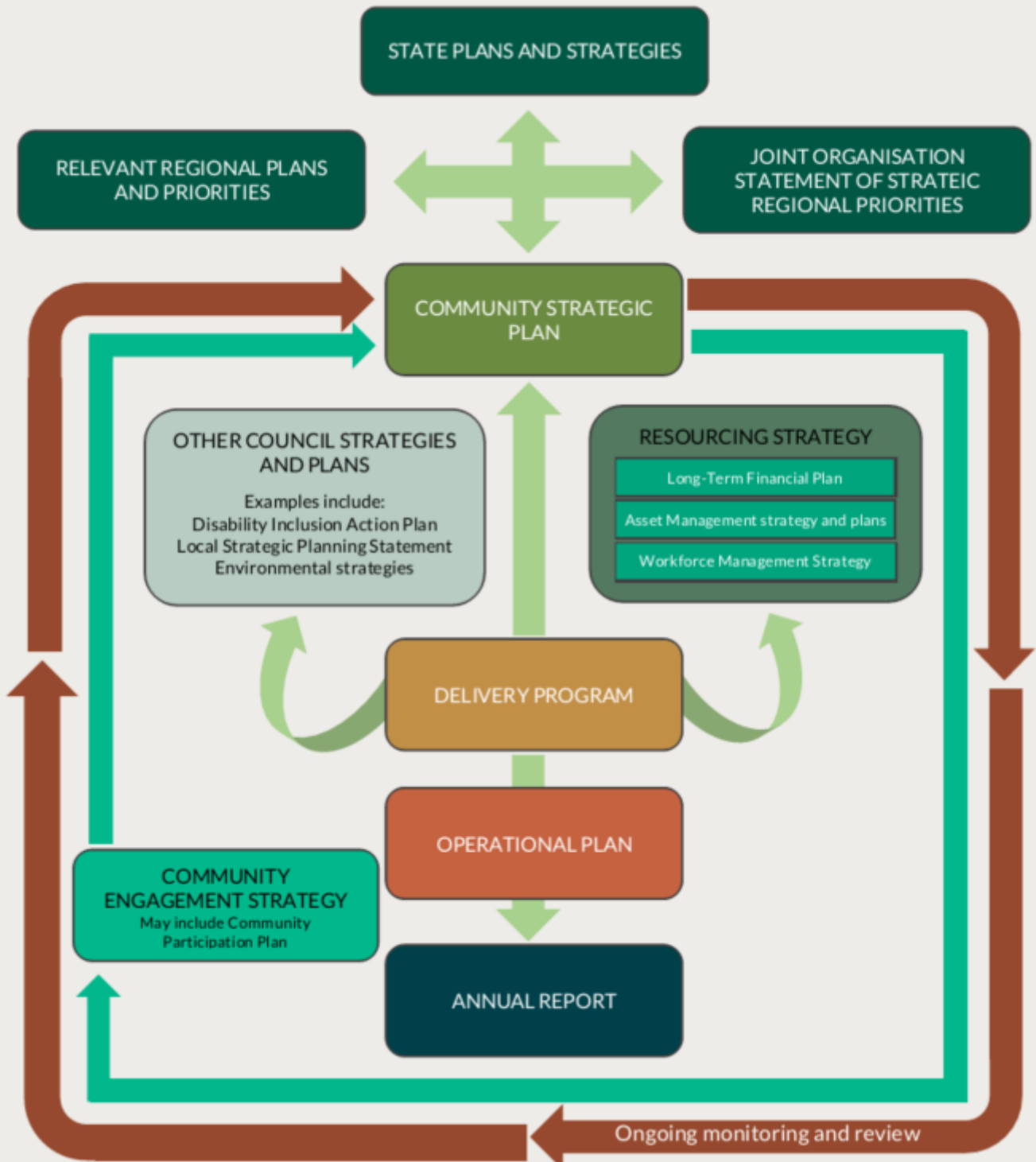
VALUES

Respect, Integrity, Courage, Honesty, Transparency

INTERGRATED PLANNING AND REPORTING

The **Integrated Planning and Reporting (IP&R) Framework** recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. That is what shapes the character of individual cities, towns and villages. The IP&R Framework also recognises that Council plans and policies should not exist in isolation and are connected on many levels.

The IP&R Framework allows Council to draw its various plans together, to understand how they interact and inform each another, and to get the maximum benefit from its efforts by planning holistically for the future.



The main components of the framework are summarised below:

COMMUNITY STRATEGIC PLAN

The highest level of strategic planning undertaken by Council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives. It is developed and delivered as a partnership between Council, state agencies, community groups and individuals, and addresses a broad range of issues that are relevant to the whole community.

RESOURCING STRATEGY

Shows how Council will resource its strategic priorities, identified through the IP&R Framework. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Plan
- Workforce Management Plan
- Asset Management Plans

DELIVERY PROGRAM

Council's commitment to the community about what it will deliver during its term in office (four years) to achieve the Community Strategic Plan objectives.

OPERATIONAL PLAN

Shows the individual projects and activities Council will undertake in a specific year. It includes Council's annual budget and Statement of Revenue Policy.

ANNUAL REPORT

Reports back to the community on the work undertaken by Council each year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.



About our Community.

In the heart of New England High Country, the Glen Innes Severn region is the destination for adventure, rich history, Celtic heritage and gourmet food experiences.

Glen Innes is located at the crossroads of the Gwydir and New England Highways. North to Tenterfield, South to Armidale, West to Inverell, East to Grafton.



5,487km²
council area

8,836
population

1,167km
of roads

50
median age

87
life expectancy

\$934
median weekly
household income

\$1083
median monthly
mortgage repayments

3,509
total labour force

\$220
median rent

2
average household size
(number of people)

TOP INDUSTRIES OF EMPLOYMENT

1. Agricultural, Forestry & Fishing
2. Health Care & Social Assistance
3. Public Administration
4. Safety Retail Trade
5. Education & Training



If Glen Innes Severn consisted of **100** people.



49
MALE

51
FEMALE

6%
Aboriginal and
Torres Strait Islander

4%
born overseas

1%
speaking languages
other than English at
home

21%
0-19
years old

18%
20-39
years old

24%
40-59
years old

30%
60-79
years old

7%
80+
years old



24%
attending primary
education

18%
attending secondary
education

10%
attending tertiary
education



33%
working part time



53%
working full time

25%
who volunteer

8%
unemployed



69%
who own or mortgage
a house

59%
who drive to work

25%
who walk to work

11%
who work at home

26%
who rent

64%
living in
families



34%
living by
themselves

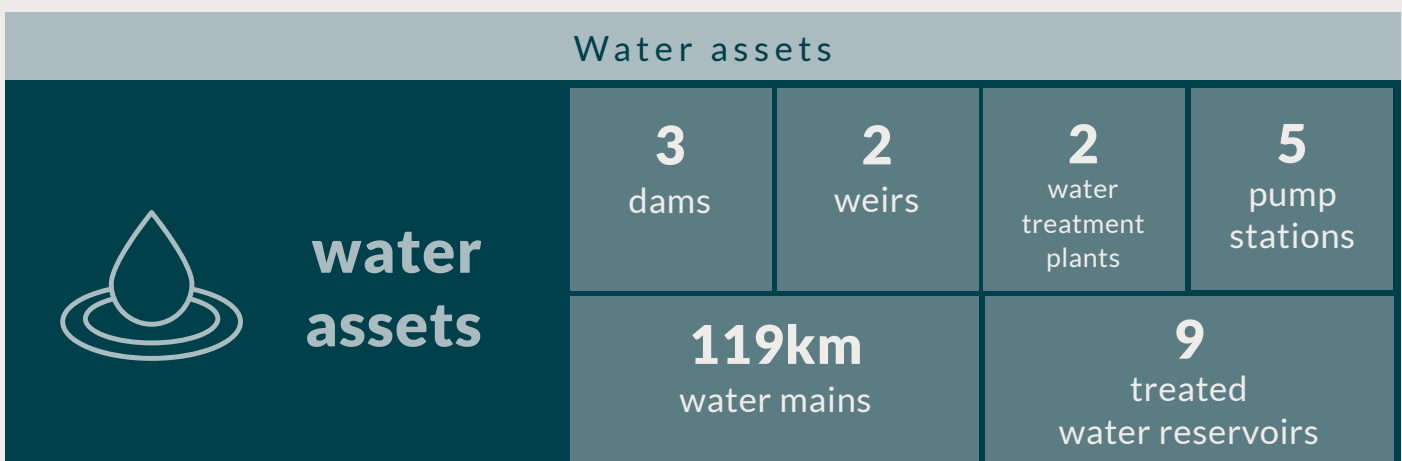
85%
occupied private
dwellings

15%
unoccupied private
dwellings

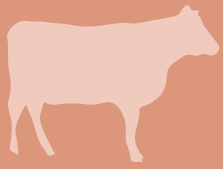




COUNCIL ASSETS AT A GLANCE

Statistical Item	Number	Location/Comment
Council Airports/Landing Strips	1	Glen Innes Aerodrome – Two landing strips.
Libraries	1	Glen Innes Severn Learning Centre (with remote library branches in Emmaville, Deepwater and Glencoe)
Landfill Sites	4	Glen Innes, Emmaville, Deepwater, Red Range
Swimming Pools	2	Glen Innes and Emmaville
Sewerage Treatment Plants	1	Glen Innes
Village Sewer Treatment Plants	1	Deepwater (Common Effluent System)
Water Treatment Plants	2	Glen Innes and Deepwater
Length of Sealed Roads	520 km	Includes: <ul style="list-style-type: none"> ▪ 361 km of non-urban sealed roads ▪ 79 km of urban roads ▪ 68 km of regional roads ▪ 12 km of regional roads ▪ 19 km of footpaths
Length of Unsealed Roads	644 km	
Bridges, Major Culverts and Causeways	256	<ul style="list-style-type: none"> ▪ 8 full timber bridges traditional construction. Excludes causeways and bridges on regional roads ▪ 81 bridges principally constructed of concrete/steel. Excludes causeways and bridges on regional roads ▪ 33 major culverts ▪ 134 causeways
Drainage		Includes: <ul style="list-style-type: none"> ▪ 31 km of urban stormwater pipes ▪ 1,482 stormwater pits
Other Assets		Includes: <ul style="list-style-type: none"> ▪ 65 km of kerb and gutter ▪ 19 km of footpaths ▪ 21 carparks ▪ 115 major street furniture assets
Council Owned Buildings	138	
Council Properties and Land Parcels	576	This is made up of: <ul style="list-style-type: none"> ▪ 226 open spaces assets ▪ 153 other structures ▪ 197 land parcels
Council Vehicle Fleet and Plant	204	Includes: <ul style="list-style-type: none"> ▪ 29 heavy fleet ▪ 60 light vehicles ▪ 45 attachments ▪ 26 major plant items ▪ 44 mobile plant items
Community Committees of Council	15	Various

Council's assets and infrastructure



Key industries of employment in Glen Innes Severn

 beef cattle farming	 aged care residential services
 hospitals	 supermarket and grocery stores
 local government administration	

Key statistics



\$642M
Gross Regional Product

3106
employed residents

227
unemployed residents

\$240m
wages and salaries

2500
registered businesses





Glen Innes Severn at a Glance

VISIT, LIVE, GROW

Get in Here! Discover, Belong, and Thrive in Glen Innes Highlands.

There are countless reasons to visit, live, and make a difference in our welcoming community. Whether you're drawn to explore our landscapes, create a fulfilling life, or contribute to a prosperous future, Glen Innes Highlands has a place for you. Get in here!



Glen Innes Highlands is brimming with adventure and unique experiences across all four distinct seasons. Known for its vibrant town, charming villages, and gourmet food, it's the perfect spot for a memorable family holiday, a reunion with friends at one of our many events, or simply a serene escape. Each season brings its own magic to the Highlands, and with a wealth of attractions, it's easy to see why visitors are drawn to explore, relax, and discover. Come explore Glen Innes Highlands – where every visit feels like a journey into something extraordinary. Get in here!



Considering a tree change or even returning home? In Glen Innes Highlands, you'll find a welcoming, close-knit community and a quality lifestyle at an affordable price. With spacious housing options, health services, quality education, and a variety of retail and professional services, living here means you're surrounded by everything you need to feel at home. Career opportunities across many sectors open the doors to a fulfilling life in a beautiful setting where you can truly thrive. Get in here – where community, lifestyle, and opportunity come together.



In Glen Innes Highlands, we're all about growth and innovation, welcoming new ideas, industries, and investments that enhance our regional and local economy. With a strong foundation in heritage, our community is a beacon for businesses, investors, and forward-thinkers, leveraging the unique strengths of our area. Glen Innes offers an open invitation to those who wish to be part of an economically vibrant and culturally rich region. From heritage to innovation, there's room to grow here, so join us on the path to progress.

PROUD COMMUNITY, ENVIABLE RURAL LIFESTYLE – GET IN HERE!

Glen Innes Highlands is a community like no other, blending the warmth and unity of small-town spirit with the charm of a rural lifestyle. Our residents—both from the town and the surrounding countryside—take pride in their diverse backgrounds yet share a deep sense of belonging and togetherness that defines our Highlands culture. With a relaxed pace that’s a refreshing change from city living, Glen Innes offers an appealing climate with low humidity and mild, comfortable summers, while winter brings the excitement of possible snowfall—a rare delight in Australia.

Our beautifully maintained township, lined with scenic parks and vibrant gardens, provides the ideal setting for an active, healthy lifestyle. From family-friendly sports and recreational facilities to an array of local businesses and services that cater to all your needs, everything is here to support your wellbeing. Glen Innes Highlands is ready to welcome you to a place where community pride meets the tranquillity of rural life. Get in here and experience the best of both worlds!

BUSINESS, INDUSTRY, AND INVESTMENT – GET IN HERE AND GROW!

Glen Innes Highlands is a powerhouse for growth and opportunity, driven by dynamic, future-focused industries that fuel our local economy. Our key sectors—including Agriculture, Forestry, and Fishing—lead the way in regional exports, job creation, and value-added contributions. Alongside these, the Construction, Public Administration and Safety, Accommodation and Food Services, and Health Care and Social Assistance industries play pivotal roles, supporting robust community services and creating a strong foundation for sustainable growth.

With innovation at its core, Glen Innes Highlands is an emerging hub for renewable energy, boasting wind and solar farms that enhance our green credentials. We’re also home to remarkable businesses, from a global leader in photo processing technology to the largest producer of premium Black Angus and Wagyu beef. Our thriving honey industry, supported by commercial operators and local enthusiasts alike, adds to our region's unique profile. In Glen Innes Highlands, businesses of all scales find the support they need to succeed in a community that values innovation, sustainability, and prosperity. Get in here and be part of the future of business!



PROGRESS REPORT



HIGHLIGHTS OF THE YEAR



AUSTRALIAN CELTIC FESTIVAL



MINERAMA FOSSICKING, GEM & JEWELLERY SHOW

The 2024 Australian Celtic Festival, celebrating the Year of Ireland and the Isle of Man, marked a very successful year despite cancellations on Sunday due to wet weather, drawing over 5,000 attendees to Glen Innes Highlands. This year's festival was an unforgettable experience, offering a dynamic line-up that included the Highland Games, jousting tournament, a medieval re-enactment village, a bustling dance marquee, dance championships, traders and the popular street parade.

Despite wet weather, the celebrations continued seamlessly as the Glen Innes Council adapted quickly by securing alternative venues. New attractions such as the Celtic Food Trail and the Celtic Marquee added to the festival's appeal, featuring celebrity chefs and local businesses, creating a unique culinary experience for visitors. The community and visitors alike enjoyed these additions, with accommodations fully booked and local businesses benefiting greatly.

Overall, the 2024 Australian Celtic Festival generated an impressive economic impact, injecting nearly \$2.7 million into the local economy. This boost extended beyond Glen Innes, supporting tourism providers, local enterprises, and neighbouring towns within the New England High Country. Feedback from traders, performers, and attendees was overwhelmingly positive, with many expressing that they will return in 2025, solidifying the festival's status as a major cultural and economic highlight for the region.

The Minerama Fossicking, Gem & Jewellery Show was held on 8, 9 and 10 March. Held at the picturesque Glen Innes Showgrounds 2024 was the first year that Minerama has been delivered by Council with the support of volunteers (Friends of Minerama).

A fresh branding and marketing campaign not only invigorated the event's identity but also drove its tourism impact, injecting around \$480,000 into the local visitor economy.

It was a wonderful celebration of local, Australian and global geology as well as artisanal crafts, drawing in over 100 traders from across the country. With attendance of 2,500 adults and 500 enthusiastic kids.

From engaging kids' activities like rock painting, creating rock critters, and face painting, to dinosaur experiences led by 'Jurassic Jack' and educational programs from the University of New England (including 50 local school children who delved into geological exercises) enriching their understanding of the earth's history and discoveries.

Support from local organisations like the Men's Shed, Attract Connect Stay, and community groups including Lions, Lioness Lions, and Leos helped ensure the event's success. With vibrant activities and a great turnout, Minerama continues to be a standout celebration for Glen Innes.



CHRISTMAS IN THE HIGHLANDS



MARGARITA AND TACO FESTIVAL

The Christmas in the Highlands event was held on Friday, 1 December 2023 from 5pm to 8pm. The event attracted up to 1,500 visitors for a joyful start to the holiday season.

A standout addition this year was the "Walk of Light," supported by White Rock Wind Farm grant funding, transforming Glen Innes into a vibrant holiday wonderland. The event showcased local businesses that took advantage of extended Friday night shopping, with the festivities kicking off despite a bit of rain. Highlights included a visit from Santa, the ceremonial lighting of the Christmas displays, and lively entertainment from local schools and community groups, keeping the festive spirit alive.

Further enhancing the holiday cheer, the Red Cross Christmas Tree Display, and the Glen Innes Business Chamber's "Spend in Glen" campaign launched during the markets, adding to the sense of community, support of local businesses and celebration.

Throughout December and January, Glen Innes was lit with temporary and permanent lighting installations across the CBD, Parklands, Railway Station precinct, and surrounding side streets. These glowing displays not only illuminated the town but also created a welcoming, festive atmosphere, drawing residents and visitors together in a magical seasonal experience.

The *reVITALise* program, a state-wide initiative focused on community-driven placemaking, collaborated with Glen Innes Severn Council to reimagine, and enliven the heart of Glen Innes.

On November 25, 2023, the heritage-listed Glen Innes Railway Station precinct hosted its inaugural Margarita & Taco Festival, transforming the previously disused site into a vibrant gathering space. Co-created with community input, the festival featured live music, local markets, and art installations, demonstrating the potential for adaptive reuse of the historical station.

With over 2,500 attendees, surpassing the target of 2,000, the event received strong community support. Visitor feedback was highly positive.

Comments highlighted the festival's unique atmosphere and its value in bringing new energy to Glen Innes, with many hoping it will become an annual event. This successful activation underscores the station's potential as a cultural hub, fostering community connection and supporting best-practice placemaking.

Council secured support from Arts Nort West to facilitate a mural and yarnbombing component of their *Something To Talk About* project which includes a series of pop-up events where projections, roaming murals, yarnbombing, live music and art workshops come together to activate the CBD's of their region.



INTERNATIONAL WOMEN'S DAY

On the 8 March 2024, the Glen Innes Severn Library and Learning Centre hosted a special celebration for International Women's Day, with a focus on honouring the women who lead small businesses in the region.

