

2022-2023

ANNUAL REPORT

Embracing Change
Building on History



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FOREWORD

2022–2023 Annual Report

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

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

The Glen Innes Severn Council 2022-2023 Annual Report is presented in three key sections:

- **Progress Report:** This section includes achievement highlights for the year and reports on the progress made toward the achievement of Council’s four-year Delivery Program 2022-2025 (**APPENDIX A**). Reporting is also provided on access and equity activities to meet residents’ needs including progress on the Disability Inclusion Action Plan.
- **Statutory Information:** This section includes reporting requirements prescribed under various legislation such as the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.
- **Financial Statements:** Council’s Financial Statements have been delayed this year and an extension to lodge has been granted by the Office of Local Government until 29 February 2024. They will be reported separately to Council in March 2024 and posted on Council’s website once available.

ACKNOWLEDGMENT TO COUNTRY



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

MESSAGE FROM THE MAYOR



**Mayor
Rob Banham**

I am pleased to present the 2022-2023 Annual Report.

This report is not just a statutory requirement it is a great avenue to identify what we are doing well and what we need to focus on in the future for our community.

It has been a year of consolidation. Firstly, working with an Interim General Manager for six months, and I would like to thank Dennis McIntyre for the time and effort he put into the role, and we welcomed our new General Manager, Bernard Smith, with his wealth of knowledge in Local Government across both NSW and Queensland.

As Councillors we continue to be very proud of our community and passionate about the future of the Glen Innes Severn Council. The role of a Councillor is to represent and act as a voice for the Glen Innes Severn

Local Government Area and we are doing our utmost to listen to our community and make decisions that are in the best interests of the community.

We also advocate to the other levels of government where Council is not the decision-making authority, and I would also like to thank our Federal Representative The Member for New England The Hon Barnaby Joyce and our State Representative The Member for Northern Tablelands The Hon Adam Marshall for their continuing assistance and support throughout the year.

I would again like to thank my fellow Councillors, General Manager and Council officers for their support to me and their continued dedication and commitment to serving the community.

**Cr Rob Banham
MAYOR**

MESSAGE FROM THE GENERAL MANAGER



General Manager
Bernard Smith

Much has been written and spoken about recent years and the challenges they have brought to our region in various forms. Given this, it has been rewarding to see some of the progress made by Council over the course of the year and it gives an indication of what can be achieved. Significant progress has been made in terms of improving our infrastructure, significant projects were completed, services to residents have been able to continue uninterrupted and we continue to strive to support our local economy.

Whether it be mother nature or the pandemic, dealing with those events have made the organisation more resilient and adaptable, traits we need to ensure continue as part of how we do business. Our community, similarly, has developed and grown out of that adversity. No doubt there will be similar challenges in the future and we will all be hopefully better placed to confront them.

In the face of rising costs which are significantly outstripping any increase in Council's operational income, forward financial planning will need to be an emphasis and whilst this year's financial outcome was acceptable, future years will require vigilance and responsibility.

The organisation has continued to invest in its people, its systems, and its equipment. For us to be a contemporary local government organisation we must continue to improve in everything we do, and we have continued to work on building an organisation both the staff and the community can be proud of.

Facilities such as the complete Multipurpose courts supports Councils efforts to improve recreational opportunities and the liveability of Glen Innes and surrounds. Similarly, the Highlands Hub, which was opened in September, reflects the Councils commitment to supporting small business and is an acknowledgement of the pivotal role it plays in a community such as ours.

Every year brings it challenges but it is important to reflect on achievements and this annual report does just that.

Bernard Smith
GENERAL MANAGER

OUR COUNCILLORS AND MAYOR

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

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

2. As an Elected person to:

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

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

The Local Government elections were last held on Saturday, 4 December 2021 after being postponed twice due to NSW Public Health Orders. The next elections will be held on Saturday, 14 September 2024.



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

OUR COUNCIL

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

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

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

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



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

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

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

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

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

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

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

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

Council employs staff such as:

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

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



ORGANISATIONAL CHART



GOVERNING PRINCIPLES

STRATEGIC OBJECTIVES

Council's strategic objectives have been developed by the community and are included in the Community Strategic Plan. The five main objectives are as follows:

COMMUNITY SERVICES

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

ECONOMIC DEVELOPMENT

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

INFRASTRUCTURE MANAGEMENT

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

ENVIRONMENT HERITAGE

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

COUNCIL SUSTAINABILITY, TRANSPARENCY AND COMMUNICATION

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

VALUES STATEMENT



Respect
for each other



Integrity
as a foundation



Courage
to make the
right decisions



Honesty
in all dealings



Transparency
to support
accountability

THE COMMUNITY'S VISION

A prosperous connected community that nurtures its people and places.

GUIDING PRINCIPLES FOR COUNCIL

Chapter 3 of the Act provides the guiding principles for Councils in NSW.

