

GLEN INNES SEVERN COUNCIL

BUSINESS PAPER



**FOR THE
ORDINARY COUNCIL
MEETING**

**TO BE HELD ON
THURSDAY,
25 NOVEMBER 2021**

COMMUNITY CONSULTATION SESSION GUIDELINES

1. The Council may hold a public forum prior to each Ordinary meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to Extraordinary Council meetings. The duration of public forums will be 15 minutes, and they will commence at 5.45pm on the day of a set Council meeting.
2. Public forums are to be chaired by the Mayor or their nominee. Only the names of speakers, the organisation that they are representing and the topic that they are speaking about will be recorded in Council's Meeting Minutes
3. To speak at a public forum, a person must first make an application to the Council in the approved form. Applications to speak at the public forum must be received by 12 noon on the Tuesday before the meeting, and must identify the item of business on the agenda of the Council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
4. A person may apply to speak on no more than two (2) items of business on the agenda of the Council meeting.
5. Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
6. The General Manager or their delegate may refuse an application to speak at a public forum. The General Manager or their delegate must give reasons in writing for a decision to refuse an application.
7. No more than three (3) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting.
8. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the General Manager or their delegate is to determine who will address the Council at the public forum.
9. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may, in consultation with the Mayor or the Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.
10. Approved speakers at the public forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council at the public forum, and to identify any equipment needs no more than one (1) day before the public forum. The General Manager or their delegate may refuse to allow such material to be presented.
11. The General Manager or their delegate is to determine the order of speakers at the public forum.
12. Each speaker will be allowed a maximum of five (5) minutes to address the Council. This time is to be strictly enforced by the Chairperson.
13. Speakers at public forums must not digress from the item on the agenda of the Council meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
14. A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
15. Speakers are under no obligation to answer a question put under clause 14. Answers by the speaker, to each question are to be limited to two (2) minutes.
16. Speakers at public forums cannot ask questions of the Council, Councillors or Council staff.
17. The General Manager or their nominee may, with the concurrence of the Chairperson, address the Council for up to three (3) minutes in response to an address to the Council at a public forum after the address and any subsequent questions and answers have been finalised.
18. Where an address made at a public forum raises matters that require further consideration by Council staff, the General Manager may recommend that the Council defer consideration of the matter pending the preparation of a further report on the matters.

19. When addressing the Council, speakers at public forums must comply with this code and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's Code of Conduct or making other potentially defamatory statements.

The Mayor or Chair will be guided by Section 10A(2)(a) – (i) of the *Local Government Act 1993*, in not allowing members of the public during community consultation sessions to deal with or discuss or disclose any information with regards to the matters mentioned in this section and subsections of the Act.

The opinions expressed by community members are not reflective or representative of the views of Council and hence Council cannot be held responsible or liable.

20. If the Chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 19, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
21. Clause 20 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of the Code of Meeting Practice.
22. Where a speaker engages in conduct of the type referred to in clause 19, the General Manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the General Manager or their delegate considers appropriate.
23. Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council meeting. The Council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the Councillor who made the declaration.

Note: Public forums should not be held as part of a Council meeting. Council meetings should be reserved for decision-making by the Council. Where a public forum is held as part of a Council meeting, it must be conducted in accordance with the other requirements of the Code of Meeting Practice relating to the conduct of Council meetings.

Local Government Act 1993

Section 10A(2) (a) – (i)

The matters and information are the following:

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



GLEN INNES SEVERN COUNCIL

Notice is herewith given of an **ORDINARY MEETING**

That will be held at the Glen Innes Severn Learning Centre,
William Gardner Conference Room, Grey Street, Glen Innes on:
Thursday, 25 November 2021 at 6.00pm

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Craig Bennett
General Manager

Council

Meeting Date: 4th Thursday of the month commencing at 6.00pm.

Matters determined by Ordinary meetings will include all those non-delegable functions identified in Section 377 of the Local Government Act as follows:

- *"the appointment of a general manager*
- *the making of a rate*
- *a determination under section 549 as to the levying of a rate*
- *the making of a charge*
- *the fixing of a fee*
- *the borrowing of money*
- *the voting of money for expenditure on its works, services or operations*
- *the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment)*
- *the acceptance of tenders which are required under this Act to be invited by the council*
- *the adoption of a management plan under section 406*
- *the adoption of a financial statement included in an annual financial report*
- *a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6*
- *the fixing of an amount or rate for the carrying out by the council of work on private land*
- *the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work*
- *the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the [Environmental Planning and Assessment Act 1979](#)*
- *the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194*
- *a decision under section 356 to contribute money or otherwise grant financial assistance to persons*
- *the making of an application, or the giving of a notice, to the Governor or Minister*
- *this power of delegation*
- *any function under this or any other Act that is expressly required to be exercised by resolution of the council."*

Other matters and functions determined by Ordinary Council Meetings will include:

- *Notices of Motion*
- *Notices of Motion of Rescission*
- *Council Elections, Polls, Constitutional Referendums and Public Hearings/Inquiries*
- *Ministerial Committees and Inquiries*
- *Mayor and Councillors Annual Fees*
- *Payment of Expenses and Provision of Facilities to Mayor and Councillors*
- *Local Government Remuneration Tribunal*
- *Local Government Boundaries*
- *NSW Ombudsman*
- *Administrative Decisions Tribunal*
- *Delegation of Functions by the Minister*
- *Delegation of Functions to General Manager and Committees*
- *Organisation Structure*
- *Code of Conduct*
- *Code of Meeting Practice*
- *Honesty and Disclosure of Interests*
- *Access to Information*
- *Protection of Privacy*
- *Enforcement Functions (statutory breaches/prosecutions/recovery of rates)*
- *Dispute Resolution*
- *Council Land and Property Development*
- *Annual Financial Reports, Auditors Reports, Annual Reports and Statement of the Environment Reports*
- *Performance of the General Manager*
- *Equal Employment Opportunity*
- *Powers of Entry*
- *Liability and Insurance*
- *Membership of Organisations*
- *Any matter or function not within the delegable function of Committees*
- *Matters referred from Committees for determination*

Membership: Full Council - 7 Councillors.

Quorum: 4 members

Chairperson: The Mayor

Deputy Chairperson: The Deputy Mayor

The Mayor will read the following statement:

“This Council Meeting is being streamed live, recorded and published in accordance with Council’s Live Streaming of Council Meetings Policy. No other persons are permitted to record the Meeting, unless specifically authorised by Council to do so.

To those present in the gallery today, by attending a public meeting of the Council you are consenting to your image, voice and comments being recorded and published.

Anyone who is invited to speak during the meeting will be recorded and their voice, image and comments will form part of the live stream and recording.

All speakers are requested to ensure their comments are relevant to the issue at hand and to refrain from making personal comments or criticisms.

The Chair and/or the General Manager have the discretion and authority at any time to direct the termination or interruption of live streaming. Such direction will only be given in exceptional circumstances where deemed relevant. Circumstances may include instances where the content of debate is considered misleading, defamatory or potentially inappropriate to be published.

Attendees are advised that they may be subject to legal action if their actions result in inappropriate and/or unacceptable behaviour and/or comments.

Thank you.”

1 ACKNOWLEDGEMENT OF COUNTRY

“I acknowledge the Ngoorabul people as the traditional custodians of this land and pay my respect to the Elders past, present and emerging. I also extend that respect to Aboriginal and Torres Strait Islander people here today.”

2 OPENING WITH PRAYER

3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

4 MINUTES OF PREVIOUS ORDINARY MEETING - 28 OCTOBER 2021 TO BE CONFIRMED

5 DISCLOSURE OF CONFLICT OF INTERESTS: PECUNIARY AND NON-PECUNIARY INTERESTS

PECUNIARY:

Nature of conflict:

Action to be taken:

NON-PECUNIARY:

a) Significant Non-Pecuniary

Nature of conflict:

Action to be taken:

b) Non-significant Non-Pecuniary

Nature of conflict:

Action to be taken:

6 MAYORAL MINUTE(S)

7 REPORTS TO COUNCIL

REPORT TITLE: 7.1 RETIREMENT OF GRAHAM PRICE, COUNCIL'S
CURRENT DIRECTOR OF DEVELOPMENT, PLANNING
AND REGULATORY SERVICES

ECM INDEXES:

Subject Index: PERSONNEL: Separations; Employee Relations

Customer Index: NIL

Property Index: NIL

AUTHOR: Craig Bennett - General Manager

APPROVER/S: Craig Bennett - General Manager

PURPOSE

The purpose of this report is to inform Councillors and the Community of the upcoming retirement of Council's current Director of Development, Planning and Regulatory Services, Mr Graham Price and to thank him for his outstanding service, not only to the Glen Innes Severn Council but to a number of other Council's in New South Wales.

Mr Price is officially retiring from Council effective as of 12 August 2022, however, Graham's last day at Council will be Friday, 17 December 2021 as he will be going on Long Service Leave from Monday, 20 December 2021 until Friday, 12 August 2022.

RECOMMENDATION

That Council acknowledges and thanks Mr Graham Price for his outstanding service to the Glen Innes Severn Council and to a number of other Councils in New South Wales Local Government, thanks him for his dedication, loyalty and professional service and, finally, wishes him and his wife Rose a healthy, happy and satisfying retirement.

REPORT

(a) Background

Graham commenced his employment in Local Government in May 1978. He worked as a trainee health and building surveyor at the then Glen Innes Municipal Council. He was employed in this role for four (4) years.

Graham's main duties included counter enquiries, maintenance of registers, receipt of building approvals and drainage plans.

He left the Glen Innes Municipal Council to take up the position of District Health and Building Surveyor with the Moree Plains Shire Council. He was employed in this position from June 1982 until June 1986.

Graham's main duties in this position included building approvals and inspections, food shop inspections and sampling, water sampling of waste management including small rural landfills, swimming pools (including Moree Spa Baths), cemeteries, septic tank approvals and inspections and drainage inspections.

Graham then moved onto Albury City Council in July 1986. He was employed as the District Health and Building Surveyor from July 1986 until August 1988.

His duties in this position included building approvals and inspections including large industrial and multi storey commercial, food shop inspections and general health and building complaints.

He was then employed by the Albury City Council as their Relief Senior Health and Building Surveyor from 1988 until 1990. His main duties in this position were trade waste survey and report of all commercial properties in the city.

In addition to the position above, Graham was the Relief Chief Health and Building Surveyor at the Hume City Council.

Graham was employed in this role during 1990. His main duties in this role were building approvals and inspections, development control and managing Council assets.

Graham also worked as the Relief Chief Health and Building Surveyor at Culcairn Shire Council during 1990. His main duties in this role were also building approvals and inspections, development control and managing Council assets.

Graham moved back to Glen Innes in January 1991 to become the part time Senior Environmental Officer with the Glen Innes Municipal Council. His main duties in this role were project management including construction of materials recovery facility, food shop inspections and the implementation of environmental policy, including the formation of the section 355 committees of Council.

From 1992 until 1996 he was also employed as the part-time Environmental Health Officer with the Severn Shire Council. His main duties in this position included water sampling and monitoring, the preparation of the State of the Environment report and building and development approvals (as required).

In 1996 Graham moved on to the Yallaroi Shire Council to become the Relief Director of Environmental Services.

His main duties in this position were attending Council meetings, building and development control, managing Council assets, cemeteries, waste management and routine health, building and planning enquiries.

He moved back to the Severn Shire Council in 1997 to be the Manager of Environmental Services. His main duties in this role were to attend Council and Committee meetings, project management, preparing policy, enforcing compliance and legislation, on-site sewerage inspections and approvals, waste management, water sampling, management of the cemeteries and swimming pools and preparing and managing budgets in his portfolio.

Graham took a step to the “darkside” in May 2004 when he was poached by the Inverell Shire Council to become its Manager of Environment and Development.

He remained in this position until July 2006.

His main duties in this role were project management, managing the Inverell Saleyards and Landfill, approval and assessment of development applications, construction certificates and complying development certificates, development of the departmental budget, the direct supervision of 10 staff, preparation of policy and preparation and execution of contracts and service level agreements such as the domestic waste collection contract and recycling.

Graham came back “home” again in August 2006 to become the Director of Development and Environmental Services with the newly amalgamated Glen Innes Severn Council.

This is the highest position that Graham has attained in his Local Government career (except for the times that he has been the Acting General Manager at the Glen Innes Severn Council).

His original position of Director of Development and Environmental Services was amended to the Director of Development, Regulatory and Sustainability Services in July 2011.

His final role with the Glen Innes Severn Council and Local Government is his current role of Director of Development, Planning and Regulatory Services. He assumed this position with Council in May 2015.

His main duties in his three (3) Director positions were management and supervision of waste management, preparation and management of a Directorate budget of approximately \$5M, leadership and management of 40 staff, preparing reports for and attending Council Meetings, presenting at Councillor workshops, preparation of policy, approval and assessment of development applications, construction certificates and service level agreements, issuing notices and preparation of orders under the provisions of the Environmental Planning and Assessment Act, Local Government Act and the Protection of the Environment Operations Act and use of specialist knowledge to ensure competent and cost effective outcomes, including knowledge in building, planning and environmental legislation and building surveying.

Graham has listed the following as his achievements in his current role – preparation of an Economic Development Strategy, preparation of a Developer Contribution Plan, expansion of kerbside recycling to villages, public art policy and preparation of the Wind Farm Development Control Plan.

Some of the main projects that Graham has worked on at the Glen Innes Severn Council include the Land Use Strategy and the development of the 2012 Land and Environment Plan, Central Business District Master Plan, Sporting Fields Master Plan, development of the Local Strategic Planning Statement, community and Aboriginal heritage studies, funding for stage one (1) of the New England Rail Trail and the upgrade of the Glen Innes Saleyards.

Graham has now worked for Local Government for a total of 43 years. He should be very proud of the contribution that he has made to Local Government in New South Wales.

In addition to his employment at Council, Graham has also made a significant contribution to the communities that he has lived and worked in.

He has been the President, Secretary and Treasurer of various sporting organisations, including the Glen Innes Rugby Union Club, the Moree Cricket Association, the Albury/Wodonga Rugby Union Football Club, the Glencoe Tennis Club and the Glen Innes Minor Rugby League.

Finally, he has also been heavily involved in Landcare, Rotary, the Glen Innes Arts Council, and the Glen Innes Showground Trust.

(b) Discussion

Graham is officially retiring from the Glen Innes Severn Council on Friday, 12 August 2022.

Graham commenced 'phased retirement' from the Glen Innes Severn Council on Tuesday, 5 October 2021. He is working Tuesdays, Wednesdays and Thursdays from 5 October until Friday, 17 December 2021.

Graham will finish working for the Glen Innes Severn Council as its Director of Development, Planning and Regulatory Services on 17 December.

He will leave Council and take a well-earned Long Service Leave break until Friday, 12 August 2022. He will then officially retire from Glen Innes Severn Council.

Temporary arrangements have been put in place by the General Manager during Graham's phased retirement stage.

Council's Manager of Planning and Regulatory Services, Mr Kane Duke has stepped up into a partial "Acting" role on Mondays and Fridays from Friday, 8 October 2021 until Friday, 31 December 2021.

Kane will be reporting directly to the General Manager during this period.

He will be responsible for his current portfolio of Regulatory and Planning Services and take on the leadership and management of the Recreation and Open Spaces Department.

Council's Manager of Economic Development, Ms Margot Davis has also stepped up into a partial "Acting" role on Mondays and Fridays from Monday, 18 October 2021 until Friday, 31 December 2021.

Margot will also be reporting directly to the General Manager during this period.

She will be responsible for her current portfolio of Economic Development and take on the leadership and management of the Saleyards.

This has provided Council with the ideal opportunity to succession plan and provide opportunities for Managers to act up.

The General Manager is currently working on revised temporary arrangements from 1 January 2022 until at least 30 September 2022.

The revised temporary arrangements will be communicated by the General Manager in early December.

The General Manager will assess what is best for the organisation during the interim period.

Council is currently undertaking an organisational review.

Part of this review is to review the current organisational structure. This review will not be finalised until late next year.

No permanent appointment will be made for a Director of Development, Planning and Regulatory Services until this review is completed.

As detailed above, Graham is retiring from the Glen Innes Severn Council in August 2022.

However, he intends to go on Long Service Leave from Monday, 20 December 2021.

Therefore, this Council Meeting will therefore be his last Council Meeting.

(c) **Options**

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) **Financial**

Nil.

(b) **Governance/Policy**

Human Resources Policy Statement Register

HR.1.12 Promotion Policy

It is Council policy to provide employees with opportunities for advancement in accordance with organisational needs and employees' proven abilities, as demonstrated by performance and potential.

Appointments made under this policy must also comply with the requirements of Policy HR.1.01.

HR.1.01 Recruitment and Selection Policy

It is Council's policy to ensure that it is appropriately staffed, with qualified employees appointed in accordance with the requirements of the *Local Government Act 1993*, Local Government (State) Award 2017 (or its equivalent), *NSW Anti-Discrimination Act 1977*, Equal Employment Opportunity (EEO) principles and Council's obligation to appoint the best applicant.

This will be achieved through:

1. **Open advertisement** – for all permanent positions and fixed term positions over 12 months and, where practicable, positions of a lesser term.
2. **EEO and merit-based selection** – the person demonstrating greatest merit is to be appointed to the position.
3. No appointment is to be made unless the recommended applicant fully meets the essential selection criteria.

(c) Legislative/Statutory

Section 333 (Re-determination and review of structure) of the *Local Government Act 1993* requires the following:

The organisation structure may be re-determined under this Part from time to time.

The council must review, and may re-determine, the organisation structure within 12 months after any ordinary election of the council.

(d) Risk

Nil.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Executive Assistant to the Mayor and the General Manager, Manager of Administration and Human Resources and Human Resources Officer (Payroll).

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.2.1: Provide ample professional development opportunities for staff to further develop into a competent and dynamic workforce with career path opportunities.

CONCLUSION

Graham has provided outstanding service not only to Glen Innes Severn Council but also to Albury City Council, Hume Shire Council, Culcairn Shire Council, Glen Innes Municipal Council, Yallaro Shire Council, Severn Shire Council and Inverell Shire Council.

This report is to celebrate his service and provide Councillors with information on the proposed way forward after his departure from Council.

We congratulate him on a distinguished and successful local government career. We also wish him and his wife Rose all the very best in retirement.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.2 RESOLUTION TRACKING REPORT

ECM INDEXES:

Subject Index: GOVERNANCE: Ordinary Meetings of Council

Customer Index: NIL

Property Index: NIL

AUTHOR: Craig Bennett - General Manager

APPROVER/S: Craig Bennett - General Manager

PURPOSE

The purpose of this report is to provide Councillors with an update on all of the outstanding resolutions from any Ordinary and Extraordinary Council Meetings (***Annexure A***).

RECOMMENDATION

That the information contained within this report be received and noted.

REPORT

(a) Background

Resolutions of Council are resolved at each Ordinary and Extraordinary Council Meeting.

It is very important that all Council Resolutions are then followed up by staff in a timely and professional manner.

The Outstanding Actions Report attached to this report provides a framework to monitor and manage all of the Outstanding Council Resolutions.

(b) Discussion

There are now 11 Council Resolutions currently outstanding as at Thursday, 18 November 2021. There were 13 Council Resolutions outstanding in the report that went to the Thursday, 25 October 2021 Ordinary Council Meeting.

A further 14 outstanding actions were added after this Ordinary Council Meeting.

Therefore, 16 outstanding actions have now been completed since the last Ordinary Council Meeting (13 + 14 = 27 – 16 = 11 outstanding Council Resolutions).

The outstanding resolutions relate to the following years:

<u>YEARS</u>	<u>OUTSTANDING ACTIONS</u>
2019	1 (1 – October 2021)
2020	2 (3 – October 2021)
2021	8 (9 – October 2021)
TOTAL	<u>11</u> (13 – October 2021)

The outstanding resolutions relate to the following Directorates:

<u>DIRECTORATE</u>	<u>OUTSTANDING ACTIONS</u>
General Manager	1 (0 – October 2021)
Corporate and Community Services	5 (7 – October 2021)
Development, Planning and Regulatory Services	1 (4 – October 2021)
Infrastructure Services	4 (2 – October 2021)
TOTAL	<u>11</u> (13 – October 2021)

It is very important that Councillors have the confidence that officers are following up on their resolutions from the Council Meetings and actioning them in a timely, accurate and professional manner.

The discipline being instilled at Glen Innes Severn Council is that no action in Infocouncil should have a commentary that is older than 30 days and the commentary must be relevant and provide an up-to-date status of the action at all times. Additionally, the target date must always be forward looking. No action should have a past target date, only a forward-looking target date at all times.

Staff will continue to focus and prioritise completing the one (1) remaining outstanding action from the 2019 year and the two (2) remaining outstanding actions from the 2020 year. However, this needs to be tempered with the fact that no outstanding actions are to be completed by staff until they are 100% completed. Otherwise, Councillors and the community will lose confidence in the governance framework being used to manage outstanding actions.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

Nil.

(e) Social

An up-to-date Resolution Tracking Report provides confidence to Councillors and the community that Council Resolutions are being followed up in a timely, accurate and professional manner by staff.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Responsible officers are required to provide regular updates on the progress of actioning their respective Council resolutions through the electronic Infocouncil system.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item also links to Council's Delivery Program Objective STC 1.7.1 'Strive for excellence in all customer service areas'.

CONCLUSION

It is extremely important that all Council Resolutions are followed up in a timely, accurate and professional manner.

This assists in building confidence, not only with the Councillors but also with the community, that Council is a transparent and professionally run organisation.

ATTACHMENTS

Annexure A Outstanding Actions as at 18 November 2021

REPORT TITLE: 7.3 COUNCILLOR WORKSHOP CALENDAR

ECM INDEXES:

Subject Index: GOVERNANCE: Councillor Workshops

Customer Index: INTERNAL DEPT - Councillors

Property Index: NIL

AUTHOR: Debbie Duffell - Executive Assistant (Mayor and General Manager)

APPROVER/S: Craig Bennett - General Manager

PURPOSE

The purpose of this report is for the General Manager to inform Councillors that no further Councillor Workshops will be held until February 2022.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

Councillor Workshops are held to ensure that Councillors have an opportunity, from time to time, to access information within a more informal and interactive forum with regards to the development of key strategic documents for Council and receive information by way of information sessions or briefings with regards to subject matters that are substantial and complex in nature.

(b) Discussion

Given the increasing volume and complexity of material that is necessary for Councillors to consider, Council finds it necessary to, from time to time, implement a mechanism of Councillor Workshops to assist Councillors in developing a thorough understanding of the issues at stake within a more informal and interactive forum.

Council entered the “caretaker” mode on Friday, 5 November 2021.

No workshops or Ordinary Council Meetings have been scheduled for December 2021 as there will not be any Councillors from Saturday, 4 December 2021 until at least Tuesday, 21 December 2021, which is the earliest date that the polls will be declared. The polls could be declared as late as 5 pm on Thursday, 23 December 2021.

The first Ordinary Council Meeting for 2022 will be held on Tuesday, 11 January 2022 at 6 pm. This meeting will only deal with reports that are required to go to this first meeting of the Council.

It will deal with the Councillor’s oath or affirmation of office, the election procedures for the Mayoral and Deputy Mayor elections, the elections of the Mayor and Deputy Mayor, the Review of the Annual Fee for the Deputy Mayor Policy, Casual Vacancies of Councillors, Delegates to Committees and the Investments Report for November 2021.

The Ordinary Council Meeting resolved by Council to be held on Thursday, 27 January 2022, will detail the proposed workshops to be held with the new Council in February and March 2022.

From then on, the relevant Council report will detail the proposed Council workshops for the next three (3) months.

The idea is for the General Manager to regularly update Councillors on the items that will be presented by staff at future workshops. That way staff and Councillors are aware early of what is proposed to be dealt with at future workshops.

The decision on what items are to be dealt with at the Councillor workshops is ultimately the General Manager’s call.

The General Manager is in regular consultation with other **Management Executive Team (MANEX)** members in order to determine the priorities for each monthly workshop.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Councillor Workshops are held in accordance with the Glen Innes Severn Council Policy Document Incorporating Guidelines for Councillor Workshops (the Policy).

The Glen Innes Severn Council Policy Document Incorporating Guidelines for Councillor Workshops (the Policy) notes that Councillor Workshops will only be held under the following conditions:

- Where the particular subject matter to be dealt with at the Councillor Workshop is dealing with the development of key strategic documents; such as a strategic plan for Council.

This, however, implies that there will be substantial further public consultation before Council would be able to finalise its position on these types of matters;

- Where the particular subject matter to be dealt with at the Council Workshop is of a substantial and complex nature and where it would assist Councillors to receive information by way of information sessions or briefings; such as the presentation of a draft budget and operational plan.
- Councillor Workshops have, as a focus, the provision and/or presentation of information in a structured way, whilst also providing for an opportunity for clarification of the material presented. Workshop papers will therefore contain information, but no recommendations;
- Councillor Workshops are not designed, or allowed, to become a substitute for open debate in the official monthly Council Meeting;
- Councillor Workshops are not designed, or used by, or allowed to be used by any Councillor, to reach a pre-determined position on issues that will later be presented to, and be voted on at, a Council Meeting. No agreement will therefore be sought from any Councillor during the course of the Workshop;
- Councillor Workshops are not used, or allowed to be used, as an avenue to influence staff or attempt to influence staff or to give direction to staff or to attempt to give direction to staff as to what the contents of their reports or recommendations to Council should be.

No agreement will therefore be sought from any staff member during the course of the Workshop;

- Notice of Councillor Workshops to all Councillors and the MANEX is given at least five (5) days in advance by the General Manager or Acting General Manager's Office – preferably by way of electronic communication – clearly indicating the subject matter or matters that are to be discussed;
- Councillors are under no obligation to attend Councillor Workshops;
- Councillor Workshops are chaired by the General Manager or in his/her absence another senior officer. This will assist in placing workshops in their proper perspective, that is, an information sharing forum, and avoid the appearance of a formal Council Meeting which carries the attendant risk of de facto decision-making;
- Councillor Workshops will be conducted in an informal way, but with the necessary acknowledgement and respect shown to the Chair by all participants.

Other relevant Policy and documents include:

- Meeting Practice Note developed by the then Department of Local Government (Practice Note No 16 of August 2009);
- Glen Innes Severn Council Code of Conduct for Councillors;
- Letter of advice from the Department of Local Government dated 29 June 2007, within which it expressed its views with regards to Councillor Workshops;
- Circular Number 10-10, dated 21 May 2010 from the then Division of Local Government regarding the “Implementation of the Revised Meetings Practice Notes”;
- Council's Code of Meeting Practice;
- Council's Payment of Expenses and Provision of Facilities to the Mayor and Councillors.

(c) Legislative/Statutory

The Policy is made and adopted in accordance with the spirit and intent of the *Local Government Act 1993* (Chapter 9 Part 2, Chapter 11 – particularly Section 352 – and Chapter 12 Part 2) and the *Local Government (General) Regulation 2021* (Part 10)) regarding the system, process and operation of Local Government and how matters should be dealt with by the Council in an open and transparent manner.

(d) Risk

Given the increasing volume and complexity of material necessary to consider by Councillors, there is a risk that Councillors will not have a thorough understanding of all of the issues at stake with regards to the development of key strategic documents of Council.

To mitigate this risk, Council finds it necessary to, from time to time, implement a mechanism of Councillor Workshops to assist Councillors in developing a thorough understanding of the issues at stake within a more informal and interactive forum.

(e) Social

Councillor Workshops allow Councillors to receive information by way of information sessions or briefings with regards to subject matters that are substantial and complex in nature, therefore allowing Councillors to develop a better understanding and make better informed decisions about matters before Council for consideration.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

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

CONCLUSION

Councillor Workshops are held to ensure that Councillors have an opportunity, from time to time, to access information within a more informal and interactive forum with regards to the development of key strategic documents for Council and receive information by way of information sessions or briefings with regards to subject matters that are a high priority, substantial and complex in nature.

As a result of the Local Government elections being held on Saturday, 4 December 2021, it is not proposed to hold any further Councillor workshops until February 2022.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: **7.4 ANNUAL REPORT FOR THE 2020/2021 FINANCIAL YEAR**

ECM INDEXES:

Subject Index: **CORPORATE** **MANAGEMENT:** **Reporting**
INFORMATION MANAGEMENT: **Publications**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Dennis McIntyre - Manager of Governance, Risk and Corporate Planning**

APPROVER/S: **Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is for Council to receive and note the Glen Innes Severn Council Annual Report for the 2020/2021 Financial Year (***Annexure A*** - distributed under separate cover with this Business Paper).

RECOMMENDATION

THAT Council:

- 1. Notes the Glen Innes Severn Council Annual Report for the 2020/2021 Financial Year.***
- 2. Displays the Glen Innes Severn Council Annual Report for the 2020/2021 Financial Year on Council's website by Tuesday, 30 November 2021 and that the General Manager notifies the Minister for Local Government accordingly.***

REPORT

(a) Background

In accordance with Section 428 (1) of the *Local Government Act 1993* (“the Act”), Council must, within five (5) months of the end of each financial year, prepare a report as to its achievements in respect to the objectives and performance targets set out in its Operational Plan and Budget for that year.

(b) Discussion

The Glen Innes Severn Council Annual Report for the 2020/2021 Financial Year has been prepared in accordance with the requirements of the Act, specifically sections 406 and 428.

The following are the main points from this year’s Annual Report:

- Message from the Mayor (page 3);
- General Manager’s Overview (page 5);
- Highlights of the Year (page 37);
- Financial and Performance Highlights (page 48);
- Access and Equity Activities to Meet Residents’ Needs (Page 52);
- Major Contracts Awarded (page 60);
- Contributions Granted under Section 356 of the Act (page 61);
- Condition of Public Works (page 77); and
- Human Resource Activities (page 80).

The 2020/2021 Annual Report is required to include Council’s Audited Financial Statements for the 2020/2021 Financial Year, and outline Council’s achievements in implementing its Delivery Program (2017-2021).

As this is an election year, having been postponed (twice) from September 2020 to 4 December 2021, it is a requirement that an End of Term Report is included within the Annual Report. The End of Term Report is included at Annexure D of the Annual Report. Further, Annexure C of the Annual Report includes the annual Government Information (Public Access) Report.

These documents have been distributed under separate cover with this Business Paper as part of the Annual Report for the 2020/2021 Financial Year.

Once adopted by Council the Annual Report will be able to be accessed through Council’s Website at www.gisc.nsw.gov.au.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Annual Report includes, at Annexure A, the Audited Financial Statements year ended 30 June 2021.

(b) Governance/Policy

The Annual Report is a key element to the Integrated Planning and Reporting Framework and is one (1) of the key points of accountability between Council and the community.

(c) Legislative/Statutory

Section 428 of the Act requires Council:

- (1) *Within five months after the end of each year, a council must prepare a report (its "**annual report**") for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.*
- (2) *The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous four years.*
- (3) *An annual report must be prepared in accordance with the guidelines under section 406.*
- (4) *An annual report must contain the following--*
 - (a) *a copy of the council's audited financial reports prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting published by the Department, as in force from time to time,*
 - (b) *such other information or material as the regulations or the guidelines under section 406 may require.*
- (5) *A copy of the council's annual report must be posted on the council's website and provided to the Minister and such other persons and bodies as the regulations may require. A copy of a council's annual report may be provided to the Minister by notifying the Minister of the appropriate URL link to access the report on the council's website.*

Section 217 of the *Local Government (General) Regulation 2021 (the Regulation)* requires the following information to be included in the Annual Report:

- Details of overseas visits by councillors and council staff;
- Details of mayoral and councillor fees, expenses and facilities;
- Contracts awarded by council;
- Amounts incurred in relation to legal proceedings;

- Private works and financial assistance;
- Details of external bodies, companies and partnerships;
- Details of the General Manager's total remuneration;
- Details of the total expenditure on Senior Staff remuneration;
- Information of stormwater levies and charges;
- Information on companion animals' management; and
- A statement of the activities undertaken by the council to implement its equal employment opportunity management plan.

(d) Risk

The risk exists that an Annual Report of Council may contain inaccuracies which may be misleading for the community. To mitigate this risk, each element of the annual report is sought from relevant stakeholders with the required expertise in their field. The audited financial reports are prepared in accordance with the *Local Government Code of Accounting Practice and Financial Reporting*. Council also uses various operational and reporting software to assist compliance with the legislative and statutory requirements.

(e) Social

The Annual Report includes information that is important for community members to know and will help their understanding of how Council has been performing both as a business leader and a community leader.

(f) Environmental

The Annual Report contains information pertaining to the *Environment Planning and Assessment Act 1979*, including particulars of any environmental upgrade agreement entered by Council and projects undertaken to preserve, protect, restore and enhance the environment.

(g) Economic

The Annual Report reports on economic development measures undertaken by Council.

(h) Asset Management

The Annual Report reports on various matters pertaining to asset management including major works carried out.

CONSULTATION

(a) External

Council Financial Reports are audited by Forsyths Financial Services on behalf of the Audit Office of New South Wales.

(b) Internal

To compile the Annual Report, an extensive consultation process began in August 2021 with each directorate. A wide array of council staff, with the required knowledge in their area of function have contributed content for this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

STC 1.2.1 'Provide clear messaging of Council's achievements, strategic objectives and actions.

The publication of the Annual Report informs the local community of Council's achievements in implementing its Delivery Program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed. This Annual Report also includes the End of Term Report which highlights how the activities directed by the Delivery Program (2017-2021) and carried out in each annual Operational Plan have contributed towards the achievement of the Community Strategic Plan.

CONCLUSION

The Glen Innes Severn Council Annual Report for the 2020/2021 Financial Year has been prepared in line with statutory requirements and is presented to Council for noting and will then be sent to the OLG and posted on Council's website.

This report provides a comprehensive picture of the year's progress in all aspects of Council's operations, including reporting on the four (4) Year Delivery Program (2017-2021), the Operational Plan and Budget for the 2020/2021 Financial Year, the Audited Financial Statements for the 2020/2021 Financial Year and the End of Term Report.

ATTACHMENTS

Annexure A Annual Report 2020/2021 (*under separate cover*)

**REPORT TITLE: 7.5 PRESENTATION OF ANNUAL FINANCIAL REPORTS
FOR THE FINANCIAL YEAR ENDING 30 JUNE 2021**

ECM INDEXES:

Subject Index: FINANCIAL MANAGEMENT: Financial Reporting

Customer Index: NIL

Property Index: NIL

AUTHOR: Ann Newsome - Chief Financial Officer

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present to Council the Audited Annual Financial Statements for the year ending 30 June 2021.

The Audited Annual Financial Statements are attached as Annexure A to the Annual Report 2020/2021. (The report immediately preceding this report).

RECOMMENDATION

That Council receives and notes the Audited Annual Financial Statements for the year ending 30 June 2021 as presented.

REPORT

(a) Background

The *Local Government Act 1993* (***the Act***) contains specific requirements to be followed in relation to the presentation of Council's Statutory Annual Financial Statements.

In summary, the procedures are listed below:

1. The Annual Financial Statements are required to contain certificates to be signed in accordance with a resolution of Council, that they have been prepared in accordance with the provisions of the Act and the Regulations thereunder.

Council authorised the signing of the certificates at the Ordinary Council Meeting held on Thursday, 23 September 2021 (Resolution Number 12.09/21).

2. The Financial Statements and certificates referred to in item one (1) were then referred to Council's Auditor for auditing.
3. As soon as practical after receiving the Auditor's Report, Council must forward a copy of the audited Financial Statements to the **Office of Local Government (OLG)**. These documents were forwarded to the OLG on Friday, 29 October 2021.
4. A public notice must then be provided of Council's intention to present its audited Annual Financial Statements. Council provided a public notice in the Glen Innes Examiner on Thursday, 11 November 2021.
5. Anyone can make written submissions to Council regarding its audited Financial Statements or Auditor's Reports for a period of seven (7) days after the reports have been presented to Council (the seven (7) days will finish on Thursday, 2 December 2021).