Local businesswomen set up beautiful displays showcasing their products and services, while the talented musician Katy Haselwood provided entertainment.

Around 150 people attended, taking the opportunity to network, reconnect with friends, showcase their businesses, and celebrate the remarkable achievements of women in the community.

Under the theme – 'Invest in Women: Accelerate Progress' the event highlighted the strength, creativity, and resilience of women locally, nationally and internationally.



GOODNESS GRAVEL

On the 13 April 2024 Council sponsored the Goodness Gravel Glen Innes 2024 event which was delivered by Two Wheel Tours.

This is the third Goodness Gravel event to be run in Glen Innes and brings people from all over Australia and also attracts local and regional riders.

To reduce the risk to riders crossing the New England Highway, the Goodness Gravel event had a new starting point this year at the Glen Innes Showgrounds. Previously, this Council supported event departed from King George V Oval, which has historical significance when it was used as a velodrome (see [Robert Cobcroft's article "Australia's Vanishing Velodromes"](#)).

This year's event had 230 registered riders. Last year we had 130 riders. This is an increase of 77%. The participants were made up of 169 Males and 60 Females with the average rider age being 47 years

An analysis by post codes shows 202 riders lived outside the Glen Innes / Inverell / Armidale regions and therefore would have stayed at least Friday and many more would have stayed Saturday and/or Sunday which also included their families with the event.



AUSTRALIA DAY AWARDS



YOUTH WEEK 2024

Australia Day 2024 was celebrated across the LGA, kicking off with a free community breakfast held at the Dundee Hall with the main Australia Day awards ceremony held at the Glen Innes and District Services Club. Over 200 community members were present to share in the awards ceremony with over 50 Australia Day award nominations across the categories.

The Australia Day ambassador was Corey Payne, founder of the Future Direction Network. In 2013, Corey was awarded the NSW Young Australian of the Year for his work in helping young people from disadvantaged backgrounds continue their education at university.

Prior to this Corey spent over a decade as a professional sportsman in the National Rugby League.

2024 Australia Day award recipients:

- **Citizen of the year:** Mary Hollingworth and Leonie Lee (joint winners)
- **Young Citizen of the year:** Brooke Klingner and Ryan McAllister (joint winners)
- **Environmental Citizen of the year:** John Winter
- **Volunteer Community Organisation of the year:** Glen Innes Food Hub
- **Community Event of the year:** Glen Severn Christmas Day Luncheon
- **Senior Sportsperson of the year and contribution to sport:** Kristen and Shad Bailey
- **Junior Sportsperson of the year:** Payten Ward
- **Emergency Service Volunteer of the year:** Mike Brewer

The Youth Booth hosted an engaging Youth Gaming Event on 19 April 2024, emphasising cyber safety and cyberbullying awareness. It provided young participants with an opportunity to socialise with friends while immersing themselves in an evening of exciting gaming experiences.

Driven by the proactive young people of Glen Innes, this initiative was conceived and executed through close collaboration with youth workers. Regular meetings at The Youth Booth facilitated planning and development, with young people actively participating in budgeting, risk assessment, and engagement strategies. They were also hands-on in setting up the event space, ensuring it reflected their vision.

The event featured a wide array of gaming activities, including online gaming, interactive sports, and dance games. Additionally, it served as a platform for Glen Innes Severn Council Youth Services and staff to educate attendees about cyber security and responsible digital citizenship, empowering the younger generation with vital resources and guidance.



YOUTH SERVICES

The 2023-2024 period has seen continued growth and success in Youth Services delivery in Glen Innes Severn Council. Through diverse programming, strong partnerships, and a focus on cultural engagement and education, the Youth Booth and associated initiatives continue to make a significant positive impact on the lives of young people in the community.

The Youth Booth has significantly enhanced its impact through strategic partnerships with various organisations throughout the 2023-2024 period. Key collaborative services include Southern Cross School of Distance Education (SCSoDE), Youth Insearch, Hunter New England Health, Benevolent Society, CentraCare, Headspace, Community Drug Action Team (CDAT), Glen Innes Family and Youth Services, Pathfinders, JobLink Plus, and Birrang.

Glen Innes Severn Council's Youth Services relies significantly on funding from the Department of Communities and Justice (DCJ) and NSW Regional Youth Holiday Break Program deliver its comprehensive range of programs and services. This funding has been instrumental in our ability to maintain and expand our youth initiatives throughout the 2023-2024 period.

Through these focused efforts, Youth Services is committed to making an even greater positive impact on the lives of young people in Glen Innes Severn. We look forward to adapting and growing our services to meet the changing needs of our youth, ensuring they have the support and opportunities they need to thrive.

Youth Booth Facility

The Youth Booth continues to be a cornerstone of youth engagement in Glen Innes:

- Open 4 sessions per week
- Average of 18 attendees per daily session
- Provides a safe and welcoming environment for young people after school and during holidays
- Offers support services and engages youth through daily, youth-led, capacity-building activities

Cultural Activities and Events

- Didgeridoo and Clapstick Workshop (2 sessions, 17 attendees)
- Cultural Art Workshop (1 session, 16 attendees)
- Youth Booth Cultural Art Mural Workshop (1 session, 23 attendees)
- NAIDOC WEEK Tie Dying Workshop (1 session, 17 attendees)
- Creation of an Acknowledgment to Country display at the Youth Booth (2 sessions, 7 attendees)
- Monthly Cultural Activities (180 attendees annually)

Community Events

- Totem Skateboarding Community Engagement Event (2 sessions, 38 attendees)
- Community Art Workshop (1 session, 12 attendees)
- Youth Movie Nights (3 sessions, 42 attendees)
- Community Team Building Event (1 session, 60 community members)
- Youth and Community Halloween Event (1 session, 200 community members)
- Glen Innes and Emmaville Twilight Pool Parties (2 sessions, 72 attendees)
- Youth Gaming Events - Cyber Bullying Awareness (2 sessions, 32 attendees)

Education and Skills Development

- Skateboard Art Workshop - Family Fun Day (1 session, 23 attendees)
- Youth Booth Afternoon Activities and Programs (4 sessions weekly, average 18 attendees daily, 72 attendees weekly)

CHILDREN AND FAMILY SERVICES

Glen Innes Severn Council's Children and Family Services has continued to provide vital support to our community throughout the 2023-2024 period. Our services have been integral in supporting families, promoting early childhood development, and fostering community connections with a key focus on Outside of School Hours Care, Vacation Care and Playgroups.

Vacation Care and Out of School Hours Care programs play an indispensable role in supporting families and enriching children's lives. These programs address a critical need in our community, providing safe, engaging environments for children when school is not in session.

Our Vacation Care program has been particularly valuable during school holidays, offering structured activities, excursions, and learning opportunities. The Out of School Hours Care program has become an essential service for many Glen Innes families, bridging the gap between school hours and care givers schedules.

Both these programs contribute significantly to the social fabric of Glen Innes, fostering community connections, supporting local employment, and providing children with diverse experiences that complement their school education.

The impact of our services extends beyond immediate childcare needs. Our programs have become hubs for community engagement, skill development, and cultural exchange. We've seen families develop stronger social networks, children become better prepared for school transitions, and parents enhance their parenting skills through our various initiatives.

Looking ahead, we remain committed to adapting our services to meet the evolving needs of Glen Innes families. We're also dedicated to continuing our role as a central point for information and referrals, helping families navigate and access the broader network of support services available in our region.

Children and Family Services relies on a multi-faceted funding model, drawing from Department of Communities and Justice funding streams, the Australian Government's Inclusion Support Programme, and Playgroup NSW funding.



LIFE CHOICES - SUPPORT SERVICES

Life Choices - Support Services, an essential component of Glen Innes Severn Council's community initiatives, has continued to provide high-quality support to Disability and Aged community members throughout 2023-2024.

Our core services have been maintained and enhanced, with the Community Access Bus service ensuring regular transportation to essential services and events under new safety protocols. We've expanded our health and wellbeing programs, promoting virtual wellness sessions to increase accessibility. Our in-home aged care and disability support services have adapted to changing client needs, supported by enhanced staff training.

The development of our Clinical Team and collaborations with local health providers have allowed us to offer more specialised support, addressing specific health concerns of our client base and enhancing overall wellbeing.

Compliance has been a key focus this year. We've conducted comprehensive audits to ensure alignment with Aged Care Quality Standards and NDIS Practice Standards, updated policies and procedures, and implemented a new staff training program to maintain awareness of industry standards. Our enhanced incident reporting and management system has improved response times and outcomes.

Looking ahead, Life Choices - Support Services remains committed to continuous improvement. We aim to enhance our digital capabilities, expand health and wellbeing programs with a focus on preventative care, and strengthen our workforce through ongoing training and development. We will continue to adapt our services to meet evolving community needs and regulatory requirements.

We are proud of our progress and remain dedicated to supporting the health, wellbeing, and independence of our Aged and Disability community members. Through our ongoing efforts in service delivery, compliance, and business improvement, we strive to make a positive difference in the lives of those we support.



SUPPORT TO LOCAL BUSINESS

Glen Innes Severn Council focuses on providing continuous support to local businesses to foster growth, resilience, and community connection. Recognising the critical role that businesses play in the local economy, Council has rolled out a range of initiatives designed to enhance the business environment, increase networking opportunities, and encourage innovation.

The support provided by Glen Innes Severn Council has had a significant impact on the local business community. Highlights include:

- Strong interest from local entrepreneurs and businesses, with continued usage for both short-term and long-term needs.
- Positive feedback from businesses on the increased opportunities for collaboration and learning.
- Growth in local volunteer participation, which directly contributed to the success of major community events such as ACF and Minerama.
- Increased business visibility and engagement through the *Spend in Glen* initiative.

To ensure that local businesses can thrive, the Council has worked on improving infrastructure and creating policies that support business growth. This includes ongoing investment in public spaces, improving connectivity, and maintaining a positive environment for business operations.

The Highlands Hub – A space for Innovation and Connection

The Highlands Hub, a project funded by the Bushfire Local Economic Recovery Fund (a joint initiative of the NSW and Commonwealth Governments), was officially opened on 14 October 2023. Located in the transformed “Old Holden Building,” the Hub provides a versatile space for the community to hire, meet, learn, and teach. From hot desks to meeting rooms and a cosy coworking lounge, the Hub offers flexible use for an hour, a day, a week, a month, or longer.

The Highlands Hub has become an important community resource, encouraging innovation and entrepreneurship in the region, particularly among younger residents seeking work-life balance and connection to the community. The Highlands Hub incorporated programs and initiatives to drive local socio-economic prosperity and support social enterprise.

To celebrate Small Business Month, Glen Innes Severn Council organised a full week of workshops and networking sessions aimed at equipping local businesses with the tools and knowledge needed for success. The sessions covered various topics, including digital marketing, financial management, and business strategy, and provided a valuable opportunity for local entrepreneurs to connect, share experiences, and collaborate. The week of events had positive feedback from attendees, highlighting the value of professional development and peer support.

The Highlands Hub hosted the final allocation of free workshops for community and local businesses as part of the BLERF grant funding on 21 June 2024.

The Customer Service for Tourism, Leisure & Hospitality Businesses and Starting Your Side Hustle courses received positive feedback and attendees commended facilitator Ian Mason from HUMBLE for his insights. These courses have engaged the community and Council is continuing to look for further funding opportunities to empower the local business community.

The Highlands Hub also hosted a kickstarter program which is designed to help young high school students develop the skills, knowledge and mindset required to turn their ideas into action.

Held over two days with breakout sessions at the Glen Innes Campus, students gained skills such as identifying major cultural and social issues, developing creative solutions and pitching them to a panel, just as real entrepreneurs would.

New England High Country and Glen Innes Visitor Information Centre

Glen Innes Highlands, as part of the New England High Country (NEHC), continues to thrive as a key tourism and business destination. The combined efforts of local government, the NEHC Group, and other stakeholders have brought increased recognition to the region. The 2023-2024 financial year marked a significant period for tourism promotion, with a strategic focus on enhancing the region’s appeal through marketing campaigns, improvements to local visitor services, and the introduction of the new branding initiative, *Get in Here!* This report outlines the key initiatives supporting tourism, the Glen Innes Highlands Visitor Information Centre’s (VIC) contributions to local tourism, and the ongoing success of regional marketing campaigns.



Regional Marketing Campaigns and Brand Development: New England High Country, through joint efforts with the NEHC Group, has been actively marketing the region to increase awareness and visitation. During the 2023-2024 financial year, marketing initiatives included a variety of paid digital campaigns, engaging social media influencers, and representing the region at events like the Queensland Camping and Campervan Show. These efforts helped reach a broader audience and increased visibility for the Glen Innes Highlands.

The development and promotion of the *Get in Here!* branding have been pivotal in raising the profile of Glen Innes Highlands. This new branding reflects the vibrancy of the region and invites visitors to explore the cultural, natural, and recreational offerings. Through this fresh, contemporary identity, the region has captured the attention of potential visitors, highlighting the quality of life, unique experiences, and community spirit of the area.

Visitor Information Centre Contributions: The Glen Innes Highlands Visitor Information Centre (VIC) continues to play a vital role in supporting the local tourism industry. As a central hub for information, it provides valuable resources for visitors, showcasing the region's events, attractions, and local businesses. The VIC works closely with Destination NSW and Destination Country and Outback to further promote the area, leveraging the support of Accredited Visitor Information Centres across the state.

A key success for the VIC in the 2023-2024 financial year was the significant achievement in sales at the Glen Innes Highlands Shop, surpassing the annual target of \$100,000. Total sales reached \$104,794.14, demonstrating the effectiveness of the Centre in not only serving visitors but also contributing to the local economy. The shop offers a variety of locally made and grown products, including Glen Innes Highlands branded merchandise, Celtic jewellery, tartan items, maps, and atlases. Some of the top sellers included sieve sets for fossicking, local honey, Celtic jewellery, and local olive oil – all highlighting the region's rich cultural heritage and local produce.

Development and Heritage Support: In addition to tourism and marketing efforts, Council has supported the region's growth through various development initiatives, simplify the development application process for businesses and developers, encouraging investment and ensuring streamlined operations. These initiatives play a crucial role in facilitating local development and ensuring Glen Innes Highlands remains an attractive place for both businesses and residents.

Council has also continued its support of heritage preservation through the Heritage Assistance Fund. This fund provides financial assistance to owners of heritage buildings, enabling them to upgrade and maintain these significant structures. Several key buildings on Grey Street have benefited from this fund, which helps retain the historic charm of the region while supporting local businesses and maintaining the character of the area.

Visitor Engagement and Achievements: In conjunction with regional and state-wide marketing campaigns, the VIC has actively engaged with visitors through a variety of events and programs. The *Get in Here!* branding has been incorporated into key events such as the Australian Celtic Festival, Minerama, and Christmas in the Highlands, helping to further promote the region's unique character and offerings. These events, along with the VIC's support, have generated increased visitation and economic activity and benefitted local businesses, contributing to the overall growth of the visitor economy.

The collaborative efforts between Glen Innes Severn Council, the New England High Country Destination group, and local stakeholders have proven successful in raising awareness of the Glen Innes Highlands as a unique and desirable destination. Through targeted marketing initiatives, the *Get in Here!* branding, and ongoing support for the Visitor Information Centre, the region has seen an increase in tourism activity and business engagement. Council will continue to leverage these initiatives to attract visitors, support local businesses, and foster economic growth, ensuring that Glen Innes Highlands remains a vibrant and thriving community.

ENVIROMENT, PLANNING AND ECONOMIC DEVELOPMENT

The Department of Place and Growth continued to provide a range of services and functions to the community.

Section 10.7 Certificates are issued under the provisions of the *Environmental Planning and Assessment Act 1979*. It is compulsory for every property sold to be accompanied by a Section 10.7 Certificate. A total of 430 certificates were issued, an increase of 9% on the previous year.

For the 2023-2024 Financial Year the following approval data applied:

Development Application (DA) Data	2023-2024
Total Number of DA's Determined	78
Average Determination Time (days) – All Applications	86
Value of DAs	\$14,498,508
Number of Single Dwellings	23
Number of Subdivisions	7
Number of Multi Unit Dwellings	0
Number of Commercial Developments	12
Number of Industrial Developments	3
Withdrawn	2

Complying Development Checklist (CDC) Data	2023-2024
Total Number of CDC's Determined	10
Value of CDC's	\$751,100
Number of Single Dwellings	1 -RU1 Zone
Withdrawn	4

AUDIT RISK IMPROVEMENT COMMITTEE (ARIC)

In 2016, the NSW Government made it a requirement under the Act that each Council have an Audit Risk and Improvement Committee (ARIC) by 4 June 2022.

Council's ARIC has been established with three independent members and one non-voting Councillor member, and held its inaugural ARIC meeting on Friday, 5 March 2021. The ARIC meets, at least quarterly. The ARIC Annual Report may be viewed at www.gisc.nsw.gov.au

The ARIC Members are:

- Steve Coates – Independent Chair appointed 1 February 2021. Reappointed 1 July 2024 to 30 June 2027.
- Bill Middleton – Independent Member appointed 1 February 2021. Reappointed 1 July 2024 to 30 June 2025.
- Mel Jacobs – Independent Member appointed 1 February 2021. Reappointed 1 July 2024 to 30 June 2026.
- Cr Troy Arandale – Non-voting Councillor Member appointed 27 April 2023 to 14 September 2024.

The ARIC has responsibility to provide advice and assurance over the following functions at Council:

- Internal Audit
- External Audit
- Risk Management
- Internal Controls
- Compliance
- Fraud and Corruption
- Financial Management
- Governance
- Strategic Planning
- Service Reviews and Business Improvement
- Performance Data and Measurement

SERVICE REVIEWS

During the period, Council developed a Service Review Framework, created a Catalogue of Services and began developing Service Plans for each of Council's functions. This will assist Council in carrying out its Service Review Program during the 2025 – 2029 Delivery Program period.

STATUTORY REPORTING



INFORMATION PERTAINING TO LEGISLATIVE REQUIREMENTS

Under various legislation, Council is required to conduct certain activities and report on these in the Annual Report

LOCAL GOVERNMENT ACT 1993 (AND LOCAL GOVERNMENT REGULATION (GENERAL) 2021) STATUTORY REPORTING

AUDITED FINANCIAL STATEMENTS

The Office of Local Government has granted Council an extension until 20 December 2024 to lodge its Audited Financial Statements for the 2023-2024 Financial Year. They will be provided to Council and published on Council's website subsequently.

PERFORMANCE OF PRINCIPAL ACTIVITIES

Please refer to **APPENDIX A** for the report on the progress achieved towards the Principal Activities in Glen Innes Severn Delivery Program 2022-2025.

Council's State of our Shire Report (formerly the End of Term Report) may be viewed at www.gisc.nsw.gov.au. This report contains information pertaining to how much progress Council has made towards achieving the objectives and goals within the Community Strategic Plan.

ACTIVITIES FUNDED VIA A SPECIAL RATE VARIATION

There were no activities funded via a special rate variation.

WORKS CARRIED OUT ON PRIVATE LAND

Council undertook various private works on private land in 2023-2024 in accordance with approved fees, but all costs were borne by the property owner. Glen Innes Severn Council did not carry out any work on private land that was fully or partially subsidised by Council during the year ending 30 June 2024.

Council sets separate hire charges for private works that are outlined in Council's Fees and Charges Schedule. These rates are generally like commercial contractor rates, as Council does not wish to unfairly compete with private enterprise.