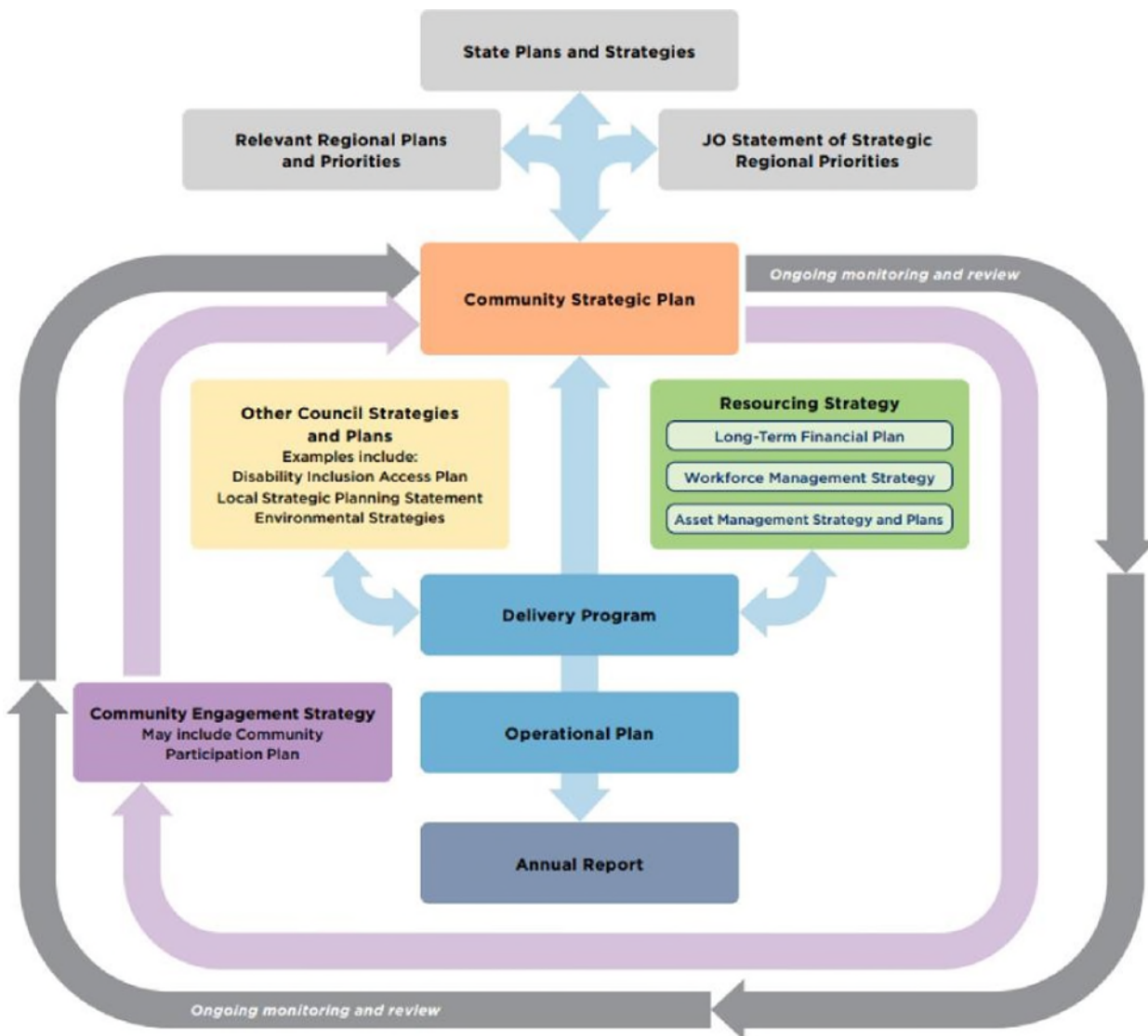
STRATEGIC FINANCIAL OBJECTIVES

- To maintain a realistic and achievable budgeted cash surplus each financial year to maintain an unrestricted current ratio of at least 2.00 to 1.00; thereby ensuring access to adequate working funds on a continual basis
- To ensure that a realistic and defensible percentage of Council's rural rates revenue is expended on roads infrastructure
- To maintain sufficient funds to meet known financial commitments beyond the current financial year, and to renew or acquire new capital infrastructure assets in line with Council's Asset Management Plans for its various infrastructure assets
- To continually assess all expenditure to ensure consistency with Council's newly developed and adopted strategic objectives
- To continually review all operating expenditure and improve efficiency in service delivery where possible
- To concentrate expenditure upon capital renewal, rather than creating new assets, as this will increase Council's maintenance budget into the future
- To reduce Council-owned assets which do not align with Council's adopted strategic objectives and place an unnecessary ongoing maintenance burden on Council and the community
- To implement user-pay principles on service provision and assets, excluding known and Council-approved community service obligations
- To maximise returns on Council's investments, without increasing Council's investment risk above acceptable levels
- To attract and maximise government grants and subsidies as external funding sources for Council services
- To extend and augment Council's own source revenue stream through business opportunities that align with Council's core business

INTERGRATED PLANNING AND REPORTING

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

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



The main components of the framework are summarised below:

COMMUNITY STRATEGIC PLAN

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

RESOURCING STRATEGY

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

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

DELIVERY PROGRAM

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

OPERATIONAL PLAN

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

ANNUAL PLAN

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



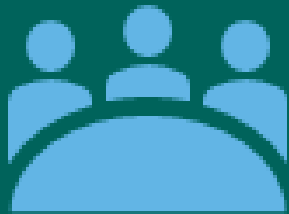
GLEN INNES SEVERN LOCAL GOVERNMENT AREA



The Ngorabul people are the traditional owners of the area who lived and traditionally roamed between Glen Innes and the coast. The Ngorabul originally named the township area Gindaaydjin, ‘plenty of big round stones on clear plains’.

Named after Scottish born Major Archibald Clunes Innes; the town of Glen Innes was laid out in 1851. It sits at the crossroads of the New England and Gwydir highways and provides essential retail, commercial and services to the four villages of Emmaville, Deepwater, Glencoe and Red Range and the three hamlets of, Wellinggrove, Wyaliba and Dundee. Glen Innes Highlands is readily accessible by road with connections to southern Queensland to the north, Armidale to the south, Grafton to the east and Inverell and Moree to the west.