(b) Discussion

According to the Auditor's Report, Council's accounting records have been kept in accordance with relevant legislation and accounting policies.

A summary of the key figures are listed as follows:

Consolidated Accounts

The Income Statement of the **General Purpose Financial Statements (GPFS)** shows a net operating result attributable to Council for the 2020/2021 Financial Year of **(\$1.23M)** (including grants and contributions provided for capital purposes of \$4.69M), this is down from a positive position of \$900K for the 2019/2020 Financial Year.

The decrease is mostly due to an increase in operating expenses attributable to net losses from disposal of assets due to infrastructure renewals, an increase in materials and services due to increased maintenance works and increased payments and levies to other levels of government. These expense increases were partially offset by an increase in grants and contributions and additional revenue from gravel and tourism sales and infrastructure assets recognised for the first time.

The lower than anticipated result (compared to the original budget of \$2.28M) is mainly due to Council receiving \$3M less in other revenues (budget \$6.62M) and offset by an additional \$3.3M received in grants and contributions. Other major items include a \$4.2M net loss from the disposal of assets (budget \$0) and depreciation and amortisation expense being \$1.1M higher than budgeted (\$7.6M actual compared to \$6.5M budgeted), a \$1M decrease in employee benefits and on-costs (budget \$11.8M), and savings in materials and contracts expenditure of \$1M (budget \$13.2M).

Council's net operating result for the financial year before grants and contributions provided for capital purposes showed an unfavourable result of **(\$5.914M)** (unfavourable result of **(\$1.874M)** for the 2019/2020 Financial Year).

Rates and annual charges revenue of \$11.9M increased by \$588K (5.16 per cent) on the 2020/2021 Financial Year.

This was due in part to rate peg increases during the year and an increase in drainage charges received of \$213K.

Grants and contributions revenue of \$15.8M was \$1.4M higher than the 2020/2021 Financial Year (\$14.4M) with additional capital grants being received.

Employee benefits and on-costs (\$10.79M) increased by \$444K in 2020/2021.

Water Fund

The Water Fund achieved a Surplus from Continuing Operations including Capital Income of \$89K (\$3K in the 2020/2021 Financial Year).

This increase is mostly due to an Increase in User Charges Revenue.

After excluding Capital Income, the Water Fund result was a surplus of \$95K (**(\$27K)** in the 2020/2021 Financial Year).

The Water Supply business complies with the NSW Best Practice Guidelines.

Sewer Fund

The Sewer Fund achieved a Surplus from Continuing Operations including Capital Income of \$323K (\$148K in the 2020/2021 Financial Year).

After excluding Capital Income, the Surplus was \$291K (\$133K in the 2020/2021 Financial Year).

The Sewer business also meets the requirements of NSW Best Practice Guidelines.

Glen Innes Aggregates

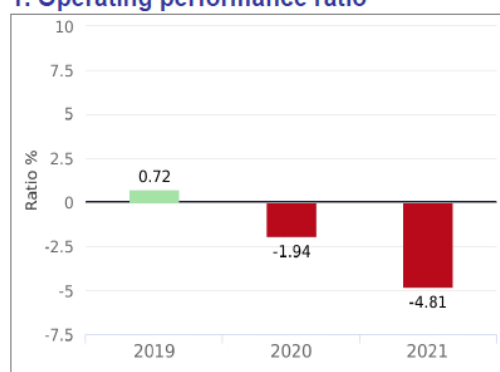
The Quarry achieved a Surplus from Continuing Operations of \$339K (\$326K in the 2020/2021 Financial Year).

Position by Business Activity for the 2020/2021 Financial Year (excluding Capital Income)

	Glen Innes Aggregates	Water Fund	Sewer Fund	Totals
\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue	3,289	2,478	1,755	7,522
Operating Expenditure	2,950	2,383	1,464	6,797
Operating Surplus	339	95	291	725

Council's financial performance is also detailed in the following graphs and ratios:

1. Operating performance ratio



Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

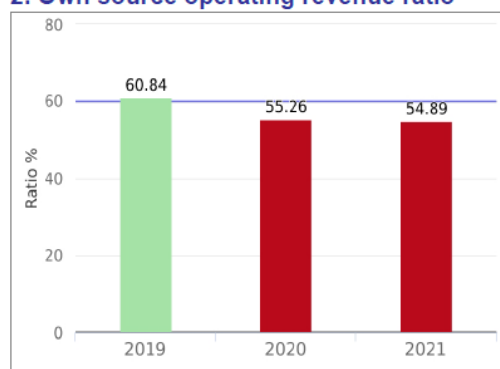
2020/21 ratio (4.81)%

Council did not meet the benchmark for the current reporting period, due to a negative net operating result, caused by increases in operating expenses compared to 2019/2020.

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

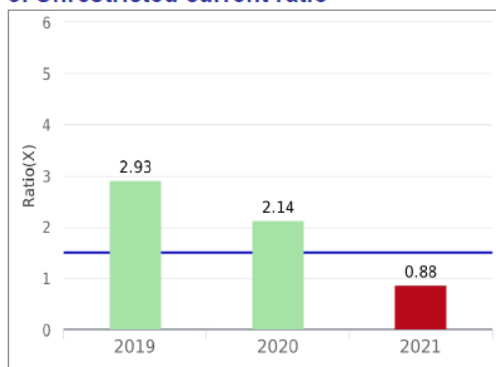
Commentary on 2020/21 result

2020/21 ratio 54.89%

Council is very close to meeting the 60% benchmark. The drop in 2020 relates to a decrease in operating revenue due to bushfires, drought and Covid-19. There has been a slight improvement in 2021. Council has been very successful in the number and dollar value of grants received, and believes that the benefit to the community of the grants outweighs any concerns about the lowering of this ratio.

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

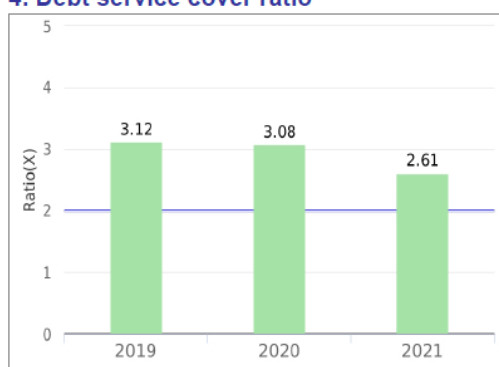
Commentary on 2020/21 result

2020/21 ratio 0.88x

Council is very close to meeting the > 1.5x benchmark. Council will focus on moving this ratio back above benchmark in 2022.

Ratio achieves benchmark

Ratio is outside benchmark

4. Debt service cover ratio

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

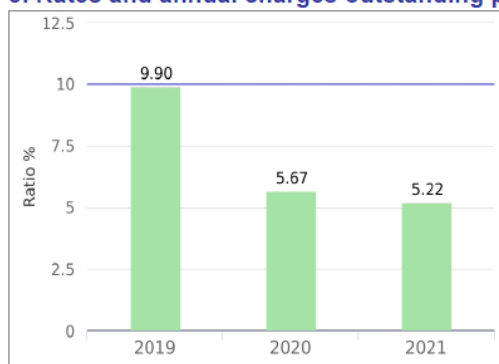
Commentary on 2020/21 result

2020/21 ratio 2.61x

No significant variance.

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

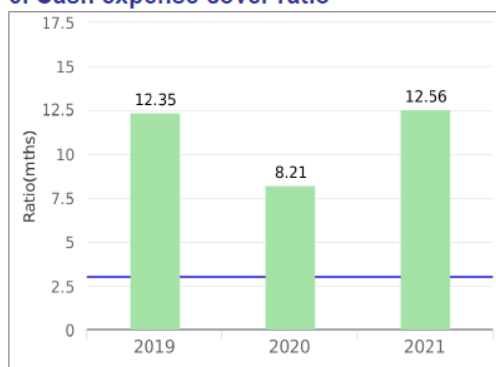
Commentary on 2020/21 result

2020/21 ratio 5.22%

Council continues to perform well in this area and is well under the benchmark, noting further improvement on prior year.

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 12.56 mths

This ratio is still well above the required benchmark.

Ratio achieves benchmark

Ratio is outside benchmark

As well as in the following details of the capital financial ratios:

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	8,089	137.15%	91.56%	100.90%	>= 100.00%
Depreciation, amortisation and impairment	5,898				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	35,140	12.57%	15.94%	11.66%	< 2.00%
Net carrying amount of infrastructure assets	279,602				
Asset maintenance ratio					
Actual asset maintenance	4,251	116.91%	102.29%	102.36%	> 100.00%
Required asset maintenance	3,636				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	35,141	7.87%	10.14%	32.66%	
Gross replacement cost	446,771				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

A representative from the Auditor-Generals Office has confirmed their attendance at the November 2021 Ordinary Council Meeting in order to provide an overview of Council's financial position and to answer any questions that Councillors may have in regards to its Annual Financial Statements.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The budgeted expenditure for audit fees for the 2020/2021 year was \$60K. Council has not yet received the final invoice but it is anticipated that the annual fee will be less than budget.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Section 418 of the *Local Government Act 1993* (Public notice to be given of presentation of financial reports) requires all councils in NSW to give public notice of the presentation of Annual Financial Reports.

Section 419 of the *Local Government Act 1993* (Presentation of council's financial reports) requires the following:

- (1) A council must present its audited financial reports, together with the auditor's reports, at a meeting of the council held on the date fixed for the meeting.
- (2) The council's auditor may attend the meeting at which the financial reports are presented.
- (3) A council's auditor who carries out the functions of the auditor under an appointment by the Auditor-General must attend the meeting at which the financial reports are presented if the council gives not less than 7 days notice in writing that it requires the auditor to do so.

Section 420 of the *Local Government Act 1993* (Submission of financial reports and auditor's reports) requires the following:

- (1) Any person may make submissions to the council with respect to the council's audited financial reports or with respect to the auditor's reports.
- (2) A submission must be in writing and must be lodged with the council within 7 days after the date on which those reports are presented to the public.

- (3) The council must ensure that copies of all submissions received by it are referred to the auditor.
- (4) The council may take such action as it considers appropriate with respect to any such submission, including the giving of notice to the Departmental Chief Executive of any matter that appears to require amendment of the council's financial reports.

(d) Risk

There may be future risks around future sustainability and continuing to be a 'stand-alone council' if Council does not lift its financial performance indicators that are currently not meeting the benchmarks.

The Operating Performance Ratio benchmark, Own Source Operating Revenue Ratio, Unrestricted current ratio and the Infrastructure Backlog Ratio were below the benchmark this year. All four (4) were related to the continuing impact of a decrease in operating revenue due to bushfires, drought and COVID-19.

The benchmark for the Infrastructure Backlog Ratio is less than 2%. Whilst exceeding benchmark this ratio has improved from 2019/2020. Council's ratio was 15.94% in 2019/2020 and is 12.57% in 2020/2021.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Council has a significant issue regarding its infrastructure backlog. Its infrastructure backlog ratio has been above 10% for the past five (5) years. The accepted industry standard is a ratio of less than 2%.

Significant funds will need to be injected into infrastructure over the next ten (10) years in order to address this significant issue.

CONSULTATION

(a) External

Extensive communication occurred between Vanguard Consulting Group (Council's Contractor), Forsyth's (Council's External Auditor) and Council staff during the preparation of the Financial Statements.

The Director of Corporate and Community Services had communication with the Audit Office to keep them updated on Council's progress of preparing the Financial Statements.

In addition, the Report on Conduct of the Audit for the year ended 30 June 2021 received from the Auditor General's Office of New South Wales has assisted in the writing of this report.

(b) Internal

Consultation has been undertaken with the Director of Infrastructure Services with regards the Glen Innes Aggregates end of year result assessment.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

The Annual Financial Statements form part of Council's Annual Report which is a requirement of the Integrated Planning and Reporting Framework.

Further, this item links to Council's Strategic Plan Objective STC 2.1 Continue to be a financially sustainable and independent Council.

CONCLUSION

Council's Financial Statements and Key Performance Indicators for the year ended 30 June 2021 reveal that Council's financial position continues to be satisfactory.

This is highlighted by the various ratios detailed in the body of this report. It should be noted that several ratios reduced from previous years due to a decrease in operating revenue due to bushfires, drought and COVID-19.

During the preparation of the Operational Plan and Budget for the 2022/2023 Financial Year Council will need to focus on increasing operating revenue and/or decreasing operating expenses.

In addition, Council needs to continue searching for additional untied revenue sources to address this significant infrastructure renewal backlog.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.6 QUARTERLY BUDGET REVIEW - SEPTEMBER 2021

ECM INDEXES:

Subject Index: FINANCIAL MANAGEMENT: Budgeting

Customer Index: NIL

Property Index: NIL

AUTHOR: Amy Watson - Financial Accountant

**APPROVER/S: Ann Newsome - Chief Financial Officer
Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to provide Council with a quarterly budget review statement for the period from 1 July 2021 until 30 September 2021 (**Annexure A**) for review and adoption.

RECOMMENDATION

That Council notes and adopts the information contained in this report with the estimated annual Operational Surplus (excluding Capital Grants and Contributions) of \$1.44M being the result of the September 2021 Quarterly Budget Review.

REPORT

(a) Background

Section 203 of the **Local Government (General) Regulation 2021 (the Regulation)** states that:

- (1) *Not later than 2 months after the end of each quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.*

- (2) *A budget review statement must include or be accompanied by:*
- (a) *a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure, and*
 - (b) *if that position is unsatisfactory, recommendations for remedial action.*
- (3) *A budget review statement must also include any information required by the Code to be included in such a statement.*

The Code referred to above, is the Code of Accounting Practice and Financial Reporting. While earlier versions of the code had an appendix that listed minimum requirements, these were removed a few years ago as they are of no relevance to the Financial Statements (which is the main purpose of the Code).

In the absence of any instructions in the Code, the Quarterly Budget Review Statement publication issued in 2010 by the then Division of Local Government, NSW Department of Premier and Cabinet, details the minimum requirements and these requirements have been met in the preparation of the **Quarterly Budget Review Statements (QBRs)**.

The quarterly review should act as a barometer of Council's financial health during the year, and it is also a means by which Councillors can ensure that Council remains on track to meet its objectives, targets and outcomes as set out in its Operational Plan and Budget.

(b) Discussion

The original budget adopted by Council indicated that the Net Operating Surplus at the end of the 2021/2022 Financial Year was expected to be \$1.45M (excluding Capital Grants and Contributions of \$10.34M).

This was based on budgeted total operating revenue of \$46.705M and budgeted total operating expenditure of \$34.913M, with \$10.34M expected from Capital Grants and Contributions. The recommended changes outlined in this September Quarterly Budget Review will lead to a decrease to the bottom line of \$8K, resulting in a projected Net Operating Result of \$1.44M (excluding capital grants and contributions of \$19.17M).

The September 2021 Quarterly Budget Review indicates that Council is in a good position in respect of actual net expenditure when compared to budgeted net expenditure.

The Operating Performance Ratio demonstrates whether Council is making an operating surplus or deficit.

The Operating Performance Ratio (excluding Capital income) is defined as:

Total Continuing Operating Revenue (excluding Capital grants and contributions) – Operating Expenses

Total Continuing Operating Revenue

Council originally budgeted for a positive Operating Ratio (surplus) excluding Capital income of 3.98%. The Operating Performance Ratio is expected to be stable as a result of the current proposed variations to be 3.76%.

By way of comparison, the Annual Financial Statements reported that this ratio was:

- **-4.81%** in 2020/2021;
- **-1.94%** in 2019/2020;
- 0.72% in 2018/2019;
- 7.75% in 2017/2018; and
- 12.84% in 2016/2017.

The major adjustments recommended for the September 2021 quarterly review recognise:

- 1) Additional income of \$7.384M (including capital revenue of \$5.42M) includes the major revenue items of:
 - a. Operational grant funding for Flood Recovery \$2M;
 - b. Capital grant funding for the Netball Stadium of \$3.611M;
 - c. Additional capital grant funding for the Truck wash \$142K;
 - d. Successful capital grant funding for Sky Walk project \$1.3M.
- 2) Additional expenditure changes include the major expenditure items of:
 - a. A movement of \$2M from capital to operational expenditure for Flood recovery work;
 - b. A movement of \$45K from capital to operational expenditure for Library Books and associated resources.

Further details of income and expenditure adjustments are included in Annexure A.

Cash and Investment Review

The cash and investment review provides an estimate of the current internal and external restrictions on Council's invested funds. These are not fully determined until the end of the financial year. Now that the audit of the Financial Statements is completed, updates have been made to these figures as at 30 June 2021. The report also includes a reconciliation of Council's cash and investments on hand as at 30 September 2021.

It should be noted that both internally and externally restricted funds must be acquitted for a particular purpose, and therefore are in truth already committed for that purpose. For this reason, the expenditure of these funds is more of a cash flow / working capital issue and will have no effect on the operational surplus or deficit. However, as indicated above, the timing of receipt of income and the expending of this can occur over a number of financial years. This results in a variance in the operational budget between those years. However, the net effect should still be nil over the financial years in which the grant (or reserve) is acquitted.

This report also requires a statement in respect of whether all investments are in accordance with the requirements of Section 625 of the *Local Government Act 1993*, the Regulations and Council's Investments Policy. This statement, in combination with the monthly investment report, ensures that Council is complying with these statutory, regulatory and policy requirements.

Further, a declaration as to the preparation of bank reconciliations is also required. Bank reconciliations occur daily with a full reconciliation performed monthly. The full reconciliation for the September 2021 quarter occurred on Friday, 1 October 2021.

Capital Budget Review

The Capital Budget Review format allows Council to analyse any additional Capital expenditure to be incurred in the current Financial Year and the extent to which monies have already been expended. Importantly, the report also indicates how Council is to fund the Capital expenditure for the year.

This review proposes an increase in the Capital Expenditure Budget of \$5.7M. Significant capital projects are the Netball Stadium \$3.6M and Sky Walk \$1.3M.

The carry forward column shows capital costs carried over from prior years. Where required these have been included in the revote report already put to Council. These include the following:

- Capital works projects that were carried over from the 2020/2021 program \$5.349M and;
- Revotes from 2020/21 as per Council Resolution 6.08/21 \$1.3M.

Further details of capital project adjustments are included in Annexure A.

Contracts

The Reporting Framework requires the identification of contracts entered into in the preceding quarter which exceed specified expenditure limits. The limit for reporting contracts in the QBRs is one percent (1%) of revenue from continuing operations, or \$50K whichever is less.

Council entered a contract with Weirbuilt Australia, Taylors Civil Construction, BG & L Ostler, McCarthy Haulage, Toby Newsome, B & S Chaffey, RM Earthmoving, Stabilcorp, Ezyquip and J Lawson in the first quarter of 2020/2021 under the value of "Schedule of rates".

Consultancy and Legal Expenses

The current expenditure to 30 September 2021 on qualifying consultancies and legal fees is identified in the QBRs and this expenditure is budgeted for and, given the size and nature of Council's operations, is considered reasonable.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

It is important for Council to note that the adoption of this budget review approves the variations identified in the attached report and that the cumulative effect of the budget variations should be considered when reviewing this budget. The original estimated Operating Surplus for the 2021/2022 Financial Year was \$1.45M excluding Capital Grants and Contributions. After quarterly budget review adjustments the estimated Operating Surplus for the 2021/2022 Financial Year is \$1.44M.

(b) Governance/Policy

No governance or policy implications have been identified in the preparation of this report.

(c) Legislative/Statutory

Section 203 of the Regulation requires all councils in NSW to prepare and submit to Council a budget review statement which has a revised estimate of the income and expenditure for that year, within two (2) months of the end of the quarter.

A certification is required to ensure that all investments are made in accordance with the requirements of Section 625 of the *Local Government Act 1993*, the accompanying regulations and Council's Investments Policy.

This budget review statement must be prepared in accordance with the new Integrated Planning and Reporting Framework introduced under the *Local Government (General) Amendment (Planning and Reporting) Regulation 2009*, the *Local Government Act 1993* (as amended) and the *Local Government Amendment (Planning and Reporting) Act 2009*.

(d) Risk

The Quarterly Budget Review aims to mitigate financial risk by providing a more accurate indication of Council's operating and capital budgets.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Investment in Capital Works assists in the stimulation of the Local Economy. Additional Capital expenditure has been incorporated into this review and funds required are appropriately provided for the capital works.

(h) Asset Management

Carried forward capital projects from 2019/2020 and 2020/2021, as well as revotes are included in this report as a separate column.

CONSULTATION

(a) External

Nil.

(b) Internal

This report has been prepared with input from the Director of Infrastructure Services, Director of Development, Planning and Regulatory Services, Manager of Infrastructure Delivery and Technical Services Coordinator to ensure that there is up-to-date information regarding income and expenditure.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Objective STC 2.1.1 'Continue to be a financially sustainable and independent Council.'

CONCLUSION

The Original Budget adopted by Council in June 2021 indicated that the Net Operating Surplus at the end of the 2021/2022 Financial Year would be \$1.45M (excluding Capital Grants and Contributions).

The adjusted September 2021 QBRS indicates a revised budgeted Operating Result of \$1.44M (excluding Capital Grants and Contributions).

The September Capital Budget Review annexure indicates an increase in the total capital expenditure for this financial year of \$5.7M. Carried forward capital projects from 2019/2020, 2020/2021 and revotes total \$10.65M.

ATTACHMENTS

Annexure A Quarterly Budget Review Statement

REPORT TITLE: **7.7 REQUEST TO ALTER APPROVED CHRISTMAS / NEW YEAR ARRANGEMENTS FOR 2021/2022 FOR CHILDREN AND FAMILY SERVICES**

ECM INDEXES:

Subject Index: **CORPORATE MANAGEMENT: Reporting
OOSH – OSHC – Outside School Hours Care**

Customer Index: **Internal Dept – CAFS (Children and Family Services)**

Property Index: **NIL**

AUTHOR: **Anna Watt - Director of Corporate and Community Services**

APPROVER/S: **Craig Bennett - General Manager**

PURPOSE

The purpose of this report is to seek Council's approval to alter the approved closure over the Christmas / New Year period for 2021/2022 for Council's Children and Family Services operations.

RECOMMENDATION

That Council approves Council's Children and Family Services to provide Vacation Care Services from 8am on Monday, 20 December 2021 through to 6pm on Wednesday, 22 December 2021 and then be closed from Thursday, 23 December 2021 until Tuesday, 4 January 2022.

REPORT

(a) Background

Council resolved the following at its Ordinary Council Meeting held on Thursday, 28 October 2021:

9.10/21 RESOLUTION

THAT:

1. Council's Depot, Town Hall Offices, Church Street Offices, Life Choices – Support Services Offices, Youth Booth Offices and Children and Family Services Offices be closed from Monday, 20 December 2021 and reopen on Tuesday, 4 January 2022.
2. Council's Glen Innes Aggregates be closed from Monday, 20 December 2021 and reopen on Monday, 10 January 2022.
3. All of Council's Libraries be closed from Thursday, 23 December 2021 and reopen as follows – the Glen Innes Library on Thursday, 6 January 2022, the Emmaville Library on Friday, 7 January 2022 and the Deepwater Library on Wednesday, 12 January 2022.
4. Staff be permitted to take suitably authorised leave for the days which are not public holidays during the shutdown.
5. Extensive publicity be given on the proposed closures in the lead up to Christmas.

CARRIED

(b) Discussion

Council received correspondence on Thursday, 11 November 2021 in response to the decision made, at the Ordinary Council Meeting held on Thursday, 28 October 2021, to shut down Glen Innes Out of School Hours (OOSH) Vacation Care earlier than usual.

Within the correspondence a number of valid points were raised, including how important this service is in the lead up to Christmas to allow working parents to continue to place their children in care in order to allow them to work over this period.

After further consultation with the Children and Family Services staff, a compromise was reached and it is now recommended that Vacation Care Services be offered from 8am on Monday, 20 December 2021 until 6pm on Wednesday, 22 December 2021.

This compromise provides flexibility to the users of the service and also allows staff to have a decent break over the Christmas/New Year period.

As Council are the only providers of Vacation Care within the community, Council staff understand the importance of providing this service to the community.

Traditionally Council has closed the Vacation Care Services from Christmas Eve until the first working day of the new year.

However, this year a decision was made to bring the close down period forward a week to allow staff to have an extended break to recharge after a busy and stressful year with COVID-19.

It is still intended for Vacation Care to remain closed on Friday, 17 December 2021 to allow staff the opportunity to attend the Staff Christmas Party.

If the Officers Recommendation is adopted, Vacation Care will now be closed on Thursday, 23 December 2021 and reopen on Tuesday, 4 January 2022.

(c) Options

Option 1

That Council approves Council's Children and Family Services to provide Vacation Care Services from 8am on Monday, 20 December 2021, through to 6pm on Wednesday, 22 December 2021 and then be closed from Thursday, 23 December 2021 until Tuesday, 4 January 2022.

THIS IS THE RECOMMENDED OPTION.

Option 2

That Council does not approve Council's Children and Family Services to provide Vacation Care Services from 8am on Monday, 20 December 2021 through to 6pm on Wednesday, 22 December 2021 instead it will remain closed (as per Resolution 9.10/21) along with the other Council Offices from Monday, 20 December 2021 and reopen on Tuesday, 4 January 2022.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

It was budgeted within the Operational Plan and Budget for the 2021/2022 Financial Year for Vacation Care Services to be open from Monday, 20 December 2021 through to Friday, 24 December 2021.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

There may be a risk to Council's reputation if Option One (1), the recommendation provided in this report is not adopted, noting that Council has received feedback from the community about the current closure over the Christmas period, while taking into consideration that there are no other providers of Vacation Care in the community.

(e) Social

Council in the past has provided Vacation Care to families in the lead up to Christmas. If Council revokes the initial decision for the Children and Family Services Vacation Office to be closed from Monday, 20 December 2021 and reopen on Tuesday, 4 January 2022 and allows Vacation Care to be provided from 8am on Monday, 20 December 2021 until 6pm on Wednesday, 22 December 2021 this will assist many families who rely on this important care in the lead up to Christmas.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

A parent who utilises Council's Vacation Care Program regularly and has done so on a long-term basis wrote to the General Manager and expressed her concerns with the Council closing the OSSH services from Monday, 20 December 2021 until Tuesday, 4 January 2022.

(b) Internal

The Manager of Community Services and Children and Family Services staff have been consulted as part of the preparation of this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Community Strategic Plan CS 3 'Ensure community service levels meet the need of a diverse community with a focus on inclusion of youth, children and families, people who are older and people with a disability.

CONCLUSION

Upon considering the correspondence, received by Council in relation to the Vacation Care Services offered by Children and Family Services, Council are now requested to allow Children and Family Services to remain open in the lead up to Christmas to reduce some of the stress and pressure faced by parents.

Therefore, it is now recommended that Council approves for Children and Family Services to open from 8am on Monday, 20 December 2021 until 6pm on Wednesday, 22 December 2021.

Children and Family Services Office will be closed on Friday, 17 December 2021 as well as from Thursday, 23 December 2021 and reopen on Tuesday, 4 January 2022.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: **7.8 QUARTERLY UPDATE ON THE CUSTOMER SATISFACTION AND PRIORITIES ACTION PLAN AS AT 30 SEPTEMBER 2021**

ECM INDEXES:

Subject Index: **CORPORATE MANAGEMENT: Planning – Corporate Management**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Anna Watt - Director of Corporate and Community Services**

APPROVER/S: **Craig Bennett - General Manager**

PURPOSE

The purpose of this report is to present Council with an update on the **Customer Satisfaction and Priorities Action Plan (the Action Plan) (Annexure A)** which was created following the results of **the Community Satisfaction and Priorities Research Survey (the Survey)** which was conducted by Micromex Research from 4 July 2020 until 17 July 2020.

RECOMMENDATION

That Council notes the information contained within this report.

REPORT

(a) Background

At the Ordinary Council Meeting held on Thursday, 25 March 2021, the following was resolved (in part):

7.03/21 RESOLUTION

THAT Council:

- 1. Adopts the Customer Satisfaction and Priorities Action Plan.**
- 2. ...**

Council's Management Executive Team (MANEX) reviewed the findings in the 2020 Survey and discussed the recommendations in order to develop the Action Plan and for the items included in the Action Plan to be incorporated into Council's Operational Plan and Budget for the 2021/2022 Financial Year.

(b) Discussion

The Survey identified recommendations to strengthen satisfaction within the community. These recommended 'areas of importance' were captured in the Action Plan; along with a summary of identified issues, suggested improvements, a snapshot of the current operational status and 50 corresponding actions including due dates and an assigned responsible officer.

Responsible Officers for the various actions in the Action Plan have provided updates on their relevant items for the period between July and September 2021 for the information of Council and the community and can be viewed in Annexure A.

Some of the action plan progress updates include the following highlights:

- An additional page 5 article, per month, was approved with the Glen Innes Examiner and will help communicate with the community on Council decisions;
- The position description for the Media and Communications Officer has been reviewed, updated and advertised as a full-time position to allow more time to assist staff to improve their external communication skills;
- Five (5) applications were approved for funding under the Local Economic Development Support Fund with the remaining funding allocated to the Attract, Connect, Stay Healthcare Workforce Pilot Program;
- The Workforce Attraction Strategy was completed;
- Council endorsed the Planning Proposal with the proposal now submitted to the NSW Department of Planning for consideration;
- Events and Activities being held at the Swimming Pools and Aquatic centres include men's and women's aqua aerobics classes, learn to swim lessons with a number of discussions underway for improving activities at the facilities to promote the pool services, benefits of swimming for health and family recreation;
- Maybole Road, Yarraford Road, Mount Mitchell Road and West Furracabad Road were OTTA sealed;
- Rangers Valley Road was re-sheeted; and
- The review of Council's Integrated Water Cycle Management Plan commenced in April 2021 and the Deed with the Department of Industry and Environment (DPIE) has been finalised with a contractor working on data collection.

This current Action Plan will continue to be worked on during the 2021/2022 and 2022/2023 Financial Years.

Council will be preparing a new three (3) year Delivery Program following the Council Elections.

The NSW Local Government elections are being held on Saturday, 4 December 2021.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

The Survey will be included in Stage 1 of the implementation stages of the community engagement for strategic planning as identified in Council's Community Engagement Strategy. It will advise, in part, the review and development of the 10 year forward looking Community Strategic Plan (which is required to be completed by 30 June 2022).

(c) Legislative/Statutory

The ***Integrated Planning and Reporting Guidelines for Local Government in NSW (the Guidelines)*** created under section 406 of the Act outline the provisions contained in the Act at Chapter 13, Part 2 - Strategic Planning.

Under the Guidelines, both the Survey and Action Plan will be included in a list of strategies, plans and other documents that must be considered when the newly elected Council develops and adopts a 10 year forward looking Community Strategic Plan and Resourcing Strategy, a new three (3) year Delivery Program, and the Operational Plan and Budget for the 2022/2023 Financial Year, prior to June 30, 2022.

(d) Risk

There is a risk that elements of the Action Plan may not directly link to the adopted **2017-2021 Glen Innes Severn Delivery Program (Delivery Program)**. Council is required, under the Guidelines, to review its Delivery Program each year when preparing the Operational Plan.

The Delivery Program has been reviewed and the actions identified in the Action Plan do not vary significantly from those identified in the Delivery Program and they align in meeting the objectives outlined in the Community Strategic Plan. Therefore, there is no requirement to amend the Delivery Program.

(e) Social

The Action Plan provides a means to drive continuous improvements and implement changes following feedback received from the community and recommendations from Micromex Research. When the community has been consulted and Council responds positively to their feedback by the development and carrying out of such Action Plans, the community's satisfaction and confidence in Council increases.

(f) Environmental

There are actions contained within the Action Plan that have environmental implications, such as reviewing the existing Recycling Service Level Agreement and completing the Waste Management Strategy. Council will have enough opportunity to deal with the potential impacts of such implications when the appropriate Business Paper reports are provided to Council for review and/or decision.

(g) Economic

There are 12 actions contained within the Action Plan under the Economic Development Priority Area that have economic implications. Council will have sufficient opportunity to deal with the potential impacts of such implications when the appropriate business paper reports are provided to Council for review and/or decision.

(h) Asset Management

The asset management implications have been considered by Council when adopting the Delivery Program and were considered when adopting the Operational Plan and Budget for the 2021/2022 Financial Year.

CONSULTATION**(a) External**

The Action Plan has been developed from the Survey conducted and prepared by Micromex Research.

(b) Internal

The following staff provided updates for the Action Plan:

- Acting Manager of Infrastructure Delivery;
- Acting Manager of Integrated Water Services;
- Executive Assistant (Mayor and General Manager);
- General Manager;
- Director of Corporate and Community Services;
- Director of Infrastructure Services;

- Manager of Economic Development;
- Manager of Governance, Risk and Corporate Planning;
- Manager of Recreation and Open Spaces;
- Manager of Planning and Regulatory Services; and
- Media and Communications Officer.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Community Service Action CS 3.7.09: Explore and promote opportunities for an informed and engaged community, where people of all abilities can keep abreast of electronic information, share their opinion and participate in community and democratic processes.

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 1.1.1: Provide regular, timely media releases on topical issues as they arise to ensure the community is informed.

CONCLUSION

The original Action Plan was adopted by Council at the Ordinary Council Meeting held on March 25, 2021.

The Action Plan provides an update to Council on the progress of the actions since the Action Plan was adopted by Council.

ATTACHMENTS

Annexure A Quarterly Update Customer Satisfaction and Priorities Action Plan as at 30 September 2021

**REPORT TITLE: 7.9 GLEN INNES SEVERN COUNCIL STAFF
ENGAGEMENT SURVEY - ACTION PLAN PROGRESS
REPORT AS AT 30 SEPTEMBER 2021**

ECM INDEXES:

Subject Index: PERSONNEL: Employee Relations

Customer Index: Voice Project

Property Index: NIL

AUTHOR: Peter Sayers - Manager of Administration and Human Resources

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to inform Council of the progress that has been made to date with updating the Action Plan arising from the 2020 Glen Innes Severn Council Staff Engagement Survey (**Annexure A**).

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

As reported in March and August this year, Council conducted an employee engagement survey in mid-2020. Voice Project was engaged to undertake the survey, which closed on 10 July 2020 with a response rate of 75%.

After the survey closed and was reported on, workshops were held with staff to review and analyse the results. The information gained from these workshops was further refined and developed into an Action Plan, which was presented to Council in March 2021.

Council has been implementing the actions set out in the action plan since late last year, in consultation with the **Staff Consultative Committee (SCC)**.

(b) Discussion

Although the results of the survey were very positive overall, several areas for improvement were identified, including recruitment and selection, career opportunities, cross-unit cooperation, leadership, recognition, and processes.

The following progress has been made towards addressing these issues:

Recruitment and Selection

- Timelines for advertised position are being set and reported to the **Management Executive Team (MANEX)** and the SCC;
- Human Resources staff and panel convenors are communicating with each other to stay on track with agreed timelines and to achieve Council's target of eight (8) weeks from date of advertising to offer;
- Recruitment and selection skills training has been delivered for panel members / managers; and
- Team leaders are now included in selection panels so that they can have direct input into the decision-making process.

The changes that have been implemented so far are significantly improving the time taken to fill positions, with the last report to MANEX indicating that the time taken to offer positions had dropped to an average of 7.31 weeks for the first 10 months of 2021, well below Council's target of eight (8) weeks.

The only item under the Recruitment and Selection priority area that requires further attention and development is the use of practical skills tests for positions where such testing is considered beneficial.

Career Opportunities

- Training in Office 365 and Teams was completed in June 2021. Further training has been budgeted and will be delivered in 2021/2022; and
- A survey of mature age workers has been completed to determine likely retirement / exit dates. The information derived from this survey will form the basis of a skills gap audit, leading to formal succession planning and upskilling of interested staff.

Unexpected staff vacancies within the Administration and Human Resources team and the impact of the COVID-19 lockdowns have taken their toll on progress in this priority area. The skills gap audit has been delayed and further work is required on Council's flexible training / eLearning platforms and succession planning program.