MAJOR CONTRACTS AWARDED

Council awarded the following contracts during 2023-2024:

- Schedule of Rates- Vegetation Control (Glen Innes Tree Services, Drewy's Vegetation Management, GTS Trees Services, Upland Trees, Glen Innes Pest & Weed Control, Tea Tree Landscapes)
- Centennial Parklands Upgrade (Shay Brennan Constructions)
- Management and Operation of Council Owned Aquatic Centre (Lifeguarding Services Australia)
- Purchase of Property - (Private Vendor)



Centennial Parklands Upgrade Project

STORMWATER MANAGEMENT SERVICES

The Storm Water Management Plan is no longer required, having been replaced by the introduction of a drainage charge for all eligible properties within the LGA.

CAPITAL WORKS PROJECTS

Council undertook the following major works during 2023-2024:

Rehabilitation of local roads, including:

- Bald Nob Road, Dundee upgrade
- Gulf Road, Emmaville upgrade
- Kerb and guttering (Railway Street, Hunter Street)
- Resurfacing Wentworth/Grey Streets roundabout
- Shared pathways construction
- Gravel re-sheeting (Ilparran Road, Jenkins Road)
- Heavy Patching (Emmaville Road, Shannon Vale Road, Red Range Road, Ten Mile Road, Tent Hill Road, Wellington Vale Road, Rangers Valley Road, Services Lane and Glen Innes township)
- Wattle Vale Quarry intersection upgrade
- Natural Disaster Recovery works



Image: Rehabilitation Works Shannon Vale Road

Bridge Works:

- Wentworth Street bridge over Rocky Ponds
- Mt Mitchell Rd, bridge over Yarrow Creek
- Furracabad Creek bridge

Drainage Works:

- Dumaresq Street Industrial Subdivision
- Kerb and guttering (Railway Street, Hunter Street)
- Grafton Street drainage channel installation
- West Furracabad drainage upgrade



Image: Construction of Wentworth Street bridge



Image: Shared pathways construction



Image: Ilparran Road re-sheet

Community Facilities:

- Construction of Centennial Parklands amenities, outdoor area and playground
- Improved access to Crofters Cottage
- Completion and opening of Skywalk
- Installation of soft-fall playground adjacent to Glen Innes Indoor Sports Centre



Image: Centennial Parklands amenities and playground

Sporting and Recreation:

- Construction of outdoor multi-purpose courts
- Glen Innes Skate Park redevelopment
- Resurfacing works of Glen Innes Aquatic pools (25m and Learn to Swim pools)
- Internal wall linings for Glen Innes Indoor Sports Centre



Image: Construction of outdoor multi-purpose courts



Image: Glen Innes Skate Park Redevelopment



Image: Installation of soft-fall playground



Image: Glen Innes swimming pool re-gel

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participates in:

- The **Northern Inland Regional Waste Group (NIRW)** - a voluntary association of councils that participate in the joint calling of tenders for various waste management activities.
- The **Northern Inland Risk Management Group (NIRMG)** - a group of 12 Councils who meet bi-monthly to discuss matters relating to Work Health and Safety, Workers Compensation, Public Liability and other enterprise risk matters.
- The Northern Regional Food Surveillance Group - is supported through the NSW Food Authority.
- The Northwest Weight of Loads Group - enforces the *Roads Act 1993*, imposes limits on the weight of vehicles using public roads with a view to reduce road maintenance costs.
- The Northern Tableland Cooperative Library Service - a partnership across five local Councils, which use a combined annual budget for the purchase of library resources and online eResources for the benefit of their communities.

PARTNERSHIPS AND OTHER ORGANISATIONS

Glen Innes Natural Resources Advisory Committee (GLENRAC)

GLENRAC consists of representatives from stakeholder groups interested in land management and land conservation issues in the local area, including Council. Other members represent landholders, the Glen Innes Aboriginal Land Council, National Parks and Wildlife Service, State Government agencies, and the Local Land Services.

Arts North West

Arts North West is a not-for-profit incorporated association and charitable institution whose role is to facilitate and deliver arts and cultural development in the region. The partners of Arts North West include: Arts NSW; Australian Government Office for the Arts Indigenous Cultural Support; and 12 Local Government Areas being: Armidale Regional; Glen Innes Severn; Gunnedah Shire; Gwydir Shire; Inverell Shire; Liverpool Plains Shire; Moree Plains Shire; Narrabri Shire; Tamworth Regional; Tenterfield Shire; Uralla Shire; and Walcha Shire.

Institute of Public Works Engineering Australasia (IPWEA) Roads and Transport Directorate

The IPWEA's Roads and Transport Directorate aids IPWEA, the Local Government NSW, individual Councils and Directorate members to effectively discharge their road management roles using the most recent technical practices and applying consistent and cost-effective asset management. This is achieved through a technical and research resource on asset management and transport issues and lobbying for an equitable share of resources and funding.

EXTERNAL BODIES THAT EXERCISED FUNCTIONS DELEGATED BY COUNCIL

Activities under the control of Council with participation from external bodies are:

- The Materials Recovery Facility, which is operated by Glen Industries in accordance with a Service Level Agreement
- The Waste and Recycling Collection Service was undertaken by JR & EG Richards
- Council is a constituent member of the New England County Council trading as **New England Weeds Authority (NEWA)** which undertakes Council's noxious weeds function; however, during the period the period NEWA was placed into administration by the OLG and will be wound up in FY25.
- The NSW Rural Fire Service exercises certain functions, powers and duties imposed on Council by and under the Rural Fires Act 1997, under a Rural Fire District Service Agreement

OVERSEA VISITS

There were no overseas visits undertaken by Councillors or Council staff during the 2023-2024 Financial Year.

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council had no controlling interests in any companies for the year ending 30 June 2024.

COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT PROGRAM

The following **Councillor Workshops** and **Professional Development Workshops** were held during Financial Year 2024:

Date	Topics covered
13/07/2023	Local Roads and Community Infrastructure (LRCI) Round 4 Projects Local Business and Industry Policy Dumaresq Street Industrial Subdivision
10/08/2023	Affordable Housing Environmental Conservation Land Zoning Local Approvals Policy Waste Management Fees – Asbestos Disposal and Rural Landfills
23/09/2023	Presentation regarding New England Weeds Authority (NEWA) Review of the Equal Employment Opportunity Management Plan Glen Innes Aggregates Financial Reporting Delegates to Committees / Committees of Council
12/10/2023	Housing Update Airport Update Renewable Energy Zone
29/11/2023	Presentation from the General Manager
14/12/2023	Brief Overview of Workers Compensation Claims Management and Injury Management Housing Strategy Draft Energy Policy Framework
07/02/2024	Glen Innes Highlands and Glen Innes Severn Council Branding Discussion on the Land Use Management Plan and Economic Development Strategy and Planning Improvements Discussion on Swimming Pools – Service Reviews versus Tender
20/03/2023	Equal Employment Opportunity Plan Life Choices-Support Services Update Community Engagement Program Urban Roads
11/04/2023	Landscaping / CBD Refresh Discussion regarding Recycling
19/06/2024	Equal Employment Opportunity Management Plan Towards 2034 Community Engagement Financial Sustainability Review Update regarding the New England Weeds Authority

Conferences

Date	Name of Conference	Name of Attendee/s
05/09/2023 – 08/09/2023	National Local Roads Transport and Infrastructure Congress – Canberra	Cr R Banham
12/11/2023 – 14/11/2023	LGNSW Annual Conference – Rose Hill	Cr R Banham Cr T Arandale Cr T Alt
14/03/2024 – 16/03/2024	Australian Local Government Women’s Association Conference – Macquarie Park	Cr C Sparks
08/04/2024 – 09/04/2024	Country Mayors Association Conference: Housing – Forbes	Cr R Banham Cr T Arandale

PAYMENT OF EXPENSES AND THE PROVISION OF FACILITIES TO THE MAYOR AND COUNCILLORS

Council regularly reviews its Policy concerning the payment of expenses and the provision of facilities to the Mayor and Councillors in relation to discharging the functions of civic office.

No councillors made overseas visits representing Council. The Mayor did visit Las Vegas on a personal trip to watch the National Rugby League and during his trip he met with the Mayor of Las Vegas.

Expenditure Details	\$ Cost
Provision of dedicated office equipment allocated to Councillors and telephone calls made by Councillors	\$1,806.21
Attendance of Councillors at conferences and seminars including travel and subsistence	\$33,504.35
The provision of induction training and professional development for mayor and councillors	\$550.00
Interstate visits by councillors, including transport, accommodation and other out of pocket expenses	\$0.00
Overseas visits by Councillors	\$0.00
Expenses of any spouse, partner or other person accompanying a councillor in the performance of his/her civic functions, being expenses payable in accordance with the Guidelines	\$0.00
Expenses involved in the provision of care for a child or an immediate family member of a councillor	\$0.00
Civic functions expenses	\$905.39
Mayoral motor vehicle expense and councillor travelling allowance	\$7,540.20
TOTAL	\$44,306.15

LEGAL PROCEEDINGS TAKEN BY OR AGAINST COUNCIL

A summary of the amounts incurred by Council during 2023-2024 in relation to actual legal proceedings taken by or against Council including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed. A summary of the state of progress of legal proceedings and costs incurred is shown in the table below. During financial year 2023-2024 total legal fees amounting to \$13,786 (ex GST) were incurred for advice on various matters.

Cases	State of progress	Amount Incurred ex-GST
Trademark application for The Australian Standing Stones	Application in progress	\$3,545
Deed of Assignment for Glen Innes Tartan	Resolved	
Occupation of non-habitable building – 102 Tenterfield St, Deepwater	Ongoing	\$ 187
Granting Development Consent for 474 Grey Street, Glen Innes	Resolved	\$3,554
Austrade Grant - Escape to Play	Resolved	\$6,500
TOTAL		\$13,786

CONTRIBUTIONS GRANTED UNDER SECTION 356 OF THE ACT

Community Donations are provided annually through an application process that is open to all community groups in the Local Government Area. The following groups were awarded donations for the 2023-2024 Financial Year:

Organisation	Amount Awarded
Attract Connect Stay Glen Innes Inc	\$1,500
Friends of the Library	\$1,500
Glen Innes and District Historical Society	\$1,500
Glen Innes and District Tennis Association	\$1,500
Glen Innes Junior Cricket Association	\$1,500
Glen Innes Mineral and Gem Club Inc	\$1,500
Glen Innes Multiple Sclerosis Society	\$1,500
Glen Innes Opportunity Shop	\$1,500
Glen Innes Pottery Club	\$1,500
Glen Innes Severn Community Day Luncheon	\$1,500
TOTAL	\$15,000

Mayoral Donations totalling \$2,500 were allocated to support local organisation as follows:

Beneficiary	Amount Awarded
Herefords Northern NSW Youth	\$1,000
Cool Choir Deepwater	\$ 500
Glen Innes & District Services Club – Golf Pro Am	\$1,000
TOTAL	\$2,500

TOTAL STAFF PERFORMING PAID WORK ON 14 FEBRUARY 2024

Positions	Total Staff
Permanent Full-time	108
Permanent Part-time	17
Temporary Full-time	3
Temporary Part-time	0
Casual	25
TOTAL	153

SENIOR STAFF REMUNERATION

For the purposes of the *Local Government Act 1993*, as amended, the only employee designated as being “Senior Staff” is the General Manager. The current General Manager (Bernard Smith) commenced on 16 January 2023.

The total remuneration package for the current General Manager is listed below:

Salary Package Component	\$ Value
Salary	\$313,500
Housing Allowance	Nil
Superannuation (Salary Sacrifice)	Nil
Superannuation (Employer’s Contribution)	\$36,052
Non-Cash Benefits	\$10,000
Reportable Fringe Benefits Tax	Nil
TOTAL PACKAGE	\$359,552

ANTI-SLAVERY AND THE MODERN SLAVERY ACT

The Anti-slavery Commissioner did not raise any issues in FY24 in relation to Council’s operations.

Reasonable steps taken by Council to ensure goods and services procured were not a product of modern slavery included the following:

- Procurement and Contract Management Framework includes a Modern Slavery Supplier Questionnaire and a Modern Slavery Mitigation and Due Diligence Action Plan.
- Includes modern slavery requirements in Council’s Sustainable Procurement and Contracts Policy.
- Provided training regarding modern slavery to staff involved in procurement.

COMPANION ANIMAL MANAGEMENT ACTIVITIES

COMMUNITY AND EDUCATION

Council has adopted a revised Strategic Companion Animals Management Policy (SCAMP), along with the revocation of the Assessment Policy for Requests to Revoke Dangerous or Menacing Dogs Declarations Policy. The latter has now been incorporated in the SCAMP as an appendix.

The SCAMP policy was reviewed with updated formatting, removal of the exerts from the Companion Animals Act 1998, the consolidation of two main parts of the policy into a single statement, along with updated statistics. This policy seeks to provide guidance to the community about responsible pet ownership and inform residents of Council's regulatory responsibility.

This policy aims:

- Ensure companion animals remain a valued part of the Glen Innes Severn community,
- Create harmony between the needs of companion animals, their owners, and other residents,
- Facilitate responsible companion animal ownership through a balance of education and enforcement, and
- Ensure compliance with the requirements of the *Companion Animals Act 1998* and its Regulations through the proper exercise of the functions of Council under the Act.

Council continued to promote responsible companion ownership through information on its website, brochures and through communication with the public on a regular basis.

Council Rangers coordinated with the AWL to organise a Mobile Vet Health Day. This was held at King George Oval on 9 April 2024, and offered free health checks, microchipping, and vaccinations to the companion animals of the local community. The day was a great success and provided services to 36 cats and 87 dogs.

ALTERNATIVES TO EUTHANASIA

Strategies are in place to comply with Section 64 (5) of the *Companion Animals Act 1998* – seeking alternatives to euthanasia for unclaimed animals.

Council Rangers support, and work collaboratively with rescue and rehoming organisations such as the Local Glen Innes RSPCA, Glen Innes Animal Welfare League (AWL) and Lucky Paws to rehome surrendered, unclaimed, and unregistered pets to significantly reduce the number of euthanasia statistics within the Glen Innes Pound.

ANIMAL COMPLAINTS

Council Rangers have investigated three reported dog attacks, which have been logged with the Office of Local Government into the Companion Animals Register as each incident occurred. Council Rangers also investigated five incidents of dogs showing unreasonable aggression, and 15 nuisance (barking dog) companion animal complaints during the 2023-2024 financial year.

IMPOUNDING AND REPORTING

The following animal activities relating to the Glen Innes Pound were lodged with the Office of Local Government for the 2023-2024 reporting period:

Animal Activity	Total
Impounded Dogs	93
Impounded Cats	21
Released Dogs	32
Released Cats	6
Sold Dogs and/or Cats	Nil
Rehoused through Organisation: Dogs	61

Rehoused through Organisation: Cats	15
Euthanized Dogs and/or Cats	Nil
Restricted Dogs	Nil
Menacing Dogs	3
Dangerous Dogs	Nil

ANIMAL CONTROL FUNDING

Animal Control Income*	Total
Income	\$30,333
Grant Funding	Nil
TOTAL	\$30,333

Animal Control Expenses*	Total
Expenditure	\$157,720
TOTAL	\$157,720

* 16.1.4 Section 85(1A) of the Act requires councils to use all money paid from the fund for managing and controlling companion animals in their area. Detailed information about how this money has been used should be included in the annual report. Detailed information has not been provided, only the total expenditure figure.

DESIGNATED OFF-LEASH AREAS IN THE GLEN INNES SEVERN LOCAL GOVERNMENT AREA

Council provides six off-leash areas for owners of companion animals to utilise within the LGA:

- Lynch Oval (Lang Street, Glen Innes)
- [Lions Park](#) (Ferguson Street, Glen Innes)
- [Centennial Parklands](#) (north-eastern side of the road - Standing Stones, Glen Innes)
- Recreation Reserve (Park Street, Emmaville)
- Bicentennial Park (Picnic Ground - Glencoe Street, Glencoe)
- Recreation Reserve Corner (Corner Short and Fraser Street, Deepwater)



GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

The **Government Information (Public Access) Act 2009 (GIPA Act)** commenced on 1 July 2010 and introduced a new “Right to Information” regime to NSW. The *GIPA Act* replaced the Freedom of Information Act and the other main legislative provision for access to Council information, which was section 12 of the *Local Government Act 1993*.

The *GIPA Act* is supported by the **Government Information (Public Access) Regulation 2009 (GIPA Regulation)**. This regime is designed to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective that requires information disclosure through the following processes:

- Mandatory proactive release of “open access information” free of charge on Council’s website, (unless to do so would impose unreasonable additional costs on Council)
- Authorised proactive release of information (unless there is an overriding public interest against disclosure of the information)
- Informal release of information (unless there is an overriding public interest against disclosure of the information)
- Formal access applications (unless there is an overriding public interest against disclosure of the information)

Council is required to prepare an annual report in accordance with the requirements of section 125(1) of the *GIPA Act* and Clause 8 of the *GIPA Regulation*. The annual report is also required to include statistical information on formal access applications in the form required by Schedule 2 of the *GIPA Regulation*. Further the recent use of the **Information and Privacy Commission’s (IPC)** GIPA tool to manage GIPA applications has assisted Council’s compliance with the legislation and to meet annual reporting requirements through the easy online lodgement of reports at the end of the financial year.

Statistical Data

Data relating to the number of Access Applications received, refused and other statistical data relating to Access Applications may be viewed in the GIPA Annual Report at **APPENDIX B**.

PUBLIC INTEREST DISCLOSURE ACT 1994 AND REGULATION

Under section 6D of the *Public Disclosures Act 2022* (the PID Act), public authorities, including councils, are required to have a policy and procedures for receiving, assessing and dealing with protected disclosures.

Accordingly, Glen Innes Severn Council has adopted a Public Interest Disclosures Policy, which was developed from guidelines provided by the NSW Ombudsman. The Policy ensures Council’s compliance and commitment to the legislation. Council has provided awareness training for its employees to ensure that they are aware of their rights and obligations under the Policy.

During the year ending 30 June 2024, Council received two voluntary public interest disclosures. One matter has been resolved with the other matter ongoing.

CODE OF CONDUCT

Under the provisions of Section 440 of the *Local Government Act 1993*, every Council must adopt a Code of Conduct that incorporates the provisions of the Model Code. Council has adopted the Model Code of Conduct for Councillors, Model Code of Conduct for Council Staff and Model Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers, as prescribed by the NSW Office of Local Government.

Under the Procedures for the Administration of the Model Code of Conduct, the Complaints Coordinator must report annually to Council on Code of Conduct complaints statistics relating to complaints made against

Councillors or the General Manager. This report was presented to Council on 21 December 2023 and included the following information, covering the reporting period 1 September 2023 until 31 August 2023:

Statistic(s) Required	Response
Total number of Code of Conduct complaints made about Councillors and the General Manager under the Code of Conduct in the year to September (the reporting period).	Nil
Number of Code of Conduct complaints referred to a conduct reviewer during the reporting period.	Nil
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints.	Nil
The number of Code of Conduct complaints investigated by a conduct reviewer during the reporting period.	Nil
Without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period.	Not applicable
The number of matters reviewed by the Office during the reporting period and, without identifying matters, the outcome of the reviews.	Nil
The total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.	Nil

Under the Procedures for the Administration of the Model Code of Conduct, Council is to provide the Office of Local Government with a report containing the statistics set out above. The reporting period for Code of Conduct matters falls outside the Financial Year. Since the end of the reporting period, 31 August 2023 until the end of the Financial Year, 30 June 2024, there have been no Code of Conduct matters reported against Councillors or the General Manager.