GLEN INNES SEVERN COUNCIL SNAPSHOT



POPULATION

8,935

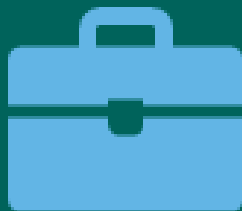


LAND AREA

5,487 km²

EMPLOYMENT

3,266 jobs

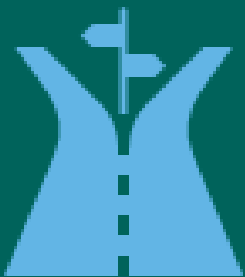


GROSS REGIONAL PRODUCT

\$526.58 million

LARGEST INDUSTRY

AGRICULTURE



ROADS

1,167 km



REGIONAL EXPORTS

\$377.84 million



REGIONAL IMPORTS

\$294.35 million

ECONOMIC AND SOCIAL PROFILE

- **Population:** 8,935 people
- **Employment:** 3,266 jobs
- **Top three employment by industry:** Agriculture, Forestry and Fishing; Healthcare and Social Assistance; Public Administration and Safety
- **Output Generated:** \$1,005.642M
- **Wages and Salaries:** \$240.464M
- **Regional Exports:** \$377.835M
- **Regional Imports:** \$294.348M
- **Value Added:** \$482.387M
- **Gross Regional Product:** \$526.575M
- **Local Expenditure:** \$228.907M
- **Tourism Output:** \$1.00564B
- **Families:**
 - 38.8% two-person families
 - 43.7% couple with children
 - 15.9% one parent families
 - 1.6% other families
 - 6.35% six or more person families
- **Housing Dwelling Type:**
 - 86.2% Occupied Private Dwellings
 - 13.8% Unoccupied Private Dwellings
- **Socio-Economic Indexes for Areas (SEIFA) score (2021):**
 - Index of Relative Socio-Economic Advantage and Disadvantage 891
 - Index of relative Socio-Economic Disadvantage 906
 - Index of Economic Resources 929
 - Index of Education and Occupation 907
- **Youth Engagement (15-24 years):** (2016 figures as 2021 not available)
 - 30.90% engaged in employment
 - 26.42% engaged in education
 - 18.84% engaged in education and employment
 - 15.17% disengaged
 - 8.65% not stated



New England High Country Climate

The Highlands traditionally experiences mild summers and cool winters.

- Summer average - max 26°C and min 12°C
- Winter average - max 14°C and min 2°C
- Autumn average - max 20°C and min 10°C
- Spring average - max 20°C and min 9°C



VISIT, LIVE, INVEST

There are so many reasons to explore, consider moving to and contribute to the prosperity of our community - it's where you'd rather be!



Visit

Glen Innes Highlands is packed full of adventure and experiences with distinctive seasons, gourmet foods along with its picturesque town and villages – a great place to stop for a family holiday, meet up with friends at one of our many events, or enjoy a relaxing escape.

Live

Whether you are returning home or looking for a tree change, you will feel welcome in our friendly community. Enjoy a quality lifestyle with affordable housing, health services, education options, retail and professional services and career opportunities to meet all your needs.

Invest

In Glen Innes Highlands we are committed and supportive of new ideas, industries and opportunities that contribute towards our local and regional economy. For a region rich in heritage, we are continuing to attract a broad range of businesses and investors leveraging and capitalising on our endowments.

Proud Community and Rural Lifestyle

The Glen Innes Highlands community comprises of both rural and urban residents. Whilst there is great diversity in the Highlands community there is also a great unity within the community spirit.

The pace of life is one of the biggest drawcards for people relocating from cities, second to the Glen Innes weather with little humidity, and hot summer days are few and far between. There is also the enticement of the chance of snow in the winter months.

The township is beautiful and well-kept, and the abundance of parks and gardens are perfect for an active lifestyle. There are many local sport and recreation opportunities for the whole family to keep active and maintain good health and local businesses and services offer everything you could possibly need.

Business, Industry and Investment

Glen Innes Highlands key propulsive sectors - the key drivers of the Glen Innes Severn Local Government Area's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) - is led by the Agriculture, Forestry and Fishing sector followed by the Construction industry, Public Administration and Safety, Accommodation and Food Services and Health Care and Social Assistance.

Wind and solar farms are joining established thriving businesses that include a global photo processing innovator, the largest producer of premium Black Angus and Wagyu beef and a regional honey industry with up to 35 commercial operators as well as hobbyists.



COUNCIL ASSETS AT A GLANCE

Statistical Item	Number	Location/Comment
Council Airports/Landing Strips	1	Glen Innes Aerodrome – Two landing strips.
Libraries	1	Glen Innes Severn Learning Centre (with remote library branches in Emmaville, Deepwater and Glencoe)
Landfill Sites	4	Glen Innes, Emmaville, Deepwater and Red Range
Sewerage Treatment Plants	1	Glen Innes
Water Treatment Plants	2	Glen Innes and Deepwater
Village Sewer Treatment Plants	1	Deepwater (Common Effluent System)
Length of Sealed Roads	519 km	Includes: <ul style="list-style-type: none"> ▪ 361 km of non-urban sealed roads ▪ 79 km of urban roads ▪ 68 km of regional road ▪ 11 km of other roads
Length of Unsealed Roads	648 km	
Bridges and Major Culverts on Local Roads Principally Constructed of Timber	10	Full timber traditional construction. Excludes causeways and bridges on Regional Roads. Total length in metres: 160 Includes: <ul style="list-style-type: none"> ▪ 1 on urban roads ▪ 2 on non-urban sealed roads ▪ 7 on non-urban unsealed roads
Bridges and Major Culverts on Local Roads Principally Constructed of Concrete/Steel	99	Excludes causeways and bridges on Regional Roads. Total length in metres: 2043 Includes: <ul style="list-style-type: none"> ▪ 9 on urban roads ▪ 39 on non-urban sealed roads ▪ 51 on non-urban unsealed roads
Council Owned Buildings	134	