It is expected that things will be back on track in early 2022, after the vacancies have been filled and the effects of COVID-19 have dissipated.

Job Fit and Suitability

- As highlighted under Recruitment and Selection, team leaders are now included on selection panels to provide greater worker representation and input into selection decisions; and
- Probationary processes have been reviewed and strengthened. Reviews are now completed online via Microsoft Forms. Responsible supervisors are allocated probation review tasks and reminders via Microsoft Planner. Human Resources staff review the status of tasks on a weekly basis and generate reminders to supervisors to ensure reviews are completed on time.

Further work is required to develop mentoring programs for positions where it may be beneficial. Council's Human Resources team is also looking at a complete revamp of the current probation review form, to make it more effective. Once these actions have been achieved, the Job Fit and Suitability priority area will have been fully addressed.

Communication

- Council's internal communications hierarchy is currently being reviewed to improve information flow;
- Officer of Due Diligence worksite visits have been reintroduced. All staff meetings have also been reintroduced, with the first of these occurring on 26 May 2021 and another scheduled for 17 November 2021; and
- Plans are well underway to upgrade mobile equipment and data plans to meet the needs of remote workers, with an improved data plan for all workers expected to be in place by the end of November 2021.

Council's internal communications hierarchy requires further consideration and development, opportunities for MANEX to meet with staff can possibly be expanded and Council has yet to conduct any 'pulse' surveys to gauge employees' perceptions of communication. Work is also continuing on upgrading all mobile equipment to an acceptable standard.

Collaboration

- Council's electronic staff directory is currently being reviewed for accuracy. This process will take some time to complete;
- Training in Office 365 and Teams was delivered to 60 staff in June 2021, with further training budgeted and to be held in 2021/2022;
- Individual directorates have successfully held social functions since the Action Plan was written, in accordance with COVID-19 restrictions; and
- Physical or 'virtual' suggestion boxes are being introduced to worksites soon, as part of the current organisational review.

Further work is required on Council's staff directory and no further progress has been made at this stage on setting a 'minimum' standard for staff profiles.

The colocation of the Grey Street and Church Street offices has been put on temporary hold after Council expressed a preference not to proceed with the proposed Mackenzie Building option. Options will continue to be explored and the issue will be revisited later.

Leadership

- MANEX meeting minutes are now being posted on the Intranet for the information of all staff, along with minutes from SCC meetings and **Work Health and Safety Consultative Group (WHSCG)** meetings;
- Hogan assessments have been rolled out for all MANEX members and some Managers. Some Managers have also participated in 360-degree reviews. All new Managers are required to undertake a Hogan assessment before commencement;
- MANEX members are now visiting selected worksites, including field sites, to inspect jobs and talk to staff;
- Progress on the Action Plan is being reported to the SCC and MANEX and reported in “Insider News”, Council’s internal staff newsletter; and
- As stated above, physical or ‘virtual’ suggestion boxes are being introduced to worksites soon, as part of the current organisational review.

Further consideration of options for MANEX to interact with other staff would likely be beneficial, to ensure that all avenues have been thoroughly explored.

Processes

- Council’s internal communications hierarchy is currently being reviewed;
- Training in Office 365 and Teams was delivered to 60 staff in June 2021, with further training budgeted and to be held in 2021/2022; and
- Staff have been surveyed to obtain their ideas and input into Council’s ICT services. This information will assist in informing the development of Council’s ICT Strategic Plan.

Further work is required on Council’s eLearning platforms and communications hierarchy, along with further development of procedures for all job roles.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Each Staff Engagement Survey and all associated reports, presentations and workshops usually costs Council between \$15,000 and \$20,000, depending on the provider used and the exact nature and content of the survey.

For the 2020 staff survey, Council budgeted \$17,322 in the Operational Plan and Budget for the 2019/2020 Financial Year and spent \$17,084.

The actions arising from the surveys have so far been mostly cost neutral or inexpensive to implement and the improvements to Council's processes and staff relations are considerable.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

Nil.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The results of the Glen Innes Severn Council Staff Engagement Survey have been communicated to all staff and have been discussed and reviewed by the SCC. The Action Plan arising from the survey and workshops has been developed in consultation with the SCC and MANEX.

The Manager of Governance, Risk and Corporate Planning was consulted for the Risk consideration.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

CONCLUSION

In accordance with its Workforce Plan, Council has set a target to conduct employee engagement surveys, to track and measure the effectiveness of its workforce planning and human resources programs and initiatives.

The latest employee survey was conducted by Voice Project in July 2020. After this survey, workshops were held with staff and an Action Plan was developed to address identified priority areas for improvement.

These initiatives set out in the Action Plan were developed in consultation with the SCC and MANEX and are now being implemented, with considerable progress already made. All actions will be completed between now and the next survey, scheduled to occur in 2022.

ATTACHMENTS

Annexure A 2020 Glen Innes Severn Council Staff Engagement Survey Action Plan as at 30 September 2021

REPORT TITLE: 7.10 UPDATE ON PROJECT JIGSAW

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Project Jigsaw
INFORMATION TECHNOLOGY: Acquisition

Customer Index: INTERNAL: Project Jigsaw

Property Index: NIL

AUTHOR: Anna Watt - Director of Corporate and Community Services

APPROVER/S: Craig Bennett - General Manager

PURPOSE

The purpose of this report is to provide an update on the progress of the **Corporate Software Implementation Project (Project Jigsaw)**.

RECOMMENDATION

That Council notes the information contained within this report.

REPORT

(a) Background

Council was provided with an update for Project Jigsaw at the Ordinary Council Meeting held on Thursday, 24 June 2021.

This update included advice of the contract having been signed, Council engaging two (2) consultants, Laurie Knight (External Project Manager) and Bruce Trundell (Data Migration) to assist with this project and the setup of the Project Jigsaw Hub at 181 Bourke Street.

(b) Discussion

Since the last update was provided to Council Project Jigsaw continues to move forward with staff being kept up to date with the progress of Project Jigsaw through the bi-monthly internal staff newsletters.

The chart below details the Summary of Key Project Components as at Monday, 18 October 2021:

Project Component	Comments	Status This Report	Status Last Meeting
Contract with Open Office	100% Complete <ul style="list-style-type: none"> Contract negotiation complete Payment Plan agreed Contract signed 22 December 2020 Contract Variation for Enterprise Asset Management (EAM) solution has been agreed and signed 		
Azure Cloud Infrastructure (RMT)	95+% Complete <ul style="list-style-type: none"> RMT build complete Open Office database installation complete Minor configuration ongoing 		
Project Breakout Office	70% Complete <ul style="list-style-type: none"> IT connectivity is in place Office furniture has been ordered and partly installed Work slowed due to COVID 		
Stage 0 – Project Initiation	90% Complete <ul style="list-style-type: none"> Staff Project initiation complete Project Management Plan agreed Draft Project Schedule (Gantt Chart) received and under review. 		
Stage 1 – Core Module Implementation	20% Complete – <ul style="list-style-type: none"> Data migration analysis for Rates/Property/Water completed Data migration analysis for Finance & Payroll commenced Data scoping workshops completed 		
Stage 1 – Chart of Accounts Development	10% Complete <ul style="list-style-type: none"> CoA workshops in progress Draft model Dimensions analysis underway GISC to contact Tasmanian councils for comparison of CoA design before finalising 		
Stage 2 – Other Module Implementation	5% Complete <ul style="list-style-type: none"> Initial discussion on Asset Management and Customer Service modules partly in parallel to Stage 1 modules. 		

Legend:

	Issue is unresolved and is impacting project
	Task is incomplete, or concerns are being managed
	Task is on track or is complete

Following the commencement of Ms Ann Newsome, Council's new Chief Financial Officer, on Monday 25 October 2021 the Development of the Chart of Accounts has been progressing steadily with many workshops now taken place with Open Office staff as well as the relevant internal Council staff.

The project summary report below identifies current project activities and expected key milestone dates.

Stage	Requirements and Deliverables	Start Date	End / Go Live Date
Stage 0 Initiation, Planning and Design	<ul style="list-style-type: none"> Project Kick Off Project Plan Delivered Solution Installation Data Migration Templates Business Requirements Document 	3 May 2021	26 October 2021
Stage 1 Core Finance, Rating, Property, Water Billing, Payroll, Procurement	<ul style="list-style-type: none"> Initiation Configuration Data migration Training User Acceptance Go Live Handover to Support 	27 September 2021	Anticipated 4 April 2022
Stage 2 HR, Planning and Regulatory, Customer Requests, Other minor modules (Cemeteries, Events etc) Enterprise Asset Management	<ul style="list-style-type: none"> Initiation Configuration Data migration Training User Acceptance Go Live Handover to Support 	Anticipated early 2022	Anticipated end 2022

The anticipated Go Live date for Finance, Payroll, Property, Rates and Water Billing is 4 April 2022.

Current Project Status – Stage 1:

Actions to progress the project have commenced on several fronts including:

- Workshops for staff to revisit familiarisation of the Open Office modules;
- Several Chart of Accounts and Dimensions workshops to confirm design;
- Data migration workshops for the financial and payroll modules;
- Integration workshops for the financial and payroll modules;
- Project planning revision workshops to confirm scope of project and revise the Project Management Plan;
- Data extract templates for financials and payroll and templates to be used, which include mapping and cleansing;
- Subject matter expert training is anticipated to occur in January / February 2022, relevant staff are aware of their sessions;
- User acceptance testing is to begin mid-February 2022;
- End user training is to begin in March 2022;
- Go live preparation takes place in March 2022;
- Go live for Stage 1 has anticipated date 4 April 2022.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

An amount of \$476,825 has been allocated for the Project Jigsaw Open Office Implementation in Council's Operational Plan and Budget for the 2021/2022 Financial Year.

(b) Governance/Policy

In the modern Local Government environment, it is critical for Council to have the software tools that allow it to meet its governance requirements in an efficient and effective manner. The current Practical Plus finance / information system used by Council is very out-of-date and is unable to meet current requirements, necessitating its urgent replacement.

(c) Legislative/Statutory

Nil.

(d) Risk

With a project of this scale and complexity it is vital to have good governance, project management and adherence to timelines and budgets, which is why an external Project Manager with this expertise has been engaged to assist Council with the implementation of Project Jigsaw.

(e) Social

As noted above, Practical Plus is outdated and unable to deliver the level of customer service that Council has committed itself to. Newer systems offer significant enhancements in the areas of customer service and information management, which will be of great benefit to staff in their day-to-day duties and members of the community who are interacting with Council on a range of issues.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

The Project Manager of Project Jigsaw was consulted and contributed to the contents of this report.

(b) Internal

Council's **Management Executive Team (MANEX)**.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1.07: Review the existing financial accounting software and investigate potential alternative software solutions to ensure that the finance system meets requirements in respect of organisational reporting and asset management.

CONCLUSION

The implementation of Project Jigsaw is moving forward with external consultants assisting with the project implementation and data migration.

Item 7.10

The Hub is ready to be utilised as part of the next stage of the implementation where staff will spend time inputting information and testing the various modules.

Council's key project team continues to meet regularly to ensure that activities are progressing as quickly as possible.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: **7.11 RESTRUCTURE AND RECRUITMENT OF
ADMINISTRATION AND HUMAN RESOURCES
POSITIONS**

ECM INDEXES:

Subject Index: **PERSONNEL: Recruitment - Current**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Peter Sayers - Manager of Administration and Human
Resources**

APPROVER/S: **Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to inform the Council of the status of two (2) vacant positions within the **Administration and Human Resources (AHR)** team and the steps taken towards restructuring and recruiting for these roles (***Annexure A and Annexure B***).

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The full-time position of **Administration Officer (Records and Information Technology)** became vacant on 7 July 2021 and the part-time position of **Administration Officer (Human Resources)** became vacant on 9 July 2021, with both former incumbents resigning.

(b) Discussion

Having two (2) positions vacant at the same time within the AHR team has provided a unique opportunity to review and potentially restructure the roles in response to Council's ever evolving requirements.

To facilitate this process and to provide some ‘science’ around the redesign of the positions, Council’s Manager of Administration and Human Resources has purposely left the roles vacant for longer than usual. Although unsustainable in the longer term, this has provided the opportunity for various aspects of the work to be properly evaluated.

What has become evident during this period is that there is considerable opportunity for the Records and **Information Technology (IT)** role to be carried out more efficiently, primarily through referring all IT support requests to Council’s IT support service at **Roberts and Morrow Technology (RMT)**, in the first instance.

RMT has also improved the depth and breadth of the support services included in Council’s Silver Service Agreement and this is making the resolution of issues much easier and quicker. For example, new or altered mobile phone or broadband services are now resolved with a quick support ticket to RMT, which manages these services in its capacity as a Telstra Platinum Partner.

Consequently, the time required to provide in house IT support has dropped and can be further reduced with planned efficiency improvements over the coming few years, although it should be acknowledged that there are some weeks when support requirements are high, e.g., when rolling out the once-a-year computer replacements.

The Records support role has also reduced, due to most sections of Council now registering their own documents. Earlier backlogs of bulk mailout documents are no longer occurring and the workload is more manageable.

On the **Human Resources (HR)** side of things, however, the workload continues to increase. In particular, the requirement for HR staff to proactively support line managers in areas such as recruitment, inductions and probation reviews has increased, along with reporting requirements.

The overall staff establishment has also increased significantly over the past few years and each new employee brings an increased workload for HR staff.

There will also be the rollout of the Open Office Payroll and HR functions that will occur over the coming months and years. Although it is hoped that Open Office will streamline processes once it is set up properly, the workload will increase significantly for a year or two (2) before there is any hope of achieving efficiencies.

Even as it currently stands, Council’s HR Officer spends a large percentage of her time doing HR administration work that is well below her pay grade. This work is diverting her time away from further developing Council’s HR systems and processes, such as the Pulse and Go1 eLearning platforms.

It is system redesign and development that offers the greatest opportunity for Council to become more efficient and be an ‘Employer of Choice’ and yet the current arrangements are an impediment to this occurring due to the demands for routine work that are placed on current HR staff.

Accordingly, it is proposed to restructure the two (2) current positions, effectively swapping the hours over to make the IT position part-time (20 hours per week) and the HR role full-time (35 hours per week). This will involve no increase in hours overall, although changes to the HR role have seen it go up one (1) grade, from Grade Seven (7) to Grade Eight (8), involving a small cost increase.

The IT role, now titled Administration Officer (Technology), has had some of the duties stripped out of the position description and the hours reduced, but otherwise remains largely the same. It is envisaged that the hours would be worked over five (5) days, probably in the mornings as this is when most IT support issues occur and when the mail run is completed.

The HR role has been currently retitled as Payroll Officer, although this rather unimaginative title is open for further suggestions and review. The hours have been increased to full-time and the proposed position now assumes full responsibility for Payroll and all associated functions. It is also responsible for the more mundane and routine aspects of training delivery, onboarding, and recruitment. The position also supports the **Work Health and Safety (WHS)** function and has some capacity to assist in IT.

It is envisaged that Council's current HR Officer position would oversee and supervise Payroll administration and the setting up of Payroll and HR functions in Open Office. The position would also retain the higher-level aspects of recruitment and staff development and would be freed up to concentrate more on the development of systems and processes, which is sadly lacking at present.

Council is fortunate to have an incumbent in the current HR Officer role who is very capable in systems development, shows a keenness for innovation, and is very eager to do more. This creates an ideal opportunity with the Open Office rollout coming up.

Overall, careful consideration has been given to what structure is needed to allow Council to progress. It is felt that the two (2) restructured positions are better placed to address emerging needs into the foreseeable future.

The two (2) reviewed position descriptions are attached (Annexure A and Annexure B).

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The proposed redesign of the two (2) positions is very close to cost neutral, with the positions swapping but not increasing hours.

There has been a small increase in costs associated with the regrading of the HR position from Grade Seven (7) to Grade Eight (8), amounting to wages of \$2,563 per annum (Entry Level).

For the remainder of the current financial year, there will be a net saving with these two (2) positions, due to both positions being vacant for several months and only back filled for a portion of this period with one (1) casual staff member.

In future years, the minor cost increase from the restructure will be largely offset by replacing Council's paid WHS solution (SafeHold) with a free solution provided by StateCover (VAULT), amounting to a saving of \$2,000 per annum. As the expanded Payroll Officer role will take on some WHS support duties, this offset is logical.

The few hundred dollars that remain are relatively negligible and can be easily offset with minor reductions elsewhere. In the first few years at least, the extra cost will not be realised, as the outgoing position incumbents were on relatively high salary steps and any incoming staff will commence on lower steps.

Therefore, with the proposed savings as set out above and any other related considerations, this small restructure becomes truly cost neutral for Council and, depending on particularities that are not able to be predicted or quantified now, may result in modest overall savings.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

There is a risk to Council in not proactively redesigning or restructuring positions in accordance with changing technologies and demands, particularly when the opportunity presents itself.

Although this risk often goes unnoticed, it is very real, manifesting itself in terms of lost opportunity and efficiency. Such lost opportunities hold the very real prospect of Council losing its financial viability over time, as new technologies are not exploited fully, or processes streamlined to the full extent.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Consultation on the restructure of these positions has occurred with Council's **Management Executive Team (MANEX)** and **Staff Consultative Committee (SCC)**.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

CONCLUSION

Council is faced with the opportunity to redesign two (2) positions within its AHR team, due to the resignation of two (2) team members within a short period of time. The two (2) positions in question are Administration Officer (Records and IT) and Administration Officer (Human Resources).

The opportunity has been taken to redesign both positions to place a greater emphasis on HR and to reduce the role of the IT support position, which can be achieved due to Council having an efficient external IT helpdesk service. The redesigned positions will better assist Council to meet its needs in the foreseeable future, especially with the upcoming Open Office implementation.

ATTACHMENTS

Annexure A	Draft Position Description - AD09 Administration Officer (Technology)
Annexure B	Draft Position Description - AD16 Payroll Officer

REPORT TITLE: **7.12 BUSINESS CASE - ADDITIONAL LIFESTYLE
SUPPORT FACILITATORS (LSF) FOR LIFE CHOICES -
SUPPORT SERVICES (LC-SS)**

ECM INDEXES:

Subject Index: **PERSONNEL: Recruitment**

Customer Index: **Internal Dept - Community Services**

Property Index: **NIL**

AUTHOR: **Anthony Williams - Manager of Community Services**

APPROVER/S: **Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to provide Council with information regarding a change to the current Organisational Structure to employ two (2) additional **Lifestyle Support Facilitators (LSFs)** in the **Life Choices - Support Services (LC-SS)** team.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

LC-SS commenced delivery of community-based supports for people who are older and people with a disability who wish to live independently within the community following the amalgamation of Council's Garden Court and Northern Community Care service outlets in 2015. The Lifestyle Support Team within LC-SS contains the specialised staff that develop support plans which encompass the individual's care and lifestyle needs.

There are currently four (4) LSFs within the LC-SS business framework and organisational structure for Council (***Annexure A and Annexure B***).

The Aged Care Quality Commission Service Provider Assessment Auditor provided advice to the **Manager of Community Services (MCS)** on Wednesday, 25 August 2021 that the optimum number of consumers for one (1) LSF, if only delivering **Home Care Packages (HCPs)**, is 35 to 40.

The Aged Care Quality Commission representative further advised that once consumer numbers exceed 50 for each LSF, there is a decline in the level and quality of service able to be delivered to the consumers.

The LC-SS LSFs currently facilitate supports for an average of 86 consumers and/or participants each. The number is a combination of **Commonwealth Home Support Program (CHSP)**, HCP, **National Disability Insurance Scheme (NDIS)** and privately funded consumers / participants.

This is a beyond capacity situation for this team. Staff remain diligent with their efforts to maintain a quality service, however, the current workload is unsustainable and has contributed to the loss of competent staff. The team is not able to accept new **My Aged Care (MAC)** or NDIS referrals as they endeavour to properly support existing consumers / participants.

(b) Discussion

The **Lifestyle Support Team (LST)** is a section of the LC-SS team. The team provide the coordination of supports, support facilitation, and case management to consumers and participants who have funding under the NDIS, CHSP and HCP.

Referrals are received through the MAC Portal. The LST provide and arrange supports for the complexity of consumer needs identified in the referrals. LC-SS currently has many more referrals coming through the MAC Portal than it has the capacity to coordinate and service. LC-SS currently reject upwards of 10 referrals each day.

As a Service Provider of high-level HCP – levels three (3) and four (4), LC-SS is required to provide 24-hour access to nursing care.

Council has a **Registered Nurse (RN)** employed at LC-SS. This staff member was originally employed as a full time LSF. With the advent of the nursing care requirement, the staff member now has a split role providing approximately 20 hours of clinical nursing care each fortnight.

Whilst the provision of nursing care is an essential component of LC-SS service provision and of significant benefit to the customers, the hours spent nursing detract from the time the staff member has available for support facilitation.

The population within the Glen Innes Severn **Local Government Area (LGA)** is ageing, and community demand for support of people who are older and people with a disability is increasing. As a business unit of Council, LC-SS needs to expand its service capability framework to meet the increasing demand from our community.

The Aged Care Quality Commission Service Provider Assessment Team recommends that the optimum ratio of LSF to consumer / participants which enables best practice (if only doing HCP) is 1:35 or 1:40. At present the four (4) staff in this team have a mixture of service types to deliver with ratios as high as 1:92.

The discussion and advice received from the Aged Care Quality Commission Auditor is of note, as within her role she reviews numerous Aged Care Service Providers throughout NSW. Consumers usually enter community based aged care having engagement with CHSP services (entry level) and then graduate to a HCP.

The ratio advice for support facilitation as received from the Commission reflects absolute industry best practice. The variable needs of consumers as identified above provides scope to maintain a very high level of support facilitation practice with higher ratios. There needs to be a balance between the level of service delivery and financial sustainability.

With reference to industry best practice and having due regard for financial sustainability and business growth, the LC-SS staff have conducted an internal audit of the actual workload associated with the various consumer / participant types. As a result of this audit the LSF Team has determined a proposed ratio of consumers per LSF. The ratio allows for person specific levels of assistance, sustainability, future expansion and growth.

Funding Type	Consumer / Participant number per LSF
HCP Level 1	9
HCP Level 2	9
HCP Level 3	6
HCP Level 4	6
CHSP	25
NDIS Supported	10
NDIS Coordination of Supports (COS)	5
TOTAL	70
Staff would assist up to 70 consumer / participants	

The HCP funded amounts increase from level one (1) being a relatively low needs of assistance to levels three (3) and four (4) which are very high needs. It is important to note, that not all people on the same level of funding have the same level of need. It is possible to have a CHSP or level one (1) or two (2) HCP recipient requiring more support and organisation than a level three (3) or four (4). The level of support required by NDIS participants is also variable.

HCP payments to Service Providers is currently changing to the Departments **Improved Payment Arrangement (IPA)** process. The changes are significant in that Council will no longer receive up-front payments for the consumer Home Care Packages (HCP's) that it administers. Commencing October 2021, LC-SS transitioned to the new IPA system which facilitates payment after the consumer services have been delivered.

The Australian Government announced on 11 May 2021 there will be changes to the CHSP to help position the aged care sector as it moves to the new Support at Home Program commencing in July 2023.

To prepare for these reforms, CHSP grant agreements will be extended for one (1) year from 1 July 2022 to 30 June 2023, during which time most CHSP providers will transition to the payment in arrears process.

In addition to providing person centered support facilitation, it is also the responsibility of the LSF to manage consumer and participant budgets. There will be some additional workloads for LSF associated with these changed payment plans.

LC-SS has a reputation as a 'Provider of Choice' in the community and can grow the business further if Council has the specialised staff to support this growth.

One (1) of the additional LSF will have a workload which is deducted from the existing staff workloads and produce only minimal additional income. The position will reduce the current excessive workload and stress for the existing staff and enable a higher quality of service delivery. In addition to reducing the workload of existing staff, the position will cater for six (6) additional new customers. The additional six (6) customers will generate an income of approximately \$6,300 (based on CHSP income).

The second position will be income generating and with a full customer base of 70 (expected during the 2022/2023 Financial Year) bring approximately \$262,365 in revenue to the team. The position will be self-funding once the customer base number reaches 25 people. The remaining workload of 45 customers will accrue revenue which can be used to offset the first additional position and other indirect service costs.

There is a significant amount of NDIS Supported Service Revenue not included in this report. NDIS Supported Service Revenue is that which is received from the delivery of supports and assistance to individual NDIS participants by LC-SS disability support workers. It is difficult to capture actual revenue as each participant has a different NDIS Plan which outlines the type and amount of supports able to be delivered for each individual participant. The two (2) additional LSF positions can be funded without consideration to NDIS income.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

LC-SS derives its income from the following sources:

- HCP Care and Package Management Fees;
- A 15% administration fee for the CHSP funding;
- Client contributions towards the cost of CHSP service delivery (predominantly contributions towards travel);
- The margin in Direct Support Services delivered by LC-SS staff;
- Payments for privately funded Direct Support Services;
- The margin in Direct Support Services delivered to NDIS recipients; and
- Payment for NDIS Plan Management and **Coordination of Supports (COS)** services.

One (1) LSF position (Entry Level, including oncosts calculated at 45%), is \$84,583.72. As Council is seeking two (2) LSFs and does not expect commencement prior to 1 February 2022 there would be a need to fund these positions for five (5) months in the current financial year. This will equate to an expense of \$70,486 which has been approved by the **Management Executive Team (MANEX)** and will be covered by the increased Financial Assistance Grants money received of \$129K.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

There is a risk to Council's reputation if the LC-SS outlet is unable to accept new referrals from MAC or the NDIS due to a lack of suitably qualified and trained staff.

There is a risk of losing existing customers to other service providers if LC-SS is unable to deliver an appropriate level of customer service to existing internal and external customers due to a lack of suitably qualified staff.

There is a risk to Council if it has a loss of current staff, increase in workers compensation claims and increased sick leave due to excessive workload and stress. There is also a risk that Council would not be competitive in the market and long term it could be difficult to retain our market share.

There is a risk that Council may not be able to attract the consumer numbers or that staffing levels within the Direct Support Team could restrict the ability to fully service the number of new consumers that the two (2) LSFs can assist.

(e) Social

LC-SS has built a reputation of being a Service Provider of Choice within the Glen Innes Severn, Inverell, and Tenterfield LGA's. The service has an excellent reputation for delivering respectful consumer / participant supports which are person centred, relevant, enabling and support the individual's general health and well-being.

LC-SS Supports, assist customers with their **Activities of Daily Living (ADL's)** and **Instrumental Activities of Daily Living (IADL's)**. Supports are developed by the LSFs which facilitate consumer choice, self-confidence, self-esteem, and allow the person to maintain their identity and independence by assisting them to live independently within the community.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

The Aged Care Quality Commission.

(b) Internal

There has been extensive consultation with the Team Leader Activity and Lifestyle Support, the LC-SS Financial Officer, and the LSF's. Consultation has involved workload review including time in motion studies, Industry Standards and opportunities for business growth and financial considerations related to this report.

Consultation on the restructure of these positions has occurred with the **Staff Consultative Committee (SCC)** and been approved by the MANEX Team.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Community Service Action CS 3.7.12: Support people who are older, people who have a disability and children and families receiving services from Council to maintain independence and choice within budgetary limits, whilst achieving their goals.

CONCLUSION

The addition of two (2) LSFs to the Organisational Structure will reduce the current ratio for LC-SS Lifestyle Support Facilitation to a manageable level. The reduced workload will enable much improved levels of service delivery for existing consumers and with consideration to the actual mix of needs, there would be room for expansion and growth.

One (1) of the additional LSFs will have a workload which is deducted from the existing staff workloads with the addition of another six (6) consumers. This position will produce minimal additional income. The second position will be income generating and self-funding. The additional staff members will be of significant benefit to the community, enabling the LC-SS business to expand its operations and assist another 60 to 70 community members.

LC-SS has a reputation for being a quality provider of services for people who are older and people with a disability. The increased capacity to accept additional referrals from MAC will ensure that a greater number of consumers and participants can be supported by a local 'Provider of Choice'.

ATTACHMENTS

Annexure A	Current Organisational Structure 2021-2022
Annexure B	LC-SS current organisational structure

REPORT TITLE: **7.13 CODE OF CONDUCT COMPLAINTS - ANNUAL COMPLAINTS STATISTICS**

ECM INDEXES:

Subject Index: **CORPORATE MANAGEMENT: Code of Conduct Complaints**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Peter Sayers - Manager of Administration and Human Resources**

APPROVER/S: **Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to provide Council with statistics on Code of Conduct complaints made about Councillors and the General Manager for the 12 month period from 1 September 2020 until 31 August 2021, as required by the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*, which all NSW councils must comply with, requires Council's Code of Conduct Complaints Coordinator to provide a report to Council, setting out the statistics for Code of Conduct complaints made about Councillors and the General Manager for the 12 month period ending 31 August. This report is to be made within three (3) months of the end of September each year, with a similar report to be made to the **Office of Local Government (OLG)**.

Specifically, Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* requires that the following statistics be reported on:

PART 11 REPORTING STATISTICS ON CODE OF CONDUCT COMPLAINTS ABOUT COUNCILLORS AND THE GENERAL MANAGER

11.1 *The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:*

- a) *the 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);*
- b) *the number of code of conduct complaints referred to a conduct reviewer during the reporting period;*
- c) *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;*
- d) *the number of code of conduct complaints investigated by a conduct reviewer during the reporting period;*
- e) *without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period;*
- f) *the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews; and*
- g) *the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.*

11.2 *The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.*

(b) Discussion

The following table sets out Council's responses to Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. This information will also be sent to the OLG this month to complete Council's reporting requirements:

Statistic(s) Required	Response
The 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.

Statistic(s) Required	Response
The 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 particular 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.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED**(a) Financial**

For the 12-month period from 1 September 2020 until 31 August 2021, no Code of Conduct complaint were received. Accordingly, the cost of dealing with complaints was nil.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Council has a legal requirement under the *Local Government Act 1993* to comply with its obligations in respect of Code of Conduct complaints and associated reporting requirements.

(d) Risk

Nil.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This report has no relevance to the Integrated Planning and Reporting Framework, as it has been completed solely to fulfill Council's statutory reporting obligations and is not identified by Council as a strategic or operational objective.

CONCLUSION

Part 11 of the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* requires all councils to report on their statistics for Code of Conduct complaints made about Councillors and the General Manager for the 12-month period ending 31 August 2021.

Council did not receive any Code of Conduct complaints during the reporting period. This information will be provided to the OLG before the end of this month, which will fulfil Council's reporting requirements.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.14 REVIEW OF THE MANUAL FOR COMMUNITY COMMITTEES OF COUNCIL

ECM INDEXES:

Subject Index: GOVERNANCE: COMMITTEES OF COUNCIL

Customer Index: NIL

Property Index: NIL

AUTHOR: Danielle Mepham - Personal Assistant (Director of Corporate and Community Services)

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised **Manual for Community Committees of Council (the Manual) (Annexure A)** for review and adoption.

RECOMMENDATION

That Council adopts the revised Manual for Community Committees of Council.

REPORT

(a) Background

The Manual for Community Committees of Council was last adopted by Council on Thursday, 17 December 2021 and is due for review every three (3) years.

However, following requests from members of Section 355 Community Committees of Council to approve **electronic funds transfer (EFT)**, to improve the convoluted process for paying Committee expenses, minor changes are proposed to the Manual.

The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for review and adoption.

(b) Discussion

Following discussions with the Secretary of the **Emmaville Mining Museum Committee (the Committee)** discussions were held with relevant staff in relation to the request for this Committee to set up EFT. The Committee has raised its concerns previously as the Manual currently only allows for payment of expenses via cheque which can delay payments being made by the Committee who are based in Emmaville with the Treasurer infrequently travelling into Glen Innes to be able to make payments on behalf of the Committee.

With cheque books becoming a less common form of currency, Council needs to adapt its process to match modern society. The proposed amendments will assist with improving current processes and systems in place for the Section 355 Community Committees of Council. This will in turn make the volunteer roles on these Community Committees of Council less time consuming and more streamlined.

The proposed changes can be seen in **red** text in Chapter four (4), Financial Management starting at page 23 through to 29 of Annexure A. The changes are minor adjustments to include the acknowledgement of country at the beginning of the Manual and to include the provision of EFT and appropriate cash management software programs for use by the committees under Chapter four (4) Financial Management.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Council and the community benefit in many ways from the services provided by Section 355 Community Committees of Council, including management, marketing, fundraising, security and social benefit of the services rendered.

Community Committees of Council that are given financial delegations must ensure particular understanding and adherence of Chapter four (4) Financial Management in the Manual.

(b) Governance/Policy

Once adopted by Council, the revised Manual will become policy of Council.

All Section 355 Community Committees of Council are required to comply with and be aware of the conditions as outlined in the Manual. The Manual details Council policies which the Committees are required to adhere to along with Council's Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers.

(c) Legislative/Statutory

The Manual for Community Committees of Council is used to assist Council and to guide the Committees in their role to meet their obligations under Section 355 and Section 377 of the *Local Government Act 1993*.

(d) Risk

Section four (4) of the Manual is used as a guide for the Committees when managing their financial delegations from Council. In order to assist committees in their functions and to ensure compliance with the Manual, changes are required to approve EFT to be set up for easier processing of expenses as well as provide the opportunity for the various Section 355 Community Committees of Council to set up appropriate cash management software programs if they choose.

It is important for Council to mitigate the risks associated with these committees being delegated to manage their own funds by monitoring their compliance against the manual. Where necessary Council provides further training or guidance to these committees to ensure they understand the requirements set out in the manual.

(e) Social

The various Community Committees of Council, and the volunteers who are members of them, play an important role in providing a valuable contribution to the local community which is greatly appreciated by Council.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Some Section 355 Community Committees manage Council assets on behalf of Council. The revised manual will contribute to improved asset management services.

CONSULTATION

(a) External

Nil.

(b) Internal

The Chief Financial Officer was consulted in relation to the updates proposed for the Financial Management section of the Manual.

The Manager of Governance, Risk and Corporate Planning was consulted in relation to the Governance/Policy and Risk Implications.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Community Strategic Plan CS 5.1 'Promote partnerships between the community and Council in achieving this objective'.

This item links to Council's Community Strategic IM 1.1 'Continue to engage with the community through established Community Committees to ensure their needs are understood'.

CONCLUSION

Council's Manual for Community Committees of Council has been revised to include changes under Chapter four (4) Financial Management that have occurred since the current Manual was adopted in December 2020. The changes are relatively minor and the revised Manual is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft Manual for Community Committees of Council

REPORT TITLE: 7.15 REVIEW OF DOMESTIC VIOLENCE POLICY

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy

Customer Index: NIL

Property Index: NIL

AUTHOR: Peter Sayers - Manager of Administration and Human Resources

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Domestic Violence Policy (***Annexure A***) for review and adoption.

RECOMMENDATION

That Council adopts the revised Domestic Violence Policy.

REPORT

(a) Background

The Domestic Violence Policy was last adopted by Council on 23 August 2018 and is due for review every three (3) years. The document has been reviewed by Council's **Management Executive Team (MANEX)** and **Staff Consultative Committee (SCC)** is now recommended for review and adoption.

(b) Discussion

The only significant change that has occurred since the adoption of the original Domestic Violence Policy in 2018 is the inclusion of family and domestic violence leave in the **Local Government (State) Award 2020 (the Award)**.

Under the Award, employees other than casual employees are entitled to up to 10 days paid leave to deal with the impact of family and domestic violence. Such leave is available in full at the start of each 12-month period of an employee's employment and does not accumulate from year to year.

The reviewed Domestic Violence Policy has been updated to reflect the changes to the Award. It has also been updated to the current policy format, the Acknowledgement of Country statement has been included, references to the Employee Assistance Program have been updated, and the Legislation and Supporting Documents section has been significantly expanded.