CARER'S (RECOGNITION) ACT 2010

Glen Innes Severn Council, through Life Choices - Support Services (LC-SS), acknowledges the invaluable contribution of carers to our community. In alignment with the ten key principles from the Statement for Australia's Carers, we have demonstrated our commitment to supporting carers throughout the 2023-2024 reporting period.

As a 'human service agency' under the Carers Recognition Act 2010 (CR Act), Council provides crucial assistance to carers through funding under the Commonwealth Home Support Program (CHSP) to deliver respite services specifically for carers of older people. Additionally, LC-SS offers respite for carers of NDIS participants, funded through individual NDIS Plans.

In fulfilling our obligations under the CR Act, we have actively promoted the NSW Carers Charter principles throughout our services. Our staff are well-informed about these principles, ensuring their application in service delivery. We've prioritised carers' needs in designing and delivering our services, acknowledging the impact on both carers and care recipients.

DISABILITY INCLUSION ACTION PLAN



Glen Innes Severn Council remains dedicated to fostering an inclusive community for all residents. As part of this commitment, we are undertaking a comprehensive review of our Aged and Disability Strategic Plan.

This review process involves engaging with a diverse range of stakeholders, including community, advocacy services, service providers, to ensure our strategies reflect the community's real needs. Concurrently, we are updating key policies to meet current accessibility requirements, enhancing the accessibility of our digital platforms, and fostering cross-departmental collaboration to integrate disability inclusion into all aspects of Council operations.

Throughout this process, we are committed to regular monitoring and reporting on our progress in implementing the Disability Inclusion Action Plan (DIAP), ensuring transparency and accountability in our efforts to create a more inclusive Glen Innes Severn community.

Our DIAP focuses on four key areas as outlined in the NSW Disability Inclusion Plan:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to mainstream services through better systems and processes

EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Council continued to implement its EEO Management Plan during the year, in consultation with its EEO Committee and workplace representatives.

EEO targets are addressed by:

- Complying with the *NSW Anti-Discrimination Act 1977* and other relevant legislation
- Providing all employees with equal opportunity for employment, training and promotion
- Reviewing and updating selection criteria for all jobs prior to advertising to ensure that applicants are selected solely based on their merit and abilities
- Incorporating EEO statements and information in job advertisements and information packs for all advertised positions
- Ensuring that gender-based language is not included in job advertisements or related material
- Providing for gender balance and target group representation on selection panels
- Ensuring that all appointment decisions are justified and documented on merit-based grounds
- Encouraging target groups to access training and promotion through incentives such as Council's Study Incentives Policy
- Maintaining a Workplace Discrimination and Bullying / Harassment Policy and Grievance Resolution Policy and providing awareness training for all employees
- Providing induction and refresher training for staff in Council's Code of Conduct
- Ensuring that training, skills assessment and job evaluation programs are non-discriminatory in content
- Providing EEO awareness training for all new staff and ensuring that they are aware of conditions of employment through the provision of induction material
- Establishing and publicising a Corporate Training Plan for all employees
- Conducting regular meetings between management, staff and the EEO Committee (Council's Staff Consultative Committee) regarding the implementation of Council's EEO Management Plan
- Including knowledge of EEO as an essential requirement in all job specifications for supervisory positions
- Extending paid maternity leave to all female employees and providing flexible work arrangements for employees with childcare responsibilities
- Including access for people with physical disabilities in all new design plans for staff accommodation

Specific EEO actions completed in 2023-2024 included:

- Consulting with stakeholders on the review of Council's EEO Management Plan
- Updating Council's recruitment and onboarding systems to support the merit-based selection of new staff
- Providing appropriate merit-based employment training for all employees who participate in selection panels
- Providing Respectful Workplace training for all staff
- Preparing and publicising the EEO Annual Report within Council's Annual Report

ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PROGRAMS UNDERTAKEN TO PRESERVE, PROTECT AND ENHANCE THE ENVIRONMENT

Council ran a program in conjunction with the Environmental Protection Agency for homeowners to sample building material to determine if it is asbestos. An education program was also introduced to educate and advise the community about asbestos related information. The program reached its successful conclusion during 2023-2024.

Campaigns have also been run with the intent to reduce waste and encourage recycling, along with utilising mobile surveillance trailers and remote CCTV cameras to minimise illegal dumping and environmental pollution.

Council has been actively protecting and enhancing the environment by assessing development applications and undertaking environmental assessments for clearing or works to be undertaken within environmentally sensitive areas.

WASTE MANAGEMENT STRATEGIES

Council is one of the founding members of Northern Inland Regional Waste and remains a member since its inception in 1996.

Council aligns its waste management operations with the Regional Waste Strategy and Action Plan that was developed through Northern Inland Regional Waste and member councils. Council has been actively seeking waste stream management options in line with current industry standard circular economy principles to reduce waste in landfill and landfill emissions.

WEEDS MANAGEMENT

The Minister for Local Government, the Hon. Shelley Hancock MP advised Council that its request to formally join the New England County Council was recommended to the Governor and that the proposal be implemented on and from 1 January 2021.

Accordingly, the Governor issued a proclamation to this effect on 18 December 2020 which was published in the NSW Government Gazette.

Recovery and Threat Abatement Plans – *Fisheries Management Act 1994*. No actions were undertaken in the Local Government Area regarding this plan.

PLANNING AGREEMENTS

No Planning Agreements have been entered into by Council during the period.

DEVELOPMENT CONTRIBUTIONS AND DEVELOPMENT LEVIES

No Development Contributions or Development Levies have been used or expended during the period.

INSPECTIONS OF PRIVATE SWIMMING POOLS

Under the provisions of section 22F(2) of the *Swimming Pools Act 1992*, and clause 23 of the *Swimming Pools Regulation 2018*, Council is to provide details of inspections of private swimming pools.

Details	Number of inspections
Number of inspections of tourist and visitor accommodation	0
Number of inspections of premises with more than two dwellings	0
Number of inspections that resulted in issuance of a certificate of compliance under Section 22D of the Act	1
Number of inspections that resulted in issuance of a certificate of non-compliance under Clauses of the Regulation	0

BUSHFIRE HAZARD REDUCTION ACTIVITIES



Council is actively engaged in the Bush Fire Management Committee. The following areas were identified and tracked in the Bush Fire Management Risk Plan which was approved in 2021:

- Neighbourhood Safe Places
- Major evacuation routes from villages
- Key water and transport assets
- Aerodrome
- All timber bridges
- Protection zones
- Known hazard areas

Mitigation activities conducted by Council included regular roadside maintenance slashing in rural villages. One submission has been made via the RFS

Guardian system to complete mechanical mitigation on a section of Old Grafton Road. This is yet to be approved by RFS.

No further submissions have been made via the RFS Guardian system as analysis of focus areas, fuel loads and risks are currently under review through the adoption of an updated Bushfire Management Risk Plan.

GLEN INNES AGGREGATES

Glen Innes Aggregates was purchased by Council in July 2011 to secure long-term water storage for the town of Glen Innes. This also has the side benefit of gaining a source of quarry hard rock for Council operations.

Quarry Sites

The primary site is nearly 73 hectares in area, with frontage to the Gwydir Highway and Shannon Vale Road. There are now three quarry pits, being the western, southern and northern pits. The southern and northern pits have been converted to off-stream water storage to service the Glen Innes potable water supply, with the site having been named Eerindii Ponds.



In 2024 Council has brought the Wattle Vale quarry into full production. This site located 12km west of Glen Innes substantially increases the capacity to supply materials.

The business also operates rural quarries that provide unsealed road re-sheet material. These quarries are operated on a campaign basis with crushing activities coordinated to match Council's unsealed road re-sheet program. The rural pits are rehabilitated at the end of each campaign.

Products

The quarry can produce:

- Aggregate in five sizes: 20mm, 14mm, 10mm, 7mm, or 5mm, depending upon screen configuration. Usually only four sizes can be produced at any one time
- Drainage Rock (this has been in great demand during recent natural disaster events)
- Pre-coated aggregates for bitumen sealing
- Crusher dust
- Road base (20mm and 40mm)

Off-Stream Storage

The quarry is being converted to off-stream water storage in a staged fashion over the life of the quarry.

Stage 1 involved reshaping and some clay sealing of the southern quarry pit. The holding capacity of the completed Stage 1 Southern Pit is 200 megalitres.

Stage 2 operations involved final shaping of the Northern Pit, with that pit being fully converted to a permanent off-stream storage, approximately 365 megalitres in capacity. A new pumping station was constructed during 2014-2015 on the southern pit, powered largely by a 90kW solar facility.

Stage 3 involves quarry operations in a third pit located on the western side. The western pit has been fully designed and will have a water capacity of 205 megalitres when converted to the final off stream water storage pond. The Quarry Management Plan is reviewed every six months with an aerial survey undertaken to compare actual progress against design.

FINANCIAL STATEMENTS



ITEMS THAT WILL BE REPORTED ON LATER (FOLLOWING THE COMPLETION OF THE 2023-2024 FINANCIAL STATEMENTS)

Council’s Financial Statements have been delayed this year and an extension to lodge the financials has been granted by the Office of Local Government until 20 December 2024 (refer **APPENDIX C**). The following information will be reported to Council separately and posted on Council’s website following the finalisation of the 2023-2024 Audited Financial Statements in December 2024:

- Summary of the key financial results for the 2023-2024 Financial Year
- Condition of Public Works
- Business Activities
 - Competitive Neutrality Implementation Progress
 - Category 1 Business Activities Competitive Neutrality Statement

List of Category 1 Business Activities

Glen Innes Aggregates is a Category 1 Business for the 2023-2024 Financial Year.

List of Category 2 Business Activities

Council has two Category 2 Business Activities, namely Water and Sewerage. These business activities have been accounted for in accordance with the NSW Government’s Policy Statement “Application of National Competition Policy to Local Government” and the Department of Local Government Guidelines “Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality”.

Category 1 Business Activities Statement of Expenses Revenue and Assets

Glen Innes Aggregates is a Category 1 Business for the 2023-2024 Financial Year. The Income Statement and Statement of Financial Position as of 30 June 2024 will be included as Special Purpose Financial Statements as part of Council’s Audited Financial Statements.

Competitive Neutrality Implementation Progress

The competitive neutrality pricing requirements have been applied to all of Council’s businesses. The charge

is based upon the cost of supply of the service and, in the case of the Water business, a consumption charge has also been applied.

Category 1 Business Activities Competitive Neutrality Statement

Glen Innes Aggregates is a Category 1 Business for the 2023-2024 Financial Year.

Competitive Neutrality Complaints Handling Mechanism

Council has an established complaint handling mechanism, which is known to all Councillors and staff. Information concerning the complaints handling mechanism is made known to the public through information contained in Council’s Annual Report.

Category 1 Business Activities Performance

Glen Innes Aggregates is a Category 1 Business for the 2023-2024 Financial Year.

Summary of Competitive Neutrality Complaints

Glen Innes Severn Council received no competitive neutrality complaints during the reporting period.

WRITTEN-OFF RATES AND CHARGES

During the 2023-2024 Financial Year Council wrote-off \$4,978 in rates and charges.

CONTACT AND CONNECT

The community is encouraged to keep up to date on Council news and to access opportunities to learn more and have their say on Council matters:



Visit Council's website for all Council information and updates.
www.gisc.nsw.gov.au



Register to 'Have Your Say' to learn more about Council projects seeking community feedback, have your say and contribute to decision making at a time and place that suits you.
[Have Your Say Glen Innes Severn \(nsw.gov.au\)](http://HaveYourSayGlenInnesSevern.nsw.gov.au)



Follow Council on social media.
[Glen Innes Severn Council | Glen Innes NSW | Facebook](#)



Watch livestreamed Council meetings or read minutes from Council meetings.
[Council Meetings | Glen Innes Severn Council \(nsw.gov.au\)](#)



View advertised Development Applications (DAs) – A DA is a formal request for consent to carry out proposed development. This could include change of use of land, subdividing land, carrying out work on a building, and landscaping.
[Advertised Development Applications | Glen Innes Severn Council \(nsw.gov.au\)](#)

Council Contact Information

Correspondence

All correspondence to Glen Innes Severn Council should be forwarded to:

The General Manager
 Glen Innes Severn Council
 PO Box 61
 GLEN INNES NSW 2370

Main Administration Centre (Town Hall Office)
 265 Grey Street Glen Innes NSW 2370
 Phone: (02) 6730 2300
 Office Hours: 8.30 am - 4.30 pm Mon - Fri

Email: council@gisc.nsw.gov.au

Public Officer

Council's Public Officer can provide information of Council's plans, policy documents and information under the *Government Information (Public Access) Act 2009*.

As at 30 June 2024 the following Councillors (elected in the 2021) were:

Cr Rob Banham (Mayor)

Email: rbanham@gisc.nsw.gov.au

Cr Troy Arandale (Deputy Mayor)

Email: tarandale@gisc.nsw.gov.au

Cr Tim Alt

Email: talt@gisc.nsw.gov.au

Cr Lara Gresham (resigned on 9 May 2024)

Cr Jack Parry

Email: jparry@gisc.nsw.gov.au

Cr Andrew Parsons

Email: aparsons@gisc.nsw.gov.au

Cr Carol Sparks

Email: csparks@gisc.nsw.gov.au

APPENDICES

APPENDIX A: Report on the Operational Plan 2023-2024

Appendix A provides a detailed report with comments of the annual achievements of the 2023-2024 Operational Plan measured against the [Glen Innes Severn Delivery Program 2022-2025](#).

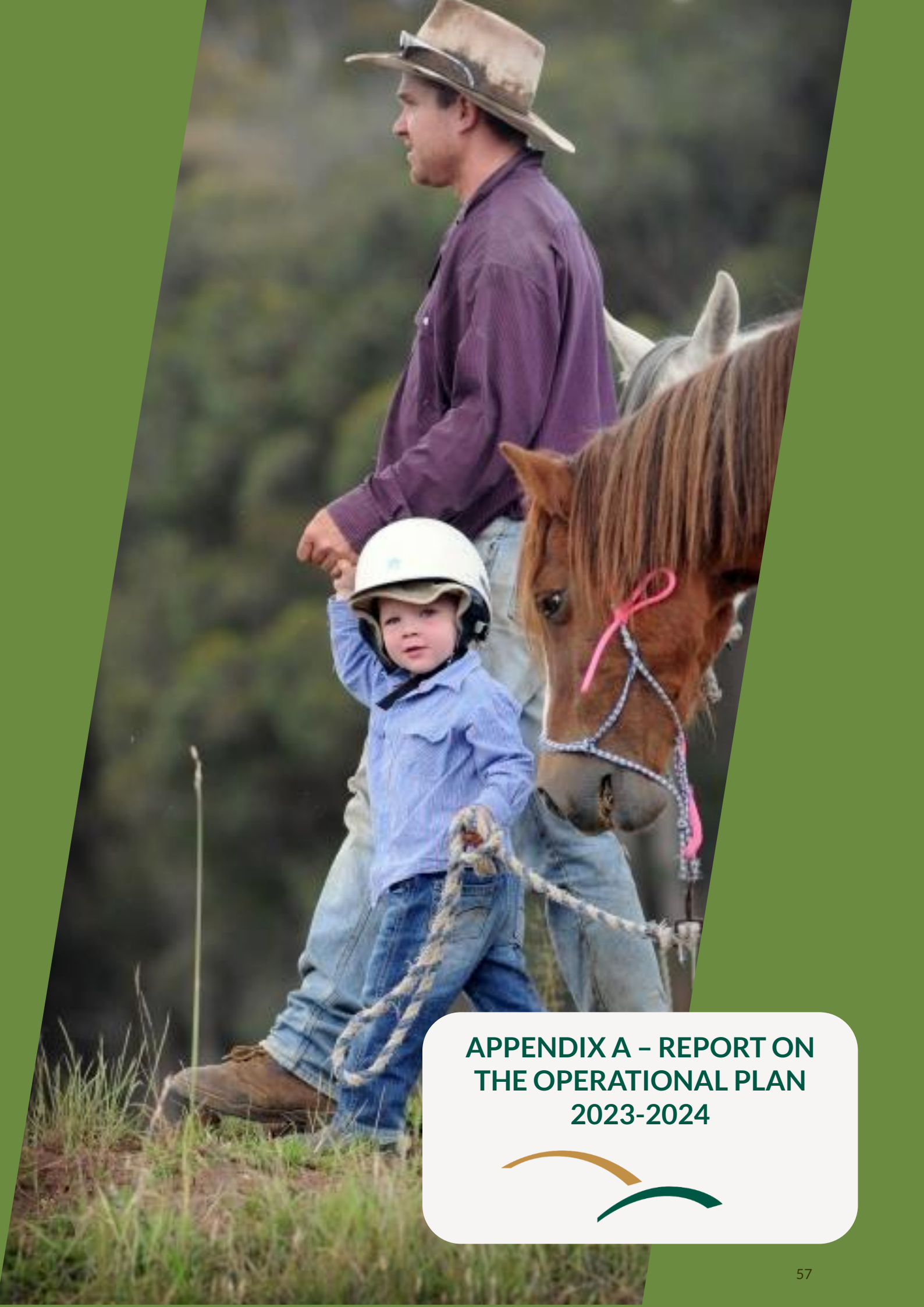
APPENDIX B: Government Information (Public Access) Report 2023-2024

Statistical Data relating to the number of Access Applications received, refused and other data relating to Access Applications may be viewed in the GIPA Annual Report. Council is required to prepare an annual report in accordance with the requirements of section 125 of the GIPA Act and Clause 7 of the GIPA Regulation. The annual report is also required to include statistical information on formal access applications in the form required by Schedule 2 of the GIPA Regulation.

APPENDIX C: Extension to lodge 2023-2024 Financial Statements Letter from the Office of Local Government

Appendix C provides confirmation that the Office of Local Government approves the extension to lodge Council's 2023-2024 Financial Statements to 20 December 2024.





**APPENDIX A - REPORT ON
THE OPERATIONAL PLAN
2023-2024**



Annual Report

Operational Plan

2023-2024

1: General Managers Office

General Managers Office

General Manager

Action: Engage in advocacy with the State and Federal ministers, health organisations, and local networks like Attract-Connect-Stay to achieve better health service outcomes for the community.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.7.2.1	General Manager	Progressing	70%	Council continues to lobby state government with Mayor making several direct representations.

Action: Lobby Federal Government to address mobile blackspots in the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.3.1.2	General Manager	Progressing	60%	Minimal active lobbying noting the continued augmentation of the network, e.g. Gwydir Highway between Glen Innes and Inverell

Action: Lobby for State Government to share the burden of asset depreciation costs, such as RFS Assets.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.3.1.3	General Manager	Progressing	75%	Parliamentary review was established.

Action: Create a viable plan to consolidate Council's administrative offices into a single building.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.7.1	General Manager	Progressing	60%	Discussions have advanced with Property NSW and another site is under investigation as well.

Media and Communications

Action: Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.5.1	Media and Communications Officer	Completed	100%	There has been a notable surge in media attention across various platforms, including the local newspaper, radio, television, and local and state online news sources. This increase in coverage can be attributed to the enhanced dissemination of our media releases. The widespread attention underscores the effectiveness of our communication efforts in raising awareness and engaging with a broader audience.