Statistical Item	Number	Location/Comment
Council Properties and Land Parcels	209	This is made up of: <ul style="list-style-type: none"> ▪ 43 Council parcels designated as Community land ▪ 110 Council parcels designated as Operational Land ▪ 24 Crown parcels designated as Community Land ▪ 9 Crown parcels designated as Operational ▪ 23 Crown parcels devolved
Council Vehicle Fleet and Plant	207	Includes: <ul style="list-style-type: none"> ▪ 32 heavy fleet ▪ 59 light fleet ▪ 36 trailers ▪ 29 major plant items ▪ 51 mobile plant items
Community Committees of Council	15	Various
Swimming Pools	2	Glen Innes and Emmaville.







PROGRESS REPORT

HIGHLIGHTS OF THE YEAR



THE AUSTRALIAN CELTIC FESTIVAL



MINERAMA FOSSICKING AND GEM SHOW

The Australian Celtic Festival had its biggest year to date, celebrating the Year of Scotland. Over 6000 attendees visited the main festival site to watch international acts (including Clan Celtica, Paul Anderson and Kilted Yogi - Finlay Wilson), funded by the NSW Government.

This year, the festival continued with an action-packed program including the Highland Games (introducing Scottish wrestling), jousting, medieval re-enactment village, dance marquee, dance championships and the street parade.

The festival also received funding from the NSW Government's Regional Event Acceleration Fund which assisted with procuring sporting identities, such as Michael Kacprowicz, providing inclusive and accessible additions to the festival like free accessible bus, and extra infrastructure to assist with the increased number of visitors including an outdoor video screen for attendees to enjoy shows outside the marquee without overcrowding and to assist visibility.

Feedback from traders, performers and attendees was positive with many wanting to return in 2024.

The weekend was a great celebration which has a local economic benefit to the community estimated at \$2,815,000.

Each year, on the second weekend in March, Glen Innes hosts Minerama, the largest gem, jewellery and fossicking festival in NSW. The Glen Innes Severn Council is a major sponsor of this event which was organised by a Community Committee of Council.

The show teamed up with the Glen Innes Motor Sports Club and Vintage Machinery group which proved very popular.

Minerama was held at the Showgrounds and achieved high attendee records including an increase of children attending the event. There were more children's activities provided including a climbing wall, rock painting, Jurassic wheels, ask an expert and an informative and fun display from the University of New England.

Local radio station 2CBD, the Men's Shed, Attract Connect Stay, Lions, Lioness Lions and Leos assisted in making sure the event was a success.



INTERNATIONAL WOMEN'S DAY



NAIDOC WEEK AND MOSMAN COUNCIL COMMUNITY GRANT

International Women' Day was held on Friday, 10 March 2023 at the Glen Innes Severn Library and Learning Centre. The theme for 2023 was 'Embrace Equity- a focus on gender equity as part of every society's DNA'.

Council's Manager of Library and Learning Centre, Kerry Byrne, was the Master of Ceremonies for the evening and the attendees enjoyed the presentations of three special and inspiring guests, Ellen Mulligan an Exercise Physiologist and owner of New England Moveology, Gayleen Burley, Council's Director of Place and Growth, and Karen Munster, recruiter for 'Attract, Connect, Stay'.

Attendees were entertained on the night by 'Shimmy in the Glen' dancers and a 'Memorable Local Women in History' display by the Land of the Beardies Museum highlighting amazing local women such as Loo Loo Ruth Amesbury, one of six women dentists practising in the state in 1905 and Dame Brigid Ogilvie AC DBE FRS Parasitologist and Immunologist awarded the Companion of the Order of Australia in 2007.

Mocktails were provided by the Community Drug Action Team (CDT), along with light refreshments from Town Hall Café. The attendee's feedback on the evening was positive and excellent for endorsing future events.

The Glen Innes Severn Library and Learning Centre provided a special Storytime session with an Aboriginal theme book and craft activity for the week and had their large collection of Aboriginal resources on display to acknowledge NAIDOC Week, Aboriginal history, culture, and their languages.

The Mosman Council Community Grant is annually extended to the Glen Innes Severn Council for Aboriginal projects. In 2022-2023, the Glen Innes Severn Library and Learning Centre worked with the Glen Innes Family and Youth Support Services, and local community and Aboriginal groups to produce a Youth and Families Community project called 'Build Skills for future Opportunities in Industry or Business', which assists participants in building skills in Aboriginal art such as traditional painting, woodwork, glass art and weaving. These workshops have the added benefit of building confidence, focus, networking and communication skills in participants.



SENIORS WEEK 2023



YOUTH WEEK 2023

The team at **Life Choices - Support Services (LC-SS)** were unsuccessful in attracting Seniors Festival grant funding to support Council's 2023 Seniors Festival celebrations. However, Council was successful in obtaining funding from the NSW Government's Reconnecting Regional NSW grant program for an 'Aged and Engaged' event.

LC-SS planned and delivered a successful 'Aged and Engaged' movie event on Valentine's Day. The event was planned to bring the generations together, to facilitate social engagement and interactions across the generations.

This Red-Carpet event was held at the Glen Innes Chapel Theatre. The guests were entertained with live music by 'The Abbey's', canapes from Peppermints Coffee Lounge and The Tin Café Emmaville. Rhubarb and Rosie's enhanced the experience with some beautiful balloon and flower arrangements.