The reviewed Domestic Violence Policy is attached (Annexure A) with the suggested changes noted in red text.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Clearly, there is a potential cost impost on Council for the provision of 10 days paid family and domestic violence leave; however, this leave is an Award requirement and does not form part of Council's Policy, although it is acknowledged in the Policy. Due to the nature and uncertainty of this leave, the exact cost or even likely cost is impossible to quantify.

(b) Governance/Policy

Once adopted by Council, the revised Domestic Violence Policy will become a policy of Council.

(c) Legislative/Statutory

There are no significant legal implications associated with the new Policy, which complies with Award provisions.

(d) Risk

There is a risk to Council in not proactively addressing the impact of domestic violence on the workplace. Failure to do so may result in significant impacts on employees' health and wellbeing and may also introduce work health and safety issues into the work environment.

(e) Social

The effects of domestic violence extend well beyond the confines of Council's workplaces, reaching into all corners of society and bringing an untold cost in human and financial terms. The Domestic Violence Policy goes some way towards addressing this important issue.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The reviewed Domestic Violence Policy has been referred to MANEX and the SCC for internal consultation.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

CONCLUSION

Council's Domestic Violence Policy has been revised to include changes that have occurred since the current Policy was adopted on 23 August 2018. Changes are relatively minor, mainly reflecting alterations to the Award since the Policy was last adopted. The revised Policy is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft Domestic Violence Policy

REPORT TITLE: 7.16 REVIEW OF FIRST AID POLICY AND PROCEDURES

ECM INDEXES:

**Subject Index: WORK HEALTH AND SAFETY: Policies and Procedures
CORPORATE MANAGEMENT: Policy**

Customer Index: NIL

Property Index: NIL

AUTHOR: Ann Blunt - WHS Co-ordinator

**APPROVER/S: Peter Sayers - Manager of Administration and Human Resources
Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to present Council with the revised First Aid Policy (***Annexure A***) for review and adoption.

RECOMMENDATION

THAT Council:

- 1. Adopts the revised First Aid Policy; and***
- 2. Notes for information the First Aid Procedures and Guidelines.***

REPORT

(a) Background

The First Aid Policy and accompanying First Aid Procedures and Guidelines (***Annexure B***) were last adopted by Council on Thursday, 23 April 2020, and are due for review every three (3) years. In line with a decision to seek alternate arrangements for the provision and checking of Council's First Aid kits rather than relying on staff to carry out this function, both documents have been updated earlier than usual.

(b) Discussion

Council is responsible for providing First Aid facilities and services for staff, volunteers, contractors, and visitors as required by Clause 42 of the *Work Health and Safety Regulation 2017*, Safe Work Australia and SafeWork NSW's *Codes of Practice: First Aid in the Workplace* and the *Local Government (State) Award 2020*.

In line with relevant legislation, it is Council's policy to provide suitably maintained First Aid equipment and facilities and First Aid training for all its staff.

The First Aid Policy and accompanying Procedures and Guidelines have been updated to include the following changes:

- the policy format has been updated in accordance with the current template;
- an Acknowledgement of Country statement has been added;
- departmental titles have been updated;
- a definitions section has been added and expanded;
- the list of Acts and Regulations has been substantially increased;
- the list of related Council policies, procedures and plans has also been expanded;
- worksite supervisors are now responsible for ensuring that First Aid equipment and resources within their respective areas of control are used appropriately and are maintained;
- the Store is now responsible for maintaining a record of First Aid kits held, arranging for the restocking and general maintenance of kits, and liaising with the vendor engaged for this purpose; and
- an external vendor is now responsible for providing, maintaining, and replenishing First Aid kits.

All changes to the documents are noted in red text in the annexures. Both documents have been reviewed by Council's **Management Executive Team (MANEX)**, the **Work Health and Safety Consultative Group (WHSCG)** and the **Staff Consultative Committee (SCC)** and are now recommended for review and adoption.

(c) Options**Option 1**

THAT Council:

1. Adopts the revised First Aid Policy; and
2. Notes for information the First Aid Procedures and Guidelines.

THIS IS THE RECOMMENDED OPTION.

Option 2

Council has the option of remaining with current arrangements for the supply and maintenance of First Aid kits; however, such arrangements are not working well to maintain the kits. It is felt that the new arrangements, as set out in the revised First Aid Policy and Procedures, will provide a much more reliable means of maintaining kits to the required standard.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Costs associated with the provision of First Aid requirements in the revised First Aid Policy are expected to be cost neutral; however, this will not be known for sure until expressions of interest are called for and evaluated. Expressions of interest will be called for after Council adopts the new Policy.

Staff will no longer be remunerated for servicing the First Aid kits, which should offset the costs of engaging an external provider. The total savings in First Aid Allowances will be \$6,656 per annum.

First Aid training for staff will continue and this has been budgeted for in the Operational Plan and Budget for the 2021/2022 Financial Year. The total amount budgeted is \$5,205.

(b) Governance/Policy

Once adopted by Council, the revised First Aid Policy will become policy of Council.

(c) Legislative/Statutory

Council has a legal obligation to comply with the requirements of the *Work Health and Safety Act 2011 (NSW)*, which requires employers to provide a work environment that is safe and free of risks. The provision of appropriate First Aid kits and staff training is an important part of Council's risk mitigation controls.

(d) Risk

Appropriate First Aid kits and staff training are provided as part of Council's overall WHS risk mitigation controls, mitigating the risk and severity of injury from various workplace hazards.

(e) Social

Educating workers in First Aid is beneficial for employees' overall health and wellbeing, both in the workplace and beyond.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

In developing the changes to the First Aid Policy, consultation has occurred with MANEX, the WHSCG and SCC.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1.15: Pursue the strategic and operational actions within the Work Health and Safety Plan to further improve Council's WHS standards and ensure a safe and productive work environment.

CONCLUSION

Council's First Aid Policy and accompanying First Aid Procedures and Guidelines have been revised to include changes that have occurred since the current Policy was adopted in April 2020, primarily to reflect Council's intention to move from internal staff to an external provider for the ongoing maintenance of First Aid kits. Accordingly, changes are relatively major, and the revised Policy is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft First Aid Policy
Annexure B Draft First Aid Procedures and Guidelines

REPORT TITLE: 7.17 REVIEW OF THE SUN SMART AND PERSONAL PROTECTIVE EQUIPMENT POLICY AND PROCEDURE

ECM INDEXES:

Subject Index: WORK HEALTH AND SAFETY Policies and Procedures
CORPORATE MANAGEMENT: Policy

Customer Index: NIL

Property Index: NIL

AUTHOR: Ann Blunt - WHS Co-ordinator

APPROVER/S: Peter Sayers - Manager of Administration and Human Resources
Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Sun Smart and Personal Protective Equipment Policy (***Annexure A***) for review and adoption.

RECOMMENDATION

THAT Council:

- 1. Adopts the revised Sun Smart and Personal Protective Equipment Policy; and***
- 2. Notes for information the Sun Smart and Personal Protective Equipment Procedures.***

REPORT

(a) Background

The Sun Smart and Personal Protective Equipment Policy and accompanying Sun Smart and Personal Protective Equipment Procedures (***Annexure B***) were last adopted by Council on Thursday, 27 September 2018, and are due for review every three (3) years.

(b) Discussion

The Sun Smart and Personal Protective Equipment Policy and accompanying Procedures have been updated to include the following changes:

- The Policy format has been updated in accordance with the current template;
- The Acknowledgement of Country statement has been added to the Policy;
- Departmental titles have been updated;
- A definitions section has been added and expanded;
- The list of Acts, Regulations and Australian Standards has been substantially increased; and
- The list of related Council policies, procedures and plans has also been expanded.

The changes to the document may appear extensive; however, they have very little impact on the way it works or the obligations of staff and other affected workers.

The changes to the documents are noted in red text in the annexures.

The Policy and accompanying Procedures have been reviewed by Council's **Management Executive Team (MANEX)** and **Work Health and Safety Consultative Group (WHSCG)** and are now recommended for review and adoption.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The costs associated with the provision of Personal Protective Equipment for workers have been allowed for in Council's annual Operational Plan and Budget for the 2021/2022 Financial Year, totalling \$18,000.

(b) Governance/Policy

Once adopted by Council, the revised Sun Smart and Personal Protective Equipment Policy will become policy of Council.

(c) Legislative/Statutory

Council has a legal obligation to comply with the requirements of the *Work Health and Safety Act 2011 (NSW)*, which requires employers to provide a work environment that is safe and free of risks. The provision of appropriate Personal Protective Equipment is an important part of Council's risk mitigation controls.

(d) Risk

Appropriate Personal Protective Equipment is provided as part of Council's overall WHS risk mitigation controls, mitigating the risk of injury from various workplace hazards.

(e) Social

Educating workers on the health effects of UV radiation and other physical and environmental hazards is beneficial for employees' overall health and wellbeing, both in the workplace and beyond.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The draft Sun Smart and Personal Protective Equipment Policy and accompanying Procedures have been referred to MANEX and the WHSCG for consultation and review prior to going to Council.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1.15: Pursue the strategic and operational actions within the Work Health and Safety Plan to further improve Council's WHS standards and ensure a safe and productive work environment.

CONCLUSION

Council's Sun Smart and Personal Protective Equipment Policy and accompanying Procedures have been revised to include changes that have occurred since the current documents were adopted in September 2018. In terms of their overall effect, changes are relatively minor. The revised documents are now presented to Council for review and adoption.

ATTACHMENTS

Annexure A	Draft Sun Smart and Personal Protective Equipment Policy
Annexure B	Draft Sun Smart and PPE Procedures and Guidelines

REPORT TITLE: 7.18 REVIEW OF VARIABLE WORKING HOURS POLICY

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy

Customer Index: NIL

Property Index: NIL

AUTHOR: Peter Sayers - Manager of Administration and Human Resources

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Variable Working Hours Policy (**Annexure A**) for review and adoption.

RECOMMENDATION

That Council adopts the revised Variable Working Hours Policy.

REPORT

(a) Background

The Variable Working Hours Policy, which forms part of the Human Resources Policy Statement Register, was last adopted by Council on Thursday, 25 March 2021.

Council's Human Resources Policy Statement Register is due for review every three (3) years, with the next general review due in June 2023; however, individual policies can be reviewed at an earlier date.

The Variable Working Hours Policy has been reviewed by Council's **Management Executive Team (MANEX)** and **Staff Consultative Committee (SCC)** and is now recommended for review and adoption.

(b) Discussion

The Variable Working Hours Policy has been updated to include the following changes:

- Workshop staff are now included in the list of staff who are eligible to work an eight (8) day fortnight during the months of NSW Daylight Saving Time (DST);
- The Policy now states that the inclusion of teams or workgroups under the eight (8) day fortnight does not automatically guarantee that such teams will be approved to work it, which will be assessed on a year-by-year basis;
- Rather than specifying that employees can only take Mondays or Fridays off while working the eight (8) day fortnight, the Policy now makes provision for any day to be taken, which will facilitate better work routines; and
- The General Manager is now authorised to make limited changes to the operation of the Policy without reference back to Council.

The reviewed Variable Working Hours Policy is attached (Annexure A) with the suggested changes noted in red text.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Once adopted by Council, the revised Variable Working Hours Policy will become policy of Council.

(c) Legislative/Statutory

There are no significant legal implications associated with the revised Policy, which complies with Award provisions.

(d) Risk

Nil.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Changes to the Variable Working Hours Policy have been reviewed in consultation with MANEX and the SCC and have been recommended for adoption.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

CONCLUSION

Council's Variable Working Hours Policy has been revised to include changes that have occurred since the current Policy was adopted on Thursday, 25 March 2021. Changes are relatively minor and are set out in the Discussion section of this report. The revised Policy is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft Variable Working Hours Policy

REPORT TITLE: 7.19 REVIEW OF WORKING FROM HOME POLICY

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy

Customer Index: NIL

Property Index: NIL

AUTHOR: Peter Sayers - Manager of Administration and Human Resources

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised Working from Home Policy (**Annexure A**) for review and adoption.

RECOMMENDATION

THAT Council:

- 1. Adopts the revised Working from Home Policy; and***
- 2. Notes for information the Working from Home Agreement.***

REPORT

(a) Background

The Working from Home Policy was last adopted by Council on 25 October 2018 and is due for review every three (3) years. The document has been reviewed by Council's **Management Executive Team (MANEX)** and **Staff Consultative Committee (SCC)** and is now recommended for review and adoption.

(b) Discussion

The Working from Home Policy has been updated to the current policy format, an Acknowledgement of Country statement has been included, and references to the **Local Government (State) Award 2020 (the Award)** and *Work Health and Safety Act 2011 (NSW)* have been included.

In addition to these changes, the following amendments have also been made:

- the applicability of the Working from Home Policy has been extended from full-time and part-time staff to all staff, as casual and contract staff may also be affected by working from home arrangements;
- the roles and responsibilities of employees, supervisors and managers have been clarified and strengthened to make it clear that the Working from Home Agreement is mandatory and must be approved by the General Manager before working at home commences; and
- the provision for Council to direct staff to work at home if it is a government requirement has been added.

The reviewed Working from Home Policy (**Annexure A**) and Working from Home Agreement (**Annexure B**) are attached.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Once adopted by Council, the revised Working from Home Policy will become policy of Council.

(c) Legislative/Statutory

Nil.

(d) Risk

There are potential risks involved in allowing staff to work from home, including health and safety issues, potential loss of productivity and a lack of information security. The Working from Home Policy and Working from Home Agreement facilitate the appropriate management of such risks.

(e) Social

The benefits of achieving work / life balance extend well beyond the confines of Council's workplaces and into the personal lives of employees and their families. The Working from Home Policy assists employees to achieve work / life balance by providing additional flexibility for working arrangements.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The Working from Home Policy and Working from Home Agreement have been reviewed in consultation with MANEX and the SCC.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

CONCLUSION

Council's Working from Home Policy has been revised to include changes that have occurred since the current Policy was adopted on 25 October 2018. Changes are relatively minor and the revised Policy is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A	Draft Working from Home Policy
Annexure B	Draft Working from Home Agreement

REPORT TITLE: 7.20 REVIEW OF THE CHILDREN AND FAMILY SERVICES POLICIES AND PROCEDURES

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy

Customer Index: NIL

Property Index: NIL

AUTHOR: Anthony Williams - Manager of Community Services

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised **Children and Family Services (CAFS)** Policies and Procedures (**Annexure A**) for review and adoption.

RECOMMENDATION

That Council adopts the revised Children and Family Services Policies and Procedures.

REPORT

(a) Background

Council's Children and Family Services Policies and Procedures were last adopted by Council on Thursday, 22 February 2018 and are due for review every three (3) years. The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for review and adoption.

(b) Discussion

The revision of the policy document has been delayed due to Council receiving an important training opportunity with the **Australian Children's Education and Care Quality Authority (ACECQA)**. The loss of key staff has further contributed to the delayed revision of the policies and procedures.

Council's **Out of School Hours (OOSH)** and Vacation Care Service was last assessed under the Department of Education's **National Quality Framework (NQF)** on 30 September 2019. The assessment was conducted over seven (7) Key Quality Areas. We received one (1) rating of exceeding, three (3) ratings of meeting and three (3) ratings of working towards.

The overall rating awarded was **Working Towards** National Quality Standard.

During early 2021, the Manager of Community Services was successful in registering Council's CAFS Staff in a development program with the **Australian Children's Education and Care Quality Authority (ACECQA)**. The program afforded staff a sixteen-week tutorial with an ACECQA mentor with the key objective being an improved performance at the next audit and service accreditation against the NQF. The training program commenced in March 2021.

As the program involved key initiatives and opportunities to amend and update Policies and Procedures and develop a new updated **Quality Improvement Plan (QIP)**, the Manager of Community Services delayed the revision of the CAFS Policies and Procedures so the improvements could be included in the revised Policy. Staffing has further impacted on the time taken for the revision of the Policy.

The Manager of Community Services is now confident the revision of the document offers significant improvements that will be of assistance to staff and volunteers daily and furthermore will assist Council with its upcoming assessment and accreditation against the NQF and Standards.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Once adopted by Council the revised Children and Family Services Policies and Procedures will become a Policy of Council.

(c) Legislative/Statutory

Nil.

(d) Risk

There are potential risks to Council's accreditation status and CAFS services in general if the Policy and Procedure document is not current and reflective of Industry Standards.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

There has been significant referencing and consultation with external regulatory bodies and in particular the NSW Department of Education and ACECQA.

(b) Internal

There has been extensive consultation with the Children, Youth and Family Services Coordinator and the Acting Educational Supervisor for OOSH and Vacation Care Services.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Community Service Action CS 3.7.08: Advocate for a supportive community that creates opportunities for learning and employment for people of all abilities.

CONCLUSION

The revision of the policy document has been delayed due to Council receiving an important training opportunity with the ACECQA. The loss of key staff and the necessity for a considerable number of changes further contributed to the delayed presentation of the policy.

Council's Children and Family Services Policies and Procedures have been revised to include changes that have occurred since the current Policy was adopted in February 2018. Changes are significant and the revised Policies and Procedures are now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft Children and Family Services Policies and Procedures

REPORT TITLE: 7.21 REVIEW OF THE LC-SS RESPONSE TO ABUSE OF PEOPLE WHO ARE OLDER OR PEOPLE WITH A DISABILITY POLICY

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy

Customer Index: INTERNAL DEPT – Life Choices Support Services

Property Index: NIL

AUTHOR: Anthony Williams - Manager of Community Services

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to present Council with the revised **Life Choices - Support Services (LC-SS)** Response to Abuse of People who are Older and People with a Disability Policy (**Annexure A**) for review and adoption.

RECOMMENDATION

That Council adopts the revised Life Choices - Support Services (LC-SS) Response to Abuse of People who are Older and People with a Disability Policy.

REPORT

(a) Background

The LC-SS Response to Abuse of People who are Older and People with a Disability Policy was last adopted by Council on 22 November 2018 and is due for review every three (3) years. The document has been reviewed by Council's **Management Executive Team (MANEX)** and is now recommended for review and adoption.

(b) Discussion

The revised LC-SS Response to Abuse of People who are Older and People with a Disability Policy has been updated to be consistent with the new policy template. The policy has required amendments to reflect changes to legislative, regulatory and industry standards since the adoption of the current policy in November 2018. The obsolete flowchart and report forms have been deleted from the policy and the contact phone numbers and email addresses have been reviewed and updated where required.

The reviewed LC-SS Response to Abuse of People who are Older, and People with a Disability Policy is attached (Annexure A) with the suggested changes noted in red text.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Once adopted by Council, the revised LC-SS Response to Abuse of People who are Older, and People with a Disability Policy will become policy of Council.

(c) Legislative/Statutory

The Policy has consideration to the following legislation, regulations, and Industry Standards:

- *Aged Care Act 1997* (the Act);
- The Aged Care Quality Standards;
- The **National Disability Insurance Scheme (NDIS)** Quality and Safeguards Commission Practice Standards; and
- The NDIS Code of Conduct.

(d) Risk

There is a risk to Council reputation and funding agreements should staff fail to comply with this policy.

(e) Social

This policy underpins a strong commitment to providing a safe social environment for the consumers and participants of LC-SS and is consistent with the guidelines of regulatory bodies.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

LC-SS Team Leader Activity and Lifestyle Support;
LC-SS Team Leader Direct Support; and
LC-SS Activity Support Facilitators.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Community Service Action CS 3.7.12: Support people who are older, people who have a disability and children and families receiving services from Council to maintain independence and choice within budgetary limits, whilst achieving their goals.

CONCLUSION

Council's LC-SS Response to Abuse of People who are Older and People with a Disability Policy has been revised to include changes that have occurred since the current Policy was adopted in November 2018. Changes are relatively minor, and the revised Policy is now presented to Council for review and adoption.

ATTACHMENTS

Annexure A Draft LC-SS Response to Abuse of People who are Older and People with a Disability Policy

**REPORT TITLE: 7.22 CAPITAL WORKS PROGRAM PROGRESS REPORT
AS AT 31 OCTOBER 2021**

ECM INDEXES:

**Subject Index: CORPORATE MANAGEMENT: Budgeting
FINANCIAL MANAGEMENT: Financial Reporting**

Customer Index: NIL

Property Index: NIL

AUTHOR: Amy Watson - Financial Accountant

**APPROVER/S: Ann Newsome - Chief Financial Officer
Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is for Council to review the progress of its Capital Works Program for the 2021/2022 Financial Year, which was adopted as part of Council's Operational Plan and Budget for the 2021/2022 Financial Year and to review the progress of the Capital Works Projects that were carried over from the 2020/2021 and the 2019/2020 Financial Years and also to review the Capital Works Projects that were adopted as Revotes for the 2021/2022 Financial Year.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

Council adopts its Capital Works Program annually as part of the adoption of the Operational Plan and Budget.

(b) Discussion

This report has been prepared with input from the staff who have ownership of the various projects to ensure that there is up-to-date commentary on all of the projects.

The report provides a holistic overview of Council's progress with regards to completed projects, works in progress or expected project commencement dates.

The Capital Works Program Carried Forward for the 2019/2020 Financial Year (**Annexure A**), Capital Works Program Carried Forward for the 2020/2021 Financial Year (**Annexure B**), Capital Works Program for the 2021/2022 Financial Year (**Annexure C**) and the Capital Works Program Revotes (**Annexure D**) provide detailed information on all of the projects that were budgeted for and not completed in the 2019/2020 and 2020/2021 Financial Years, projects that were budgeted for in the 2021/2022 Financial Year and projects that have been revoted into the 2021/2022 Financial Year.

Projects of Significance from the 2019/2020 Financial Year (See Annexure A):

Warwick Twigg Indoor Sports Stadium

Construction of the Warwick Twigg Indoor Sports Stadium, as shown in image four (4) commenced in June 2021 and construction is currently progressing well. The project is approximately 20% completed and the expected completion date remains March 2022.



Image 4: Warwick Twigg Indoor Sport Stadium – progress on site

Projects of Significance from the 2020/2021 Financial Year (See Annexure B):

Drought Communities Grant: Grey Street Footpath Upgrade

The Grey Street Footpath upgrade project is being undertaken by local contractors. Works are in the final stages with the CBD style footpath being constructed on both sides of Grey Street extending North from Meade Street as seen in Image two (2) below.



Image 2: Grey Street Footpath upgrade

New Finance System and Implementation

This project is continuing to move forward, with all staff being kept up to date with the progress of Project Jigsaw through the bi-monthly internal staff newsletter.

The Hub office, on Bourke Street is ready to be utilised during the implementation stage where staff will spend time inputting information and testing the various modules.

During October, Council staff along with Open Office staff had multiple workshops to discuss the Chart of Accounts development and Payroll transition.

The target date for Go Live - Stage 1 is forecast to be 4 April 2022.

Side track and Bridge over Mann River at Wytaliba

Local contractors Taylor Civil has progressed this project very well during October with construction of the approaches now at deck level on both sides. This means that the new Wytaliba bridge, as shown in image three (3) below is capable of facilitating at least emergency crossing if flood levels overtop the temporary side track.



Image 3: Side track over and bridge over Mann River at Wytaliba

Cemetery Upgrade

Preliminary road works as well as kerb and guttering have been completed. A new unisex disabled toilet has been delivered to the depot and is pending installation.

All work has now been completed with the exception of the installation of the toilet and connection to the existing drainage system. This work is scheduled for completion prior to 30 November 2021.

Significant delays were experienced with this project due to the ongoing wet weather and the availability of Council staff to undertake the work. The project is now 95% completed.

Projects Revoted from prior year (See Annexure D):

Fixing Country Bridges Round 1 Group 2

Two bridges (Furracabad Road over Furracabad Creek, as shown in image one (1) below and Wentworth Street over Rocky Ponds Creek) in the Glen Innes Severn Local Government Area are being replaced as part of a package of five (5) bridges in a collaborative approach with Inverell Shire and Armidale Regional Councils.

The three (3) Councils have agreed to enter into a **Memorandum of Understanding (MOU)** to deliver the design stage of the bridges. Design of all five (5) bridges is being completed by SMEC from Grafton and is near complete.

The project team representing the three (3) Councils have agreed to enter into a second MOU for the procurement of components. Under this MOU Glen Innes Severn Council will tender for components in the open market on behalf of all three (3) Councils. Armidale and Inverell Councils will then procure components from Glen Innes Severn Council on a cost basis.

The requirement to work collaboratively is a firm requirement in the funding deed for this round of the Fixing Country Bridges grant.



Image 1: Furracabad Bridge currently closed to traffic

Quarry Development – Wattle Vale Intersection

This project is required to comply with conditions of approval for the Wattle Vale quarry to operate.

It is important that this quarry comes online to enable Council to provide material for the volume of projects at hand, noting that the Glen Innes quarry has a limited life.

The project requires a **Works Authorisation Deed (WAD)** from **Transport for NSW (TfNSW)**. The application has been approved and is presented to Council in a separate report.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED**(a) Financial**

The 2019/2020 and 2020/2021 Capital Works Programs were adopted by Council as part of their respective Operational Plans and Budgets.

Council's Capital Works Program is included in the Operational Plan and Budget for the 2021/2022 Financial Year, which was adopted by Council on Thursday, 24 June 2021.

The Revotes Capital Works Program was adopted by Council at the Ordinary Council Meeting held on Thursday, 26 August 2021.

The table below details a summary of the Adopted Budget and the Actual and Committed amounts for each respective year and also shows the % of the actual and committed completed when compared to the adopted budget:

	Adopted Budget (\$)	Actual and Committed (\$)	% Completed
Capital Works Program Carried Forward from 2019/2020	2,989,929	2,670,328	89.31
Capital Works Program Carried Forward from 2020/2021	6,188,765	3,604,006	58.23
Capital Works Program 2021/2022	17,464,451	1,818,293	10.41
Capital Works Program Revotes	1,298,626	20,322	1.56
TOTALS	27,941,771	8,112,949	29.04

(b) Governance/Policy

Maintenance of Council's infrastructure assets is in accordance with Council's Risk Management Policies, Procurement Policy and Asset Management Plans.

(c) Legislative/Statutory

- *Local Government Act 1993;*
- Local Government Code of Accounting Practice and Financial Reporting; and
- Australian Accounting Standards.

(d) Risk

Maintaining Council's assets in order to minimise legal and risk exposure.

(e) Social

Asset maintenance and renewal work is performed to manage public hazards and asset performance. Where feasible, maintenance and renewal activities are scheduled to minimise social impacts.

(f) Environmental

Capital works are designed, and operational staff members have received training, to assess and minimise the environmental impact of work activities.

(g) Economic

Nil.

(h) Asset Management

The extent to which the Capital Works program is completed determines the Infrastructure Asset Renewal ratio, which is a measure of the financial sustainability of Council's assets.

CONSULTATION

(a) External

Nil.

(b) Internal

This report has been prepared with input from the staff who have ownership of the various projects including all Director's, the Acting Manager of Infrastructure Delivery, the Manager of Library and Learning Centre, the Manager of Community Services, the Manager of Planning and Regulatory Services and the Technical Support Officer (Assets), to ensure that it includes up-to-date commentary.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Infrastructure Management Objective IM 1.3.1 'Maintain appropriate levels of service across the LGA.'

CONCLUSION

Council adopts its Capital Works Program annually as part of its Operational Plan and Budget process.

This report is updated monthly, and the information is also reported to Council monthly. The information within this report is current as at 31 October 2021.

This report provides updated information on the projects within each of the Capital Works Programs, the spend to date as well as updated commentary.

ATTACHMENTS

Annexure A	Capital Works Program Carried Forward From 2019/2020
Annexure B	Capital Works Program Carried Forward From 2020/2021
Annexure C	Capital Works Program 2021/2022
Annexure D	Capital Works Program Revotes

REPORT TITLE: 7.23 INVESTMENTS REPORT AS AT 31 OCTOBER 2021

ECM INDEXES:

Subject Index: FINANCIAL MANAGEMENT: Investments

Customer Index: NIL

Property Index: NIL

AUTHOR: Amy Watson - Financial Accountant

APPROVER/S: Ann Newsome - Chief Financial Officer
Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to provide Council with a reconciliation of Financial Investments as at Sunday, 31 October 2021.

RECOMMENDATION

That Council notes the information contained in this report.

BACKGROUND

This report is required to be prepared monthly and presented to the next available Ordinary Council Meeting in accordance with Section 212 of the **Local Government (General) Regulation 2021 (the Regulation)**.

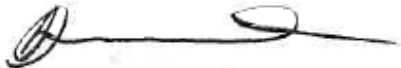
(a) Discussion

Glen Innes Severn Council has \$18.1M invested in Term Deposits, equating to 100% of Council's total financial investment portfolio as at Sunday, 31 October 2021.

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

If Council has two (2) comparable investment fund options, investment will be made in the fund that does not fund fossil fuels. At present all banks in this category are rated BBB. Council's Investment Policy limits exposure to an individual financial institution, for BBB rated category, to five percent (5%) of the total Investment portfolio. Currently, Council has five (5) responsible investments – four (4) \$1M investments with Westpac's Green Tailored Deposits and one (1) \$1M investment with Commonwealth Bank of Australia Green Term Deposit.

The Bank Reconciliation Statement shown below details what Council had in its bank account as at Sunday, 31 October 2021. This considers unrepresented cheques, unrepresented deposits and unrepresented debits compared to what is stated in the General Ledger:

Bank Reconciliation Statement	
Balance as per General Ledger	
Opening Balance 1 October 2021	\$6,954,087.87
October Movements	-\$ 183,297.06
Closing Balance 31 October 2021	\$ 6,770,790.81
Less unprocessed Bank Statement Transactions	\$ -
Total:	\$ 6,770,790.81
Balance as per Statement	
	\$ 6,747,099.13
Less Unpresented Cheques	\$ -
Plus Unpresented Debits	\$ 23,877.16
Less Unpresented Deposits	-\$ 185.48
Total:	\$ 6,770,790.81
	
Responsible Accounting Officer	
2 November 2021	

The Summary of Investments set out in the following table, details each of Council's investments. Where each investment is held, maturity date, interest rate and the rating of each investment as at Sunday, 31 October 2021.

SUMMARY OF INVESTMENTS:

Rating (S&P)	Mature	%	Institution	Bank funds Fossil Fuels	Invested \$	Return \$
A1+/AA-	10/11/2021	0.54%	CBA (8)	Yes	1,000,000	5,400.00
A1+/AA-	9/12/2021	0.49%	Westpac Banking Corporation (4)	Yes*	1,000,000	4,900.00
A1+/AA-	27/01/2022	0.43%	CBA (3)	Yes*	1,000,000	4,300.00
A1+/AA-	4/03/2021	0.38%	Westpac Banking Corporation (6)	Yes*	1,000,000	3,800.00
A1+/AA-	24/03/2022	0.45%	ME Bank (11)	Yes	700,000	3,150.00
A1+/AA-	24/03/2022	0.34%	Westpac Banking Corporation (1)	Yes*	1,000,000	3,400.00
A1/A	24/01/2022	0.40%	Macquarie Bank (2)	Yes	1,000,000	3,956.16
A1+/AA-	24/04/2022	0.35%	Westpac Banking Corporation (9)	Yes*	1,000,000	3,500.00
A2/BBB	24/03/2022	0.35%	AMP (10)	Yes	700,000	1,832.47
A1/A+	24/06/2022	0.40%	Macquarie (16)	Yes	1,000,000	4,000.00
A1+/AA-	24/06/2022	0.35%	NAB (18)	Yes	1,000,000	2,663.01
A1+/AA-	29/07/2022	0.38%	CBA (15)	Yes	1,000,000	2,663.01
A1+/AA-	31/07/2022	0.29%	NAB (17)	Yes	1,000,000	2,900.00
A1+/AA-	9/08/2022	0.30%	NAB (14)	Yes	1,000,000	3,000.00
A2/BBB+	23/08/2022	0.40%	BOQ (13)	Yes	700,000	2,800.00
A1+/AA-	9/09/2022	0.39%	CBA (19)	Yes	1,000,000	2,663.01
A1+/AA-	9/09/2022	0.30%	NAB (18)	Yes	1,000,000	3,000.00
A1+/AA-	24/09/2021	0.35%	CBA (12)	Yes	1,000,000	3,490.41
A1+/AA-	21/11/2021	0.44%	CBA (5)	Yes	1,000,000	4,773.70
Expected Average Return 21/22		0.39%	Total Investments		18,100,000.00	66,191.77
Actual Average Return Received YTD		0.61%	Cash on Hand		6,770,790.81	
Total Cash and Investments					24,870,790.81	

*Although these banks fund fossil fuels, these investments are Green Tailored Deposits.

The table below details the interest received for the current Financial Year as at Sunday, 31 October 2021:

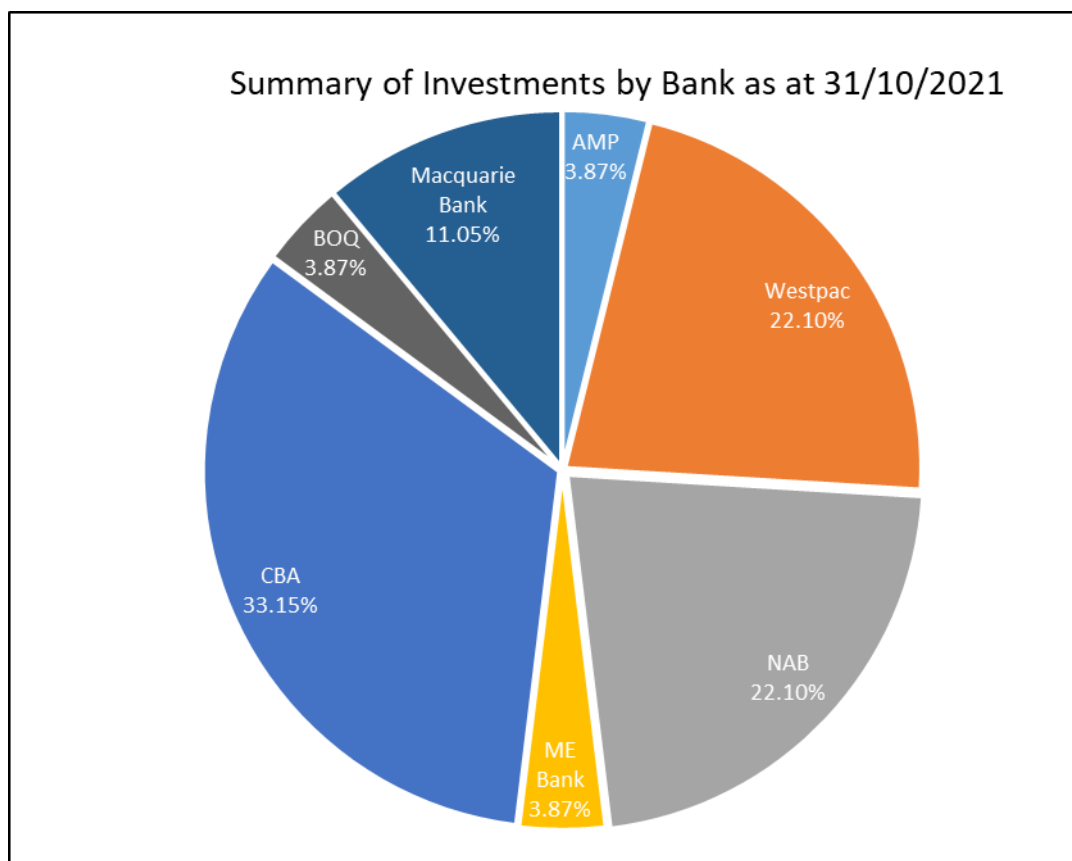
Interest received for year to 31 October 2021	\$32,312.89
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The table below details the monthly movements of investments for October 2021:

Investment Movements	\$
Opening Balance as at 1 October 2021	18,100,000
Less:	
Maturities (1)	1,000,000
Subtotal	17,100,000
Plus	
Rollovers (1)	1,000,000
New Investments (0)	-
Current Balance as at 31 October 2021	18,100,000

During the month of October 2021, there was one (1) investment with the Commonwealth Bank that matured and was rolled over.