Action: Focus on using Council's Facebook site as a communication tool to update the community.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.5.2	Media and Communications Officer	Completed	100%	By regularly sharing important information with the community on Facebook, we have significantly increased our outreach and engagement. Over the past year, our Facebook page has reached nearly 200,000 users, reflecting a 116% increase compared to the previous year.

Action: Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.5.3	Media and Communications Officer	Completed	100%	The resident newsletter has undergone a significant brand identity change, enhancing its role as a purposeful and newsworthy communication tool for our community. The redesign aims to strengthen our community engagement by delivering more relevant and impactful content. The newsletter continues to be a vital platform for facilitating meaningful connections with our residents, ensuring they stay informed and involved in community matters.

Action: Provide better access, utility and value to Council’s communication to the community by using a diverse media mix.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.5.4	Media and Communications Officer	Completed	100%	Council utilises a diverse range of platforms, incorporating both traditional and digital media, to ensure comprehensive outreach across all demographics within the region. This encompasses engagement through local newspapers, radio stations at both local and state levels, social media platforms, and our resident newsletters. By employing this multifaceted approach, we aim to maximise accessibility and engagement with our community members. Council continues to do this, ensuring ongoing effective communication and outreach within the community.

Action: Research and develop new communication products including digital and non-digital to diversify and value-add to Council’s communication opportunities.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.5.5	Media and Communications Officer	Completed	100%	Between March and April 2024, we successfully launched our new community engagement platform, Engagement HQ. This has greatly diversified our communication opportunities, allowing us to connect and collaborate with our community more effectively. Our previous methods for public exhibitions were outdated and less effective, typically garnering only an average of 4-5 responses. With EHQ, our public exhibition engagement has significantly increased, with over 100 responses for the Towards 2034 Have Your Say. In addition to this, as Council continues to roll out the new branding, we are progressing well. We have now rolled out new email signatures, templates, and Council themed backgrounds for Microsoft Teams. The website is just a few steps away from being fully revamped. Additionally, we now have the design concepts for cars, uniforms, signage, and business cards.

2: Corporate and Community Services

Administration and Human Resources

Human Resources

Action: Review current recruitment procedures and guidelines to streamline processes and improve ease of use.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.1.1	Manager Administration and Human Resources	Completed	100%	Council's recruitment procedures and guidelines are continually reviewed and updated as improvements are identified. A greater focus is being placed on achieving Council's target of six weeks from date of advertising to date of offer. Council's position descriptions and job advertisements have been recently updated to reflect the new logo and branding. A review of recruitment procedures is also underway via the Human Resources Policy Statement Register review.

Action: Review and implement Council's leave management and flexible work arrangements framework.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.1.2	Manager Administration and Human Resources	Progressing	50%	Council's Human Resources Policy Statement Register was under review as of 30 June 2024. The finalisation of this review will include a review of Council's leave management and variable working hours policies. It will be completed in early 2024/2025.

Action: Review Aboriginal and Torres Strait Islander employment to ensure that it is at least representative of the wider Local Government Area (LGA).

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.1.4	Manager Administration and Human Resources	Completed	100%	As of 30 June 2023, 5.38% of Council's workforce were Aboriginal or Torres Strait Islander. According to 2021 census data, Aboriginal and Torres Strait Islander people of employable age made up approximately 4.60% of the overall Glen Innes Severn population. Accordingly, Council is on track with this action.

Action: Review Council's current employment branding and recruitment practices with a focus on attracting women into non – traditional roles and increasing the participation of young people in the workforce and implement agreed actions arising from the review.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.1.3	Manager Administration and Human Resources	Completed	100%	Advertising for vacant positions includes an EEO (Equal Employment Opportunity) statement. Council has several policies and procedures to support merit-based employment. All recruitment decisions are made in accordance with merit-based principles and women and other EEO groups are encouraged to apply. The revised EEO Management Plan and actions have been finalised and approved. All recruitment advertisements, position descriptions and other documents have been updated to reflect the new branding.

Action: Link the staff training and development program(s) to service delivery requirements and annual training plans, with a focus on leader development, new talent acquisition, emerging leaders, and capability development (creation of an internal labour market with the potential, readiness and fit for vacant, new, or future roles).

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.2.1	Manager Administration and Human Resources	Completed	100%	Training was delivered for managers and supervisors in Finance for Non-Finance Managers, Procurement and Performance Management, as identified in the 2023/2024 training plan and Workforce Management Strategy. Towards the end of the year, six emerging leaders were enrolled in the Objective Leader program, which is a coaching-based program aimed at developing leadership skills. Another group is due to be enrolled early in 2024/2025.

Action: Review Council's online and onsite on-boarding programs to ensure that they are up to date, effective, and cover all required areas, including probation, core training, performance feedback and support, ICT and security, safety, physical and psychological requirements.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.2.2	Manager Administration and Human Resources	Completed	100%	Council's onboarding portal has been updated to incorporate relevant changes. Employee commencement and exit processes have also been reviewed to ensure that all areas are covered. Face-to-face group inductions have been introduced for all new employees. Onsite probation review processes have also been streamlined to assist managers and supervisors. A draft onsite induction form has been developed and will be introduced after review and consultation.

Action: Maintain a Human Resources function in accordance with adopted customer service standards by implementing Key actions from the Workforce Management Strategy, delivering payroll and recruitment / onboarding services to the required standard, and rolling out Council's Corporate Training Plan and Staff Wellbeing Program to deliver outcomes over the entire year.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.3.1	Manager Administration and Human Resources	Completed	100%	Key Workforce Management Strategy actions were added to Council's Operational Plan at the beginning of the year and were delivered during the year. Payroll and recruitment / onboarding services were delivered in accordance with organisational targets. Council's Corporate Training Plan and Staff Wellbeing Program were rolled out and largely completed.

IT Services

Action: Maintain an ICT helpdesk support service that is responsive to Council's and employees' needs.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.7.1	Manager Administration and Human Resources	Completed	100%	During 2023/2024, overall customer satisfaction with the ICT helpdesk service was 98.8%, from a response rate of 80.4%. Of the 483 responses, there were none with an individual rating lower than neutral.

Action: Conduct penetration testing and/or security auditing of Council's ICT systems.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.8.1.1	Manager Administration and Human Resources	Completed	100%	An Essential Eight security assessment was completed by an external consultant and the final report produced. This will form the basis of further actions towards cyber security maturity. Internal and external network penetration testing had commenced in June 2024, which will further contribute to Council's cyber security posture.

Action: Migrate or archive Practical Plus data and decommission legacy servers used to host Practical Plus databases.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.8.1.2	Manager Administration and Human Resources	Progressing	90%	No further progress has been made with the shutdown and decommissioning of the Practical servers, due to the requirement for staff to retrieve old information. A decision has been made to shut the servers down no later than 1 September 2024 and all staff are working towards this goal.

Action: Achieve Australian Cyber Security Centre's Essential Eight Maturity Level Two.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.8.1.3	Manager Administration and Human Resources	Completed	100%	This action was overly ambitious from the start, with achievement of Essential Eight Maturity Level Two out of reach in such a short space of time. Considerable work has been completed towards that goal though, with another independent review of Essential Eight Levels One and Two scheduled to occur in 2024/2025.

Action: Implement endpoint encryption of all devices including external storage devices.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.8.1.4	Manager Administration and Human Resources	Progressing	90%	Endpoint encryption has been enabled by default on all desktop devices and mobile devices have been added to Council's mobile device management platform. Delays were encountered with the encryption of external storage devices, with this work scheduled to be completed in 2024/2025.

Records

Action: Research the digitisation and long-term storage of State Records and other high value hardcopy records and develop a plan to manage them.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.8.1	Manager Administration and Human Resources	Progressing	30%	This action was not completed during the year. Some work was done on engaging a suitable vendor; however, the year ended with no actual appointment and no work completed. A budget provision has been made for 2024/2025 and it is anticipated that it will be fully expended in that year. The project will extend over several years.

Action: Research alternatives to Council's ECM Records management program and develop a proposal to replace or upgrade it.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.8.2	Manager Administration and Human Resources	Completed	100%	This project has progressed as far as it can for 2023/2024. Council has received preliminary proposals and costings from TechnologyOne (Council's current provider) and other potential vendors, which have been used for cost estimates. A budget for the proposed upgrade has been approved in the 2024/2025 Operational Plan. The project will therefore be carried over for finalisation next year.

Community Services

Children Youth and Family Services

Action: Complete all the actions within the GISC Youth Strategy that are nominated for 2023-2024.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.7.1	Manager Community Services	Progressing	80%	Youth Booth is providing a varied program for local youth that has increasing participation in line with the GISC Youth Strategy.

Action: Maintain existing services from Council's Children, Youth and Family Services and work collaboratively with other organisations to deliver two (2) parenting programs annually.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.9.1	Manager Community Services	Completed	100%	Council's Youth and Family Services continues to delivery high quality of service and programs for children and parents with the assistance of external funding.

Action: Deliver the annual Family Picnic Day via collaborative partnerships that promote family participation and social interaction for all community members.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.9.2	Manager Community Services	Completed	100%	The family picnic day event was held with good participation.

Community Services

Action: Complete the actions contained within the Disability Inclusion Action Plan (DIAP) for 2023-2024 and commence consultation and preparation for the next DIAP.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.7.1	Manager Community Services	Progressing	40%	The Aged and Disability Strategy 2024-2034 is currently being developed, which will guide the DIAP deliverable outcomes.

Action: Provide support to the Community Access Committee through proactive participation at meetings and promotion of positive outcomes through Council's communication and media modes.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.7.2	Manager Community Services	Progressing	40%	Council continues to work through the four key outcomes areas, whilst two staff remain active on the Glen Innes Community Access Committee, advocating for continued accessibility reviews and improvements for the LGA.

Action: Develop an Aged and Disability Strategy.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.2.2	Manager Community Services	Progressing	80%	The Aged and Disability Strategy 2024-2034 is scheduled to be delivered by November 2024.

Action: Maintain support for local community-based programs and initiatives relating to Domestic Violence by raising awareness of local support groups throughout the LGA such as Safe In Our Town (SIOT) and the Community Drug Action Team (CDAT) having a particular focus on raising this awareness with young people.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.2.3	Manager Community Services	Completed	100%	Council continues support for community-based programs that support safety and drug awareness.

Action: Maintain community awareness of the harm associated with drug and alcohol misuse by having a presence on the local Community Drug Action Team (CDAT).

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.2.4	Manager Community Services	Completed	100%	Council continues to support CDAT via the Glen Innes Interagency Meetings and the Safe In Our Town Committee.

Action: Maintain Council's registration as an approved National Disability Insurance Scheme (NDIS) Provider and deliver corresponding NDIS services to the community.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.8.1	Manager Community Services	Completed	100%	Council's NDIS registration has been renewed for 2024/2025 and services continue with improved quality.

Action: In partnership with the Community Access Committee, maintain Council's Mobility Brochure so that it includes current information related to venue accessibility within the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.10.1	MCS	Completed	100%	The Mobility Brochure has been released publicly.

Action: Plan coordinate and deliver an annual Harmony Day celebration event which celebrates the cultural diversity within the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.3.3.1	Manager Community Services	Completed	100%	A Harmony Day event was provided in 2024, further collaborations will be considered for 2025 to facilitate a community led Harmony Day event.

Action: Facilitate information to the community on available transport options within the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.4.2.1	Manager Community Services	Completed	100%	Council successfully facilitated the delivery of the "Glen Innes Mobility Brochure" engaging the Community Access Committee to provide key transport information to the community. Council continues to deliver the "Community Access Bus" via Life Choices - Support Services.

Action: Maintain support for local volunteers and consider new and proactive ways to encourage an increase of volunteering within the community.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.5.2.1	Manager Community Services	Completed	100%	Council has secured membership with the peak volunteering body for NSW and will focus on continuous improvement through volunteer management.

Action: Continue work towards the implementation and awareness of the NSW Child Safe Standards. With consideration to Council's capabilities and resources, implement leadership in Child Safe Strategies across the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.7.2.3	Manager Community Services	Completed	100%	The Child Safe Action Plan is underway with target outcome dates on track for completion.

Life Choices - Support Services

Action: Review Gentle Exercise Programs delivered through Life Choices - Support Services to ensure they meet current demands.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.2.1	Manager Community Services	Completed	100%	Formalisation of the Gentle Exercise program is complete.

Action: Utilise Council's Media and Communications means such as the quarterly Resident Newsletter and the Life Choices - Support Services Newsletter to promote community awareness of Wellbeing and Support Facilitation services for community-based programs which are available at Life Choices - Support Services and Children, Youth and Family Services.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.2.1	Manager Community Services	Progressing	70%	Community Services marketing strategy will be implemented following the re-branding process.

Finance

Creditors

Action: Create new operating procedures for Accounts Payable in the new system to ensure compliance with the Procurement Policy. Ensure system changes are completed to ensure compliance with audit requirements such as attaching invoices to all purchase orders and the drill down capability to view invoices.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.4.1	Chief Financial Officer	Progressing	85%	Council is working within a new Procurement Policy and System and will continue to roll out improvements in procurement.

Customer Service

Action: Provide at least one staff member to be available to provide customer service at Town Hall during operating hours.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.1.1	Chief Financial Officer	Completed	100%	Customer services are provided during Town Hall opening hours.

Debtors

Action: Create new operating procedures for Accounts Receivable. Ensure Debtors Control accounts are reconciled. Review and improve the process of revenue processing and recognition to eliminate revenue leakage from business units. Ensure there is a process of Debtors' review for overdue accounts. Review and improve Debtor invoice that are generated in relation to Grants. Standardise the process of revenue processing from the business units.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.5.1	Chief Financial Officer	Completed	100%	A new Grants Management Policy and Procedure has been implemented in line with audit requirements. The review of outstanding and aged debtors is complete with new procedures for re-claiming outstanding debt in place.

Finance

Action: Ensure Council meets its tax compliance requirements by completing monthly reconciliation, review and approval of all statutory tax accounts, that is GST, PAYG, Superannuation and all other related deductions related to tax matters.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.2.1	Chief Financial Officer	Completed	100%	Business processes for GST, PAYG and tax related matters remain robust.

Financial Accounting

Action: Following the implementation of Project Jigsaw and being live for 2022-2023, implement new operating procedures to ensure financial and budget compliance. The overall financial framework to support financial reporting, management reporting, and budgeting needs to be in place to achieve this and system issues resolved to support such a framework.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.1.2	Chief Financial Officer	Completed	100%	The new Financial System remains problematic, with persistent fixes required to the new system. This has impacted preparation of the year end financials for 22/23 and 23/24. Monthly financial reporting is in line with accounting standards; however, preparation of the Financial Statements has been delayed.

Action: As part of the overall Financial Framework to maintain reporting and data integrity, the process of monthly balance sheet reconciliations with adequate working papers is required to fulfil audit requirements and inter control policies. As well as Revenue (water / rates) and Payroll reconciliations completed and reviewed monthly.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.1.3	Chief Financial Officer	Completed	100%	Audit requirements for the 22/23 financial year were compromised due to failures in the new financial system. System fixes and new financial procedures have been implemented with improvements achieved for preparation of financial statements for 2023/2024.

Action: Develop a Finance Manual to document system structure, system settings, changes in system settings and critical tasks to ensure business continuity in case of staff turnover, staff absences and leave.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.1.4	Chief Financial Officer	Progressing	20%	There has been no progress in the finalisation of a new finance manual due to complications in implementation of the new finance system.

Action: Review and implement the Long Term Financial Plan (LTFP) using the newly purchased LG Solutions LTFP software template. Map the Open Office chart of accounts to the LTFP software.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.6.1	Chief Financial Officer	Progressing	90%	The new draft Long Term Financial Plan is complete. The new LTFP will go to the new Council in October 2024 and then be placed on public exhibition with a corresponding community engagement program implemented.

Action: Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community's assets.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.2.1	Chief Financial Officer	Completed	100%	Council has completed a Financial Sustainability Review which has informed the development of the new draft Long Term Financial Plan. The LTFP will go out on Public Exhibition with a new Delivery Program early in the term of the new Council.

Management Accounting

Action: Deliver financial and budget compliance reporting to Council and the community. Ensure the Quarterly Budget Review process is managed as per the required timelines. Develop a structure that will ensure the accuracy of Budget, Actual and quarterly revisions data being reported.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.1.1	Chief Financial Officer	Completed	100%	Quarterly budget reviews have been delivered in line with legislative requirements with all quarterly reviews delivered for FY 23/24.

Action: Develop suite of management reports for Manex and Managers for Business Units' P&L's, Capex reporting, Grants reporting and reconciliations (including Life Choices). Develop and implement self-help tools for Managers around their relevant reporting requirements. Develop monthly reports for the Quarry and VIC, focusing on inventory usage and accounting for the COGS monthly, rather than annually to provide a monthly P&L report.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.1.5	Chief Financial Officer	Completed	100%	The new budget reporting module is assisting improvement in the management of council budget reporting - the new budget reporting tool has been rolled out separately to the new finance system to avoid complication.

Rates

Action: Create new operating procedures for Rates in the new Rates module to ensure Rates are generated on 1 July 2024 and Rates notices are sent on time on a quarterly basis.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.3.1	Chief Financial Officer	Completed	100%	Council has faced numerous challenges with implementation of the new property and rating system. The systems are not yet trouble free and improvements are planned for implementation throughout 2024/25.

Action: Deliver Rates notification and collection services to adopted customer service standards by ensuring reporting and review of overdue Rates is undertaken.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.3.2	Chief Financial Officer	Progressing	60%	Council has improved its focus on debt collection and on working with residents facing financial challenges in meeting their rates and charges.

Stores & Procurement

Action: Provide a centralised, standardised and regulated Procurement service across Council; that meets adopted customer service levels, is within the Procurement Policies and Guidelines and complies with the Fraud Control Plan.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.3.1	Chief Financial Officer	Completed	100%	Council has implemented a centralised procurement system and is working in line with the Sustainable Procurement Policy and the new Contract Management Policy.

Action: Create new operating procedures for inventory, and train staff in the revised system in procurement procedures.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.3.2	Chief Financial Officer	Completed	100%	Council completed training in the use and management of the ARC BLUE procurement system in 2024.

Action: Implement ArcBlue and create new operating procedures for procurement and train staff in the revised system procurement procedures.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.3.3	Chief Financial Officer	Completed	100%	ArcBlue has been implemented across council in line with councils' procurement policy.

Action: Provide a stores service that provides efficiencies to Council operations by ensuring that the maximum number of items that all business units consume are inventoried and develop reporting in consumption of inventory.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.4.1	Chief Financial Officer	Completed	100%	Council is operating an efficient and compliant stores service, with regular stock inventories undertaken.

Governance, Risk and Corporate Planning

Enterprise Risk Management

Action: Implement the Legislative Compliance Policy ensuring an annual assurance report on Council's legislative compliance and statutory reporting obligations is presented to the Audit, Risk and Improvement Committee (ARIC) and Council.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.1.1	Manager Governance	Completed	100%	All obligations from the <i>Local Government Act 1993</i> have been assigned to relevant officers through the Compliance Register and ongoing implementation will continue in FY25. This will now allow for consistent monitoring and reporting of Council's compliance obligations.