The main event was the screening of the Walt Disney Classic, 'Lady and the Tramp'. Despite the inclement weather on the afternoon, more than fifty people enjoyed the evening.

Youth Week 2023 kicked off on 20 April 2023 with Council's Youth staff planning an array of activities and programs including:

- A tour of the Glen Innes TAFE CLC (Connected Learning Centre) facilities. Our youth got the opportunity to experience the Virtual Reality Room.
- An awesome Laser Tag Event, where youth put their video game skills into a real-life game of cat and mouse at the back of the Youth Booth.
- The Glen Innes Community Drug Action Team (CDAT) attended the Youth Booth, enabling youth to participate in an activity wearing 'beer goggles' that simulated different blood alcohol levels whilst attempting skill tester games. This was a realistic demonstration of alcohol affected cognitive impairment. The team also provided invaluable information and resources on the effects and damages of vaping for our young people.
- The Hunter New England Health, Mental Health Team members and Centacare attended the Youth Booth providing youth with an activity based on ways to act on self-care. "Take care of yourself like a human plant".
- A successful movie night was held in the Life Choices building with youth participating in a fun filled evening of entertainment, pizza, and popcorn.

The youth certainly enjoyed a fun-filled ten days for Youth Week 2023.



FREE FAMILY PICNIC DAY



AUSTRALIA DAY AWARDS

A Family Fun Day was held on 25 March 2023 at the Centennial Parklands. The day was very well attended with 150 gift bags and books distributed by LC–SS and Children, Youth and Family Services. The day was partially funded by the NSW Government through the Reconnecting Regional NSW CEP Project. Glen Innes Council also contributed to costs associated with the day.

The Mud Band played a variety of well-known Australian rock songs during the day. ‘Shimmy in the Glen’ performed at 10.30am and 11.30am. The Lions and the Lionesses cooked a BBQ and made snow cones and milkshakes for all to enjoy.

There was a rock-climbing wall by Base Zero and an Obstacle Course and fitness circuit set up by Kings Gym. The ‘Face Paint Lady’ painted a variety of face designs on children’s faces and the Youth Booth provided a free skateboard art workshop.

Other service providers in attendance were:

Glen Innes Fire and Rescue, Glen Innes SES, Glen Innes Public School, Community Drug Action Team (CDAT), Northcott, Anglicare, Glen Innes West Infants School, Red Range Public School, Glen Innes Scouts, Centacare Glen Innes Reachout Toy Library, Joblink Plus Glen Innes The Animal Welfare League and Purple Day for Epilepsy.

Australia Day 2023 was celebrated across the LGA, kicking off with a Free Community Breakfast held at the Wellingrove Hall with the main Australia Day awards ceremony held at the Glen Innes and District Services Club. Around 200 community members were present to share in the awards ceremony.

The Australia Day ambassador was Michael Tomalaris, the well-known SBS Tour de France cycling commentator. Michael shared his love of cycling with local cyclists at the breakfast and continued with his ambassador duties joining the Master of Ceremonies, Jan Lemon, to officiate the Australia Day awards and citizenship ceremony.

Rosemary Curtis OAM (pictured above) was awarded the Order of Australia Medal 2023.

2023 Australia Day award recipients:

- **Citizen of the year:** Carolyn McClelland and Brian Winter (joint winners)
- **Young citizen of the year:** Thomas Lee
- **Sportsperson of the year:** Diesel Harvey
- **Junior sportsperson of the year:** Fletcher Barratt
- **Community organisation of the year:** Junior Red Cross
- **Event of the year:** Glen Innes Agricultural Research and Advisory Station
- **Emergency service volunteer of the year:** The Irwin Family

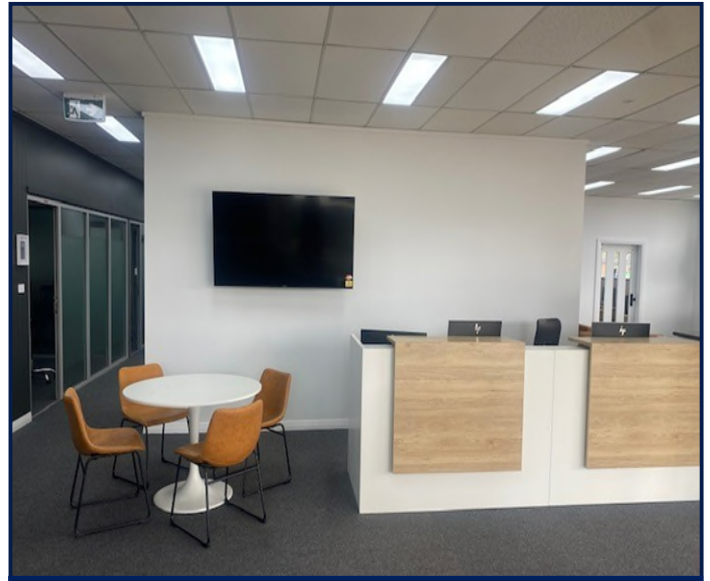


CHRISTMAS IN THE HIGHLANDS

Christmas in the Highlands supported the 21st Anniversary of the Red Cross Christmas Tree Display at the Town Hall in 2022. This event was well attended by the community and was supported by the ‘Walk of Light’ in Anzac Park, a light sculpture in the town hall square, and the Town Hall was draped in lights; thanks to Mr and Mrs Hill Lighting and a NSW Government grant. This was well received by visitors who travelled to Glen Innes to see the lights throughout the school holidays.