The graph below shows the summary of Investments by Bank:



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

All of Council's investments are currently made on terms of 12 months and under as the interest rates for short term investments are currently higher than the longer-term investments. This is due to the market not necessarily wanting long term investments now.

For this reason, the interest rate will vary in accordance with the prevailing interest rate. This may expose Council to fluctuations in short-term interest rates but should improve liquidity due to the structured availability of these invested funds.

Certification

I, Ann Newsome, Chief Financial Officer, do hereby certify that the above investments have been made in accordance with the Regulation (Section 212), the **Local Government Act 1993 (the Act)** (Section 625), and Council's **Investment Policy (the Policy)**.

(b) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The actual average return on Council investments for the 2021/2022 Financial Year is 0.61%. This is a reduction on the actual average return of 1.40% for the 2020/2021 Financial Year, which reflects the downward trend in interest rates over the past few years. The Bloomberg Ausbond Bank Bill Index one (1) year return rate for October 2021 is 0.03%.

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

Investment Balances	This Year \$	Last Year \$
Opening Balance 1 October 2021	18,100,000	14,700,000
Closing Balance 31 October 2021	18,100,000	13,700,000

(b) Governance/Policy

Monthly financial reporting ensures transparency of financial reporting to enable Councillors to make financially sustainable and accountable decisions. The Policy states that short-medium term funds can be invested for up to five (5) years.

All funds are invested in accordance with the Policy. Investments are to be considered in conjunction with the following key criteria:

- At the time of investment, no institution at any time shall hold more than 45% of Council's total investments. The maximum will be determined by the long-term rating of the institution - AAA up to 45%; AA up to 35%; A up to 15% and BBB up to five percent (5%);
- At the time of investment, the maximum portfolio limits per rating are - AAA up to 100%; AA up to 100%; A up to 45%; BBB up to 25% and Government up to 100%; and
- Council's Investments can be placed in a mixture of short (0-12 months), short-medium (1-2 years) and medium (2-5 years) term investments whilst ensuring that liquidity and income requirements are met.

The portfolio is split across three (3) of the credit rating categories (AA, A and BBB).

All aggregate rating categories are within the policy limits.

Credit Quality Portfolio Compliance

The following table details the credit rating of each of the categories where Council has money invested. All investments are compliant with Council's Investment Policy:

Compliant	Credit Rating	Invested	Invested \$	Policy Limit	Available \$
Yes	AAA	0.00%	-	100%	18,100,000
Yes	AA	77.35%	14,000,000	100%	4,100,000
Yes	A	11.05%	2,000,000	45%	6,145,000
Yes	BBB	11.60%	2,100,000	25%	2,425,000
Yes	Government	0.00%	-	100%	18,100,000
		100.00%	18,100,000		

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

(c) Legislative/Statutory

All investments continue to be made in accordance with the requirements of the Act and the Policy.

Section 625 of the Act states the following:

How may Councils invest?

- (1) *A Council may invest money that is not, for the time being, required by the Council for any other purpose.*
- (2) *Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.*
- (3) *An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.*
- (4) *The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.*

Section 212 of the Regulation states the following:

Report on Council's Investments

- (1) *The responsible accounting officer of a council:*
 - (a) *must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented:*
 - (i) *if only one ordinary meeting of the council is held in a month, at that meeting, or*
 - (ii) *if more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines, and*
 - (b) *must include in the report a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and the council's investment policies.*
- (2) *The report must be made up to the last day of the month immediately preceding the meeting.*

(d) Risk

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

Investment Type	Risk Assessment		Amount \$	% of Portfolio
	Capital	Interest		
Term deposits	Low	Low	18,100,000	100%
Total			18,100,000	100%

The Policy defines the principle objective of the investment portfolio as the preservation of capital. There is a risk that the investment portfolio does not perform on par or greater than the **Consumer Price Index (CPI)**. It is possible therefore that Council does not meet the principle objective of the Policy. In addition, consideration must be given to the potential that the investment restrictions provided in the Policy (both legislatively and by Council) may increase this risk.

A review of the aggregate performance on Council investments, comparative to the CPI, over a significant period (greater than five (5) years) may ascertain if the investment strategy has been meeting the Policy's principle objective. This may then advise if changes are required to Council's investment strategy.

(e) Social

Council funds are used to provide services and infrastructure to the community and, as a result, well managed funds maximise the level of financial resources available to support the community.

(f) Environmental

Nil.

(g) Economic

Sound economic management includes maximising Council's return on financial investments.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Council makes investments through Curve Securities and deals directly with the Commonwealth Bank and the Westpac Bank. During the month all three (3) advisors were contacted to gain advice of daily interest rates.

(b) Internal

The Manager of Governance, Risk and Corporate Planning was consulted regarding the risk implications contained in this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1 Continue to be a financially sustainable and independent Council.

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.24 BORROWINGS REPORT AS AT 31 OCTOBER 2021

ECM INDEXES:

Subject Index: FINANCIAL MANAGEMENT: Loans

Customer Index: NIL

Property Index: NIL

AUTHOR: Amy Watson - Financial Accountant

**APPROVER/S: Ann Newsome - Chief Financial Officer
Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to provide Council with a reconciliation of borrowings as at Sunday, 31 October 2021.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

This report is provided to inform Council of the reconciliation of borrowings on a monthly basis.

(b) Discussion

The following tables detail the interest rates, loan completion dates, and balances as at 31 October 2021 for each of Council's borrowings in each of the respective funds:

General Fund						
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date		Balance
1	TCORP "Wattle Vale" and RFS Loan	3.95%	12/12/2016	8/12/2036	\$	1,717,473.80
11-01	Business Acquisition: Quarry	7.69%	28/07/2011	28/07/2036	\$	619,500.00
3	Learning Centre	7.35%	19/06/2009	19/06/2025	\$	176,931.87
2	GIMC Debt at Amalgamation	6.69%	31/10/2002	1/11/2027	\$	2,083,342.58
12	LIRS Loan: Road Renewal	5.32%*	10/12/2012	9/12/2022	\$	155,785.75
13	LIRS Loan: CBD Revitalisation	5.46%*	27/02/2013	27/02/2023	\$	335,870.44
14	LIRS Loan: Accelerated Road Renewal	3.82%*	6/03/2015	28/05/2025	\$	394,069.90
15	LIRS Loan: Accelerated Bridge Program	3.82%*	6/03/2015	28/02/2025	\$	1,576,279.59
16	Glen Innes and Emmaville Swim Centre: Revitalisation	4.70%	6/03/2015	28/02/2035	\$	1,156,047.79
Total General Fund Liability					\$	8,215,301.72

*On each of the four (4) **Local Infrastructure Renewal Scheme (LIRS)** loans, Council pays the interest rates above; Council is then reimbursed either three percent (3%) or four percent (4%), depending on the loan, every six (6) months of interest paid on each loan under the LIRS scheme.

Water Fund						
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date		Balance
11-02	Land Acquisition: Future Storage	7.69%	28/07/2011	28/07/2036	\$	1,657,900.00
Total Water Supply Fund Liability					\$	1,657,900.00

Sewer Fund						
Loan No	Purpose	Interest Rate	Loan Start Date	Loan Completion Date		Balance
10	Sewer Augmentation Loan	6.51%	9/05/2006	11/05/2026	\$	1,034,356.92
Total Sewer Fund Liability					\$	1,034,356.92

TOTAL LOANS LIABILITY					\$	10,907,558.64
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Certification

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

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Glen Innes Severn Council has Loan Liabilities totalling \$10,907,558.64 as at 31 October 2021.

(b) Governance/Policy

As Council is responsible for the prudent management of community resources, it is important it adheres to the Capital Expenditure Guidelines, prepared by the Office of Local Government.

(c) Legislative/Statutory

All Borrowings continue to be made in accordance with the requirements of the Act.

The Act, Chapter 15, Part 12, states the following:

Section 621 – When and for what may a Council borrow?

A Council may borrow at any time for any purpose allowed under this Act.

Section 622 – What form may a Council borrowing take?

A council may borrow by way of overdraft or loan or by any other means approved by the Minister.

Section 624 – Are there any restrictions on a Council borrowing?

The Minister, may from time to time, impose limitations or restrictions on borrowings by a particular Council or Councils generally despite the other provisions of this Part.

Other legislation and guidelines relevant to Council borrowing:

- The Regulation (Section 229 and Section 230); and
- Minister of Local Government Borrowing Order pursuant to section 624 of the Act (Appendix A11, Code of Accounting Practice) Local Government Circulars and Directives.

(d) Risk

Council is reminded that, under section 8A of the Act, it should consider the long term and cumulative effects of its decisions on future generations.

Accordingly, Council must exercise reasonable care and diligence that a prudent person would exercise when borrowing funds. The borrowing of money is not a function that Council can delegate.

It is expected that Councillors would have a full understanding of the terms and conditions of borrowing arrangements before entering any contract. Council is required to abide by the contractual requirements of the loan providers.

(e) Social

Council funds are used to provide services and infrastructure to the community and, as a result, well managed funds maximise the level of financial resources available to support the community.

(f) Environmental

Nil.

(g) Economic

Sound economic management includes maximising Council's available funds by taking out loans to spread the cost of the Capital Works across the period in which the project will be available for the community's use.

This is called "Intergenerational Equity". Each generation pays for the service or project when borrowings are used to fund the project.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The Manager of Governance, Risk and Corporate Planning was consulted on the risk implications contained in this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1 Continue to be a financially sustainable and independent Council.

CONCLUSION

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

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.25 RATES AND CHARGES AS AT 31 OCTOBER 2021

ECM INDEXES:

Subject Index: RATES AND VALUATIONS: Reporting

Customer Index: NIL

Property Index: NIL

AUTHOR: Andrea Davidson - Rates Officer

APPROVER/S: Amy Watson - Financial Accountant
Ann Newsome - Chief Financial Officer
Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to advise Council of funds collected, amounts for outstanding Rates, Water and Sewer charges, along with water consumption charges for the year to date, as at Sunday, 31 October 2021.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

Council's adopted Operational Plan and Budget for the 2021/2022 Financial Year sets the annual Rates, Water and Sewer Charges.

(b) Discussion

Amounts outstanding as at 31 October 2021 for both rates and charges and water consumption charges compared to 31 October 2020 are as follows:

	31 October 2021	31 October 2020
Rates and Charges	\$7,410,668.71	\$7,615,423.93
Water Consumption Charges	\$245,772.75	\$99,298.83
Total Outstanding	\$7,656,441.46	\$7,714,722.76

The following table provides details of outstanding rates and charges as at 31 October 2021:

Outstanding Rates and Charges	31 October 2021
Rates and Charges in arrears as at 30 June 2021	\$781,076.86
Rates and Charges levied and adjustments for 2021/2022	\$12,647,913.78
Pension Concession	-\$391,220.49
Amounts collected as at 31 October 2021	-\$5,627,101.44
Total Outstanding Rates and Charges	\$ 7,410,668.71

The amount levied for Rates and Charges for 2021/2022 includes the current year's annual Rates and Charges and any interest that has been added after the rates notices were issued. The amount received as at Sunday, 31 October 2021 includes receipts for both arrears and the current year's amounts outstanding.

It should be noted that the Rates and Charges for the 2021/2022 levied amount is reduced by the pensioner concession of \$391,220.49; reducing the amount of income derived from these Rates and Charges.

Of this concession, Council's contribution is 45%, which represents an amount of \$176,049.22. The remaining 55% (\$215,171.27) is reimbursed to Council by the State Government, by way of a rebate.

The outstanding Rates and Charges as at Sunday, 31 October 2021 of \$7,410,668.71 represents **56.84%** of the total annual Rates and Charges levied and outstanding of \$13,037,770.15, compared with the outstanding Rates and Charges of \$7,615,423.93 at 31 October 2020. This represents **60.12%** of the total annual Rates and Charges levied and outstanding of \$12,666,049.01 as at 31 October 2020.

E-Notices

As at Sunday, 31 October 2021 there were 828 ratepayers registered for E-Notices. These ratepayers generate 1,154 individual rate notices which are distributed by email. This represents 20.68% of all rate notices issued. These figures are based on the 5,580 rates and water notices issued from 1 July 2021 until 31 October 2021.

Water Consumption Charges

The following table provides details of outstanding water consumption charges as at Sunday, 31 October 2021:

Outstanding Water Consumption Charges	31 October 2021
Water Consumption Charges and arrears as at 30 June 2021	\$320,412.89
Water Consumption charges and adjustments 2021/2022 year to date (YTD)*	\$315,545.95
Amounts collected as at 31 October 2021	-\$390,186.09
Outstanding Water Consumption Charges	\$245,772.75

The outstanding Water Consumption Charges as at Sunday, 31 October 2021 of \$245,772.75 represents **38.65%** of \$635,958.84, compared with the outstanding Water Consumption Charges of \$99,298.83 at 31 October 2020. This represents **17.92%** of the total Water Consumption Charges levied and outstanding of \$554,243.72 as at 31 October 2020. The 2021 figure includes the first (1st) quarter water accounts that are due on 12 November 2021 however in 2020 the first (1st) quarter water accounts were due before the end of October 2020. It should be noted that outstanding charges are not the same as overdue charges.

Agreements to Pay Rates by Arrangement

A ratepayer may enter a written arrangement with Council to repay rate debt(s) in full, within a reasonable amount of time.

A key component of the agreement is that there must be a genuine commitment by the defaulter to extinguish the debt in accordance with the agreement.

There are currently 92 ratepayers who have entered arrangements for the payment of their rates, totalling \$285,991.86. This is a decrease of \$14,480.51 from last month. It should be noted that this figure includes the annual rates and charges levied for the 2021/2022 Financial Year. These arrangements for payments are within the requirements of Council's Debt Recovery Policy.

Debt Recovery Agency

The Debt Recovery Agency that acts on behalf of Council is continuing with all debt recovery.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

There are several policies applicable to the area of rates, water and sewer charges and water consumption charges, including Council's Debt Recovery Policy, Rates Pensioner Concession Policy, and Rates Hardship Policy.

(c) Legislative/Statutory

Chapter 15, Section 494 of the *Local Government Act 1993* "Ordinary rates must be made and levied annually" makes provision for Council to levy rates.

(d) Risk

The collection of outstanding rates and water charges can result in potential legal costs associated with challenges in courts of appeal. However, as these charges are legislative, the risk of this action is minor.

(e) Social

The collection of rates and water charges does impact on the community. For this reason, Council is always willing to negotiate payment terms with outstanding debtors. Currently there are 92 payment arrangements in place totalling \$285,991.86.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

Council's adopted Operational Plan and Budget for the 2021/2022 Financial Year sets the annual Rates, Water and Sewer Charges.

CONCLUSION

All payment arrangements are consistent with Council's current Debt Recovery Policy. The outstanding Rates and Charges as at Sunday, 31 October 2021 represents **56.84%** of the total annual Rates and Charges levied and outstanding from previous years by Council (compared with **60.12%** as at 31 October 2020).

The outstanding Water Consumption Charges as at Sunday, 31 October 2021 represents **38.65%** of the total Water Consumption Charges issued and outstanding from previous years (compared with **17.92%** as at 31 October 2020), the variance is due to a difference in timing of payment due dates.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: **7.26 WORKPLACE INJURY MANAGEMENT REPORT AS AT
31 OCTOBER 2021**

ECM INDEXES:

Subject Index: **WORK HEALTH AND SAFETY: General**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Ann Blunt - WHS Co-ordinator**

APPROVER/S: **Peter Sayers - Manager of Administration and Human
Resources
Anna Watt - Director of Corporate and Community Services**

PURPOSE

The purpose of this report is to keep Council informed of significant Workers Compensation figures and trends on a monthly basis.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

Information on Workers Compensation has been provided to Council since 1 July 2018.

(b) Discussion

This report covers Workers Compensation figures from 1 July 2018 until 31 October 2021, as follows:

Item	2018/2019	2019/2020	2020/2021	2021/2022
Total Premium Paid	\$143,153.33	\$152,383.59	\$226,022.88	\$213,206.95 (estimate)
Premium as a % of Gross Wages (excluding GST)	1.50%	1.43%	1.97%	1.83% (estimate)
YTD New Claims (Premium Impacting)	8	4	5	0
YTD New Claims (Non-Premium Impacting)	8	6	10	3
YTD Total New Claims	16	10	15	3
YTD Time Lost Due to Injury (LTI Days)	40	79	29	93
Open Premium Impacting Claims (From Previous Years)				4
Open Non-Premium Impacting Claims (From Previous Years)				3
Open Premium Impacting Claims (Current Year)				2
Open Non-Premium Impacting Claims (Current Year)				2
Total Open Claims				11
Closed Claims that are still Impacting on Council's Premium				6
Total Cost of All Premium Impacting Claims (to date)	\$9,585.00	\$30,792.00	\$35,352.00	\$16,987.00
Scheme Performance Rebates	\$55,620.88	\$24,593.67	\$34,953.89	\$34,265.14 (estimate)

There were no new claims during the reporting period, with one (1) premium impacting claim from a previous reporting year finalised and closed.

Lost time has increased due to workers being unable to complete their return-to-work duties as anticipated by treatment providers. There has also been a slight increase in claims costs for the period.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Council budgeted \$252,507 in its adopted Operational Plan and Budget for the 2021/2022 Financial Year, for its Workers Compensation Insurance premium.

Council has received StateCover's 2021/2022 premium estimate, which is \$213,206 (excluding GST). In addition to this, a 2020/2021 adjustment premium of \$14,576 has been paid in the current year, bringing the total premium cost for 2021/2022 to \$227,782.

A September Quarterly Budget Review adjustment has been completed for the difference between the budgeted amount and the total estimated premium cost.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

As far as is practicable, Council has a legislative and statutory obligation to maintain an effective and sustainable return to work program for injured workers, in accordance with the *Workers Compensation Act 1987*.

(d) Risk

As far as is practicable, Council has a legislative and statutory obligation to provide a workplace that is free from risks to health and safety, in accordance with the *Work Health and Safety Act 2011*.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

The information provided in this report has been completed in consultation with StateCover Mutual Limited, Council's workers compensation insurer.

(b) Internal

Nil.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1.15: Pursue the strategic and operational actions within the Work Health and Safety Plan to further improve Council's WHS standards and ensure a safe and productive work environment.

CONCLUSION

The month of October saw no new claims and one (1) premium impacting claim was closed. An increase in lost time occurred due to workers being unable to complete their return-to-work duties as anticipated by treatment providers. This has also resulted in a small increase in claims costs for the period.

Council continues to work closely with StateCover and rehabilitation providers to manage workers compensation claims and provide a sustainable recover at work program for injured workers and is continuously monitoring and reviewing its Work Health and Safety framework to reduce workplace hazards and improve outcomes for injured workers.

ATTACHMENTS

There are no annexures to this report.

**REPORT TITLE: 7.27 CORPORATE AND COMMUNITY SERVICES:
MONTHLY REPORT FOR OCTOBER 2021**

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Reporting

Customer Index: NIL

Property Index: NIL

**AUTHOR: Danielle Mephram - Personal Assistant (Director of
Corporate and Community Services)**

APPROVER/S: Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to provide information on the progress of Council's Corporate and Community Services Directorate (and General Manager's Directorate) towards completing the objectives which have been identified as part of the Operational Plan and Budget for the 2021/2022 Financial Year. This report includes information for the current financial year to the end of the reporting month.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The Corporate and Community Services Directorate of Council is responsible for the following key functions:

- Administration and Human Resources;
- Aged and Disability Services provided from **Life Choices - Support Services (LC-SS)**;
- Children and Family Services (**CAFS**);
- Corporate Planning;

- Finance;
- Governance;
- Information Technology and Communications;
- Library Services;
- Rates;
- Corporate Risk Management and Compliance;
- Work Health and Safety; and
- Youth Services.

(b) Discussion

A report of statistical data and updates relating to services and projects across this department will be presented to Council each month for comparison purposes.

MAYORAL DISCRETIONARY FUND: Bush Bursary Scholarship

As per Council resolution 3.05/21, the Mayoral Donations Fund of \$3,000 was reallocated to support the Rural Doctors Network Bush Bursary Scholarship.

Council recently received an update on the scholarship program development with conversations to commence with the local hospital to arrange for appropriate medical students to be allocated to the Glen Innes region hopefully in mid-January for a period of two (2) weeks.

MEDIA AND COMMUNICATIONS (GENERAL MANAGER'S DIRECTORATE)

Insights into Council's Facebook page, including page likes, the number of posts and the most popular posts for October 2021, are provided in the following two (2) tables:

Facebook	October
Glen Innes Severn Council Facebook 'Page Likes' at the end of the month	1,966
Number of Posts	34

The Most Popular Facebook Posts for October 2021:	Reach	Post Engagement
Service NSW in Deepwater	1,907	26
For all our local polar bear cubs (swim classes)	1,695	321
Lost and Found (jewellery at workshops)	1,632	205

Media activity of interest for October 2021 (not in consecutive, nor priority order):

- Website redevelopment preparation;
- Finalised the Protocol and Guidelines for Official Openings and Events;
- 2022 publications (Celtic Informer / Calendar); and
- Promotion of Garage Sale Trail, COVID-19 / vaccination messaging updates, local government elections, swim season, end-of year events.

Live Streaming of Council Meetings

Council is Live Streaming monthly Council meetings and statistics are being received from InterStream on the number of views. For the October 28, 2021 Ordinary Council Meeting, there were a total of nine (9) live views and 22 archive views.

603 CERTIFICATES

Number of applications for 603 Certificates as to Rates and Charges

During the sale of a property a 603 Certificate is usually requested to identify if there are any outstanding or payable fees to Council by way of rates, charges or otherwise in respect of a parcel of land. There were 31 applications for 603 Certificates in October 2021. Year to date, there have been 117 applications compared to 107 applications for the same period last year.

HUMAN RESOURCES

Recruitment: As at 31 October 2021

There were seven (7) positions advertised in October 2021. The following table provides an update on positions that have recently been filled or are yet to be filled:

Month	Positions Advertised	Filled
June 2021	Coordinator of Recreation Facilities (Readvertised)	No
	Youth Worker (Readvertised)	No
	Three (3) Direct Support Workers (General – Readvertised)	Yes
July 2021	Lifestyle Support Facilitator	No
August 2021	Sales and Delivery Operator	Yes
	Manager of Asset Services (Maternity Relief)	No
	Trainee Water and Waste Water Plant Operator	Yes
	Parks Labourer	No
	Debtors Officer	Yes

Month	Positions Advertised	Filled
September 2021	Educator Supervisor	No
	Waste and Resources Recovery Coordinator	No
October 2021	Creditors Officer (Readvertised)	No
	Team Leader Direct Support (Readvertised)	No
	Management Accountant (Readvertised)	No
	Aquatic Centre Operator (readvertised)	No
	Media and Communications Officer	No
	Coordinator Activity and Lifestyle Support	No
	Relief Heavy Plant Operator (2 positions)	No

RISK MANAGEMENT

In October 2021 there were two (2) incidents reported to Council, which is set out in the following table against the area the incident relates to. The table also provides year to date figures for the current year and 2020/2021:

Description	Incidents		
	October	Year to date	2020/2021
Public Incident Report (slip, trip and falls etc.)	1	2	16
Public Property Damage (including roots, trees, sewers, vehicles)	0	3	14
Other: Crypto Locker Attacks etc.	0	0	1
Council Motor Vehicle / Plant Damage	1	5	27
Council Property Damage	0	0	4
Volunteer Incidents – Personal Injury	0	0	0
TOTAL	2	10	62

The Public Incident Report involved a very minor incident. The Council Motor Vehicle damage involved a collision between a Council ute and a kangaroo. It is being assessed and an insurance claim will likely be required. Council's excess on Motor Vehicle / Plant insurance is \$1,200.

COMPLAINTS

Complaints range across all areas of Council and are reported to Council for their information. The following table shows the monthly complaints received and the year-to-date total:

Month	Complaints Received
July	0
August	0
September	2
October	1
Year to Date Total	3

The one (1) complaint received in October has been resolved and the one (1) outstanding complaint from September has also been resolved. There are no outstanding complaints.

COMMUNITY SERVICES

Facebook – Youth Services

Insights into Council's Youth Facebook page, including page likes, number of posts and most popular posts are set out in the following two (2) tables:

	October
Youth Facebook 'Page Likes' at the end of the month	833
Number of posts	5

The Most Popular Posts:	Reach	Post clicks	Likes / Comments / Shares
Youth building their building skills.	338	6	7
Youth Booth Recycling Day	287	7	7
November Activity Schedule	165	4	2

The Youth Booth Update

The Youth Booth is back up and running after a spate of lockdowns last month.

The youth have been participating in several activities throughout the month including our Spring Gardening days, which have unfortunately highlighted that we have quite a snail problem. The youth have been building strategies to combat the invasion.

Youth completed their recycling program last month, recycling all their cans and bottles to the waste centre (image 1 below). Youth have expressed that they would like to utilise their recycled fund to contribute towards creating Mental Health care packages for other youth and people within the community.

Skill building activities throughout the month have consisted of science experiments, teaming building exercises and improving on their building skills (image 2 below).

The Youth Booth has made community connections over the past month. Both Evelyn Harrington the Student Support Officer at the Glen Innes High School and Michelle Pitkin the Glen Innes Youth Coordinator at Centacare have expressed their interest in volunteering and working together on Youth issues.

Joblink Plus is organising a youth pool party on 4 December 2021. Joblink is wanting to offer a pool party for 12 to 25 year old's and have asked for The Youth Booth to participate. They are also seeking participation from other members of the community including the Police, CDAT, Centracare and the local sporting teams to engage youth with our local services.

Image 1 below shows The Youth Booth's Recycling project, finished and heading off to the return and earn with the funds from all their recyclables being used to create Mental Health Care Packages for other youth:



Image 1

Image 2 below shows the Youth developing their building skills as they make bubble blowers during the science activity:



Image 2

The following table sets out the October 2021 statistics for The Youth Booth:

The Youth Booth	October
Number of registered members	66
Average number of visits per day	8
Highest number of attendees in one (1) day	12
Number of registered volunteers (as at last day of month)	9

Life Choices - Support Services

Council's LC-SS provides a range of services, mainly in the Glen Innes Severn, Inverell and Tenterfield **Local Government Area (LGA)**, and some services are also provided in the Gwydir LGA.

These services are predominantly funded by the Commonwealth **Department of Health (DOH)** for people who are older.

The heading "Private Funding Source" below, relates to any funding coming from any source other than DOH. Examples of this might be another organisation hiring our staff to provide services or an individual paying for a service from their own personal funds.

Under the **National Disability Insurance Scheme (NDIS)** and Private Funding, Council does not hold any funding, but rather performs a fee for service.

Number of Consumers by Local Government Area and Funding Source

As at 31 October 2021, the number of consumers accessing services with LC-SS was 431, as detailed in the following table:

Local Government Area	Total Number of Consumers	NDIS	People who are Older (DoH)	Private Funding Source
	October	October	October	October
Glen Innes Severn	322	44	274	4
Gwydir Shire	2	0	2	0
Inverell Shire	75	0	75	0
Tenterfield Shire	32	0	32	0
TOTAL	431	44	383	4

Children and Family Services (CAFS) - Out of School Care

The daily number of children booked in at CAFS for October 2021 is set out in the following table, along with the average daily number for the current financial year:

	October	2021/2022
	Number of booked children (average) per day	Budgeted number of enrolled children per day
After School Care	26.75	23
Vacation Care	18	23

In the month of October there was one (1) day of vacation care.

CAFS – Supported Family Programs

The statistics for October 2021 for the CAFS Supported Family Programs are set out in the table below:

Program	Location	October	October
		No. of Families	No. of Children
My Time (for Carers)	Glen Innes	6	3
Supported Playgroup Wyaliba	Wyaliba	7	7
Aboriginal Playgroup	Glen Innes	6	8
CAFS Playgroup	Pool House	11	17
NDIS*	Pool House	0	0
TOTAL		30	35

*NDIS services are yet to recommence.

Meetings have been held with Glen Innes Public School, Joblink Plus and Centacare staff. Letters of introduction and advertising packs have been sent advertising all the services above.

The My Time group celebrated Carers Week with all participants enjoying the outing, laughs and some beautiful flowers to celebrate the wonderful job they do in providing ongoing care for people with disabilities. The My Time group has two (2) non-vaccinated carers who can now no longer attend the group.

Jarjums is now being held in the park to cater for our unvaccinated families. The attendance at the Pool House has been affected by this restriction making the group too restrictive to achieve adequate social interaction for families. Those not attending during October were again offered home packs to continue to provide learning opportunities for children.

Wyaliba playgroup is being held at the Wyaliba community area due to being unable to enter school grounds. Families are enjoying being in their own environment, in turn more dads are attending.

Families are enjoying Jarjums being held at the park as seen in Image 3 and Image 4 below:



Image 3



Image 4

SECTION 355 COMMUNITY COMMITTEES OF COUNCIL UPDATE

There was one (1) **Annual General Meeting (AGM)** held in October 2021, being for the Glencoe Hall Committee, however, only three (3) people were present at the meeting and therefore no committee could be formed. The previous committee members have all resigned.

Council has rescheduled another AGM to get a committee formed. It should be noted, that this is the third consecutive year in which this committee has required assistance from Council to readvertise and promote additional AGMs to form a committee.

The following two (2) committees are still to hold their AGMs:

- Aboriginal Consultative Committee - no AGM date set; and
- Glencoe Hall Committee - rescheduled for Thursday, 25 November 2021.

As notified in the October report to Council, a formal letter was sent to the Pinkett Recreation Reserve Management Committee requesting their outstanding AGM minutes. However, no response / document has been provided to Council to allow a report to be submitted to Council to endorse this committee. A follow up call was made to the Chairperson on Tuesday, 9 November 2021. The Chairperson advised that he would follow up this matter with the Secretary.

EVENTS

LC-SS will be celebrating “International Day of People with a Disability” on Wednesday, 1 December 2021 in the Town Square from 10.30am. There will be a drum beat performance and a free sausage sizzle from 12pm.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

Nil.

(e) Social

Council's Community Services teams provides a range of support services to all age groups. These services build on the social fabric of the LGA.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The information contained within this report has been provided from the Media and Communications Officer, Debtors Officer, Human Resources Officer (Payroll), Manager of Governance, Risk and Corporate Planning, Acting Youth Worker, Customer Services Officer (LC-SS) and Educator Assistant.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

The statistical information contained within this report demonstrates the work carried out by staff in achieving the strategic objectives and delivery actions as outlined in Council's Community Strategic Plan 2017/2027, Delivery Program 2017/2021 and Operational Plan and Budget for the 2020/2021 Financial Year.

CONCLUSION

The statistics provided in this report deliver information to Council on the key activities undertaken in Council's Corporate and Community Services Directorate and the General Manager's Directorate (Media and Communications) within the current Financial Year.

ATTACHMENTS

There are no annexures to this report.

REPORT TITLE: 7.28 PARTNERSHIP AGREEMENT WITH SERVICE NSW

ECM INDEXES:

Subject Index: Economic Development: Partnerships

Customer Index: Service NSW

Property Index: NIL

AUTHOR: Margot Davis - Manager of Economic Development

APPROVER/S: Graham Price - Director of Development, Planning and Regulatory Services

PURPOSE

The purpose of this report is for Council to endorse a Partnership Agreement (***Annexure A***) between Service NSW and Council.

RECOMMENDATION

THAT Council:

- 1. Endorses the partnership between Service NSW and Council in accordance with the Partnership Agreement.***
- 2. Authorises the General Manager to sign the Partnership Agreement on behalf of Council.***
- 3. Endorses the Manager of Economic Development as the Service NSW partnership contact.***
- 4. Provides the Public Officer details to Service NSW for inclusion in the contract.***

REPORT

(a) Background

Council has previously entered into a Partnership Agreement with Service NSW to implement the ***Easy to do Business (EtdB)*** program for the Glen Innes Severn **Local Government Area (LGA)**.

The following was resolved at the 23 February 2018 Ordinary Council Meeting:

23.02/18 RESOLUTION

1. That Council delegates the relevant customer service functions related to the administration of the Easy to do Business initiative to the Chief Executive Officer, Service NSW, in accordance with the Service Partnership Agreement as required under the *Service NSW (One-stop Access to Government Services) Act 2013*.
2. That Council delegates the General Manager to execute any partnership documents and to do all things necessary to give effect to this resolution.

CARRIED

The Partnership Agreement is due for renewal and a new agreement has been provided by Service NSW to continue the partnership with Council. The program is no longer referred to as the EtdB program.

(b) Discussion

The purpose of the Partnership Agreement is to provide Service NSW for Business, which is a division of Service NSW, with a mandate of being the one front door for businesses in NSW to access government information and services.

The Partnership Agreement provides the framework within which services will be delivered and documents the responsibilities of Service NSW and the Council on the provision of services.

There are guiding principles in the partnership agreement that parties will work collaboratively and in good faith in a timely and effective manner, with open communication to achieve shared objectives.

The Partnership Agreement outlines the roles and responsibilities which include:

Service NSW will:

1. Provide the Services in accordance with the terms of this Agreement, subject to any Change Request;

2. Exercise the required standard of skill, care and diligence in its performance of the Services and ensure that its Personnel have appropriate qualifications and skills to provide the Services;
3. Take responsibility for the management of records it creates or holds as a result of the exercise of a customer service function, where required; and
4. Take responsibility for performing necessary maintenance of its systems and data managing the impact on customers from Service NSW system outages and working in conjunction with the Council.

The Council will:

1. Provide Service NSW with all information, inputs, resources and subject matter expertise in a timely manner as required to enable Service NSW to provide the Services as set out in the Agreement;
2. Take responsibility for the management of records it receives or holds following the exercise of a customer service function by Service NSW.

The roles and responsibilities included in the partnership agreement include:

Service NSW will:

1. Provide the relevant information and contacts to Council to ensure its local businesses are aware and can access the Service NSW for Business services
2. Provide a single point of contact for Council to ensure it can access Service NSW for Business services.

The Council will:

1. Refer eligible customers to the Program;
2. Provide guidance to Service NSW staff to assist in responding to inquiries;
3. Inform customers and Service NSW of the outcome of relevant applications in line with privacy requirements
4. Provide updates on changes to local government policies, guidelines or other matters which may affect the Program;
5. Identify local opportunities to inform customers of the program;
6. Provide Service NSW with feedback on the effectiveness and performance of the Program.

The Partnership Agreement document provided by Services NSW did not include the details of Council's Privacy Officer. Council's Public Officer performs the duties of the Privacy Officer as no specific Privacy Officer has been nominated. It is recommended that the details of the Public Officer be provided accordingly for inclusion in the final copy for signing.

(c) Options

Option 1

THAT Council:

1. Endorses the partnership between Service NSW and Council in accordance with the Partnership Agreement.
2. Authorises the General Manager to sign the Partnership Agreement on behalf of Council.
3. Endorses the Manager of Economic Development as the Service NSW partnership contact.
4. Provides the Public Officer details to Service NSW for inclusion in the contract.

THIS IS THE RECOMMENDED OPTION

Option 2

Council may choose not to enter into a new Partnership Agreement with Service NSW.

Option 3

Council may choose to amend some of the requirements in the Partnership Agreement.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

There is no cost to Council under the Partnership Agreement.

(b) Governance/Policy

The Funding Deed falls into Document Type 13, Agreements relating to Utilities, under Council's Execution of Documents Matrix.

Whilst the Partnership Agreement could have been signed under delegation under Council's Execution of Documents Matrix Services NSW have requested a Council Resolution.

(c) Legislative/Statutory

Relevant legislative references included in the Partnership Agreement:

- *Local Government Act 1993*;
- *Privacy and Personal Information Protection Act 1998*;
- *Health Records and Information Privacy Act 2002*;
- *State Records Act 1998*; and
- *Work Health and Safety Act 2011*.

Whilst the Partnership Agreement is a formal agreement it is not a legally binding document.

(d) Risk

There is a risk that existing Council resources are unable to respond to requests in a timely manner such is the expectation of the Partnership Agreement. Full mitigation of this risk would require further resourcing of the Economic Development function.