Action: Document the actions and reporting requirements from the Fraud Control Plan and ensure their delivery.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.4.1	Manager Governance	Completed	100%	All actions and reporting requirements from the Fraud and Corruption Control Policy have been met with no significant incidents recorded during the period.

Action: Ensure Responsible Officers are reporting quarterly on Risk Management through Council's Pulse Enterprise Risk Management (ERM) system; and report to both the Management Executive Team (Manex) and the Audit, Risk and Improvement Committee (ARIC).

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.10.1	Manager Governance	Completed	100%	Council completed Enterprise Risk Management Training for the executive and managers in June 2024 and the commencement of the implementation of the new risk management framework has begun.

Action: Ensure the reporting obligations to and from the Audit Risk and Improvement Committee are being met in line with the Office of Local Government Guidelines.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.7.1	Manager Governance	Completed	100%	The final ARIC meeting for the period was held in June 2024. Council now has in place all required policies and procedures that ensure compliance with the new regulations and guidelines.

Action: Coordinate the Statewide Mutual Continuous Improvement Pathway (CIP) across Council.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.6.1	Manager Governance	Completed	100%	This has been completed. The CIP report is attached. Two of the three assessments were completed on time. The third was completed after the due date so the data was not benchmarked across the state. For Building Assets and Business Continuity Planning, Council scored above the State and Northwest averages; scoring 69% for the former and 67% for the latter. There is still much room for improvement and this program identifies areas in which to improve these frameworks.

Action: Coordinate the annual Insurance renewal questionnaires, organise budgets and ensure Council is adequately insured.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.6.2	Manager Governance	Completed	100%	Council's insurance placements were completed and commenced at 4pm on 30 June 2024.

Governance

Action: Provide oversight on Council's Policy Register, ensuring Policies and other Council documents are being reviewed in a timely manner, that they meet legislative requirements, reflect best practice and consider relevant standards.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.2.1	Manager Governance	Completed	100%	Council's Policy Register is within a digital business information system that provides automated alerts for policies and other Council documents due for review with automated escalations when a document is overdue for review. During the year a review of Council policies was undertaken with several rescinded policies or made into management policies in accordance with the Corporate Governance Policy Framework. 30 percent of Council documents are overdue for review with 38 policies overdue for review. With vacant positions being filled and new managers with several reviews underway these numbers should decrease. Still, there is a requirement on management to provide more oversight in this area and as a part of their management duties to ensure their direct reports are completing document reviews on time.

Action: Implement two Councillor Training workshops under the Professional Development Policy.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.3.1	Manager Governance	Completed	100%	Councillors continue to attend relevant conferences and workshops for professional development and Council continue to hold relevant workshops monthly for the benefit of all Councillors.

Action: Review the Internal Reporting Policy - Public Interest Disclosures (and Procedures) in line with the new Public Interest Disclosures Act and provide training and assign staff as necessary to implement the Policy.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.6.1	Manager Governance	Completed	100%	This has been completed with all staff receiving training on the new PID Act and Council's PID Policy.

Action: Document the actions and reporting requirements arising from the Privacy Management Plan and ensure their delivery, such as ensuring a Privacy Statement is provided on any form used by Council to collect personal information.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.2.9.1	Manager Governance	Completed	100%	During the period a comprehensive review of Council's documents was completed ensuring the necessary privacy statements have been included. The Data Breach Policy was created, and training provided on responsibilities under the <i>Privacy and Personal Information Protection Act 1998</i> in relation to the Mandatory Notification Data Breach Scheme. Further, there has been an increase of officers seeking advice from the Privacy Contact Officer in relation to privacy issues and Council has strengthened controls to ensure the protection of personal information.

Action: Continue to provide an Independent Internal Audit Function.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.3.8.1	Director Corporate and Community Services	Completed	100%	The Independent Internal Audit Program is progressing as planned with all internal audits for the 2023/2024 financial year completed on time and reported independently to council's Audit Risk and Improvement Committee as required. Council has responded to the recommendations made by the independent internal auditor introducing a new Contract Management Policy and a new Grants Management Policy and Procedure.

Action: Review the Continuous Improvement Plan and help raise awareness of continuous improvement opportunities and initiatives throughout the organisation.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.4.1	Manager Governance	Completed	100%	Continuous improvement opportunities are driven through the Integrated Planning and Reporting Framework, including service reviews. Further, the Audit, Risk and Improvement Committee, through internal audits and other advice help drive continuous improvement. Therefore, the Continuous Improvement Policy and Plan have been rescinded.

Integrated Planning and Reporting

Action: Provide half-yearly Operational Plan reports and an Annual report to Council.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.1.1.1	Manager Governance	Completed	100%	There were two interim reports (December 23 and May 24), and the Annual Report was submitted in November 2023.

Action: Provide workshops and other educational resources for managers and senior managers to improve their understanding of Integrated, Planning and Reporting.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.1.1.2	Manager Governance	Completed	100%	Multiple training webinars and discussions through the managers leadership team were provided during the period to improve the implementation of the IP7R principles at Council.

Action: Coordinate the creation of an Annual Operational Plan and Budget across Council in compliance with the Integrated Planning and Reporting Guidelines.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.1.1.3	Manager Governance	Completed	100%	The Operational Plan was adopted by Council on 27 June 2024 and is now on Council's Website.

Action: Review Council's Performance Management Framework with the aim to increase objective data input allowing for improved and more transparent performance reviews.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.1.2.1	Director Corporate and Community Services	Completed	100%	Manex reviewed the performance management program during the 2023/2024 financial year and confirmed a commitment to the importance of the program. A new Delivery Program will be endorsed by the new Council in the first quarter of the next term; the goals and objectives of the new Delivery Program will be linked to the performance management program.

Action: Provide advice to Manex on creating a Plan of Service Reviews to be included in the Delivery Program in accordance with the IP&R Guidelines.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.6.1.1	Manager Governance	Completed	100%	The Service Review Framework has been completed and endorsed by Manex and steps undertaken to commence its implementation.

Public Officer

Action: Provide oversight and advice on complaints management (including Code of Conduct, Public Interest Disclosure and Complaints and Unreasonable Complainant Conduct management) throughout Council.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.3.1	Manager Governance	Completed	100%	This service has been provided effectively with data collated and reported as required to both the Office of Local Government and the NSW Ombudsman. Internal complaints have been managed with no outstanding complaints. During the period there was one complaint received from the NSW Ombudsman which was resolved at first instance.

Library and Learning Centre

Library and Learning Centre

Action: Review and update the library's Code of Conduct, Young People's and Internet Policies to ensure they conform to the children's legislation adopted by the Office of Children's Guardian.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.1.2	Manager Library and Learning Centre	Completed	100%	During 2023-24 legislation requirements, policy and standards were reviewed and updated, as needed, to maintain a safe public space for all users.

Action: Provide UNE Science workshops to help stimulate interest in science, environment and prehistoric evolution.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.3.1	Manager Library and Learning Centre	Completed	100%	The Library's Annual Program was highly successful in offering a diverse range of activities to Glen Innes and the surrounding regions communities. The library was able to deliver several successful youth events with the help of the Local Government Grant funding program this year which has added more content and diversity to the annual program.

Action: Participate proactively with Northern Tablelands Cooperative Library Service (NTCLS) to ensure cost effective use of future resource budgets.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.2.4.1	Manager Library and Learning Centre	Completed	100%	The Northern Tablelands Cooperative Library Service (NTCLS) has been operating for over 27 years and involves the Armidale, Inverell, Tenterfield and Glen Innes Libraries. This Cooperative assists with the sharing of costs for hard copy resources, e-Resource subscriptions and helps to improve networking, knowledge and training for participating Libraries. The Cooperative enables participating Libraries to be more competitive, sustainable, and cost effective with our budgets.

Action: Develop a yearly program of activities and events (at the library's staff workshop) based on community interest and needs.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.3.2.1	Manager Library and Learning Centre	Completed	100%	The library was successful in obtaining several grants through the Mosman Council Community Grant, Australian Friends of the Library, Essential Energy, Glen Innes Opportunity Shop and the Local Government Youth Grant to further enhance our Annual Library Program in 2023-24.

Action: Complete all the actions within Council's Cultural Plan 2022-2025 that are due in 2023-2024.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.3.4.1	Manager Library and Learning Centre	Completed	100%	The library has achieved the completion of several Cultural Plan actions while delivering a culturally inclusive Annual Library Program for the First Nation People, LGBTQIA community, people with disability, children and youth, and fragile and aged community members.

3: Place and Growth

Recreation and Open Spaces

Recreation and Open Spaces

Action: To continue to apply for funding to achieve the outcomes as outlined in the Sporting Facilities Master Plan in a priority order.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.1.1	Manager Recreation and Open Spaces	Progressing	85%	A review of the Sports Facilities Master Plan commenced in 2023/24 and is still in progress. During 2023/24 Council delivered further improvements to the Glen Innes Indoor Stadium, constructed two new outdoor multi-purpose, and redeveloped the Glen Innes Skatepark.

Action: To establish a maintenance and replacement program for exercise and playground equipment throughout the LGA's recreation areas.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.3.1	Manager Recreation and Open Spaces	Completed	100%	Playground Audit completed. New Playgrounds installed at Centennial Parklands and Glen Innes Netball Court. Anzac Park playground will be the key playground focus for 2024/25 - fully grant funded.

Action: Undertake a tender for the Management/Lease/Operation of Council-Owned Aquatic Centres (Glen Innes & Emmaville)

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.4.1	Manager Recreation and Open Spaces	Progressing	90%	A tender was released to market for the operation and management of Glen Innes and Emmaville Pools. In accordance with the Council resolution, direct negotiations have commenced with the intent to have an executed contract in place before the 2024/25 season commences.

Action: Ensure that aquatic services including Learn to Swim and Aqua Aerobics programs are delivered and a maintenance program is implemented.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS1.1.4.2	Manager Recreation and Open Spaces	Completed	100%	The 2023-2024 season has concluded. Learn to Swim and Aqua classes were well attended. All maintenance and training of new staff was carried out. The Learn to swim and 25mt pools have been clean down with a new gel coating applied.

Action: Deliver the New England Rail Trail project in accordance with the Bushfire Local Economic Recovery Fund grant requirements.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.7.1	Director Place and Growth	Progressing	20%	The New England Rail Trail is being delivered in accordance with the resolution of the May 2024 Council meeting.

Action: Carry out an audit to access any further requirements of street furniture in the Glen Innes Township area in 2023-2024 operational year either to renew or to be constructed. Carry out a further Audit in the villages to access any further requirements of street furniture in the 2024-2025 operational year either to renew or to be constructed.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.7.2	Manager Recreation and Open Spaces	Progressing	70%	Plans from Sala4D have been received and street furniture will be replaced/upgraded through the CBD as per their recommendations.

Action: Develop and implement a Recreation and Open Space Strategic plan including maintenance.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.16.1	Manager Recreation and Open Spaces	Not Progressing	0%	This has been deferred to 2024/25.

Action: To develop a detailed Landscape Plan for the Glen Innes CBD Revitalisation.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.16.2	Manager Recreation and Open Spaces	Completed	100%	The Consultants have presented the landscaping plan and it was adopted at the April 2024 Council Meeting.

Action: To develop a detailed Landscape Plan for the Glen Innes Indoor Sports Stadium.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.16.3	Manager Recreation and Open Spaces	Completed	100%	Sala4D completed the designs for the landscaping of the Glen Innes Indoor Stadium. Plantings will be undertaken in spring 2024.

Action: Council assets are cleaned in accordance with adopted cleaning schedule.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.17.1	Manager Recreation and Open Spaces	Completed	100%	Council's cleaners have maintained assets as per service standards. New amenities have been developed at Centennial Parklands and male amenities have been refurbished at the Visitor Information Centre during 2023/24.

Waste and Environment

Development Services

Action: Expression of interest is called for public art projects annually.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.3.1.1	Director Place and Growth	Progressing	60%	Public Arts Advisory Committee is being established - a report will be presented to the August 2024 Council meeting. Revitalisation Plans completed for CBD, New England Highway, Wentworth Street Bridge and Indoor Stadium have been developed by SALA4D, which identifies areas where public art is appropriate within those precincts. Council will be implementing a heritage building lighting program with the Public Arts Funds in 2024/25 and will also look to call for EOI (Expression of Interest) for public art projects consistent with the Sala4D plans.

Action: Ensure availability of land supply in accordance with Housing Strategy.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.1.5	Director Place and Growth	Completed	100%	Council submitted three grant applications to support the progression of the actions identified in the Glen Innes Housing Strategy - all were deemed unsuccessful. Council report presented to the December 2023 and June 2024 Council meetings in response to housing needs within the LGA.

Action: Provide a positive and collaborative planning and regulatory environment to assist businesses with development assessment advice at Development Assessment Unit meetings prior to the lodgement of Development Applications

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.2.1	Director Place and Growth	Completed	100%	Council provides potential developers with the opportunity to participate in Development Assessment Unit Meetings every Thursday at 2pm. Additional times/days are available with advanced notice and appointments.

Action: Undertake a review to determine the preferred operating model of the Glen Innes Saleyards.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.6.1.1	Director Place and Growth	Progressing	25%	Due to limited resourcing the Saleyards review was not completed in 2023/24 however will be a focus for completion in 2024/25.

Action: Implement strategies and update planning documents to assist with providing industrial land within the Local Government Area. Assist and implement industrial land within Glen Innes.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.1.2.1	Director Place and Growth	Progressing	75%	Development of the Land Use Management Plan is in progress.

Regulatory & Planning Services

Regulatory & Planning Services

Action: Review and update as required the Land Use Strategy, Local Environmental Plan (LEP) and Development Control Plan (DCP) as budget permits.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.1.1.1	Director Place and Growth	Progressing	75%	Due to limited resourcing in this area, the delivery of the Land Use Management Strategy (LUMS) has been delayed. A draft of the LUMS is anticipated to be presented to Council in Q1 2024/25. A review of the LEP will be delivered in 2024/25. Undertaking the DCP review will be subject to available funding in 2024/25.

Action: Provide the opportunity for Development Assessment Unit meeting to provide developers with the opportunity to discuss proposed developments prior to the lodgement of Development Applications.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.1.3.1	Director Place and Growth	Completed	100%	During FY 23/24 Development Assessment Unit meetings were scheduled every Thursday at 2pm. Other times/days are available have been available with advance notice and appointments.

Action: Review the Community Participation Plan by 30 June 2024.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.1.4.1	Director Place and Growth	Progressing	90%	Due to limited resourcing and workload, this action item has experienced a slight delay. The Community Participation Plan will be presented to the August 2024 Council meeting.

Action: Provide heritage funding for the upgrade and maintenance of heritage listed buildings in the Glen Innes CBD. Apply for heritage funding if grants become available.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.2.1.1	Director Place and Growth	Completed	100%	Four applications for heritage funding have been received with total funding being \$5,720.

Action: Weeds management reduction service is implemented within the Local Government Area.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.4.1.1	Director Place and Growth	Completed	100%	During 2023/24 New England Weeds Authority were contracted on behalf of Council to deliver this service.

Action: Finalise and present the draft Emissions Reduction Plan to Council by 30 June 2024.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.4.1.2	Director Place and Growth	Progressing	50%	Finalisation of the Emissions Reduction Plan has been deferred to 2024/25.

Action: Present the draft Renewable Energy Action Plan to Council for endorsement prior to 30 June 2024.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.5.2.1	Director Place and Growth	Progressing	70%	The audit of actions from the current Renewable Energy Action Plan has been completed. Further works is required in 2024/25 to finalise the draft Renewable Energy Action Plan.

Action: Provide a waste and recycling service throughout the Local Government Area.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.6.1.1	Director Place and Growth	Completed	100%	Throughout 2023/24 Waste and recycling initiatives continued in the Glen Innes Local Government Area as per published opening hours and stipulated level of service for kerbside collections. Council is undertaking option analysis for recycling processing.

Action: Undertake a State of Play analysis to inform investigations and strategic planning options for future landfill operations.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.6.2.1	Director Place and Growth	Progressing	20%	In 2023/24 Council commenced the Glen Innes Landfill assessment with consultants Tonkin and Taylor to determine the remaining life of the current site and future development opportunity. Options are being investigated for long term landfilling and processing of recycling which will be the focus for 2024/25.

Action: Glen Innes Landfill in operated in accordance with regulatory requirements and published opening hours.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.6.3.1	Director Place and Growth	Completed	100%	Landfill operations were conducted in accordance with published opening hours at all four sites being Glen Innes, Red Range, Deepwater and Emmaville.

Action: Undertake contamination audits and provide waste education and recycling programs to reduce diversion rates into the landfill in conjunction with contracted service providers and New England Regional Waste Group.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.6.4.1	Director Place and Growth	Progressing	70%	In 2023/24 Council participated in the following Waste Education Programs: Garage Sale Trail program (November), Glen Innes High School Year 9 landfill site visit (November), social media posts and resident newsletters on better recycling practices.

Action: Issue construction certificates and complying development certificates in accordance with legislative requirements.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.9.1.1	Director Place and Growth	Progressing	75%	During 2023/24, the following was achieved: 33 Construction Certificates were determined 10 Complying Development Certificates were issued.

Action: Food inspection program is undertaken in accordance with the NSW Food Authorities Food Regulation.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.9.2.1	Director Place and Growth	Completed	100%	2023/24 Food inspection program completed as per regulatory requirements.

Action: Regulatory and Public Health services in the Local Government Area are undertaken in accordance with legislative requirements.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.9.3.1	Director Place and Growth	Completed	100%	Regulatory and Public Health services in the Local Government Area are undertaken in accordance with legislative requirements.

Action: Provide Town Planning advice to the public regarding town planning issues. Provide a development assessment service for the Glen Innes Severn Council Local Government area.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.9.4.1	Director Place and Growth	Completed	100%	Town Planning advice to the public has been provided consistently during 2023/24.

Action: Update the Companions Animal Register as required and provide a Ranger to administer Companion Animal functions in accordance with Councils Policies and NSW Legislation.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.9.5.1	Director Place and Growth	Completed	100%	Companion Animal register is up to date. Animal Registration audit has been completed during 2023/24 resulting in 1200+ letters being sent to residents requesting update of registration / details.

Action: Implement maintenance tasks in accordance with the maintenance program and allocated budget.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.4.1	Director Place and Growth	Progressing	75%	Buildings have been maintained in accordance with resourcing and budget allowance.

Action: Create a buildings and other structures management plan.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.11.1	Manager Asset Services	Completed	100%	A Buildings, Structures, and Land Asset Management Plan was endorsed by Council in April 2022. A revised plan is due within 4 years, or 2 years of a Council election. The current plan is in date.

Action: Deliver (Church Street) Customer Service functions during specified operational hours.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.5.2.1	Director Place and Growth	Completed	100%	During 2023/24 Customer Service Officer functions (CSO) were provided as per Council's Church Street Office's published opening hours.

Economic Development

Economic Development

Action: Identify underutilised assets within the Local Government Area to facilitate the development of new attractions, activities and events.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.6.1	Coordinator Economic Development and Tourism	Completed	100%	Council held the Margarita and Taco festival in November 2023 which invigorated the Glen Innes Train Station with markets, food stallholders and entertainment. Attendance was 2500 people with a Tourism impact into the visitor economy of \$342,000. Council submitted social media and post event report to Transport of NSW. Key findings from Transport for NSW on the event stated that 95% of attendees want to see events and festivals at the Glen Innes Railway Station and gave the event 8 out of 10 for experience. The data collected pre and post event strengthened community, highlighted a heritage asset, gave a better understanding of community and future use of the transport precinct for markets and events. Respondents agreed that this event made Glen Innes a more interesting place to live, that the precinct and station is important to the local area, they enjoy food and things for the family to do.