The traditional Christmas lights, markets and entertainment for the event brought many community groups together including LC-SS, 2CBD, Glen Innes High School, Glen Innes Pottery Club, Shimmy in the Glen, Spend in Glen, Glen Innes Highlands Lioness-Lions Club as well as local artisans and entertainers such as Matt Scullion.

Many businesses leveraged the event by extending their trading hours which gave attendees more options to explore.



GLEN INNES HIGHLANDS BUSINESS AND COMMUNITY HUB

The Highlands Hub, a project funded by the Bushfire Local Economic Recovery Fund (a joint initiative of the NSW and Commonwealth Governments) was officially opened on 14 October 2023.

The “Old Holden Building” showroom was transformed to provide a place where people can hire, meet, learn or teach - from hot desks to meeting rooms and a cosy community coworking lounge. The Hub can be utilised for an hour, a day, a week, a month or longer.

Glen Innes Severn Council Mayor, Rob Banham said at the opening “The Highlands Hub will encourage local innovation, entrepreneurship and remote working as the town continues to attract millennials to the area seeking a place to work and connect with the community”.



ACCESS AND EQUITY
ACTIVITIES TO MEET
RESIDENTS' NEEDS



CHILDREN SERVICES (LIBRARY AND LEARNING CENTRE)



CHILDREN SERVICES (CHILDREN, YOUTH AND FAMILY SERVICES)

The **Glen Innes Severn Library and Learning Centre (LLC)** delivers a range of children’s programs which include onsite and offsite storytelling, school holiday activities, Lego Club, beginners’ reader education resources, special events and celebrations.

In 2022-2023 the annual library program offered a diverse range of activities by involving community groups such as the Reachout Toy Library’s ‘Mini Musos’ (music appreciation for 0 – 5 years), GLENRAC supported ‘Bush First Aid for Kids, Home Schooling activities on computers and information sessions for database research and Centacare’s ‘Better Us’ peer group for children and families. This networking strategy has benefited the community, brought more people into the library and supported the library team’s busy schedules.

The library joined the **uLibrary Consortium** with six other libraries offering a larger range of eResources at a lower cost to our community. The eResources will give library members access to Ulverscroft eBooks, eAudio resources and eBook Clubs.

Also available for loan are literacy and early reader resources, and free online databases for academic and reference purposes to support further education and career opportunities.

Children, Youth and Family Services (CYFS) staff have maintained services for their relative cohorts including the three **Department of Communities and Justice (DCJ)** playgroups and The MyTime program. Staff have continued to provide a high level of care for children and young people from the LGA through the CYFS outlet at the pool house and The Youth Booth.

Council’s suite of policies and procedures for CYFS has been reviewed to provide an ethical framework to guide the delivery of excellent services that encompass a variety of options and opportunities to promote and strengthen the wellbeing of children as they navigate their expanding social world. Council is committed to providing equitable, quality services for children through CYFS.

Having a more stable workforce has enabled the delivery of many exciting events for children and youth whilst providing safe supportive environments to educate and support their growth while assisting families to manage their work life balance.

Another pleasing aspect for this reporting period has been the growth of the DCJ funded Playgroups, Outreach Playgroup which is held at Wyaliba and the Aboriginal Playgroup held at the pool house.



ABORIGINAL COMMUNITY SERVICES



WOMEN'S SERVICES

Following the Local Government Elections in December 2021 and consequent discussions during the consultative phase for the new Community Strategic Plan, Council gave an undertaking to support the re-establishment of the Aboriginal Consultative Committee. An Annual General Meeting was held on 3 May 2022 and the Committee was re-established.

Council's Aboriginal specific Playgroup (Jarjums) has witnessed increased numbers this reporting period. The staff from CYFS have reaffirmed their partnership with Glen Innes Youth and Family Support and conducted some joint activities throughout the year.

The **LLC** offers women's groups, such as 'Wrap With Love', the Glen Innes Opportunity Shop, and the Glen Innes Reachout Toy Library social spaces to hold their meetings and functions.

The annual library program incorporated events and activities for women in our community, such as the International Women's Day, LIVE streamed author events, monthly Book Club, Golden Oldies movies, and the Jane Austen birthday celebration.





SERVICES FOR YOUNG PEOPLE

Youth Services are delivered in accordance with the Actions from The Glen Innes Severn Council Youth Strategy 2021 – 2025. Interactions and activities are mostly delivered from The Youth Booth building with a range of other excursions and activities held at other venues.

Council has maintained its strong partnership with the Southern Cross School of Distance Education (SCSoDE). The SCSoDE works alongside the NSW Department of Education and facilitates a program at The Youth Booth two days each week. The program is run from the Aboriginal and Alternate Learning Faculty of the SCSoDE, whilst maintaining an Aboriginal focus, is available to all students and is particularly for children who have a low level (less than 40%) attendance at mainstream school.

Early into the reporting period Council celebrated the first student to graduate from the Glen Innes campus of SCSoDE. The student was one of six siblings in her family and the first to graduate from secondary school. A barbeque, music and cultural smoking ceremony were held at the Youth Booth to celebrate the achievement.

Another successful partnership initiative has been Youth Insearch. Council first partnered with the organisation in late 2020 having a joint view and goal to seek grant funding for a Youth Insearch community-based worker for our LGA. Funding was initially difficult to secure, however, this is now facilitated through a Safer Communities Fund Grant secured by Youth Insearch.

The community-based worker (qualified Social Worker) is a regular amongst the Youth Booth Team with long term partner Hunter New England Health also facilitating mental health programs at the Booth. It has been a most successful year for the young people from our LGA with Council's youth services consolidation plans and deliverables including those from the community worker funded by the DCJ.