There are other risks around privacy protection and the proper handling of private and personal information that will require strict adherence to the relevant legislation.

(e) Social

Service NSW provide several services to businesses and during the Covid-19 pandemic has been an essential part of communicating to businesses and assisting them throughout this challenging period.

(f) Environmental

Nil.

(g) Economic

Providing links to local businesses that will enable them to seek support and guidance to establish, grow or pivot their businesses is an essential service for Council to share with the community.

(h) Asset Management

NIL

CONSULTATION

(a) External

Nil.

(b) Internal

The Manager of Governance, Risk and Corporate Planning was consulted in relation to the risk implications arising from this report.

The Manager Development, Planning and Regulatory Services reviewed the Partnership Agreement making the recommendation to include the details of the Public Officer.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 1.7 Strive for excellence in all customer service areas.

CONCLUSION

The Partnership Agreement between Service NSW and Council provides support to local businesses via the Service NSW mandate of being the one front door for businesses in NSW to access government information and services.

ATTACHMENTS

Annexure A Service NSW Partnership Agreement

REPORT TITLE: 7.29 HIGHLANDS HUB - LEASE AGREEMENT

ECM INDEXES:

Subject Index: GRANTS AND SUBSIDIES: Programs – Grants and Subsidies
Economic Development - Projects

Customer Index: K. Love & M. Tomlinson

Property Index: 167 Grey Street, Glen Innes

AUTHOR: Margot Davis - Manager of Economic Development

APPROVER/S: Graham Price - Director of Development, Planning and Regulatory Services
Craig Bennett - General Manager

PURPOSE

The purpose of this report is for Council to approve the signing of a lease agreement (**Annexure A**) between the owners of 167 Grey Street, Glen Innes (Keiran Wayne Love and Michelle Debra Tomlinson) and the Glen Innes Severn Council, for the fit-out and utilisation of the **Highlands Business and Community Hub (The Hub)**.

RECOMMENDATION

That Council authorises for the General Manager to sign the lease agreement between the owners of 167 Grey Street, Glen Innes (Keiran Wayne Love and Michelle Debra Tomlinson) and the Glen Innes Severn Council, for the fit-out and utilisation of the Highlands Business and Community Hub, on behalf of Council, for an initial period of two (2) years from Wednesday, 1 December 2021 until 30 November 2023.

REPORT

(a) Background

Council was successful in obtaining grant funding from the **Bushfire Local Economic Recovery (BLER) Fund** to develop the Highlands Business and Community Hub concept.

At the Ordinary Council Meeting held on 29 October 2020 Council resolved to authorise for the Common Seal of the Glen Innes Severn Council to be affixed to the Funding Deed. The following was resolved by Council:

29.10/21 RESOLUTION

THAT Council:

1. Authorises for the Common Seal of the Glen Innes Severn Council to be affixed to the Bushfire Local Economic Recovery Fund Funding Deed between Glen Innes Severn Council and the Crown in the right of the State of New South Wales acting through Regional NSW.
2. Authorises for the Mayor and the General Manager to execute the Bushfire Local Economic Recovery Fund Funding Agreement between Glen Innes Severn Council and the Crown in right of the State of New South Wales acting through Regional NSW.

Council engaged **The Exchange Ventures (TEV)** to advise on the development of The Hub and provide a Business Report. The TEV run a successful Business Hub in Dubbo. The purpose of the Business Report (**Annexure B**) was to:

1. Review available buildings, floorplan options and revenue associated with those floorplans;
2. Define the possible customers for a co-working space;
3. Understand the models that a co-working space might operate under; and
4. Demonstrate a sustainable revenue for operational model.

There were several locations which were potentially available at the time of the report being generated:

1. 167 Grey Street, Glen Innes (The Old Holden Building);
2. Glen Innes Railway Station;
3. The Old Theatre;
4. Town Hall;
5. Old Council Chambers;
6. Gawura Art Gallery;
7. Co-location with Council; and
8. 136 Church Street Council offices.

All of these potential locations were assessed against the same set of criteria which included, time to launch; highest/best value; Council appetite; cost; and downtime presence.

(b) Discussion

The 'Old Holden Building' at 167 Grey Street, Glen Innes was assessed to be most aligned with Council project.

This choice was also the most cost-effective option, with the ability to open in 2022, which is in line with the grant funding milestone schedule.

Please refer to Figure 1.1 below which shows the location of the premises at 167 Grey Street, Glen Innes:

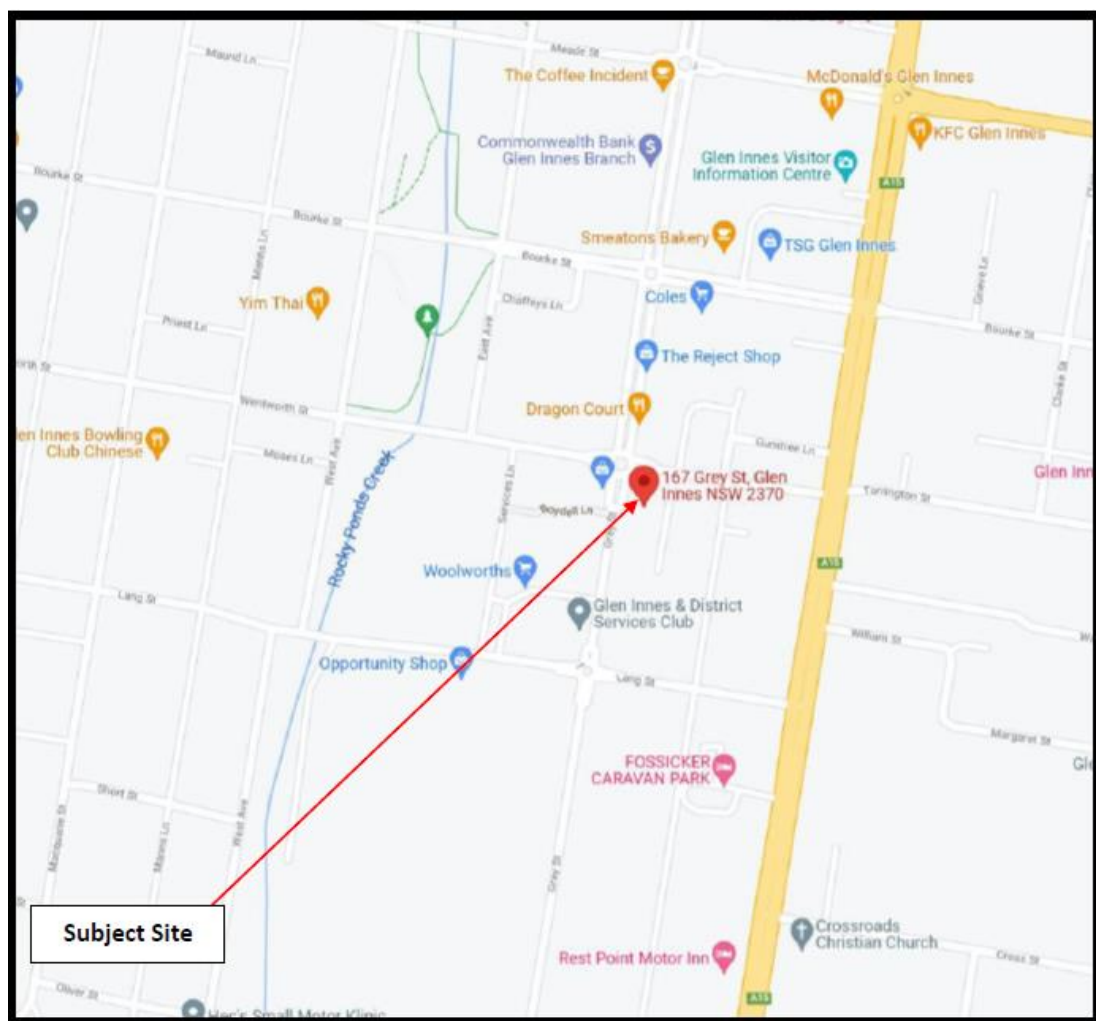


Figure 1.1 – Location of premises 167 Grey Street, Glen Innes

The proposed lease agreement is for an initial two-year period commencing from Wednesday, 1 December 2021 and terminating on 30 November 2023.

The lease has an option to renew for a further period of two (2) years and then for a further five (5) years. This is set out in the lease agreement.

The lease is for the utilisation of Lot 1, part of Lot 2 and part of Lot 3 in DP 12663 being part of the property known as 167 Grey Street, Glen Innes.

The fit-out represented in Figure 1.2 below allows for a number of spaces that will generate revenue based on the predicted fees and charges outlined in Table 1.1 – Predicted fees and charges:

ITEM	NUMBER	UNIT	RATE
Hot-desks	5	Seats	\$ 30.00
Dedicated Work-desks	5	Seats	\$ 300.00
Office for 1	6	Office	\$ 800.00
Office for 2	2	Office	\$ 1,200.00
Meeting Room (6-8 people)	2	Room	\$ 10.00
Meeting Room (6-8 people)	2	Room	\$ 70.00
Boardroom (14 people)	1	Room	\$ 250.00
Training Room (20-40 people)	1	Room	\$ 500.00
Community Area (afterhours only) (10-40 people)	1	Space	\$ 150.00
Community Membership Annual Package	1	Package	\$ 1,500.00

Table 1. – Predicted fees and charges

A further report will be provided to Council in February 2022 to consider the adoption of the fees in accordance with the *Local Government Act 1993*.

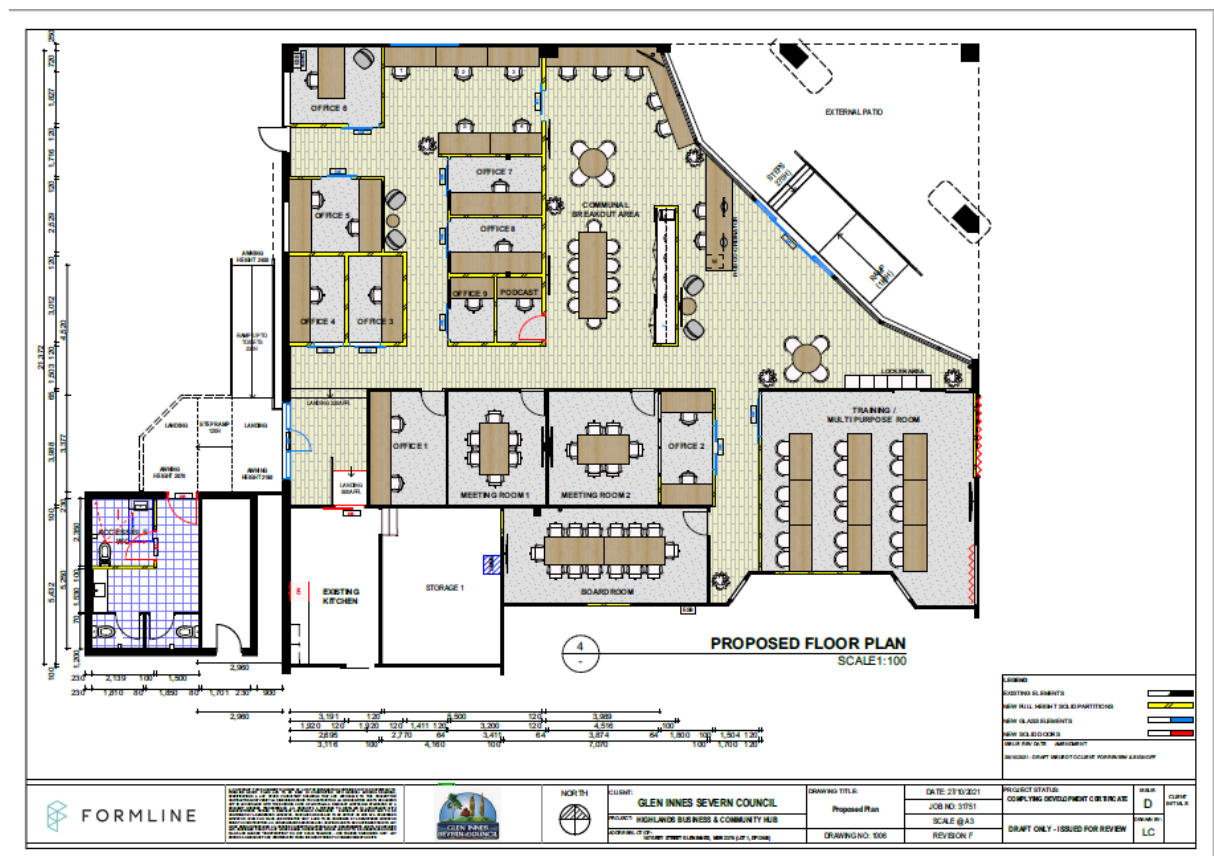


Figure 1.2 – Final detailed fit-out plan

(c) Options**Option One**

That Council authorises for the General Manager to sign the lease agreement between the owners of 167 Grey Street, Glen Innes (Keiran Wayne Love and Michelle Debra Tomlinson) and the Glen Innes Severn Council, for the fitout and utilisation of the Highlands Business and Community Hub, on behalf of Council, for an initial period of two (2) years from Wednesday, 1 December 2021 until 30 November 2023.

THIS IS THE RECOMMENDED OPTION.

Option Two

That Council defers consideration of the lease agreement.

IMPLICATIONS TO BE ADDRESSED**(a) Financial**

The rental of \$14,520 (from 1 December 2021 until 30 June 2022) will be funded from the Economic Development budget until such time that the Highlands Hub Coordinator position is filled and can secure programs and bookings in advance of the Highlands Hub operational date of 1 July 2022.

There is sufficient funding in the 2021/2022 Economic Development budget to cover the rental costs of \$14,520.

The rental of \$25,000 per annum from 1 July 2022 until 30 June 2023 will be funded from the income generated by the usage of the facilities as outlined in the operational modelling.

The Grant allocation from the BLER fund is \$616,861 and comprises the following:

Building fit out	\$326,861
Program Delivery	\$ 90,000
Office furniture and technology	\$ 80,000
Office Manager (18 months)	\$120,000

<u>TOTAL</u>	<u>\$616,861</u>
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The Business Report demonstrated that the venture is sustainable in the medium term with the potential to provide a small but positive return.

However, it is more probable that the Low Usage Scenario will be the norm for the first two (2) years of operations.

TEV's recommendation was to take a conservative approach and view the Low Usage Scenario as the operating financial position when planning for The Hub.

Table 1.2 below detail the low, medium, high operating revenue and expenditure and the profit or loss for the first two (2) years.

Detailed financial operational modelling has been undertaken (**Annexure C**):

Highlands Hub	Year 1			Year 2		
	Low-usage	Medium-usage	High-usage	Low-usage	Medium-usage	High-usage
Operating Revenue	\$119,520	\$161,700	\$241,280	\$183,320	\$251,300	\$368,680
Operating Expenditure	\$116,275	\$116,275	\$116,275	\$174,400	\$174,400	\$174,400
Annual Operating Profit	\$3,245	\$45,425	\$125,005	\$8,920	\$76,900	\$194,280

Table 1.2 – Low, Medium, High Operating Revenue, Expenditure and Profit/Loss

(b) Governance/Policy

Council's Execution of Documents Matrix sets out that Leases/Licenses less than five (5) years and under \$2,000 can be authorised by the General Manager.

This lease has an initial period of two (2) years.

However, there are two (2) further options, the first for an additional two (2) years and the second option for a further five (5) years. This essentially makes the lease for a period of nine (9) years.

Council has the option to extend the lease after the initial two (2) year period finishes. It then has the option to extend the lease for a further five (5) years.

Leases/Licenses from five (5) years to 21 years and/or for a lease amount (rental) above \$50,000 must go before Council for endorsement.

If Council takes up one or both of the options, the lease amount (rental) will be well above the \$50,000 threshold.

(c) Legislative/Statutory

The lease agreement has been prepared by APJ Law.

(d) Risk

In relation to the registration of the lease, Council will instruct APJ Law to register Council's interest on the title.

This is a protective measure for Council to ensure that if the property is sold or transferred, that Council's interests are known.

There is a risk that the financial modelling based on the Business Report conducted by TEV for the operating revenue and expenses is incorrect.

As the Business Report was based on TEV's own co-working space we believe that this risk is relatively mitigated.

In addition, a five per cent (5%) contingency has been included in the operating expenses to further assist in the mitigation of this risk.

(e) Social

Similar spaces in regional NSW provide an essential sense of community, belonging and support to those who do not have a formal workplace.

In this current climate, the social and emotional support that co-working provides cannot be understated.

(f) Environmental

Nil.

(g) Economic

The project is aligned to Council's adopted Economic Development Strategy.

The project will also assist in attracting families to our **Local Government Area (LGA)** through the provision of a remote-ready facility which is also a key outcome of the Economic Development Strategy.

The Highlands Business and Community Hub will deliver a whole-of-community return on investment, and drive growth of the economy through an increase in confidence, capability and capacity of existing and new business owners, from creative sole traders to global entrepreneurs.

The collaborative nature of shared workplaces fosters SME growth and success by encouraging greater collaboration between regional businesses within the local economy.

(h) Asset Management

As the property is not a Council asset, no depreciation costs are applicable.

The "own and operate" or in the case of 167 Grey Street the "lease and Council operate" is the best model for The Hub according to the TEV Business Report.

CONSULTATION

(a) External

Council engaged APJ Law to develop the lease agreement.

During consultation for the development of Council's Economic Development Strategy the following needs were identified:

1. More support and incentives for new ideas, start-ups and small business development, co working space and increase employment ratios in small business.
2. More nurturing and championing for the next generation of leaders and creating local job opportunities.
3. Improved Council and community positive action in encouraging industry and employment.
4. Utilisation of under-utilised or disused assets.
5. Attracting more families and retaining youth.
6. Greater digital connectivity and remote working access.
7. Promoting Glen Innes as a remote work hub, have a business or hot desk.

There is currently no place to foster collaboration for the community or business.

The flexibility of The Hub will not only meet the community's needs but be key in enabling growth, prosperity and wellbeing for a community that has suffered through drought, bushfires and COVID-19.

TEV conducted a survey to collect data from Glen Innes Businesses during the month of June 2021, which has informed the business case for the Highlands Business Hub.

The survey data collected shows there is significant local demand for the space and a willingness to pay. Price points sit at \$20/day for co-working, \$30/hour for a 2–6-person client meeting room and \$100/hour to rent the workshop room (based on June 2021 Survey).

(b) Internal

The Acting Property Officer reviewed the draft lease agreement.

The Director of Infrastructure Services reviewed the draft lease agreement.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Economic Development Action ED 3.1.2: Provide incentives to encourage new business to the LGA and assist existing business to expand.

CONCLUSION

Council is delivering The Hub as a place for business and community to have access to a co-working space that will provide socio-economic prosperity to the community and region.

ATTACHMENTS

Annexure A	Highlands Hub Lease Agreement
Annexure B	The Exchange Ventures Business Report_Highlands Hub
Annexure C	Highlands Hub Operational Modelling

REPORT TITLE: 7.30 WASTE MANAGEMENT STRATEGY

ECM INDEXES:

Subject Index: WASTE MANAGEMENT: Service Provision

Customer Index: Impact Environmental Consulting

Property Index: 88 Rodgers Road, Glen Innes

AUTHOR: Pramod Lamsal - Waste and Environmental Management Officer

**APPROVER/S: Kane Duke - Manager of Planning and Regulatory Services
Graham Price - Director of Development, Planning and Regulatory Services**

PURPOSE

The purpose of this report is for Council to consider deferring consideration of the Draft Glen Innes Severn Waste Management Strategy (***Annexure A***).

RECOMMENDATION

That Council defers consideration of the Draft Glen Innes Severn Waste Management Strategy until February 2022.

REPORT

(a) Background

Impact Environmental Consulting Pty Ltd (IEC) was commissioned on 22 September 2020 to prepare a **Waste Management Strategy (WMS)**. The WMS comprised of the following three (3) background papers:

WMS component
Review of Recycling Management Options
Waste Management Needs Analysis
Waste Services Financial Model (and Working Manual)

A presentation was provided to Councillors at a Councillor Workshop held on 11 February 2021 to provide an update on the progress of the WMS.

On 12 May 2021, a meeting was held between key Council staff and consultants from IEC to discuss Council's waste operations.

(b) Discussion

The development of a WMS is one (1) of the key objectives under the Council's Delivery Plan 2017-2021.

IEC undertook a review of Council's current waste management operations and identify key issues and short-term waste management needs. As a result, it is recommended that Council consider a five (5) year waste strategy.

Due to the proximity of the Council elections it is considered appropriate that the newly elected Council consider the draft WMS and have an opportunity for input.

It was proposed to present the strategy to the December 2021 Ordinary Council Meeting however due to the elections being deferred from September 4, 2021 until December 4, 2021 there is now no Ordinary Council Meeting being held in December.

The development of the strategy involved three (3) separate components which were prepared by IEC, being:

1. Review of Recycling Management Options (*Annexure B*)

Recycling management options mostly focussed on existing recycling activities of the Council and analysed recycling processing contracts with Glen Industries that manages its **Material Recovery Facility (MRF)**.

Recommendations targeting the short-term period are provided to make recycling services more efficient and sustainable. It also outlines five recycling processing service options for Council to consider in the future.

2. Waste Management Needs analysis (*Annexure C*)

Waste management need analysis reviewed Council's current waste management practices and includes a broad range of considerations for Council.

This is based on an ongoing need to realise improvements through planned initiatives and programs to ensure Council's investment in waste management services achieve the best possible outcomes. Waste need analysis has been developed as a framework for the deliverer of waste management responsibilities across the Council area and will help in guiding waste management practices and initiatives.

Two (2) key categories of waste management needs have been prioritised with key actions recommended.

Priority 1 contains higher risk with Council's more urgent responsibilities such as Council compliance responsibilities; site and future infrastructure needs including village landfills; contracts and procurement planning; and financial management including budgets.

Priority 2 contains lower risk responsibilities including strategic and future planning steps; community engagement; and regional opportunities.

Current waste management services in Council's landfill sites are analysed in details and its kerbside resource recovery performance is compared with a number of similar NSW local Councils that helps to set out next steps of waste and resource recovery management. To achieve this, the study outlines several recommendations/actions under priority 1 and priority 2 waste need with tentative timeframe as a next step for Council to move forward.

3. Waste Service Financial Model and Working Manual

This component of the WMS strategy has not been completed however it is not considered critical for the Draft WMS.

This component will provide a waste budgeting spreadsheet for a practical financial model for the Council to price its various waste services charges into the future.

It will also include a working manual which provides a clearly documented methodology and a key assumptions document that explains the pricing model which can be used for audit and other governance purposes.

The draft WMS has been developed from the recommendations contained in the Waste Management Needs Analysis report.

(c) **Options**

Option 1

That Council defers consideration of the Draft Glen Innes Severn Waste Management Strategy until February 2022.

THIS IS THE RECOMMENDED OPTION

Option 2

That Council adopts the Waste Management Strategy as presented.

Option 3

That Council adopts the Waste Management Strategy with changes.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The total quoted price for the development of the WMS was \$28,920.

A total of \$15,000 was allocated in the Operational Plan and Budget for the 2020/21 Financial Year to commence the WMS with amount of \$5,400 being expended in 2020/21.

The Operational Plan and Budget for the 2021/22 Financial Year has an allocation of \$15,000 with an amount of \$13,232 being spent for the year to date.

An amount of \$10,288 remains to be paid to IEC this will result in an over expenditure of \$8,520 in the current financial year. This will require a December 2021 Quarterly Budget Review with the shortfall in funding being covered by savings in landfill operator wages.

(b) Governance/Policy

Delays have been experienced in developing the WMS due to a delay in the NSW Government delivering its 20-year Waste Strategy. Northern Inland Regional Waste is also developing a Regional Waste Strategy.

It is sound governance that any Council strategy or policy is consistent with NSW Government policy and other regional Council initiatives.

(c) Legislative/Statutory

- *Local Government Act 1993;*
- *NSW Waste Avoidance and Resource Recovery Act 2001;* and
- *NSW Protection of the Environment Operations Act 1997.*

(d) Risk

The WMS has addressed a range of high and low risks for Council to consider and manage over the next five (5) years.

(e) Social

There is unlikely to be any adverse social impact with the introduction of a WMS. A well-developed Strategy will continue to enhance community wellbeing, by providing a high-quality waste management and recycling service to the community.

(f) Environmental

A WMS will assist in reducing environmental and human health risks associated with waste generation, processing, treatment, and disposal.

(g) Economic

Nil.

(h) Asset Management

Any infrastructure needs or upgrades will need to be considered in relation to future depreciation costs and Council's capacity to fund such costs.

CONSULTATION

(a) External

Glen Industries has been consulted as part of the recycling management options.

Impact Environmental Consulting has been consulted to work out waste management needs and waste service financial modelling.

(b) Internal

Internal consultation has been made with key Planning and Regulatory Services staff.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Environment Heritage Action EH 1.2 Develop a Waste Management Strategy with a particular focus on green waste and promoting industry accepted best recycling practices.

CONCLUSION

It is recommended that Council defer the Draft Glen Innes Severn WMS for consideration by the newly elected Council.

ATTACHMENTS

Annexure A	Draft Waste Management Strategy 2021-2025
Annexure B	Review of Recycling Management Options (<i>Confidential</i>)
Annexure C	Waste Management Needs Analysis (<i>Confidential</i>)

REPORT TITLE: 7.31 REVIEW OF THE PESTICIDE USE NOTIFICATION PLAN

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Policy Register

Customer Index: Nil

Property Index: Nil

AUTHOR: Graham Archibald - Manager of Recreation and Open Spaces

APPROVER/S: Graham Price - Director of Development, Planning and Regulatory Services

PURPOSE

The purpose of this report is for Council to consider the repeal of the Pesticide Use Notification Plan (**Annexure A**) as a Policy of Council and note the new Plan as a procedure of Council (**Annexure B**).

RECOMMENDATION

THAT Council:

- 1. Repeals the Pesticide Use Notification Plan as a Policy of Council.***
- 2. Notes the revised Pesticide Notification Plan as a Procedure of Council.***

REPORT

(a) Background

Council's Pesticide Notification Plan was last adopted on 22 February 2018 and is now due for review and adoption. At the time of the adoption of the policy, the **New England Weeds Authority (NEWA)** was the service provider for the noxious weeds function of Council.

The Minister for Local Government, the Honorable Shelley Hancock MP, advised Council that after carefully considering Council's request to formally join the New England Tablelands (Noxious Weeds) County Council that she recommended to the Governor that the proposal be implemented 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.

(b) Discussion

The Pesticide Use Notification Plan has been developed by NEWA for use by all its member Councils. The new Plan has only minor changes with Council contacts updated and recently changed Council logos updated.

The document recognises practices carried out by Council staff and contractors regarding the notification of the use of pesticides and is a legislative requirement under clause 40 (1)(a) of the *Pesticides Regulation 2017*. As such, it is recommended that the Pesticide Use Notification Plan be rescinded as a policy as it is largely an operational and legislative requirement.

The Plan will continue to ensure that Council complies with the *Pesticides Regulation 2017*.

The Plan forms a component of Council's Integrated Pest Management Program. This program involves the use of pesticides in public places when necessary to eliminate noxious and/or environmental weeds, to protect public property from pest damage and to protect the users of public places from nuisance or danger.

The categories of prescribed public places where pesticides will be used are detailed within the Plan, as well as the uses of these areas. The Plan also details how Council will provide the community with information, how future reviews of the Plan will be conducted, and contact details for anybody that wants to discuss the Plan.

(c) Options

Option 1

THAT COUNCIL:

1. Repeals the Pesticide Use Notification Plan as a Policy of Council.
2. Notes the revised Pesticide Notification Plan as a Procedure of Council.

THIS IS THE RECOMMENDED OPTION.

Option 2

That Council adopts the revised Pesticide Use Notification Plan as a Policy of Council.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Within the Operational Plan and Budget for the 2021/2022 Financial Year, an allocation of \$8,465 is available for weed control within Council's Open Spaces Budget.

The Infrastructure Services Directorate also controls weeds around guard rails, bridges and along roadsides. The 2021/2022 Operational Plan and Budget has an allocation of \$12,000 for this weed control.

In addition, \$100,141 has been allocated in the Operational Plan and Budget for the 2021/2022 Financial Year for the control of noxious weeds as part of Council's contribution, as a member Council of NEWA.

(b) Governance/Policy

The existing Pesticide Use Notification Plan should be rescinded as a policy as it is largely an operational and legislative requirement.

If Council adopts the recommendation the Pesticide Use Notification Plan will become a Procedure of Council.

(c) Legislative/Statutory

The Pesticide Use Notification Plan will address Council's requirements under the *Pesticides Regulation 2017*. (Part 5 Divisions 1 – 3).

A Pesticide Use Notification Plan is a requirement under the *Pesticides Regulation 2017* that requires public authorities to notify the community when they use or allow the use of pesticides in public places that are owned or controlled by the public authority.

The aim of notification is to allow members of the community to take action to reduce their exposure to pesticides if they so wish. This then addresses the requirement under clause 40 (1) (a) of the *Pesticides Regulation 2017* which states *inter alia*:

A public authority must not use, or allow any person to use, any pesticide in a prescribed public place that is owned by or is under the control of the public authority unless the public authority has first—

(a) prepared, finalised and notified the Environment Protection Authority of a plan (a pesticide use notification plan) in accordance with this Division, and

(b) given public notice of the proposed use of pesticide in accordance with that plan).

(d) Risk

The Pesticide Use Notification Plan aims to mitigate risks of non-compliance with regulatory authorities and allow community members to take precautions to reduce exposure to pesticides.

(e) Social

The Pesticide Use Notification Plan aims to meet the community's general right to know about pesticide applications that are carried out on Council owned or operated land.

(f) Environmental

The Pesticide Use Notification Plan will notify the community regarding Council's proposed control of noxious and environmental weeds throughout the Local Government Area.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

The NEWA was contacted and supplied the most recent document.

(b) Internal

Council's **Management Executive Team (MANEX)** was consulted and has endorsed the rescinding of the Pesticides Use Notification Plan as a Policy of Council.

Council's Manager of Governance, Risk and Corporate Planning was consulted regarding any possible risk implications.

Council's Acting Manager of Infrastructure Delivery was consulted regarding the cost of weed spraying roadsides.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Environment Heritage Action EH1 Continue to be a leader in environmental sustainability.

CONCLUSION

The Pesticides Use Notification Plan is consistent with the relevant requirements of the *Pesticides Regulation 2017* clause 40 (1)(a).

It is seen that this is an operational document and that reference of it previously being an adopted policy should be rescinded.

ATTACHMENTS

Annexure A	Existing Pesticide Use Notification Plan
Annexure B	Proposed Pesticide Use Notification Plan Procedure

REPORT TITLE: **7.32 DEVELOPMENT, PLANNING AND REGULATORY SERVICES: MONTHLY REPORT FOR OCTOBER 2021**

ECM INDEXES:

Subject Index: **CORPORATE MANAGEMENT: Reporting**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Kimberley Wilkins - Personal Assistant (Director of Development, Planning and Regulatory Services)**

APPROVER/S: **Graham Price - Director of Development, Planning and Regulatory Services**

PURPOSE

The purpose of this report is to provide information on the progress of Council's Development, Planning and Regulatory Services Directorate towards completing the objectives which have been identified as part of the Operational Plan and Budget for the 2021/2022 Financial Year.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The Development, Planning and Regulatory Services Directorate of Council is responsible for the following key functions:

- Sheep Sales
- Cattle Sales
- Stock Transit

Saleyards



- Development Enquiries
- Planning
- Building and Regulatory Services
- Environmental Health
- Food Regulation and Safety
- Companion Animals
- Building Maintenance
- Waste Management

Regulatory and Planning Services



- Parks and Gardens
- Cemeteries
- Swimming Pools
- Cleaners
- CBD and Streetscapes

Recreation and Open Spaces



- Grants
- Facilitation of Market and Business Opportunities
- Strengthening the Glen Innes Highlands Brand
- Facilitating Growth and Supporting Business Development
- Recognising and Supporting the Agricultural Economy
- Community Service Actions

Economic Development



(b) Discussion

A report of statistical data and updates relating to services and projects across this directorate will be presented to Council each month for comparison purposes, showing the previous year's totals, and the year to date figures for the current year. This report includes information from 1 October until 31 October 2021.

REGULATORY AND PLANNING SERVICES**DEVELOPMENT APPLICATIONS (DA) DATA**

The following table provides a summary of the number and type of applications approved, the value of the work and the average determination time:

	2021-2022 YTD		2020-2021	
Total Number of DAs Determined	37		117	
Average Determination Time (days) – All Applications	16		11	
Average Determination Time (days) – Minor Development*	17		11	
Average Determination Time (days) – Major Development**	41		18	
Value of DAs	\$7,475,895		\$14,746,307	
Number of Single Dwellings	4		27	
	Urban	2	Urban	8
	Village/ Large Lot Residential	0	Village/ Large Lot Residential	6
	Rural	2	Rural	13
Number of Multi Unit Dwellings	0		3	
	Urban	0	Urban	3
	Rural	0	Rural	0
Number of Subdivisions	4		8	
Number of Commercial Developments	2		9	
Number of Industrial Developments	5		4	
Withdrawn	0		2	

* Typically, residential applications such as dwellings, sheds and alterations and additions that don't meet the Complying Development Criteria.

** Commercial and industrial applications requiring referral to Government Departments

10.7 (ZONING) CERTIFICATES ISSUED

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, the table below compares the total number of zoning certificates issued in 2020/2021 compared to the number issued year to date for the current financial year:

2021-2022 YTD	2020-2021
155	421

COMPLYING DEVELOPMENT APPLICATION (CDC) DATA

The table below provides statistical information regarding the number of Complying Development Certificates issued in 2020/2021 compared to the number issued year to date for the current Financial Year:

	2021-2022 YTD		2020-2021	
Total Number of CDCs	3		8	
Value of CDCs	\$207,900		\$533,295	
Number of Single Dwellings	1		1	
	Urban	0	Urban	0
	Rural	0	Rural	1
	Village	1	Village	0

DEVELOPMENT APPLICATIONS AND COMPLYING DEVELOPMENT CERTIFICATES: Determinations Issued – October 2021

Section 4.59 of the *Environmental Planning and Assessment Act 1979* (herein referred to as “the Act”), as amended, precludes a challenge to the validity of consent more than three (3) months after the date of public notification of the consent. Consents are available for public inspection, free of charge, during ordinary office hours at Council’s Church Street office. In accordance with Section 4.59 of the Act and Clause 124 of the *Environmental Planning and Assessment Regulation 2000*, the following table lists the October 2021 determinations to be publicly notified:

DA/CDC Number	Description	Location
*9/2019 Modification	Secondary Dwelling	1001 Bald Nob Road, Dundee
*22/21-22	Erect Farm Shed and Install three (3) Shipping Containers	3259 Mount Mitchell Road, Glencoe
*26/21-22	Install Pool	212 Macquarie Street, Glen Innes
*28/21-22	Install Attached Carport	482 Grey Street, Glen Innes
*33/21-22	Erect Storage Shed	3 Penzance Street, Glen Innes
*35/21-22	Erect Shed	2 Ward Crescent, Glen Innes
*36/21-22	Erect Shed	2A Robinson Avenue, Glen Innes

* Unrestricted consent may affect the environmental amenity of the area and would not be in the public interest. The development satisfies the relevant aims, objectives and provisions of both the *Glen Innes Severn LEP 2012* and *Glen Innes Severn DCP 2014*. The application was not required to be notified in accordance with Table 2.1 of the Glen Innes Severn DCP 2014.

Unrestricted consent may affect the environmental amenity of the area and would not be in the public interest. The development satisfies the relevant aims, objectives and provisions of both the *Glen Innes Severn LEP 2012* and *Glen Innes Severn DCP 2014*. The application was required to be notified in accordance with Table 2.1 of the Glen Innes Severn DCP 2014.