Action: Investigate potential grant opportunities for community groups and volunteer organisations to assist with their plans, initiatives and events.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.5.1.1	Coordinator Economic Development and Tourism	Completed	100%	Council continued to seek grants and inform community groups via a monthly newsletter and direct emails as well as working closely with 355 Committees of Council and community groups to identify potential grants and encourage them to be shovel ready to assist them when opportunities became available. In FY 23/24 Council partnered with GLENRAC, Black Summer Bushfire Recovery with 355 Committee Pinkett recreation reserve, SCCF4 with 355 Committee Emmaville War memorial Hall, BCRRF community led grants program which funded Emmaville Vegetable Creek Hospital auxiliary, Emmaville Central School, Deepwater Hall, Glen Elgin sports federation committee, Glen Innes Arts Council, Glen Innes District Community Centre and the Reach out Toy Library. Council partnered with GLENRAC for Pinkett resilience which was first aid training and supply and install an AED (Automated External Defibrillator) at the Pinkett Hall. Through the LEDF there were approved variations for funding for Attract Connect Stay. Councils Grants Officer consulted with various community groups on potential grant opportunities that they could apply for outside of Council.

Action: Expand Housing Supply to Critical Groups to support low-income households, older residents and key workers.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.1.1	Director Place and Growth	Progressing	75%	During FY24 Council applied for three separate grants with a focus on increasing housing supply in the local government area - unfortunately Council was not successful in receiving any grant funds. However, at the June Ordinary Council meeting, Council resolved to undertake an Expression of Interest process for landowners to submit rural land lots for consideration which are currently below the minimum lot size and do not have a dwelling entitlement Subject to EOIs (Expression of Interest) being received, appropriate Council assessment and NSW Government approval, the process is designed to release more land for residential housing.

Action: Improve the Sustainability and Livability of Local Housing Stock - Support sustainable construction methods in new housing stock

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.1.2	Director Place and Growth	Completed	100%	All new housing developments are subject to BASIX assessments. Council worked in collaboration with NSW and Federal Government agencies to improve housing stock availability within the region. Council report presented to December 2023 meeting to improve housing within the LGA. A further Council report was presented in June 2024 to potentially enable dwelling entitlement opportunities for lots identified under the minimum lot size.

Action: Improve the Sustainability and Livability of Local Housing Stock - Encourage retrofitting of housing with insulation and renewable energy to increase livability and well being

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.1.3	Director Place and Growth	Completed	100%	A Basix certificate is required for the construction of the following: new houses, new townhouses and villas, new dual occupancies, new granny flats, new flats and apartments, renovations of \$50,000 or more to an existing home, swimming pools and/or spas larger than 40,000 litres, the conversion of an existing non-residential building to a residential building.

Action: Increase the Contribution of Housing Industry to the Local Economy - Enable dedicated housing supply to support growth in the local renewable energy and tourism sectors.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.6.1.4	Director Place and Growth	Completed	100%	A new NSW Planning Framework and Guidelines to help regional councils plan housing for temporary and seasonal workers was on exhibition from 16 August 2023 to 27 September 2023. The proposed changes aimed to give councils more certainty and clarity around how to plan and deliver worker accommodation. The exhibition package also included proposed changes to support the delivery of construction worker accommodation within designated Renewable Energy Zones (REZ). The proposed changes would allow accommodation for construction workers in certain rural zones within certain REZs when supporting renewable energy projects. This approach was intended to provide a clear permissibility pathway to improve certainty for industry, councils and the community.

Action: Develop a business case for a Glen Innes Equine Centre utilising funding sourced from the Regional NSW Business Case and Strategy Development Fund Round 1.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.1.1.1	Director Place and Growth	Completed	100%	The Business Case was presented to the October 2023 Ordinary Meeting of Council.

Action: Deliver an Agri-Innovation Action Plan in consultation with GLENRAC and Industry.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.1.1.2	Director Place and Growth	Not Progressing	0%	This action has been deferred.

Action: Leverage the New England Renewable Energy Zone to drive industry growth and economic diversification opportunities that benefit the community.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.1.1.4	Director Place and Growth	Completed	100%	Council reviewed the NSW Department of Planning & Environment Energy Policy Framework. The framework includes a series of guidelines that will promote faster decisions and provide communities and the energy industry with greater certainty. The guidelines provide clarity on how the impacts of renewable energy projects and transmission infrastructure should be assessed and managed through the development assessment process. They also include measures to ensure regional communities benefit from the transition to renewable energy, as well as tools for landowners who are thinking about hosting development. The policy framework includes the following: Wind Energy Guideline, Transmission Guideline, Solar Energy Guideline, Benefit-Sharing Guideline and Private Agreement Guideline.

Action: Partner with GLENRAC and other organisations to deliver grant-funded projects.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.1.2.1	Director Place and Growth	Completed	100%	The Director Place and Growth is a committee member of GLENRAC and attends regular meetings and events, provides updates and collaborates on joint projects where appropriate. Councillor representative is Mayor Rob Banham. 6 GLENRAC meetings held during 2023/24 with Council representatives in attendance.

Action: Leverage the Community Resilience Network to identify any local recovery issues or service gaps for local business and economic development.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.1.3.1	Director Place and Growth	Completed	100%	Regional Drought Resilience Plan has been drafted for Glen Innes Severn and Tenterfield Shire Council Local Government Areas.

Action: Review Caravan, RV and Long-bay locations and recommend improvements to improve customer experience and access to amenities and the local retail precinct.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.3	Coordinator Economic Development and Tourism	Completed	100%	This task is included in the Destination Management Summary and Action Plan for tourism signage which will be reviewed in collaboration with Infrastructure.

Action: Grow the Business Conferences and Events sector leveraging the Highlands Hub and other local assets to package products and services

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.5	Director Place and Growth	Completed	100%	During FY 2023/24 the following major events have been undertaken: Margarita & Taco Festival (November); Christmas in the Highlands (December), Minerama (March), and Australian Celtic Festival (May). Some of these events have additional educational/information sessions held at the Highlands Hubs.

Action: Seek grant funding to enhance the event experience and attract more visitors to the area.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.2.2	Coordinator Economic Development and Tourism	Completed	100%	The Australian Celtic Festival highlighting Ireland and the Isle of Man was delivered 2 - 5 May 2024 in alignment with the ACF Strategic plan. Attendance was 5000 and wet weather plan implemented on the Sunday with the reduction of some events. The debrief was completed and a report to Manex was presented on 25 June 2024. There were no additional grant funding opportunities for 2024.

Action: Leverage the endorsed 'Investment Attraction Policy' to encourage industry across sectors identified as growth opportunities.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.3.1.1	Director Place and Growth	Completed	100%	Council worked with the Regional Australia Institute and other government and non-government sectors to promote our region and leverage our positional advantages for emerging industry development.

Action: Seek partnership with TAFE Glen Innes as a part of the solution to closing the local Professional Trades and Professional Services skills gaps for our future workforce requirements.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.4.1.1	Director Place and Growth	Completed	100%	Council and TAFE worked in collaboration to determine strategies to meet current and future workforce training needs.

Action: Secure membership in the Regional Activators Alliance to partner with Regional Australia Institute on their 'Move to More' campaign and leverage the benefits of the Alliance.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.4.2.1	Coordinator Economic Development and Tourism	Completed	100%	Coordinator of Economic Development & Tourism attended the Regional Australia Institute Summit in Canberra in September 2023. Council also utilised the Move to More campaign and opportunities to increase reach for new job applicants looking for a regional move and new job opportunities. Council also participated in sharing ideas and input into local government sustainability, kept up to date with progress reports on Towards Net Zero, Housing Strategies and Regional resilience programs.

Action: Operate the Highland Business & Community Hub incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.6.4.1	Director Place and Growth	Progressing	75%	<p>Key Highlands Hub data for FY24 is as follows:</p> <ul style="list-style-type: none"> • Bookings – 482 (Total of all) • Business Bookings – 338 for the year • Private Bookings – 57 for the year • Bookings by Council – 87 bookings for the year • Permanent bookings – 2 clients (24 bookings per year) • 31 Programs delivered • Attendees – average 15 per course – 465 attendees

Action: Pursue Grant Funding opportunities where viable, considering lifetime costs.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.6.1	Director Infrastructure Services	Completed	100%	Council has been successful in obtaining grant funding for many projects under programs such as the Regional Roads and Transport Recovery Package (\$13.7M), the Regional and Local Roads Repair Program (\$2.099M) and the Regional Airports Program (\$1.1M).

Action: Grants Officer seeks funding and processes current grants in accordance with grant guidelines.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.5.1	Director Place and Growth	Completed	100%	Grants officer works across the organisation to identify potential grant opportunities for both Council and the broader community. Grants are being reported and acquitted in accordance with funding deed requirements. Please refer to Capital Report list included in the monthly Council Business Paper for the complete list of grant funded projects being delivered or completed during FY 2023/24.

Action: Provide support connection and access through Highlands Business & Community Hub to improve leadership, growth and employment outcomes as well as reduce local economic leakage and promote local partnerships and collaborations.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.9.1.1	Director Place and Growth	Completed	100%	2023/24 Highland Hub Highlights: Bookings - 482 (Total of all) Business Bookings - 338 for the year Private Bookings - 57 for the year Bookings by Council - 87 bookings for the year Permanent bookings - 2 clients (24 bookings per year) Permanent Council Office - 1 client (12 bookings per year) 31 Programs delivered Attendees - average 15 per course - 465 attendees

Tourism and Events

Action: Deliver the Glen Innes Highlands Skywalk Experience integrating with Geotourism and investigate it's potential to drive direct revenue.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.5.1	Coordinator Economic Development and Tourism	Completed	100%	The Glen Innes Highlands Skywalk was installed with signage and was officially opened in January 2024. This is the first official GeoTourism product which has three (3) lookouts with QR codes that activate 22 audio stories and 360-degree images of what visitors can discover beyond the lookout highlighting historical, cultural, abiotic and biotic experiences. The Skywalk has become a popular new tourism product for locals and visitors and has the potential for other activations during the Australian Celtic Festival and other experiences as the site evolves.

Action: Develop touring routes, self-guided tours, scenic drives and activity-based trails to benefit both the town and surrounding villages.

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.6.2	Coordinator Economic Development and Tourism	Completed	100%	Council continues to monitor and improve the existing Glen Innes Highlands guided brochures, digital and printed. These have received updated information, logos and branding. New England High Country group and Council have reopened discussions on Fossickers Way which covers various LGAs. In development are an art trail, dog friendly accommodation and activities and a secondhand trail are being developed.

Action: Deliver the Tourism Signage Plan to improve the visitor experience giving more reason to stop, explore, stay longer and spend more.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.2	Coordinator Economic Development and Tourism	Completed	100%	The Signage audit was completed and summary created. This document is now being reviewed in partnership with Manager of Infrastructure Delivery and Senior Design to create a Tourism signage plan for delivery in FY 24/25.

Action: Refresh/adapt/amend/update existing marketing and promotional assets & content.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.1	Coordinator Economic Development and Tourism	Completed	100%	The new branding assets from KEO design were delivered to Council and have been gradually implemented throughout Glen Innes Highlands (GIH) tourism assets. Council has engaged the services of EJ Freelance to manage the existing marketing campaign, website, newsletters and GIH social media campaign and rebranding onboarding as well as Cloud Concepts to refresh palette and logos on the GIH website. Tourism signage at the Visitor Information Centre and new banners and billboards are scheduled for change of design in September 2024. Council is continually updating content as business and tourism product information changes through digital and print media.

Action: Participate in the New England High Country (NEHC) tourism group to develop product experiences and promotional activity through the NEHC regional destination brand.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.4	Coordinator Economic Development and Tourism	Completed	100%	Council attended monthly meetings with the New England High Country Group to discuss and plan partnered marketing opportunities utilising a pro rata budget between Councils. The group also develop strategies to leverage the region and improve on tourism products. The group has completed a Cycling marketing campaign and completed a development plan to create a new suite of marketing assets to assist with the promotion of the region, highlighting Autumn in the region. As a group, we have also undertaken extensive and successful campaigns with Australian Traveler Magazine, Australian Caravan and Camping World and FOUND Regional magazine as well as social media campaigns, weekly postings, engagement with community, reporting and promotion of each town's major events on the NEHC Instagram which has a following of 6616 and Facebook followers of 19K. Monthly reporting and analysis of the NEHC website and social media saw steady increase in engagement.

Action: Define our GeoRegion in collaboration with the NSW Geological Survey whilst continuing to develop Geotrail and Geotales on new and existing products and experiences.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.1.6	Coordinator Economic Development and Tourism	Completed	100%	Council attended bimonthly meetings with the Geo Tourism working groups and NSW Geological Survey. Further work will be subject to external funding.

Action: Execute the Australian Celtic Festival Operational Plan in partnership with the Australian Standing Stones Management Board (ASSMB) and the volunteer ACF Working Groups

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.2.1	Coordinator Economic Development and Tourism	Completed	100%	Council delivered the Australian Celtic Festival as per the Operational Plan. Council representative/s attended monthly Australian Standing Stones Management Board meetings and delivered ACF reports to the Board. Monthly meetings were held with Volunteer and Entertainment groups at the Highlands Hub who supported the event. The ASSMB supported the event through organising the Clans and Societies sites as well as all the ceremonial aspects of the event. The ASSMB were integral to the success of the event with suggestions and maintenance ideas to assist with the site management as well as represented Council when hosting honoured guests. The volunteer numbers were down this year, but the Glen Innes High School assisted with the gates and ticket scanning which was so important to the success of the event and streamline entry to the event.

Action: Provide event support to the Minerama 355 Committee of Council in delivering a successful event and leverage growth opportunities.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.3.1	Coordinator Economic Development and Tourism	Completed	100%	This was the first time Council delivered Minerama without the support of a Community Committee. The event had an attendance of 2,500 people and had a record number of traders. Council supported workshops, demonstrations, entertainment and field trips as well as the attendance of the University of New England who held classes on geology and fossils. Council also engaged and supported community groups to participate in volunteering at the event. New branding for the Minerama event was also launched and a revamped website which was supported by REAF grant funding in 2023. The event website and social media presence was managed through EJ Freelance who was involved in the online application process, updates of website information and social media management.

Action: Develop and execute the Christmas in the Highlands Annual Event Operational Plan in partnership with community groups and local businesses.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.4.1	Coordinator Economic Development and Tourism	Completed	100%	The Christmas in the Highlands event was delivered on Friday 29 November 2023. There were 42 traders including ten community groups attending the Grey Street Markets. The Red Cross Christmas Tree display in the Town Hall was also launched on the night bringing many visitors to support that event. Council engaged entertainment from the Glen Innes Pipe Band, Shimmy in the Glen, Jacaranda Highland Dancers, the Chapel Theatre and cast of Puss in Boots. There was a visit from Santa as well as the High School and local trio from members of Goldheist to entertain. Council also supported the Glen Innes Business Chambers Spend in Glen promotion and the competition launched by Adam Marshall and Mayor Rob Banham. The event was also supported by businesses who remained open late into the evening as well as food vendors, cafes and hotels between Bourke and Meade streets. The event also supported the launch of the White Rock funded Walk of Light and Glow Up events which was a show of temporary and permanent lighting displays throughout the summer holidays and ongoing light wrapped trees in the Grey Street. Attendance of the Christmas in the Highlands event was recorded at 1500 from 5pm to 8pm. Bad weather shortened the event.

Action: Improve, brand and refresh VIC promotional and informational collateral including the Glen Innes Highlands Visitor Guide ensuring service information is readily accessible.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.6.1	Coordinator Economic Development and Tourism	Completed	100%	The Glen Innes Highlands (GIH) brand refresh, concepts and collateral was resolved by Council on 22 February 2024 and implementation of new branding guidelines and assets delivered. The Visitor Information Centre has updated signature GIH brochures with new branding logos and the Glen Innes Highlands Visitor Guide, Glen Innes Highlands website, Visitor information Centre (VIC) signage and ongoing tourism and events assets will be updated as they progress including digital signage at the VIC which needs 5G upgrades.

Action: Maintain accreditation under the NSW Accredited Visitor Information Centre Network scheme and leverage the network for continual improvements of visitor services.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.6.2	Coordinator Economic Development and Tourism	Completed	100%	The Visitor Information Centre has completed the Tourism Group audit and received accreditation from 1 July 2024 to 30 June 2025. The accreditor from the Tourism Group commented that the Glen Innes Visitor Information Centre was a highly professionally run centre.

Action: Deliver an annual marketing campaign program for Glen Innes Highlands to encourage people to Visit and Stay longer leveraging our strengths, opportunities and assets

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.2.8.1	Coordinator Economic Development and Tourism	Completed	100%	Council contracted EJ Freelance to manage Glen Innes Highlands (GIH) & Grants and Funding newsletters, the GIH tourism website, marketing campaign, Australian Tourism Data Warehouse and social media. Council collaborated with the contractor who aligned with the marketing strategies of the regional tourism group, New England High Country, as well as Destination Country & Outback, to leverage seasonal campaigns, events and new and developing tourism products. Monthly reports showed increases in engagement throughout the year.

4: Infrastructure Services

Asset Management

Corporate Property Management

Action: Create an Asset Management Plan for all Council buildings.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.3.1	Manager Asset Services	Not Progressing	0%	This action has not commenced and was not completed in the annual reporting period. Council's Assets Officer has been working through end of year financial reporting and associated data and therefore has not been able to commence on the outstanding AMP. Asset Management Plans for all classes are being reviewed in the next Annual Reporting Period.

Action: Deliver Property Management and Geographic Information System (GIS) internal customer service functions.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.5.1	Manager Asset Services	Completed	100%	Council's Property Administration Officer manages and deliver's Council's Property Management. Council's Assets Officer provides Geographic Information System (GIS) internal customer service functions.

Action: Council buildings' usage plans are reviewed, and if not required for community or operational purposes, are disposed in accordance with the Corporate Property Policy.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.6.2.1	Manager Asset Services	Progressing	95%	Council's Property Administration Officer and Manager of Asset Services have completed an analysis of Council's buildings and their usage. Two assets have been identified and negotiations are in place to sell 23 Bourke Street, Deepwater and 181 Bourke Street, Glen Innes. 23 Bourke Street, Deepwater is expected to sell within the first six months of Financial Year 24/25. 181 Bourke Street, Glen Innes is currently under review for a reclassification from Community Land to Operational Land.

Action: A register of Council property is maintained, and all suitable property is leased at commercial rates.

Action Code	Responsible Officer	Status	Progress	Annual Comment
STC 5.4.1.1	Manager Asset Services	Completed	100%	A Property Officer Role is in place to oversee Council property assets. The Property Officer is responsible for providing an internal service to Council employees and an external service to Glen Innes residents. A lease register is maintained and all property is reviewed to ensure they are leased at commercial rates where applicable.

Plant and Fleet

Action: Undertake the approved capital plant and fleet acquisition and disposal program.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.2.1	Manager Asset Services	Completed	100%	The Capital Plant and Fleet Acquisition and disposal program was completed in line with the Capital Budget and Plan.