Having a more stable workforce has enabled the delivery of many exciting events for children and youth whilst also providing safe supportive environments to educate and support their growth while assisting families to manage their work life balance.

The youth team successfully delivered many programs under the Reconnecting Regional NSW Grant funding which enabled a Festival of Youth. Events delivered included, a community skateboard day, community team building, cultural art workshop (creation of didgeridoos and clap sticks from scratch by youth), a mural art workshop, an outdoor movie night, and a skateboard art day.

The annual library program also includes events in their school holiday activities for youth in Glen Innes, Deepwater, and Emmaville. These events include movies, craft workshops, UNE Science educational programs and cultural awareness raising events.



DISABILITY INCLUSION ACTION PLAN

Council adopted the new DIAP during 2022. Council's new DIAP covers the period 2022-2025.

Personal choice and control for all people in society is only possible in a community which ensures access and inclusion for people with a disability, this includes physical disabilities, intellectual disabilities, cognitive disabilities, sensory disabilities, and those with mental health conditions.

An inclusive community is one which promotes control of choice for people of all abilities. It is a community which creates opportunities for positive change, respectful of the diverse range of viewpoints from all individual perspectives.

Exclusion leads to disadvantage and discrimination, both of which have significant impacts on all aspects of life including, health, education, welfare and wellbeing and employment.



SERVICES FOR PEOPLE WHO ARE OLDER AND PEOPLE WITH A DISABILITY

Community based supports for people who are older and those with a disability continue to be delivered to consumers of Aged Care Funding and participants of the **National Disability Insurance Scheme (NDIS)** from Council's LC-SS outlet. The person-centred approach from the team, focuses on individual needs and goals with assistance styled to best support the individual to meet and achieve their goals, whilst maintaining interdependent living within the community.

Meals on Wheels activities and excursions have continued to be delivered and are planned in consultation with consumers and participants to extend social interactions through community engagement. These events are quite popular and help prevent isolation and loneliness which often affects the vulnerable people within our communities.

Council staff remain active members of the Glen Innes Community Access Committee which continues to advocate, for people who are older and people with a disability, in relation to access and safety of mobility. The Committee President, Mrs Kerrie Sturtridge commented that the Access to Living Better Expo delivered at the Glen Innes Services Club was the 'Best Ever'.

The committee continues to make recommendations to Council for its consideration and many of the points raised have been included in Council Works Projects which now have improved access for people of all abilities.



FRIENDS OF THE LIBRARY

The Glen Innes Severn Library and Learning Centre is a purpose-built facility, built on one level, fitted with low-level shelving and wide aisles to accommodate people with disabilities. Several resource collections are maintained and supplied for visual and hearing-impaired people such as the large print, talking books, Playaway books, and e-Resource subscriptions.

Low sensory Saturdays were introduced at the library for children and families with autism and low sensory disabilities. Sensory equipment and games are available in the children's room. Social media promotions invited families to bring their children and to enjoy the social spaces to network with other families and to use the library's parenting collection to research available community services and parenting advice.

The home library service, through the Library, coordinates and delivers a personalised library service to frail, aged people, people with a disability and their carers, at private homes, hostels, nursing homes or hospitals across the communities of Glen Innes, Emmaville, and Deepwater.

A seniors kiosk with two dedicated computers is available to service the needs of senior members. Grant funded 'Tech Savvy Senior Technology' workshops commenced in 2022 on Monday mornings to assist seniors with their devices, emailing, social media and website access. Senior safety on the Internet is a priority in the workshop curriculum.



SERVICES FOR PEOPLE WITH CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUND

GLENRAC once again partnered with Council to deliver the ‘Every-One Belongs’ Harmony Day celebration on 21 March 2023, at the Glen Innes Services Club. It was a spectacular and entertaining celebration for the many attendees. The venue was bright in multi-colour display of flags from around the globe. National dress and costumes from some countries were also worn and on display.

The event is a fantastic celebration of the diverse cultures and linguistics from within the LGA. It continues to grow in popularity with attendees coming to share the excitement from towns and communities outside our LGA.

ENVIROMENT, PLANNING AND ECONOMIC DEVELOPMENT

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

Section 10.7 Certificates are issued under the provisions of the *Environmental Planning and Assessment Act 1979*. It is compulsory for every property sold to be accompanied by a Section 10.7 Certificate. A total of 395 certificates were issued, a decrease of 21% on the previous year.

For the 2022-2023 Financial Year the following approval data applied:

Development Application (DA) Data	2022-2023
Total Number of DA's Determined	92
Average Determination Time (days) – All Applications	40
Value of DAs	\$14,512,505
Number of single dwellings	16
Number of multi-unit dwellings	3
Number of Subdivisions	12
Number of commercial developments	3
Number of industrial developments	2
Withdrawn	2

Complying Development Checklist (CDC) Data	2022-2023
Total Number of CDC's Determined	8
Value of CDC's	\$239,035
Number of Single Dwellings	1
Withdrawn	3

SUPPORT TO LOCAL BUSINESS

Council continued to support local business in several ways, including providing and supporting over 100 local events with a combination of event support, marketing and promotion including Council facilitated events

The Glen Innes **Highlands Business and Community Hub (HUB)** opened in October 2022. Since its opening, the Hub has had 1319 attendees with a revenue of \$24,138.32. The Highlands Hub incorporated programs and initiatives to drive local socio-economic prosperity and support social enterprise has been fully funded under the Bushfire Local Economic Development Fund.



New England High Country (NEHC) programs and campaigns were delivered in conjunction with the NEHC Group and continue to bring increased awareness and consideration of our region. The 2022-2023 Financial Year marketing activity promoting the regional destination brand included paid digital and social including engaging social media influencers, representation at the Queensland Camping and Campervan show, product development and print advertising.