DECLARATION OF INTEREST BY APPLICANT OF A DEVELOPMENT APPLICATION/CONSTRUCTION CERTIFICATE/COMPLYING DEVELOPMENT

The following table provides a list of Development Application/Construction Certificates and Complying Development Applications whereby the applicant has declared to either be an employee of Council or have a relationship with an employee or Councillor. The table compares the number of declarations year to date for the current financial year compared to the total for the 2021/2022 year:

Nature of Interest	Number Received YTD 2021-2022	Number Received 2020-2021
Applicant or owner is an employee of GISC or a Councillor	0	12
Applicant with any relationship to staff or Councillor	0	1

RECREATION AND OPEN SPACES

1. Cemeteries

Funerals are being attended to as required. Maintenance is being carried out at the cemeteries as time and resources allow. Graves are being top dressed as the weather allows and areas of damage from machinery is also being attended to.

2. Parks and Sporting Fields

Wilson Park has been mowed and line marked in preparation for the upcoming Touch Football season.

Cricket has commenced at King George Oval and regular maintenance will continue when required.

3. Swim Centres

The Glen Innes Swim Season commenced on 1 October at Glen Innes. Emmaville pool opened a week later due to water quality issues.

Promotion and advertising, primarily through Council's Facebook page, for baby water familiarisation, learn to swim lessons and stroke correction session has resulted in lessons being quickly booked and at capacity across all sessions. The pool is keeping a waiting list for those interested in the next lesson block yet to be scheduled.

Other recreation activities such as men's aqua aerobics, ladies aqua aerobics, and the swim club have great attendance numbers which is pleasing to see this early in the swim season.

The image below is of a learn to swim class being conducted:



Image 1: Learn to Swim Lessons – Glen Innes Swim Centre

4. Other Open Spaces

Council offered its support for Breast Cancer Awareness Month to allow a mini field of women display to be installed in the CBD garden beds out in the Town Square. Glen Innes Community Centre also hosted a morning tea for residents in our community affected by breast cancer.

The image below shows the mini field of women display:



Image 2: Mini Field of Women in CBD Gardens for Breast Cancer Awareness

E-WASTE INITIATIVE AT GLEN INNES LANDFILL

Further to the information provided in last month's report, Cwouncil continues to collaborate with Ace Recycling to minimise waste pollution and emissions, maximise recycling outcomes and environmental impact as an integral part of the circular economy.

Council has now installed the e-waste stillages to the village landfills so that more residents in the Local Government Area can be part of this recycling initiative.

The e-waste stillages supplied to the Glen Innes Landfill will assist with the disposal and recycling of electronic equipment including (but not limited to) televisions, computer accessories, printers, digital cables, cameras, mobile phones, landline and IP phones, office machines, consoles and joysticks, modems, hand tools, set top boxes, small appliances, gaming machines and other electronic equipment.



Image 3: E-waste stillages at the village Landfill

CHEMICAL CLEAN OUT – GLEN INNES LANDFILL

On Sunday 17 October, Glen Innes Landfill held a Chemical Clean Out. This campaign is managed by the EPA and is an initiative aimed at assisting residents to safely dispose of potentially hazardous household chemicals which could cause harm to human health and the environment if not disposed of correctly.

Such waste includes batteries, fire extinguishers, gas bottles, poisons, fluro tubes, household cleaners, paint, oils and fuels.

This event is free to residents to dispose of their waste across NSW landfills on specific dates.

GARAGE SALE TRAIL

Advertising continues for the Garage Sale Trail set to take place in November 2021.

Council has utilised the local newspaper, radio and social media platforms to advertise and promote this campaign in addition to the advertising that was reported last month.

The Garage Sale Trail is aimed to educate about the circular economy and promote the benefits of reuse, recycle and repurpose products, clothing and furniture so that it has a longer lifespan for use and avoids ending up in landfill.

Currently, there are five (5) garage sale trails across the **Local Government Area (LGA)** registered for participation in this initiative.

An example of some of the promotion is indicative below:



Image 4: Promotional poster for the 2021 Garage Sale Trail in November

WARWICK TWIGG INDOOR SPORTS FACILITY COMPLEX

The concrete slab for the new Indoor Sporting Complex has been completed. Walls for the kitchen, offices and amenities have been built and rendered.

Local contractors and equipment have been engaged to start construction of the steel frame for the complex.

In early October, the facility was also inspected by NIAS Chief Executive Officer Ms Shona Eichorn and Marketing, Communications and Engagements Officer, Ms Emma White, see the below image.



Image 5: NIAS Representative Visit: L-R Miss Lizzie Chard (NIAS Representative Player), Mr Graham Archibald (Manager of Recreation and Open Spaces GISC), Ms Shona Eichorn (CEO NIAS), Mr Graham Price (Director Development, Planning and Regulatory Services GISC), Ms Julie Fuller (Glen Innes Netball Association), and Miss Maddi Cooke (NIAS Representative Player)

Following are some images of the building progress:



Image 6: Complete Concrete Slab – Warwick Twigg Indoor Sports Complex



Image 7: Contractors – Warwick Twigg Indoor Sports Complex

SALEYARDS

The following tables provides comparative yarding's for both sheep and cattle for the current year to date and compared to the total number for the previous four (4) years. The total value of sheep sold is also included, since regular cattle sales ceased in 2019 the cattle value data would not provide value to the table.

Description	2021-2022 YTD	2020-2021	2019-2020	2018-2019	2017-2018
Fat cattle	149	1,321	2,265	11,471	7,650
Cattle weighing	960	5,109	4,655	7,278	8,014
Special cattle sale	131	2,989	1,897	9,422	10,337
Total cattle	1,240	9,419	8,817	28,171	26,001

Description	2021-2022 YTD	2020-2021	2019-2020	2018-2019	2017-2018
Fat sheep	7,085	30,034	29,007	72,143	62,658
Total sheep	7,084	30,034	29,007	72,143	62,658
Sheep gross value	\$1,229,791.00	\$4,894,055	\$3,867,411	\$7,685,449	\$6,472,152

ECONOMIC DEVELOPMENT

The Top Three (3) Achievements in October 2021

1. GeoTourism Audit Recognition:

The draft Geotourism Scoping Study for **New England North West (NENW)** and **Glen Innes Highlands (GIH)** was completed and shared with the Australian Geoscience and Geological Survey with resounding support to assist in the development of the area as a Georegion.

Manager Economic Development (MED) has been invited to participate in two (2) National Geotourism Strategy Working Groups which are tasked to deliver the seven (7) strategic goals of the National Geotourism Strategy:

1. Working Group 1: Development of new digital technologies to highlight and interpret natural and cultural heritage, highlighting geology and landscape, for a wide spectrum of visitors; and
2. Working Group 5: Develop geotourism in regional mining communities with potential geoheritage and cultural heritage sites.

This participation presents the opportunity to put forward the **New England Rail Trail (NERT)** and local mining sites as pilot projects under the National Geotourism Strategy working groups delivery program.

2. Australian Tourism Data Warehouse Listings:

Council has been advocating to **Destination NSW (DNSW)** and **Destination Country and Outback (DNCO)** for over a year for an accurate representation of GIH on the Visit NSW website. This included separating Glen Innes & Inverell area to ensure that Visit NSW promotion reflected how we promote our areas.

In August 2021 Glen Innes again put forward the suggestion to DNSW to remove Glen Innes and Inverell area and Armidale area from the **Australian Tourism Data Warehouse (ATDW)** location structure and create the **New England High Country (NEHC)** area. This new NEHC page would include sub-tiles for each individual town in including Armidale, Glen Innes, Inverell, Tenterfield, Walcha, Uralla, and Guyra.

At a meeting with DNSW and DNCO held on 15 October, DNSW agreed that the current structure on the Visit NSW website and their backend data source ATDW contradicts how the NEHC Group members are promoting their collective and individual brands and contradicting the group's investment in creating brand awareness through promotional campaigns.

As a result of this meeting DNSW are committed to having ATDW implement the changes to the location structure and subsequently updating the Visit NSW website. Once this is completed, NEHC group members will be given the opportunity to review all content on the NEHC page (former Glen Innes & Inverell Page) and individual town pages. This is a huge win and step closer to NEHC becoming a formally recognised destination.

3. Highlands Business and Community Hub co-working space:

The fit-out plan for the new Highlands Hub co-working space has been finalised which will provide residents with access to a training/multipurpose room; a boardroom; two (2) meeting rooms; five (5) hot desks; five (5) dedicated desks; six (6) one-person offices; three (3) two-person offices; one private telephone room; and a community breakout area/event space.

Detailed costings have commenced to ensure that the fit-out plan sits within the grant-funded budget.

October Economic Development Local Communication and Consultation Activity:

1. The October/November 2021 Economic Development E-Newsletter was sent to local businesses on 1 November 2021 with a 29.3% open rate and to the **GROW Glen Innes THINK TANK (GGITT)** group on 2 November with an open rate of 43.1%;
2. An E-blast to the GGITT group was sent to score the ideas from the Disused and Underutilised Asset Workshop on Thursday, 22 October 2021, with a 59.6% open rate;
3. An ABCNENW radio interview was delivered by MED on 28 October 2021 on the subject of disused and underutilised assets with mention of the New England Rail Trail, Glen Innes Railway Station and the Old Holden Building as the new location for the Highlands Business and Community Hub.
4. New England Rail Trail Drop-in sessions were held on Wednesday 27 October from 12pm-20m and 5pm-7pm; and
5. The October 2021 Tourism and Events E-Newsletter was sent to visitor economy businesses on 8 October 2021 with a 37.7% open rate.
6. The Bid Blast #32 was released via Council and Glen Innes Highlands branded channels on October 15, 2021.

New Local Businesses

1. Sweeties Pie's Bake Shop – New bakery located at Walter Street, Glen Innes 2370; and
2. Fuel at The Barbell Club – New healthy eating option 150 Ferguson Street, Glen Innes 2370

Spend In Glen Promotion

Spend In Glen has been funded by Glen Innes and District Services Club to the value of \$10,000 and will therefore go ahead for this year.

Council was unable to financially support the promotion this year as the application was submitted late for the Local Economic Development Support Fund.

Council will continue to provide in-kind support to Spend in Glen with marketing and promotion on Glen Innes Highlands and Council's branded channels and in conjunction with Council's Christmas in the Highlands event.

MARKETING UPDATE

Glen Innes Highlands – Visit, Live, Invest (GIH - VLI) Activity

The GIH – VLI) digital campaigns were in market for the duration of October and are in the early stages of optimisation.

Summary of results for marketing activities included:

1. Over 420,000 people reached across Glen Innes Highlands social channels;
2. 8,789 unique visitors to the Glen Innes Highlands website;
3. Tourism & Events Newsletter from council distributed to 106 local tourism industry subscriber list with an open rate of 36%; and
4. Launch of the Christmas in the Highlands Event on Facebook has generated 211 responses and reached over 4,800 people.

New England High Country (NEHC) Regional Marketing Activity

Promotional activity for both clubs and cars and caravan and **Recreational Vehicles (RV)** campaigns completed in October.

Four new national park Soundtrails launched in October including Coombadjha Walk, Washpool National Park in Glen Innes Highlands. This is a new immersive experience for one of our popular national park attractions.

NEHC Group committed to advertising in the Australian Traveller's Australia Now campaign, including print and digital for the period November 2021 until January 2021 and The Official Tamworth Country Music Festival Guide, in market January 2021. Both activities led by Glen Innes.

Facebook and Instagram reached a total 256,182 people. A social media contributor was contracted to start in November to maintain engagement and raise brand awareness through social media posts.

TOURISM AND EVENTS UPDATE

COVID 19 – Impacts

The **Visitor Information Centre (VIC)** reopened on 24 September 2021 and including Sundays during school holidays. Throughout October, there was a perceived need to continue with our regular weekend trading hours as the NSW Government's Roadmap to Recovery was launched.

Trainlink customers still have some limitations in place due to vaccination status and Queensland border closures which has and continues to see low visitors to the VIC.

The VIC has seen a steady increase in visitors, sales, and enquiries since 11 October 2021 as NSW restrictions eased.

The 2021-2022 quarter saw a total of 954 visitors, predominantly by locals and New South Wales residents, compared to 3033 visitors in 2020-2021 which had higher visitation from NSW and Queensland residents. Refer to below Chart: VIC Visitors – July – October 2021.

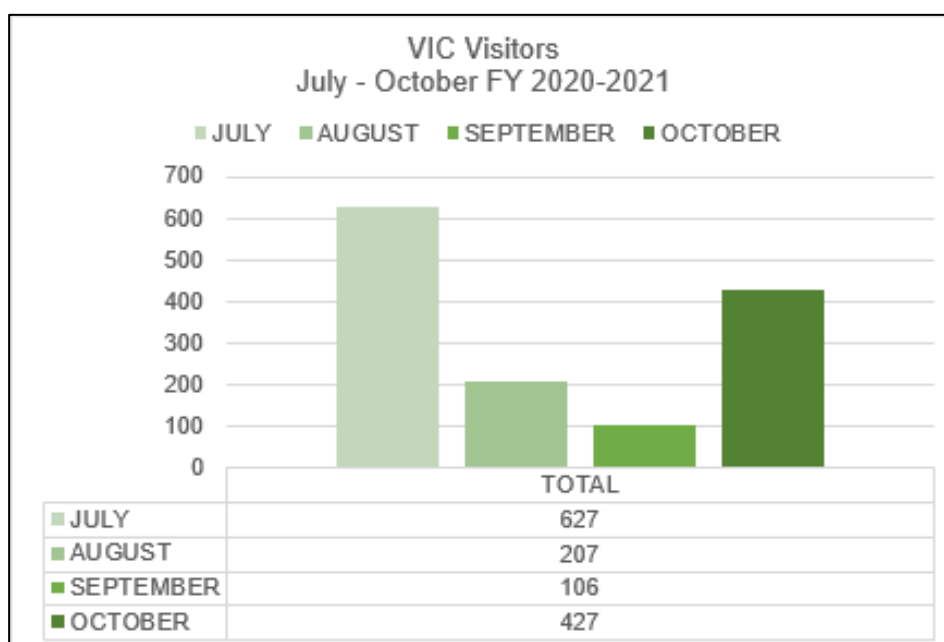


Chart: VIC Visitors – July – October 2021.

It is predicted that once the Queensland borders open, we will see a further increase of visitors as accommodation on the Northern NSW coast fills to capacity and visitors will head west for more outback and country experiences.

GIH Shop sales did not meet the monthly target because of the impacts of visitor numbers due to COVID-19 though did see slight increases in online sales due to promotion on digital and social media channels in September and average purchase values increasing by 15%. Refer to below Chart: VIC Sales v's Target – July – October 2021.

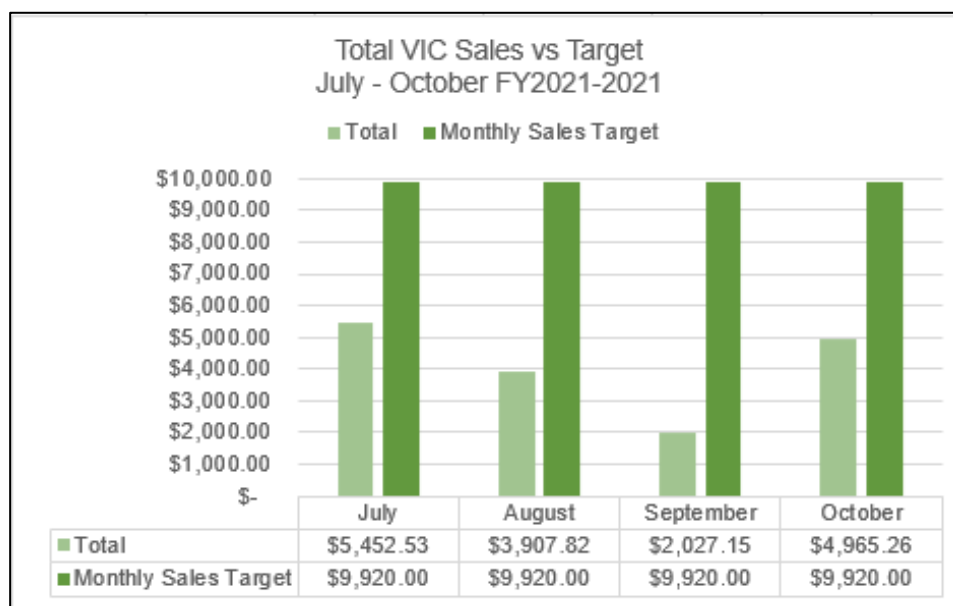


Chart 2: VIC Sales v's Target – July – October 2021.

Trainlink sales increased considerably from September to October. Anecdotal rational is people are feeling more confident to travel on public transport as vaccination rates increase.

Upcoming Events Calendar

Event	Event Organiser	Venue	Date
Open Mic Night	Glen Innes Arts Council	The Chapel Theatre	26/11/2021
St Andrews Day	ASSMB/The Croft/Caledonian Society	Australian Standing Stones	30/11/2021
Christmas Art Exhibition	Glen Innes Arts Council	Glen Innes Art Gallery	15/11/2021 – 10/12/2021
International Day of the Handicapped Person	Life Choices	Grey Street Glen Innes	1/12/2021
Christmas In the Highlands – Markets and Entertainment and Lights	GISC	Grey Street Glen Innes/Town Hall	9/12/2021
Christmas In the Highlands and Red Cross Christmas Tree Exhibition	Red Cross	Glen Innes Town Hall	9/12/2021 – 18/12/2021
Christmas In the Highlands Spend In Glen	Spend In Glen	Participating Glen Innes Business	Promotion starts 15/11/2021
High Country Writers Festival	Michael Burge Media	The Makers Shed	11/12/2021
Australia Day	Australia Day Committee	Glen Innes Agricultural Research and Advisory Station	26/1/2022

GRANTS UPDATE

Grants and Funding Opportunities

The following table is the Financial Year Summary showing the number of successful and unsuccessful grants across financial years from 2017 – 2021.

Financial Year Summary

DESCRIPTION	2021-2022 YTD	2020-2021	2019-2020	2018-2019	2017-2018
Number of Grants Approved	3	20	11	29	12
TOTAL	\$1,536,710	\$25,240,785	\$4,504,252	\$11,005,216	\$1,051,535
Number of Grants Unsuccessful	2	10	4	6	0
TOTAL	\$60,000	\$8,389,359	\$1,880,691	\$1,837,753	\$0

2021-2022 Grant Applications – Approved

The following table provides a summary of the successful grant applications and provides details of the grant applications approved, and the value of the grant, for the 2021/2022 Financial Year to date:

GRANT DESCRIPTION	VALUE OF GRANT
Fixing Local Roads Round 3 – Upgrade to Gulf Road, Emmaville	\$1,380,000
Building Better Regions – Round Five. Creating Capability and Confidence for Community Champions. Project Partner GLENRAC.	\$154,710
Mosman Council Community Grant – A Glen Innes Severn Council Library and Learning Centre Aboriginal Community Project. Council will partner with Glen Innes Family and Youth Support Services to work with the Aboriginal community to produce a Traditional Burn Etching Artwork Project.	\$5,000
TOTAL VALUE OF GRANT APPLICATIONS APPROVED	\$1,539,710

The following table provides a summary of the unsuccessful grant applications and the value of the grant, for the 2021/2022 Financial Year to date:

2021/2022 Grant Applications – Unsuccessful

GRANT DESCRIPTION	VALUE OF GRANT
Destination NSW Tourism Product Development Fund – Refresh and Renew Fund - Glen Innes Visitor Information Centre Upgrade	\$10,000
Destination NSW Tourism Industry Marketing Support – Grants Program (TIMS-GP).	\$50,000
TOTAL VALUE OF GRANTS UNSUCCESSFUL	\$60,000

The following table provides a summary of the grant applications and the value of the grant, currently lodged and pending a decision by the relevant grant funding body:

2021/2022 Grant Applications – Lodged and Pending a Decision

GRANT DESCRIPTION	VALUE OF GRANT
Stronger Country Communities Fund (SCCF) Round Four (4) – Emmaville War Memorial Hall	\$155,836
NSW EPA – Council Landfill Program Phase Two (2) – Construction of drainage around landfill site – Glen Innes Landfill	\$15,000
NSW EPA – Council Landfill Program Phase Two (2) – Fencing work around landfill site – Glen Innes Landfill	\$15,000
NSW EPA – Council Landfill Program Phase Two (2) – Staging Plan updates and Landfill Life Review – Glen Innes Landfill	\$20,000
Regional Events Acceleration Fund – 2022 Australian Celtic Festival - Attract major drawcard Celtic musician, sporting identities and temporary infrastructure activities	\$140,000
Black Summer Bushfire Recovery Grant - Warwick Twigg Indoor Sports Stadium Development - Solar panels, kitchen fit-out and two (2) outdoor Netball/Basketball courts	\$316,025
Black Summer Bushfire Recovery Grant - Youth and Sport Precinct Upgrades and Connectivity - Skate Park and improved connectivity for access to facilities	\$900,000
Black Summer Bushfire Recovery Grant - Tourism Itinerary and Packages Platform - Web-based system that provides visitors a seamless end-to-end experience for discovery, planning and booking trips to regional Australia	\$901,369
Black Summer Bushfire Recovery Grant - Rural Address Signage and Asset Register - Rural address signs across LGA and establishment of a rural landholder asset register	\$400,000
Black Summer Bushfire Recovery Grant - Centennial Parklands Facilities Upgrade - New amenities at Centennial Parklands as part of the Centennial Parklands Master Plan. New outdoor event space and seating	\$1,113,846
Greater Cities and Regional Sport Facilities Fund – Warwick Twigg Indoor Sports Stadium - Stage Two (2) Development and Shared Pathways. Two (2) x outdoor multi-sport courts, spectator seating, solar panels and shared pathways in West Avenue, Taylor Street through to Ferguson Street.	\$680,392
State Library NSW Library Priority Grant – funding allocation to be combined with annual State Library NSW Library Subsidy of \$61,500 for Glen Innes Severn Council Library and Learning Centre children's area upgrades, improved and innovative children's program and services and additional visual and hearing disability resource.	\$25,000
Before and After School Care Fund – Establishment Grant – Life Choices OOSH Before School Care Program.	\$39,680
TOTAL VALUE OF GRANTS IN PROGRESS/PENDING A DECISION	\$4,722,148

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Nil.

(c) Legislative/Statutory

Nil.

(d) Risk

Nil.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The information contained in this report has been collected in consultation with various staff members of the department who oversee the respective services that are provided by the Development, Planning and Regulatory Services Directorate.

[LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN \(DPOP\)](#)

The statistical information contained within this report demonstrates the work carried out by staff in achieving the strategic objectives and delivery actions as outlined in Council's Community Strategic Plan 2017/2027, Delivery Program 2017/2021 and Operational Plan and Budget for the 2021-2022 Financial Year.

[CONCLUSION](#)

The statistics contained in this report deliver information to Council on the key activities undertaken in Council's Development, Planning and Regulatory Services Directorate for the month of October 2021.

[ATTACHMENTS](#)

There are no annexures to this report.

REPORT TITLE: **7.33 MINOR WORKS AUTHORISATION DEED FOR
UPGRADE TO WATTLE VALE QUARRY ENTRANCE**

ECM INDEXES:

Subject Index: **COMMERCIAL ACTIVITIES: Glen Innes Aggregates
(Quarry)**

Customer Index: **INTERNAL DEPT – Glen Innes Aggregates**

Property Index: **1296 GWYDIR HIGHWAY, MATHESON – 10598-000**

AUTHOR: **Keith Appleby - Director of Infrastructure Services**

APPROVER/S: **Craig Bennett - General Manager**

PURPOSE

The purpose of this report is to enter into a minor **Works Authorisation Deed (WAD)** with **Transport for NSW (TfNSW)** in order to perform the road upgrade works at the entrance of the Wattle Vale Quarry site 1296 Gwydir Highway, Matheson.

RECOMMENDATION

That Council authorises for the General Manager to sign the “Minor Works Authorisation Deed – Private Financing and Construction” between Transport for NSW and the Glen Innes Severn Council.

REPORT

(a) Background

Council approved the purchase of the property Wattle Vale in April 2016 for the purpose of developing a quarry to provide both a short-term supply to wind farms that were being constructed at the time, and as a long-term supply for the wider community as the current site in Glen Innes reaches the end of its life.

The initial operations to supply wind farm projects were conducted under an interim development application that allowed activities to be undertaken using traffic control arrangements for the intersection.

Council obtained a subsequent development approval for a 300,000 tonnes per year quarry (DA 41/16-17). This approval was made by the Northern Joint Regional Planning Panel due to the scale of the quarry activity exceeding the threshold of designated development.

Condition number 21 of that approval requires “the design and construction of an intersection with the Gwydir Highway for all inbound traffic through Travelling Stock Route 67474. All work is to comply with **NSW Roads and Maritime Services (RMS)**, Australian Standards and Austroads CHR/S and AUL/S guidelines.

Condition number 22 of the approval notes that a road opening permit is to be submitted to Council and approved prior to any works being undertaken within the road reserve.

It is noted in the condition that works within the road reserve require concurrence from RMS (now **TfNSW**) and that Council will be required to enter into a WAD and comply with all TfNSW requirements.

At the time of purchase the **Glen Innes Wind Farm (GIWF)** was proposed to construct and use the same intersection to access land behind Wattle Vale.

The GIWF had already obtained a WAD for these works. Had the GIWF proceeded the works would have been able to be shared by the two (2) projects.

Unfortunately, the GIWF has not proceeded to date and now appears unlikely to proceed in the foreseeable future.

(b) Discussion

The WAD is a document that protects the interests of TfNSW when developers construct new public road assets on the State road network.

This deed describes the nature and scope of works, and the requirements of Council as the developer.

Some of these requirements include:

- The engagement of an independent engineer to certify design to the satisfaction of TfNSW;
- The design standards of the works;
- The management plans required to be provided;
- The need to comply with development approval conditions;
- Fee payment requirements;
- Developer obligations;
- The creation of works as executed plans on completion; and
- Defect rectification.

These items are all deemed to be reasonable and able to be complied with in the normal course of operations.

Council will engage an external contractor who is prequalified under TfNSW accreditation scheme to work on State roads.

Council will also engage an independent engineering firm to navigate the certification of works as executed.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Council allocated funding of \$573,546 in the 2020/2021 Financial Year.

As the project had not commenced prior to the end of June 2021 (pending this deed being approved) this funding was required to be revoted into the 2021/2022 Financial Year.

The fee payable to TfNSW for costs associated with the WAD is \$17,424. This cost is funded from the \$573,546 originally allocated by Council in the 2020/2021 Financial Year.

(b) Governance/Policy

Council's Execution of Documents matrix (point 5) requires that all Deeds other than the following must go before Council :

- a) deeds in respect of contributions required as a condition of consent;
- b) deeds of release relating to liability for construction;
- c) confidentiality deeds;
- d) deeds agreeing to any dispute settlements in relation to contractual matters;
- e) industrial matters.

(c) Legislative/Statutory

Approval for works within a road corridor is required from the relevant road authority under section 138 of the *NSW Roads Act 1993*.

(d) Risk

The WAD ensures that risks associated with the project are borne by Council. These risks will be managed by the use of an independent engineering firm to protect Council's interests.

(e) Social

Nil.

(f) Environmental

An environmental management plan will be required as part of the WAD process. This will primarily address sediment and erosion management.

(g) Economic

The development of the Wattle Vale quarry will provide resource security to facilitate civil development works in the Glen Innes Severn local government area. This is an essential foundation for the local economy.

(h) Asset Management

The intersection when constructed will become an asset of TfNSW and therefore incur no ongoing costs.

CONSULTATION

(a) External

Council has consulted with TfNSW, Stabilcorp (a potential contractor) and Local Government Engineering Services (independent engineering firm and designers of the intersection for both GIWF and GISC).

(b) Internal

The Director of Development Planning and Regulatory Services was consulted with regard to planning approval conditions during the preparation of this report.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Infrastructure Management Action IM 3.1.2: Provide a supply of affordable and optimal gravel for the sheeting of unsealed roads.

CONCLUSION

Council has been eagerly waiting for the approval of a WAD to allow the construction of the required intersection into the Wattle Vale quarry.

A draft WAD has now been provided and it is now recommended for Council to enter into the deed.

ATTACHMENTS

Annexure A WAD NTH16-00077 WATTLE VALE QUARRY, GWYDIR HIGHWAY

REPORT TITLE: 7.34 TO BE APPOINTED CROWN LAND MANAGERS OF LOT IN WYTALIBA

ECM INDEXES:

Subject Index: LAND USE AND PLANNING: Crown Land

Customer Index: Crown Land - Various Offices

Property Index: NIL

AUTHOR: Sari James - Acting Property Officer

**APPROVER/S: Cameron MacLachlan - Technical Services Coordinator
Keith Appleby - Director of Infrastructure Services**

PURPOSE

The purpose of this report is to appoint Council as Crown Land Manager of a part of Lot 7001 DP1056746 (reserve 55274) at Wyaliba, for the express purpose of granting **NSW Rural Fire Service (RFS)** permission to build a local brigade shed on the part lot.

RECOMMENDATION

That Council makes an application to become the Crown Land Manager of a part of Lot 7001 DP1056746 (reserve 55274), for the purpose of housing a NSW Rural Fire Service brigade shed.

REPORT

(a) Background

On 8 November 2019, the Wyaliba Brigade RFS Shed was destroyed by bushfire.

The damaged RFS shed was located on a parcel of private land, with a small area leased to Council, with insufficient room for an **Asset Protection Zone (APZ)**. A new site, for a new shed, needs to be acquired.

(b) Discussion

It is critical that RFS assets be situated on land over which Council or RFS has legal control in the long term. Private land, under lease, is not ideal as changes of ownership, APZ or safety requirements, or changing operational needs can render lease arrangements unsuitable.

In the Wyaliba area, a parcel of Crown land is the best option in terms of location, access, and space. Control over Crown Land can be achieved by Council becoming a Crown Land Manager of a part lot.

RFS has requested a site having considered location, ease of access, and land space for an APZ. Lot 7001 DP1056746 (**Annexure A**) was deemed the most suitable option. This land was originally proclaimed as land for camping and travelling stock in the NSW Government Gazette, in 1922. It is currently used as a sports oval by the local school. An area within Lot 7001 has been identified that includes space for the building and the APZ (**Annexure B**).

The first step of the process for Council to become Crown Land Manager is for a Council resolution to be approved. Crown lands NSW then produce an approval brief from the minutes of the Council meeting, and upon acknowledgement of this brief, the notification will be published in the Government Gazette. The timeframe for completion is therefore a minimum of two (2) months from the date of this meeting if Council resolves to adopt the recommendation.

Following the publication by in the Government Gazette, an RFS shed can be built on the land under the recommendations of the *Crown Land Management Act 2016*.

(c) Options

Option 1

That Council makes an application to become the Crown Land Manager of a part of Lot 7001 DP1056746 (reserve 55274), for the purpose of housing a NSW Rural Fire Service brigade shed.

THIS IS THE RECOMMENDED OPTION.

Option 2

Decide to identify and pursue a different location for the Wyaliba RFS brigade shed. In this case, a new site would need to be identified and the same process would need to be followed. The new brigade shed project would be delayed for at least four (4) months.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The cost of construction of the Wyaliba RFS brigade shed has been included as part of the RFS recoupable project costs. A total amount of \$610,000 for both income and expenditure has been included in the 2021/2022 Operational Plan and Budget to cover this project and other RFS projects on a full reimbursement basis.

(b) Governance/Policy

The relationship between the NSW Rural Fire Service and Council is governed by a standard service level agreement between the two (2) parties. The agreement lists a schedule of land that is owned by Council and provided to RFS.

(c) Legislative/Statutory

The *NSW Crown Land Management Act 2016* section 3.13 states that the manager of the land exercises the care, control, and management of that land.

Section 4.6 of the Act states that the Minister may vest specified transferable Crown land in a local council if the land is wholly located within the local government area of the council, and the council has agreed.

The *NSW Rural Fires Act 1997* section 37.3 states the local authority for the rural fire district for which a fire control officer is appointed must provide facilities and accommodation to enable the fire control officer to exercise his or her functions at a standard approved by the Commissioner, in consultation with the local authority.

(d) Risk

The construction of an RFS brigade shed at Wyaliba will mitigate the risk of bushfire in the area.

(e) Social

The reconstruction of the Wyaliba RFS brigade shed would be a positive step in the local recovery process after the 2019 bushfires.

(f) Environmental

The recommended land option includes an APZ which will allow sufficient area for compliant on-site sewage disposal.

(g) Economic

Nil.

(h) Asset Management

The part lot will be placed on Council's asset register creating an increase to the gross carrying value of the land portfolio of approximately \$4,000. However, as a land asset, the part lot will have no effect on asset depreciation.

The building to be constructed will be deemed by Council to be an asset of the NSW Rural Fire Service and as such will not incur a depreciation charge to Council. If at a point in the future Council is forced to account for RFS building assets as Council assets, the new building would incur a depreciation charge in the order of \$10,000 per annum.

CONSULTATION

(a) External

External consultation has been held with:

- NSW Crown Lands;
- NSW RFS; and
- Wyaliba Public School.

(b) Internal

Internal staff who have been consulted include the:

- Town Planner;
- Community Recovery Officer; and
- Director Corporate and Community Services.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Infrastructure Management Action IM 1.3.08: Oversee Emergency Services within the LGA.

CONCLUSION

It is recommended that Council becomes the Crown Land Manager of part of Lot 7001 DP1056746 (reserve 55274) to enable RFS to build a local brigade shed and restore its operational capability in the area.

ATTACHMENTS

- | | |
|------------|-------------------------------------|
| Annexure A | Wyaliba Site Plan |
| Annexure B | Wyaliba Site for shed including APZ |

REPORT TITLE: 7.35 RECOMMENDATIONS FROM THE LOCAL TRAFFIC COMMITTEE

ECM INDEXES:

Subject Index: TRAFFIC AND TRANSPORT: Planning
CORPORATE MANAGEMENT: Meetings - Local Community Committees

Customer Index: Local Traffic Committee

Property Index: NIL

AUTHOR: Jai Brummell - Personal Assistant (Director of Infrastructure Services)

APPROVER/S: Keith Appleby - Acting General Manager

PURPOSE

The purpose of this report is for Council to consider endorsing recommendations made at the **Local Traffic Committee (LTC)** Meeting held on Tuesday, 2 November 2021.

RECOMMENDATION

THAT Council:

1. ***Approves recommendation 5.1 from the Glen Innes Local Traffic Committee meeting held on Tuesday, 2 November 2021:***

“That a short-term parking zone at Australia Post, Meade Street, Glen Innes as outlined in Report 5.1, prepared by Senior Design Officer, Mike Stone, be implemented as unanimously recommended by the voting members of the Committee.”

2. ***Approves recommendation 5.2 from the Glen Innes Local Traffic Committee meeting held on Tuesday, 2 November 2021:***

“That updated Give Way arrangements for Church Street, Herbert Street and Kilkenny Place as outlined in Report 5.2, prepared by Senior Design Officer, Mike Stone, be implemented as unanimously recommended by the voting members of the Committee.”

REPORT

(a) Background

The LTC includes representation from NSW Police, **Transport for NSW (TfNSW)**, **Glen Innes Severn Council (GISC)**, and a nominee of the Member for Northern Tablelands, The Hon. Adam Marshall. The Committee is formed to consider traffic and transport issues within the Glen Innes Severn Council Local Government Area.

(b) Discussion

The Minutes of the LTC for the meeting held on Tuesday, 2 November 2021 are attached (**Annexure A**). The following recommendations were made at the meeting for consideration by Council:

- That the recommendation that a short-term parking zone at Australia Post, Meade Street, Glen Innes as outlined in *Report 5.1 (Annexure B)*, prepared by Senior Design Officer, Mike Stone, be implemented; and
- That the recommendation that updated Give Way arrangements for Church Street, Herbert Street and Kilkenny Place as outlined in *Report 5.1 (Annexure B)*, prepared by Senior Design Officer, Mike Stone, be implemented.