Technical Services

Action: Carry out an independent assessment of the sealed road condition and review the backlog data for accuracy against this assessment.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.4.1	Manager Asset Services	Progressing	50%	The National Transport Research Organisation's survey of the sealed road network was completed in August 2023 however has not been reviewed against the assets in the infrastructure backlog program. Plans are underway to review this data and review a more efficient way forward however was not completed in the annual reporting period. Council's Asset Officer is currently assessing providers of artificial intelligence methods that will provide consistent road condition data and be less time consuming for review.

Action: Manage the delivery of the grant-funded Rural Address Signage Project

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.8.1	Manager Asset Services	Progressing	95%	Council engaged GLENRAC to promote and receive applications for rural signs, in line with Government grant guidelines. Council's Property Officer assessed applications for eligibility. A total of 370 Rural Address signs were approved with installation expected to be completed by the end of July 2024.

Action: Review the internal and external hire rates for plant and fleet in preparation for the development of the 2024/2025 Operational Plan and Budget.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.12.1	Manager Asset Services	Completed	100%	Internal and external hire rates were reviewed and in force from the 1st of July 2024.

Action: Perform closed circuit television inspection of urban storm water mains to review asset conditions.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.13.1	Manager Asset Services	Progressing	10%	An initial review of this project has commenced with a plan to complete a scaled-down version of the project to capture urban storm water mains where Council believes existing GIS data is not accurate. Project was planned for the previous reporting period however not completed therefore budget has been removed. Manager of Integrated Water Services is reviewing budget constraints with the bulk of this action to be completed in the next annual reporting period. Providers of Artificial Intelligence software are currently being investigated which will allow for water and sewer condition assessments to be completed in a less time-consuming manner.

Action: Oversee Emergency Services within the LGA.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.3.1.1	Manager Asset Services	Progressing	90%	Council's Manager of Asset Services acts as the Local Emergency Management Officer (LEMO). Four Local Emergency Management Committee (LEMC) Meetings were conducted. The Emergency Management Plan (EMPLAN) for the Local Government Area was reviewed and was endorsed by the Regional Emergency Operations Controller (RECON). Further plans will be reviewed in the next reporting period. These plans are the Pre-event Recovery Plan and the Disaster Adaptation Plan.

Action: Implement the Airport Master Plan in accordance with the Grant Funded Milestones for runway renewal.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.6.1.1	Manager Asset Services	Progressing	60%	The Airport runway renewal is being funded by three Government grants. Work has commenced on project planning with a consultant engaged who has provided project plans and costings. Work is expected to commence in October 2024. Council's Manager of Infrastructure Delivery is managing this project.

Glen Innes Aggregates**Glen Innes Aggregates**

Action: Adequate supplies of unsealed road gravel are produced at various locations around the local government area to facilitate gravel road re-sheeting.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.6.3.1	Quarry Manager	Progressing	90%	Campine crushing has seen our Nine Mile Road Pit produce 15,000 tonne of material that was delivered to the Bald Nob Road. This pit has now been rehabbed with the boundary limits being reached. The Deepwater Pit also produced 30,000 tonne of material for the Ten Mile Road, Bald Nob Road and smaller re-sheeting projects. This pit will continue to be used once time restrictions and extraction limits are rolled over. Gulf Road pit supplied material for the re-sheeting and sealing program on Gulf Road. Work has commenced on the Bullock Mountain Road pit with processing due to start mid May 2024.

Action: Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit.

Action Code	Responsible Officer	Status	Progress	Annual Comment
ED 2.6.3.2	Quarry Manager	Progressing	80%	Glen Innes Aggregates has continued to process materials required by the general public and Council's road construction projects. A total of three drill and blast operations have occurred in the 2023 - 2024 period with the crushing and screening contractor currently working on building stockpiles for upcoming works. Stripping work heading North in the working pit is continuing to expose material that will extend the life of the GIA operations and open a larger water storage area.

Infrastructure Delivery

Works

Action: Complete construction of shared paths identified in the capital works program for 2023/2024

Action Code	Responsible Officer	Status	Progress	Annual Comment
CS 1.1.8.1	Manager Infrastructure Delivery	Completed	100%	There are no shared pathway capital works projects identified in the FY 23/24 capital works program. From projects rolled over from the FY23 capital works program there has been 1.3km of shared pathways completed linking the new Indoor Sports Centre to other recreation facilities along Taylor Street and West Avenue, and a shared pathway connection from the sporting facilities to the two primary schools on Church Street.

Action: West Furracabad, Tent Hill and part Ten Mile Roads are converted to bitumen seal.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.8.1.1	Manager Infrastructure Delivery	Completed	100%	West Furracabad, Tent Hill and Ten Mile Road have been bitumen sealed, with works completed in December 2023.

Action: Ensure a permanent crew of three staff and associated plant is engaged to undertake rural drainage maintenance activities.

Action Code	Responsible Officer	Status	Progress	Annual Comment
EH 4.8.2.1	Manager Infrastructure Delivery	Progressing	50%	As of April 2024 the drainage team is vacant, with three staff having moved positions or left Council. Recruitment of these positions is underway while drainage works are being continued by contractors and other teams.

Action: Implement and complete the Capital Works Program for the 2023/2024 financial year.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.1.1	Manager Infrastructure Delivery	Progressing	60%	Council has completed six capital works projects from the 23/24 Capital Works Program as of April 2024, including the Red Range Road rehabilitation, Shannon Vale Road rehabilitation, Regional Roads Repair Program on Emmaville Road segment 210, Regional Road reseals, and Roads to Recovery reseals. Most Council's resources and contractors are still working on projects from the 21/22 and 22/23 financial year.

Action: Complete all planned Capital Bridge Infrastructure works for the 2023/2024 financial year.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.2.1	Manager Infrastructure Delivery	Progressing	50%	The Shannon Vale Bridge replacement has been supplemented by the LIRS Accelerated Bridge program identified in the FY 23/24 capital works program, this is now complete. Fixing Country Bridges Round 2B projects (Sunset Road and Cox's Road) are in the design phase. Projects rolled over from the 22/23 financial year that have been completed include Yarrow Creek and Shannon Vale. Projects that are still underway include Mt Mitchel Mann River, Furracabad Road and Wentworth Street projects (the three prior projects are all at 30% completion with off-site manufacture of precast components completed and sub-structure works complete).

Action: Arrange for the newly constructed and newly sealed roads to be designed for all required signage and shape correction.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.5.1	Manager Infrastructure Delivery	Progressing	40%	A road safety audit has been completed for the newly sealed West Furracabad road and a signage plan developed for installation. A road safety audit has also been scheduled for newly sealed Gulf Road.

Action: Review the performance of maintenance works against the adopted levels of service and identify areas for improvement. Monitor and track progress of maintenance works.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.1.1	Manager Infrastructure Delivery	Progressing	75%	The unsealed road maintenance has been tracked in a progress register. Northern grading identified as on-track, completing their program loop in 274 days, with Southern grading lagging behind and identified as needing improvement. Some areas for improvement have been identified around vegetation control, this has been actioned by engaging New England Weeds Authority for the spraying out of grass on the unsealed road network, and the use of Council's Maintenance team for grass and weed control on the urban sealed network, prior to the bitumen reseal program.

Action: Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.6.1	Manager Infrastructure Delivery	Progressing	50%	The Australian Roads Research Board survey of the sealed road network was completed in August 2023. The bitumen seal condition inspections for the 23/24 reseal program have been completed through the Metrix asset management application. Periodic risk management inspections as per the formal inspection program as part of the Risk Management - Roads and Carpark Procedure, have not been completed.

Action: Complete the construction of shared paths and footpaths as identified in the capital works program for the period.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.9.1	Manager Infrastructure Delivery	Completed	100%	There are no shared pathway capital works projects identified in the FY 23/24 capital works program. From projects rolled over from the FY 22/23 capital works program there has been 1.3km of shared pathways which have been completed linking the new Indoor Sports Centre to other recreation facilities along Taylor Street and West Avenue, and a shared pathway connection from the sporting facilities to the two primary schools on Church Street.

Action: Implement the Roads asset management plan for the 2023/2024 financial year.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.14.1	Manager Infrastructure Delivery	Progressing	80%	The Roads Asset Management Plan is being implemented through the delivery of both maintenance and capital works programs, and the Infrastructure Customer Service function. In addition, the Road Infrastructure Backlog Plan has been addressed through the targeted scoping of projects and grant funding applications for the Regional Roads and Transport Recovery (RRTRP) package, and Council's heavy patching and bitumen reseal program. In October, Council was awarded \$13M for projects in the RRTRP grant.

Infrastructure Services

Customer Service

Action: Monitor the street lighting program within Glen Innes and the villages.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.2.7.1	Executive Assistant - Infrastructure Services	Completed	100%	Street lighting program monitored across Glen Innes and the surrounding villages through reports received from Essential Energy and reviewed on a quarterly basis.

Engineering Oversight

Action: Provide engineering oversight of the proposed New England Rail Trail – Glen Innes to Ben Lomond stage

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.1.3.1	Director Infrastructure Services	Progressing	5%	The lease for the rail corridor has been requested however the funding required to obtain investigation reports has not been released to Council. As a result Council has allocated \$170,000 of its own funding to commence the assessment against the NSW Rail Trails Framework.

Integrated Water Services

Sewerage Functions

Action: Complete all sewer works identified for the period in the capital works program.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.4.4.1	Manager Integrated Water Services	Progressing	90%	All Capital Works completed as required.

Stormwater Drainage

Action: Lodge a grant funding application for the preparation of a Floodplain Management Plan in any applicable funding round.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.3.2.1	Manager Integrated Water Services	Progressing	5%	Documentation is being prepared for the next round of Flood Management Grants

Wastewater Functions

Action: Ensure 100% compliance with the conditions of EPA Licence number 576.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.4.2.1	Manager Integrated Water Services	Completed	100%	Sewer Plant is being operated to the required levels.

Water Functions

Action: Review the Drought Management Plan.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.3.3.1	Manager Integrated Water Services	Completed	100%	

Action: Ensure 100% compliance with Australian Drinking Water Guideline Standards is maintained.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.4.1.1	Manager Integrated Water Services	Completed	100%	Water Functions are being maintained above the Australian Drinking Water Guidelines

Action: All water projects identified in the capital works program for the period are completed.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.4.3.1	Manager Integrated Water Services	Progressing	75%	Oliver Street Upgrade is complete. SCADA upgrade work is currently underway.

Action: Review Council's Integrated Water Cycle Management Plan.

Action Code	Responsible Officer	Status	Progress	Annual Comment
IM 3.4.5.1	Manager Integrated Water Services	Progressing	30%	Issues paper has been finalised; work is continuing the options assessment for presentation to Council in December 2024



**APPENDIX B – GOVERNMENT
INFORMATION (PUBLIC
ACCESS) REPORT 2023-2024**



Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

Council's annual review resulted in new information being placed on the website including: 1. Updated plans such as the Operational Plan; 2. The new Annual Report; 3. New Annual Financial Statements; 4. Updated Contracts Register; 5. New records of Councillor and Designated Persons Disclosure of Interests Returns; 6. Revised and new policy documents; 7. Updated Lands Register; 8. Register of current delegations; 9. Updated register of current disclosures of political donations; 10. Register of voting on planning matters; 11. New or draft plans of management; 12. Other records that have been updated and considered Open Access information such as Investment Register, Council Meeting Minutes and Business Papers etc.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
6

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00%	0.00%	

Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0.00%
Members of Parliament	0	0	0	0	0	0	0	0	0	0.00%
Private sector business	3	0	0	0	0	0	0	0	3	50.00%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0.00%
Members of the public (by legal representative)	3	0	0	0	0	0	0	0	3	50.00%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0.00%
Total	6	0	0	0	0	0	0	0	6	
% of Total	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0.00%
Access applications (other than personal information applications)	6	0	0	0	0	0	0	0	6	100.00%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00%
Total	6	0	0	0	0	0	0	0	6	
% of Total	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	1	100.00%
Invalid applications that subsequently became valid applications	1	100.00%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	0	0.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	0	0.00%
Business interests of agencies and other persons	0	0.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	0	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	6	100.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
Total	6	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0.00%
Applicant - Initiated Transfers	0	0.00%
Total	0	

Audit of Open Access Information

17 April 2024

Introduction

The following documents are defined as “Open Access Information” under Section 18 of the *Government Information (Public Access) Act 2009* (NSW) (GIPA Act) and will be released without the need for a Formal Access Application under the GIPA Act:

- Council’s Agency Information Guide (available on Council’s website);
- Information about Council contained in any document tabled in Parliament by or on behalf of Council, other than any document tabled by order of either House of Parliament;
- Council’s policy documents (available on Council’s website);
- Council’s Disclosure Log of Formal Access Applications (available on Council’s website);
- Council’s Register of Government Contracts (available on Council’s website);
- Council’s record of the open access information (if any) that it does not make publicly available based on an overriding public interest against disclosure (available on Council’s website);
- Councillors’ and Designated Persons’ Disclosure of Interests Returns (available on Council’s website); and
- Such other government information as may be prescribed by the GIPA regulations as open access information.

The GIPA Regulations:

Part 2 Open access information of local authorities

3 Additional open access information

The government information listed in Schedule 1 that is held by a local authority is prescribed as open access information of the local authority.

Note. The fact that information is open access information does not create an obligation to keep records indefinitely and does not interfere with records management practices and procedures of local authorities that are consistent with the State Records Act 1998.

4 Additional ways in which open access information is to be made available

(1) A local authority must make its open access information publicly available by:
(a) making the information available for inspection free of charge by any person at the office of the local authority during ordinary office hours, and
(b) providing a copy of a record containing the information (or providing the facilities for making a copy of a record containing the information) to any person either free of charge or for a charge not exceeding the reasonable cost of photocopying.

(2) This clause does not prevent a local authority from archiving records that contain open access information in accordance with the authority’s records management practices and procedures. The authority is required to retrieve archived records and make the information available in accordance with this clause in response to a request for access as soon as reasonably practicable after the request is made.

(3) This clause extends to open access information of a local authority that is open access information listed in section 18 of the Act (and is not limited to information listed in Schedule 1).

Proactive Release

7 Authorised proactive release of government information

- (1) An agency is authorised to make any government information held by the agency publicly available unless there is an overriding public interest against disclosure of the information.*
- (2) The information that an agency decides to make publicly available is to be made publicly available in any manner that the agency considers appropriate, either free of charge or at the lowest reasonable cost to the agency.*
- (3) An agency must, at intervals of not more than 12 months, review its program for the release of government information under this section to identify the kinds of government information held by the agency that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency.*
- (4) An agency can facilitate public access to government information contained in a record by deleting matter from a copy of the record to be made publicly available if inclusion of the matter would otherwise result in there being an overriding public interest against disclosure of the record.*
- (5) The functions of an agency under this section may only be exercised by or with the authority (given either generally or in a particular case) of the principal officer of the agency.*

Review of Open Access Program

Table 1 is the Audit carried out on the program for the release of open access information. Council has noted that it rarely receives access applications and most requests for information are dealt with informally. It has not found any further information that it believes it should be publishing on the website.

Table 1

Open Access Information	Available on Website	Notes
Agency Information Guide	Yes	Reviewed Annually
Information about Council tabled in parliament	When applicable.	
Policy Documents (Generally)	Yes	See Policy Register and Index to Open Access Information
Disclosure Log of Access Applications	Yes	Under Information Disclosed on Access to Information Page on website
Register of Contracts	Yes	Located on the Website under Government Contracts under access to Information.
Record of Open Access Information not released	Yes	Located on the website under Information Not Disclosed under access to Information
Code of Conduct	Yes	
Code of Meeting Practice	Yes	
Annual Report	Yes	
Annual Financial Statements	Yes	
Auditor's Report	Yes	
Management Plan	Yes	
EEO Management Plan	Yes	
Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy	Yes	
Annual Reports of bodies delegated functions by Council	Yes	
Codes referred to in the <i>Local Government Act 1993</i> (LG Act)	Yes	
Disclosures of Interests	Yes	
Council Meeting Business Papers and those of Council Committees	Yes	All Council Meeting Business Papers are published on the website of Council prior to a meeting. Council has no Council committees (committees made up only by Councillors).
Minutes of Council and Council committees.	Yes	All Council Meeting minutes are published on the website and all Community Committees of Council Committee Minutes are provided in Council Business Papers located on the website.
Departmental representative reports presented at a Council meeting in accordance with s 433 of the LG Act	If or when applicable.	

Open Access Information	Available on Website	Notes
Information in a Land Register	No	Available free of charge upon request.
Information in a Register of Investments	Yes	This information is provided monthly to Council and is contained in Council's Business papers located on the website.
Register of Delegations	Yes	
Register of graffiti removal work kept in accordance with s 13 of the <i>Graffiti Control Act 2008</i>	No	No information available to add to the register.
Register of current disclosures of political donations kept in accordance with s 328A of the Local Government Act	Yes	
Register of voting on planning matters kept in accordance with s 375A of the LG Act	Yes	
Local Policies regarding approvals and orders	Yes	
Plans of Management for Community Land	Yes	
Environmental Planning instruments, development control plans and contribution plans made under the EPA Act	Yes	
DA's and any associated documents received in relation to a proposed DA	No	Details are provided on the website with exactly how to obtain this information free of charge
Applications and records of approvals and orders.	No	Details are provided on the website with exactly how to obtain this information free of charge

Appendix A

Document Control

Responsible Officer	Manager Governance, Risk and Corporate Planning
Review Due Date	May 2025
Review Date	Summary
17 April 2024	With the addition of items identified in the 2023 Audit on Council's website, no further information has been identified to make open access.
May 2023	Several items were identified that could be made available on Council's website.

.....
General Manager

.....
Date



**APPENDIX C - EXTENSION
TO LODGE 2023-2024
FINANCIAL STATEMENTS
LETTER**



Ref: A928528
Your ref: FP/BS
Contact: Sarah Gubb
Phone: 02 4428 4142
Date: 30 October 2024

Mr Bernard Smith
General Manager
Glen Innes Severn Council
PO Box 61
GLEN INNES NSW 2370

Via email: fplesman@gisc.nsw.gov.au

Re Extension to lodge 2023-24 Financial Statements

Dear Mr Smith

Thank you for your letter of 2 October 2024 seeking an extension of time for the lodgement of Glen Innes Severn Council's 2023-24 financial statements to 28 February 2025.

I appreciate the reasons for Council's request is due to the ongoing issues with Council's financial system implementation, delay in commencing the 2023-24 audit and the Auditors timeframes.

Having considered the information provided to me, I am approving an extension to 20 December 2024 for the 2023-24 financial statements. This request has also been confirmed with the NSW Audit Office.

I would like to remind Council that OLG will be uploading the 2023-24 Time Series Data on its website in December 2024. Councils that have not submitted their financial statements and Financial Data Returns by the 7 December, will be identified as "Not submitted". I would therefore strongly urge you to ensure that you meet this deadline.

However, please note that the *Local Government Act 1993* (the Act) does not authorise a similar extension in relation to Council's annual reports, of which the audited financial statements form a part. Section 428(1) of the Act currently provides that a council must prepare an annual report within five months after the end of the financial year. Section 428(5) of the Act requires councils to place a copy of the annual report on the council website and provide a copy to the Minister for Local Government.

Should you need to discuss this further, please contact the Office of Local Government's Performance Team on 4428 4100.

Yours sincerely,

A handwritten signature in cursive script, reading "Karin Bishop".

Karin Bishop
Director, Sector Performance and Intervention
Office of Local Government