A voting member representing TfNSW was not present at the meeting, however, unanimous support for this recommendation was received by Wednesday, 3 November 2021 via email from all parties.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Adequate funds are available in the Operational Plan and Budget for the 2021/22 Financial Year within the Transport for NSW funded Traffic Facilities budget (\$70,000) to procure and install the recommended signage and line marking. The estimated combined cost of both projects is \$3,200.

(b) Governance/Policy

The LTC is not a committee of Council and there are no policies of Council that particularly relate to this matter.

(c) Legislative/Statutory

The *Transport Administration Act 1988* confers the following powers to the TfNSW:

- to exercise the functions relating to safety and traffic management set out in Section 52A;
- to delegate its functions to other public agencies such as councils (Section 50); and
- to give directions to public authorities in relation to TfNSW functions under Part 6 (Section 53A).

The TfNSW document “A guide to the delegation to councils for the regulation of traffic Including the operation of Traffic Committees” outlines the responsibilities Council has in terms of recommendations from the LTC.

Council is obliged to consider the recommendations of the LTC, which may be implemented if Council agrees. In the event that the LTC recommendations are not unanimous, or Council wishes to act contrary to unanimous LTC advice, Council must notify the Police and TfNSW representatives on the LTC and refrain from taking any action for a period of 14 days to allow opportunity for an appeal to the Regional Traffic Committee.

(d) Risk

When installing traffic signs and devices on Council's road network, relevant Traffic Control Plans and Safe Work Method Statements will be implemented and followed.

(e) Social

Nil.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

There are no asset management implications arising from this report as these assets are below the capitalisation threshold and will be captured as an operational cost.

CONSULTATION

(a) External

The LTC facilitates consultation between NSW Police, TfNSW, GISC, and the nominee of the Member for Northern Tablelands, The Hon. Adam Marshall.

(b) Internal

The reports to the LTC were prepared by Council's Senior Design Officer in consultation with the Acting wManager of Infrastructure Delivery and Director of Infrastructure Services. The reports were considered by the Committee.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to IM 1.3 Maintain appropriate levels of service across the LGA.

CONCLUSION

The LTC duly considered those issues requiring the use of delegated authority by Council, and it is recommended that the LTC recommendations are adopted.

ATTACHMENTS

Annexure A	Local Traffic Committee Minutes - 2 November 2021
Annexure B	Report 5.1 - Proposed 15 Minute Parking Zone - Glen Innes Post Office - Meade Street
Annexure C	Report 5.2 - Proposed Intersection Treatment Church Street Herbert Street and Kilkenny Place

**REPORT TITLE: 7.36 INFRASTRUCTURE SERVICES: MONTHLY REPORT
FOR OCTOBER 2021**

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Reporting

Customer Index: NIL

Property Index: NIL

**AUTHOR: Jai Brummell - Personal Assistant (Director of
Infrastructure Services)**

APPROVER/S: Keith Appleby - Director of Infrastructure Services

PURPOSE

The purpose of this report is to provide information on the progress of Council's Infrastructure Services Directorate towards completing the objectives which have been identified as part of the Operational Plan and Budget for the 2021/2022 Financial Year. This report includes information for the current financial year to the end of the reporting month.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

The Infrastructure Services Directorate of Council is responsible for the following key functions:

- The construction and maintenance of Council's civil infrastructure including roads, bridges, footpaths, drainage network and aerodrome;
- The maintenance of an operational workforce;
- Maintenance, acquisition and disposal of a modern light and heavy plant fleet;

- Extensive support to emergency management facilities;
- An engineering design office;
- Operating and maintaining an **Intermittently Decanted Extended Aeration (IDEA)** Sewer Treatment Facility;
- Operating and maintaining extensive water infrastructure including the Glen Innes and Deepwater Water Treatment Facilities;
- Operating Glen Innes Aggregates Quarry producing basalt aggregate from fresh rock for concrete production, unsealed road construction and bitumen road sealing;
- Assistance and support of emergency services functions including NSW Rural Fire Service, NSW Volunteer Rescue Association and NSW State Emergency Services;
- Land and Property Management; and
- Community Recovery from the 2019 Bushfire Season and the COVID-19 pandemic.

(b) Discussion

1.0 INFRASTRUCTURE DELIVERY

1.1 Regional Roads:

The commencement of the construction project on Segment 180 of Emmaville Road has been delayed due to widespread issues with sourcing material, this work is now scheduled to commence in late November.

1.2 Local Sealed Roads:

Pothole patching has been carried out on Strathbogie Road, Bald Nob Road, Rangers Valley Road, Wellington Vale Road, Red Range Road, and on roads in the Emmaville Village and Glen Innes township. The sealed road network continues to be monitored for damage.

The Heavy Patching Team has been at reduced capacity due to staff leave during October. It is anticipated that they will complete the final two (2) patches on Red Range Road in mid-November.

1.3 Local Unsealed Roads:

The flood recovery work for the July 2021 flood event has been completed. Further flood repairs will be conducted under the March 2021 flood event, as Council received an extension to 1 December 2021 for all works to be completed.

The maintenance grading teams will continue on their scheduled routes. The teams will complete necessary flood repairs as they arrive at areas of concern.

Contractors continue to be engaged to repair flood damaged roads that will not be covered by Council's maintenance grading teams prior to 1 December.

Roads graded during the month of October include unsealed streets within the Emmaville and Red Range villages, Loosemores Road, Mitchell Lane, Newsomes Road, Rayners Road, Springfield Road and Strachan Road.

A map showing grading accomplishment to date is included as ***Annexure A***.

Council's Drainage Team completed drainage maintenance works on Oakhurst Road in late October before moving to Furracabad Road where they are undertaking drainage upgrades under the Capital Works Program.

1.4 Bridges and Causeways:

Council's Bridge Team upgraded the causeway on Shaws Road before commencing construction of a replacement bridge over the Rockadooie Creek on Ten Mile Road.

Contractors Weir Built are currently working on the replacement of the bridge on Shannon Vale Road over the Mann River.

Image 1 below shows the completed causeway on Shaws Road:



Image 1 - Shaw's Road Causeway Renewal

Image 2 below shows the eastern side of the bridge over the Mann River on Shannon Vale Road with the foundations and piers completed:



- Image 2 - Bridge Over Mann River on Shannon Vale Road

1.5 Town and Village Works:

Ongoing maintenance works, street sweeping, private works and pothole repairs have been completed in various locations.

Work on the Dumaresq Street development project has been delayed by shortage of road base material, with completion anticipated by the end of December.

1.6 Sundry Debtor Works:

Minor private works are ongoing.

Table 1.2 below shows local road and bridge maintenance expenditure against each of the maintenance budgets to date. It also shows the percentage of the maintenance budget already expended for the 2021/2022 Financial Year:

LOCAL ROAD AND BRIDGE MAINTENANCE EXPENDITURE				
Ledger	Description	Budget	Expenditure to the end of October	Percent Complete
5030-2330	Sealed Urban Road Maintenance	\$205,145	\$64,731.48	32%
5030-2331	Urban Roads: Maintenance Wages	\$125,547	\$29,568.40	24%
5033-2330	Unsealed Urban Road Maintenance	\$25,769	\$5,472.53	21%
5033-2331	Urban Roads: Unsealed Maintenance Wages	\$11,515	\$4,531.21	39%
5070-2330	Sealed Rural Road Maintenance	\$234,404	\$117,395.39	50%
5090-2330	Unsealed Rural Road Maintenance	\$874,837	\$208,393.86	24%
	TOTAL	\$1,477,217	\$430,093	29%

Table 1.2

2.0 MAINTENANCE AND WORKS REQUESTS

2.1 Status Updates on Councillor Works Requests:

Table 2.1 below shows the status of works requests received from Councillors:

Councillor	Enquiry	Location	Date Submitted	Status/Response
Smith	Heavy patching (Beardy to Pinkett Road)	Red Range Road	03/05/2021	The Heavy Patching Team were delayed due to staff leave. Due to be completed by 30/11/2021 weather permitting.
Smith	Grading and drainage work to address springs	Mitchell Lane	16/07/2021	Completed.
Toms	Leaks at the timber deck joins on underside of new bridge.	Yarraford Road Bridge over Severn River	20/10/2021	Completed.
Newman	Flood damage to be repaired	Rose Hill Road	15/10/2021	Completed.
Sparks	Pothole Repairs	Grey Street, Lang Street, Grafton Street, Macquarie Street, Coronation Avenue	20/10/2021	Completed.
Smith	Pothole Repairs	Furracabad Road	27/10/2021	Completed.

Table 2.1

Please note that all scheduling of maintenance works is subject to weather and varying demands of Council's resources.

Council is regularly inspecting roads at the request of residents.

3.0 MAINTENANCE ENQUIRIES AND RESPONSES

3.1 Maintenance Enquiries Received:

Annexure B summarises all maintenance enquiries received since the last report.

Table 3.1 below categorises maintenance enquiries received in each calendar year into the following categories based on assigned timeframes:

- Completed out of assigned timeframe;
- Yet to be completed and already out of assigned timeframe;
- Completed within assigned timeframe; or
- Yet to be completed but still within assigned timeframe.

	Total Reports	Out of Time		In Time	
		Completed	Yet to be completed	Completed	Yet to be completed
2016	407	84	2	321	0
		21%		79%	
2017	976	181	19	776	0
		20%		80%	
2018	842	57	6	779	0
		7%		93%	
2019	612	50	8	553	1
		9%		91%	
2020	801	53	22	718	8
		9%		91%	
2021	782	39	36	610	97
		10%		90%	

Table 3.1

The significant volume of emergency repairs has been impacting on this key performance indicator, but completion of works during September and October has brought this indicator back to the target range.

4. INTEGRATED WATER AND SUSTAINABILITY SERVICES

4.1 Water Quantity and Quality:

Image 3 below shows the Deepwater Weir and **Image 4** below shows the Beardy Weir, with both images captured during the reporting month:



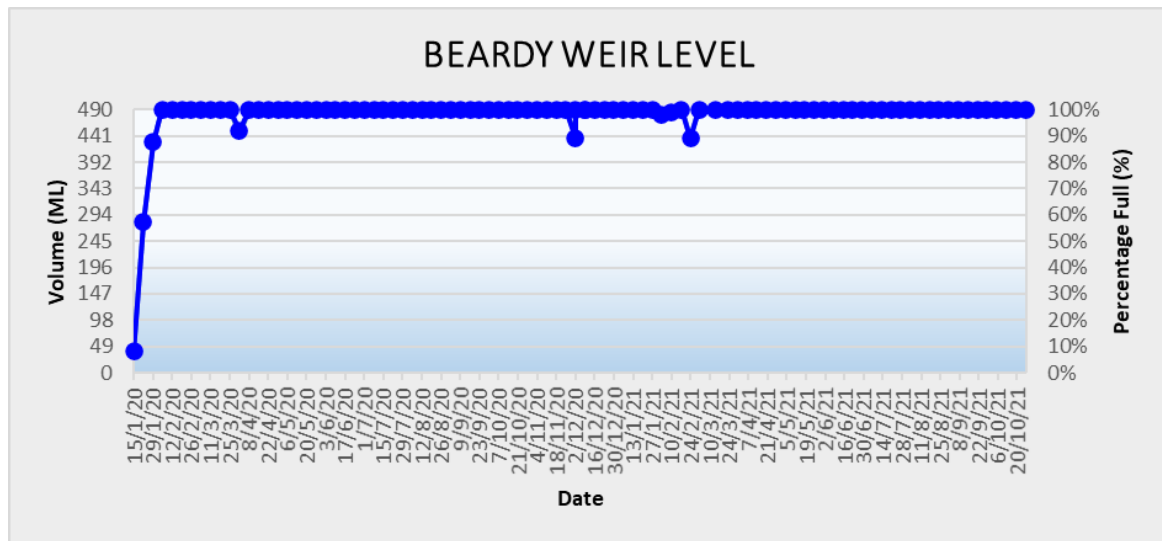
Image 3: Deepwater Weir



Image 4: Beardy Weir

The Beardy and Deepwater Weirs have remained full and flowing throughout the reporting month.

Graph 1 below shows Beardy Weir water levels from the lowest point during the 2019/2020 drought to date:



Graph 1

The Eerindii Ponds were filled on weekends to replace town water consumed during each week, utilising the off-peak electricity rate. The Ponds have been maintained at an average weekly level of 100% of capacity throughout the reporting period.

Water pumped from the ponds to the **Water Treatment Plant (WTP)** for processing was approximately 36.9ML.

Water pumped and processed at Deepwater was approximately 2.0ML.

No traces of blue green algae were present in the Beardy Weir or Deepwater Weir throughout the reporting period.

The **New South Wales (NSW)** Health Drinking Water Monitoring Program Result Summary Reports for the month are attached as **Annexure C**.

The report shows that 100% of the samples provided were within the **Australian Drinking Water Guidelines (ADWG)** for chemistry. For microbiology, there was one (1) exception count for high turbidity in October. This was due to an issue while collecting one of the samples.

The Glen Innes Severn **Local Government Area (LGA)** remains on permanent level one (1) water restrictions. This includes the use of town water carted to the smaller villages from the Glen Innes and Deepwater water supply systems.

4.2 Water:

The following works were carried out during October 2021:

General

- The Beardy Weir is 100% full, with no blue green algae and Deepwater Weir is also 100% full;
- Water main flushing commenced in Glen Innes;
- Special water meter reading was carried out as required;
- Dosing of chlorine tablets into the Blue Hills Tank was done weekly to maintain the chlorine residual;
- The three (3) sand filters at the Water Treatment Plant have been pressure cleaned and chlorinated;
- Dosing of Powder Activated Carbon into the raw water at the Eerindii Ponds is carried out to reduce any taste and odour;
- The Deepwater Depot has been cleaned out and all water fittings have been removed;
- Water staff attended an internal procurement training session;
- Water meter replacements were carried out per the meter replacement program; and
- All works requests were attended to in a timely manner.

Water Mains

- Water mains work in Church Street is underway with 110mm bore pipe connected underneath Church Street to new 100mm blue brute pipe; and
- The hydrant top at Kildare Place was replaced

Water Services

- A new 20 mm water service was connected for 4 Robinson Avenue;
- All five (5) water services in Church Street between Taylor Street and Herbert Street have been connected to the new 100mm blue brute water main replacing the existing galvanised pipework; and
- Water services have been renewed at the following locations:
 - 167 Hunter Street; and
 - 129 Lambeth Street.

4.3 Sewer:

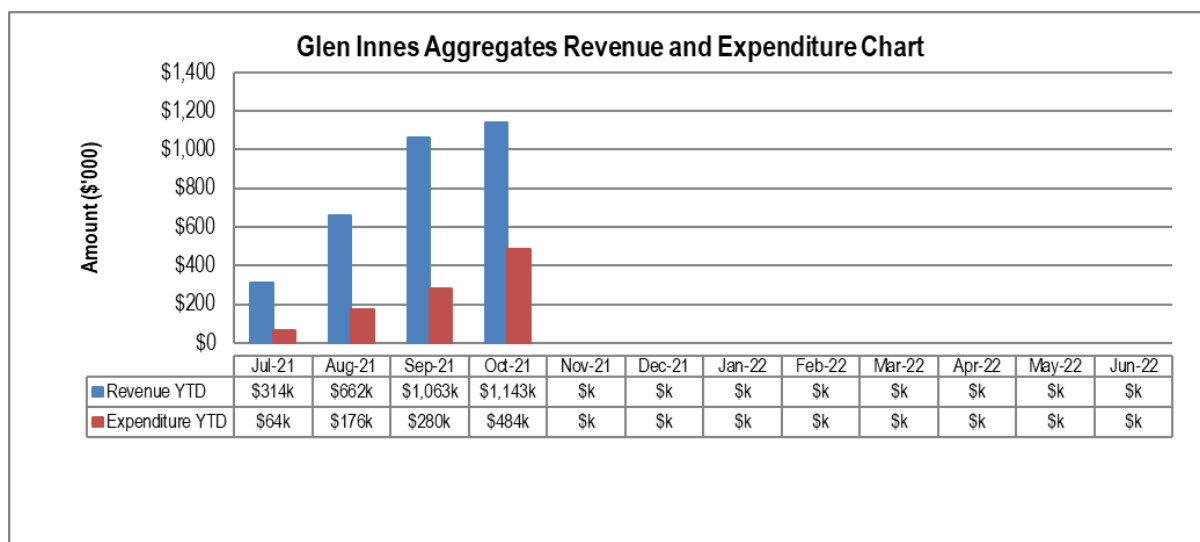
The following works were carried out during October 2021:

- Part of the sewer service at 298 Bourke Street was renewed; and
- Sewer chokes were cleared at the following locations:
 - 4 Lambeth Street;
 - 11 Bates Avenue;
 - 161 Taylor Street;
 - 101 Church Street;
 - 25 Lambeth Street;
 - 262 Meade Street;
 - 60 Hunter;
 - 6A Meurant Street;
 - 5 Salisbury Place;
 - 50 Lawrence Street; and
 - 31 Church Street.

5. GLEN INNES AGGREGATES

The total **Year to Date (YTD)** revenue at 31 October 2021 is \$1,142,892, (exclusive of GST).

Graph 3 below shows **Glen Innes Aggregates (GIA)** Revenue and Expenditure for the 2021/2022 Financial Year:



Graph 3

October at **Glen Innes Aggregates (GIA)** has seen consistent sales with some delays impacting crushing and screening operations. Crush and screen contractors had a stop start period associated with COVID-19 restrictions early in the month, and some maintenance issues were experienced later in the month. Mixing and precoating of aggregates for the Otta seal mix has been a priority with 1,160 tonnes delivered to the Mt Mitchell Road stockpile areas and 400 tonnes to West Furracabad Road for the sealing project.

Road construction work has continued for the new site office, weighbridge, carpark and hard stand areas for bobcat and small loader operations to service small utilities and trailers. A review of the Blast Management Plan was conducted by the NSW Resources Regulator and returned a positive report, with only minor adjustments to be made. Quotes have been received for three (3) Drill and Blast contractors, and each will be assessed on how they deliver outcomes specified in the GIA Blast Management Plan.

Work in the Morven Road Pit during October has produced material for the Mann River Bridge project on Old Grafton Road. There have been logistical challenges transporting the material down the hill. These challenges have resulted in extra safety systems being implemented.

6. PLANT AND EQUIPMENT

The following major works were carried out during October 2021:

- 2107 – Hino: Repair tank bracket;
- 5209 – Komatsu: Repair oil leaks and park break;
- 2312 – Ferris: Replace hydraulic cooler and ignition ballet and key;
- 2103 – Hino: Replace UHF, Six (6) month service, repair ring feeder;
- 2202 – John Deer: Carry out 3,250 hour service on site at Emmaville;
- 5204 – Komatsu: 30,000 hour service plus fix park brake;
- 2204 – John Deer: 800 hour service, change tyre and repair light;
- 2409 – Pick up trailer from Armidale;
- 1210 – Komatsu 500: Repair UHF;
- 2109 – Volvo: Check engine faults;
- 1214 – JCB: Replace side shift piston seals and tighten hydraulic hose;
- 1107 – Hino: Replace UHF, check derating and fix speedometer;
- 2570 – Toyota Aurion: Clean and vacuum;
- 2204 – John Deere: Check transmission fault on site at Red Range;
- 1226 – Cat: Replace muffler pipe;
- MRF Depot Cardboard Press: Ram end taken off, repaired thread and welded into place;
- 1217 – New Holland: Replace hydraulic hose;
- 1110 – Isuzu: Six (6) month service;
- 1315 – Toro: Repair broken canopy;
- 5216 – Water truck: Replace pump motor;
- 5211 – Bobcat: Install UHF;
- 2212 – Komatsu: Repair fuel gauge;
- 2314 – Toro: Replace deck dampers;
- 1222 – Dozer: Re-gas air conditioner and replace ripper boots;
- 1220 – Komatsu: Replace cutting edge;
- Ongoing general maintenance and servicing on light vehicles and small plant items; and
- RFS vehicles: Faults and repairs.

7. EMERGENCY

Council's **Local Emergency Management Officer (LEMO)** function has been performed by Council's Technical Services Coordinator, Cameron MacLachlan. This position supports the **Local Emergency Operations Controller (LEOCON)** by coordinating all supporting agency activity through the **Emergency Operations Centre (EOC)**, **Local Emergency Management Committee (LEMC)**, and smaller ad-hoc working groups.

LEMO and LEOCON have been closely monitoring the COVID-19 Delta outbreak since its beginning. The LEMC was required to report twice weekly to the Regional Operations Centre for COVID-19 Delta from 9 August. Therefore, the LEMC began meeting twice weekly with the aims of:

1. Supporting local health professionals and NSW Health in its testing, vaccination, and surveillance operations.
2. Sharing information on current situation and initiatives amongst LEMC members.
3. Preparing and refining a Local Community Action Plan.

Regular **Personal Protective Equipment (PPE)** deliveries were made to the community and stocks were monitored weekly. LEOCON initiated a vaccination working group with NSW Health, Aboriginal Health Unit, **University of New England (UNE)**, Armajun Clinic, and **Royal Flying Doctors Service (RFDS)** with the aim of starting a vaccination campaign targeting the smaller villages in Inverell, Tenterfield, and Glen Innes areas. This campaign began in the last week of October and will run until late December. The virtual EOC stood down in late October with weekly LEMC meetings remaining as the method of agency coordination. Council's General Manager and Mayor attended the LEMC and EOC briefings.

8. COMMUNITY RECOVERY

Since the last **Community Recovery Officer (CRO)** report, visits to Wyaliba are continuing each fortnight in accordance with Public Health Orders to continue open communications between the community and Council.

PPE distribution is continuing throughout the Glen Innes Severn community with more distribution points being added. To date 92,000 masks with hand sanitiser and sanitising wipes have been distributed. Orders and distribution will continue while supplies are available or until the COVID-19 risk is significantly reduced.

Liaison with health practitioners and pharmacies is continuing to feed information into the LEMC. The CRO was liaising with the LEOCON to assess local accommodation for **Supported Housing Accommodation (SHA)** which has been completed with the preferred option supplied to the **Regional Emergency Management Committee (REMC)**.

The CRO has approached Resilience NSW seeking approval to utilise the CRO operational budget to expand the **Asset Protection Zone (APZ)** for the transmitter site at Martin's Lookout, Glen Innes. An APZ assessment, transmitter site images, and letter of support from the **Volunteer Rescue Association (VRA)** were included to support the risk currently posed to crucial infrastructure, and to demonstrate additional resilience for the next significant fire event. While this avenue of funding was declined, a subsequent avenue through the NSW RFS has been obtained.

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Maintenance of Council's infrastructure assets is in accordance with the Risk Management - Roads and Carports Policy, Risk Management Footpath and Cycleway Policy and the Roads Hierarchy Policy.

Plant and Fleet items are managed in line with the Plant and Fleet Policy.

(c) Legislative/Statutory

Town Water is supplied in Glen Innes and Deepwater in accordance with the *Australian Drinking Water Guidelines (updated 2018)* and the *NSW Public Health Act 2010*.

The Glen Innes sewerage system is operated under an Environmental Protection Licence no. 576.

Council manages its responsibilities as the road authority under the *Roads Act 1993*.

(d) Risk

Council manages the risks associated with infrastructure through the adaption of various NSW StateWide Best Practice Manuals into policy. This generally involves a process of routine asset inspection against defined intervention levels, with priority assigned to the intervention based on the assessed level of risk.

(e) Social

Asset maintenance and renewal work is performed to manage public hazards and asset performance. Where feasible, maintenance and renewal activities are scheduled to minimise social impacts.

(f) Environmental

Capital works are designed, and operational staff members have received training to assess and minimise the environmental impact of work activities.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Council obtains water analysis data from NSW Health Drinking Water Database.

(b) Internal

This report is compiled with input from departmental managers and staff including the Acting Manager of Infrastructure Delivery, Quarry Manager, Acting Manager of Integrated Water Services, Coordinator of Integrated Water Services, Plant and Fleet Coordinator, Technical Services Coordinator and Community Recovery Officer.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Delivery Program Economic Development Action ED 4.1.5: Manage the maintenance and renewal of the rural road drainage network according to adopted service levels.

This item links to Council's Delivery Program Infrastructure Management Action IM 1.3.03: Implement maintenance infrastructure works according to adopted service levels.

This item links to Council's Delivery Program Council Sustainability, Transparency and Communication Action STC 2.1.06: Use the Local Infrastructure Renewal Scheme funding of \$5million to address the entire bridge infrastructure backlog and \$1million in road infrastructure backlog.

CONCLUSION

The statistics provided in this report provide information to Council on the key activities undertaken within Council's Infrastructure Services Directorate within the current Financial Year.

ATTACHMENTS

Annexure A	Maintenance Grading Map October 2021
Annexure B	Maintenance Items Reported October 2021
Annexure C	Drinking Water Monitoring Program Results October 2021

8 NOTICE OF MOTIONS/RESCISSION/QUESTIONS WITH NOTICE

9 CORRESPONDENCE, MINUTES, PRESS RELEASES

REPORT TITLE: 9.1 CORRESPONDENCE AND PRESS RELEASES

ECM INDEXES:

Subject Index: CORPORATE MANAGEMENT: Reporting

Customer Index: NIL

Property Index: NIL

AUTHOR: Jeff Carroll - Records Supervisor

APPROVER/S: Peter Sayers - Manager of Administration and Human Resources
Anna Watt - Director of Corporate and Community Services

PURPOSE

The purpose of this report is to list the documents and press releases that have been circulated to Councillors throughout the month.

RECOMMENDATION

That Council notes the information contained in this report.

Correspondence

- Australian Local Government Association – newsletter;
- Glen Innes Natural Resources Advisory Committee (GLENRAC) – COVID-19 Plan;
- Inside Local Government – newsletters;
- Local Government NSW – newsletters;
- Local Government Information Unit – policy updates;
- Local Land Services – newsletters;

- Member for Northern Tablelands, Minister for Agriculture and Western New South Wales, The Hon. Adam Marshall – weekly reports and media alerts;
- NSW Department of Primary Industries – COVID-19 updates;
- Office of Local Government – circulars, COVID-19 updates and newsletters;
- Regional Australia Institute – CEO update; and
- Regional NSW – COVID -19 updates.

Press Releases

- Australian Local Government Association;
- Deputy Prime Minister, Minister for Infrastructure, Transport and Regional Development, Member for New England, The Hon. Barnaby Joyce; and
- Member for Northern Tablelands, Minister for Agriculture and Western New South Wales, The Hon. Adam Marshall.

Publications

- LG Focus – October 2021.

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

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

ECM INDEXES:

Subject Index: GOVERNANCE: Committees of Council

Customer Index: NIL

Property Index: NIL

AUTHOR: Jeff Carroll - Records Supervisor

**APPROVER/S: Peter Sayers - Manager of Administration and Human Resources
Anna Watt - Director of Corporate and Community Services**

PURPOSE

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

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

Annexure A	Australia Day Committee - 6/10/2021
Annexure B	Glen Elgin Federation Sports Committee - 7/10/2021
Annexure C	Glen Innes and District Sports Council - 11/10/2021
Annexure D	Library Committee - 15/10/2021
Annexure E	Minerama Committee - 11/10/2021

REPORT TITLE: **9.3 MINUTES OF NON-COUNCIL COMMUNITY COMMITTEES FOR INFORMATION**

ECM INDEXES:

Subject Index: **CORPORATE MANAGEMENT – Meetings – Local Community Committees**

Customer Index: **NIL**

Property Index: **NIL**

AUTHOR: **Jeff Carroll - Records Supervisor**

APPROVER/S: **Peter Sayers - Manager of Administration and Human Resources**
 Anna Watt - Director of Corporate and Community Services

PURPOSE

The following minutes have been received from Community Committees for the information of Council:

GLENRAC Committee of Management

8/10/21

RECOMMENDATION

That Council notes the information contained in this report.

ATTACHMENTS

There are no annexures to this report.

10 REPORTS FROM DELEGATES

REPORT TITLE: 10.1 REPORTS FROM DELEGATES

ECM INDEXES:

Subject Index: GOVERNANCE: Committees of Council

Customer Index: INTERNAL DEPT - Councillors

Property Index: NIL

AUTHOR: Debbie Duffell - Executive Assistant (Mayor and General Manager)

APPROVER/S: Craig Bennett - General Manager

PURPOSE

The purpose of this report is to list all of the recent meetings held by the Section 355 Community Committees of Council and to list all of the meetings and functions that have been attended by Councillors.

RECOMMENDATION

That Council notes the information contained in this report.

REPORT

(a) Background

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

- Councillor/Staff Committees of Council: four (4);
- Community Committees of Council: 21;
- Groups of Council: three (3);
- Delegates of Council: two (2);
- Community Committees NOT Committees of Council: 17.

Council delegates are usually assigned annually at the September Ordinary Council Meeting.

Due to the postponement of the NSW Local Government Elections from Saturday, 4 September 2021 until Saturday, 4 December 2021, delegates to committees were reassigned at the August 26, 2021 Ordinary Council Meeting until Saturday, 4 December 2021.

(b) Discussion

In keeping with past practice, Council resolved the following (in part) at the Ordinary Council Meeting held on 26 August 2021:

4.08/21 RESOLUTION

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

Councillors are therefore required to provide information to the Executive Assistant (Mayor and General Manager) regarding their attendance at all Council and Committee meetings.

In order to meet the deadlines in relation to the publication of the Business Paper, Councillors are requested to provide the names and dates of meetings/ functions attended in writing or by email to the Executive Assistant (Mayor and General Manager) by close of business on the first Friday of every month.

It is the sole responsibility of each Councillor to ensure that the information is provided to the Executive Assistant (Mayor and General Manager) in both a timely and accurate manner. This will ensure that Councillors are abiding by Council’s first value, which is Respect.

The Mayor has taken an active role in ensuring that all Councillors are meeting their responsibilities to the community.

She has reminded all Councillors regularly of their responsibility to provide the Executive Assistant (Mayor and General Manager) with the information within the required timeframe.

It is now expected that each and every Councillor will meet this commitment that they have all agreed to.

A record of these attendances is recorded on a monthly basis as a part of this report.

This record provides valuable information to the community on what meetings all Councillors are attending.

The following meetings were held by Section 355 Community Committees of Council during October 2021:

Name of Committee	Councillor Delegate(s)	Date
Australia Day Committee	Cr Parsons	6/10/21
Glen Elgin Federation Sports Committee	Cr Frendon	7/10/21
Glen Innes and Districts Sports Council	Cr Parsons	11/10/21
Minerama Committee	Cr Sparks	11/10/21
Emmaville War Memorial Hall Committee	Nil	14/10/21
Library Committee	Cr Sparks	15/10/21
Community Access Committee	Cr Sparks	18/10/21
Australian Standing Stones Management Board	Nil	20/10/21
Emmaville Mining Museum Committee	Cr Frendon	21/10/21

The following is a list of meetings and functions attended by Councillors during October 2021:

Councillor	Name of Meeting / Function	Date attended
Cr Sparks (Mayor)	Local Emergency Operations Controller (LEOCON)	1/10/21
	Pfizer Vaccination Hub at Cooramah	1/10/21
	AstraZeneca Vaccination Hub at the Showgrounds	2/10/21
	Radio 2NZ with Monte	5/10/21
	Showground Committee AGM	6/10/21
	Attract Connect and Stay Working Group Meeting	8/10/21
	Interagency Meeting	11/10/21
	Minerama Committee Meeting	11/10/21
	Radio 2NZ with Monte	12/10/21
	New England Joint Organisation (NEJO) Zoom Meeting	12/10/21
	Glen Innes Family & Youth Support Service (GIFYS) Committee AGM	12/10/21
	Attract Connect Stay Meeting	14/10/21
	Councillor Workshop	14/10/21
	Library Committee Meeting	15/10/21
	Rural Fire Service (RFS) Committee Meeting	18/10/21
	NEJO Zoom Meeting	18/10/21

Councillor	Name of Meeting / Function	Date attended
	Radio 2NZ with Monte	19/10/21
	New England Weeds Authority Meeting at Armidale	19/10/21
	Primary Health Network (PHN) Zoom Meeting	20/10/21
	Cameron Art Group	20/10/21
	Deepwater Beautification Committee Meeting	20/10/21
	Community Drug Action Team (CDAT) Meeting	21/10/21
	Safe In our Town Committee Meeting	21/10/21
	Volunteer at The Youth Booth	21/10/21
	LEOCON	22/10/21
	Pfizer Vaccination Hub at Cooramah	22/10/21
	AstraZeneca Vaccination Hub at the Showgrounds	23/10/21
	Meeting with Director of Infrastructure Services	25/10/21
	Community Centre Meeting	25/10/21
	Radio 2NZ with Monte	26/10/21
	Morning Tea at the Community Centre	27/10/21
	Attract, Connect and Stay Meeting	27/10/21
	Better Health for the Bush Meeting	27/10/21
	Rail Trail Information at Library	27/10/21
	Pre-meeting Briefing Session	28/10/21
	Ordinary Council Meeting	28/10/21
Cr Newman (Deputy Mayor)	Safe In our Town Committee Meeting	21/10/21
	Pre-meeting Briefing Session	28/10/21
	Ordinary Council Meeting	28/10/21
Cr Frendon	Councillor Workshop	14/10/21
	Emmaville Mining Museum Committee Meeting	21/10/21
	Pre-meeting Briefing Session	28/10/21
	Ordinary Council Meeting	28/10/21
Cr Parsons	No information was provided.	
Cr Smith	No information was provided.	

(c) Options

Nil.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil.

(b) Governance/Policy

Although the majority of Council committees are advisory in nature, input from these committees assists Council in formulating policy.

Manual for Community Committees of Council

Paragraph 2.2.5 of Council's Manual for Community Committees of Council states the following:

Attendance of Committee Members is required at Committee Meetings. Committee Members are required to attend a minimum of three (3) meetings in each financial year. In the instance that members are unable to attend the scheduled meeting, an apology must be submitted to the Secretary prior to the commencement of the meeting.

A person shall cease to be a member of a Community Committee if the member is absent for more than three (3) meetings without leave (i.e. accepted apology). (This does not apply to Councillors or Council staff).

(c) Legislative/Statutory

All Section 355 Committees must function in accordance with the "Manual for Community Committees of Council".

Section 355 of the *Local Government Act 1993* states the following:

How a council may exercise functions.

A function of a council may, subject to this Chapter be exercised:

- (a) by the council by means of the councillors or the employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) **by a committee of the council**, or
- (c) partly or jointly by the council and another person or persons, or
- (d) jointly by the council and another council or councils (including by means of a joint organisation or a Voluntary Regional Organisation of Councils of which the councils concerned are members), or
- (e) by a delegate of the council (which may, for example, be a joint organisation or a Voluntary Regional Organisation of Councils of which the council is a member).

(d) Risk

Nil.

(e) Social

The record of attendances provides valuable information to the community on what meetings all Councillors are attending.

(f) Environmental

Nil.

(g) Economic

Nil.

(h) Asset Management

Nil.

CONSULTATION

(a) External

Nil.

(b) Internal

The Personal Assistant (Director of Corporate and Community Services) provided the information regarding the meetings held by Section 355 Community Committees of Council.

Individual Councillors provided the information regarding the meetings and functions that they attended.

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)

This item links to Council's Community Strategic Plan Objective CS 5 'Celebrate and encourage community committees (volunteerism) and CS 5.1 'Promote partnerships between the community and Council in achieving this objective'.

Council achieves many of its strategic objectives contained in the Operational Plan and Delivery Program through its Community Committee structure.

CONCLUSION

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

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Due to the postponement of the NSW Local Government Elections from Saturday, 4 September 2021 until Saturday, 4 December 2021, delegates to committees were reassigned at the August 26, 2021 Ordinary Council Meeting until Saturday, 4 December 2021.

The Councillors have provided a record of attendances at meetings and functions for the month of September 2021.

This record provides valuable information to the community on what meetings Councillors are attending.

ATTACHMENTS

There are no annexures to this report.

11 MATTERS OF AN URGENT NATURE

12 CONFIDENTIAL MATTERS