Council has continued to leverage Accredited Visitor Information Centres, Destination NSW and Destination Country and Outback to promote the Glen Innes Highlands, it's events and activities.



Sales at the Glen Innes Highlands Shop exceeded the annual target of \$100,000 with \$104,794.14 in total sales. Improvements to product included locally made and grown, Glen Innes Highlands branded merchandise, Celtic jewellery and tartan items, maps and atlases. Top sellers included sieve sets for fossicking, local honey, Celtic jewellery and local olive oil.

Development Assessment Unit meetings are held as required, so that developers can meet with Council staff to simplify the development application process (meetings are scheduled weekly).

A Heritage Assistance Fund is provided to assist owners of heritage buildings to upgrade their buildings. This fund has assisted in the painting of several significant heritage buildings in Grey Street.

GLEN INNES AGGREGATES

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

Quarry Sites

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



Off-Stream Water Storage at Glen Innes Aggregates

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

Extraction Operations

Basalt rock is drilled and blown by a licensed sub-contractor before being loaded by a 30-ton excavator into a contracted mobile crushing plant.

Dust suppression is managed by the application of water and natural citrus agents. Any over-burden is sold as clean fill material or stockpiled for future clay lining operations.

Site Infrastructure

The original on-site crushing plant was decommissioned during 2014-2015 as forecast in previous reports. Crushing is now performed by contractors using mobile equipment. The original administration office and weighbridge is located on material that is proposed to be quarried and therefore needs to be relocated. A new office and weighbridge site adjacent to the Shannon Vale Road entrance has now been completed.

Products

The quarry can produce:

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

Road making materials can be blended to meet **Roads and Maritime Services (RMS)** specifications by combining road base with granite brought in from other quarries. This product is usually sold to **Transport for New South Wales (TfNSW)** and Council; however, demand for natural disaster recovery has limited Council's ability to supply external customers.

This product is quality assured and complies with RMS specifications. Testing is conducted by a **National Accredited Testing Authority (NATA)** approved laboratory.

In 2020-2021 Council commenced the use of graded aggregate seals. This requires the production of a precoated blended aggregate using 7mm, 10mm and 14mm in equal proportions.

Sales and Business

Sales and production volumes continued to be affected by multiple natural disaster flooding events. Council has historically set a target of \$500,000 profit for the business. The financials for the period will be provided in Council's audited financial statements when they are completed.

Off-Stream Storage

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

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

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

Stage 3 involves quarry operations in a third pit located adjacent to and under the former office and weighbridge area. The ability to complete the stage 3 pit has been confirmed by way of an expert slope stability assessment of the western pit. The western pit has been fully designed and will have a water capacity of 205 megalitres when converted to the final off stream water storage pond. The Quarry Management Plan is reviewed every six months with an aerial survey undertaken to compare actual progress against design.

Forward Planning

Council's second hard rock quarry located on the Wattle Vale property 13 km west of Glen Innes will come online in the 2023-2024 year as the highway intersection works are completed. This will allow Council to prioritise quality rock for higher grade purposes such as sealing aggregates, and significantly increase the potential volume of production in the event of major projects commencing in the region.



STATUTORY REPORTING

INFORMATION PERTAINING TO LEGISLATIVE REQUIREMENTS

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

LOCAL GOVERNMENT ACT 1993

(AND LOCAL GOVERNMENT REGULATION (GENERAL) 2021)

AUDITED FINANCIAL STATEMENTS

The Office of Local Government has granted Council an extension until 22 December 2023 to lodge its Audited Financial Statements for the 2022-2023 Financial Year. They will be provided to Council and published on Council's website subsequently.

PERFORMANCE OF PRINCIPAL ACTIVITIES

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

AUDIT RISK IMPROVEMENT COMMITTEE (ARIC)

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

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

www.gisc.nsw.gov.au

The ARIC Members are:

- Steve Coates – Independent Chair appointed 1 February 2021
- Bill Middleton – Independent Member appointed 1 February 2021
- Mel Jacobs – Independent Member appointed 1 February 2021
- Cr Troy Arandale – Non-voting Councillor Member appointed 27 April 2023

The ARIC has responsibility to provide oversight and an assessment over the following functions at Council:

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

MAJOR CONTRACTS AWARDED

Council awarded the following contracts during 2022-2023:

- Supply and install 2 concrete bridges (Weir Built)
- Gravel re-sheeting of Gulf Road, Emmaville (Robert Symons)
- Skywalk construction (Fleetwood)
- Upgrade to Glen Innes Skate Park (Convic)
- Schedule of rates contract for plant hire (Taylors Civil, BG & L Ostler, Robert Symons, Weir Built, Stabilcorp, Ezyquip)



Skywalk under construction at Centennial Parklands

WORKS CARRIED OUT ON PRIVATE LAND

Council undertook various private works on private land in 2022-2023 in accordance with approved fees, but all costs were borne by the property owner.

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

CAPITAL WORKS PROJECTS

Council undertook the following major works during 2022-2023:

Rehabilitation of local roads, including:

- Unsealed sections of Strathbogie Road (20km), Gordon's Road (2km) sealed
- Bald Knob Road upgrade (Stage 1, 2km)
- Gravel re-sheeting (Nine Mile Road, Caerleon Road, Mt Slow Road, Donnelly's Road, Shannon Vale Road)
- West Furracabad drainage upgrade
- Airport Master Plan
- Heavy Patching (Old Grafton Road, Yarraford Road, Rangers Valley Road)
- Lang St/Furracabad Road upgrade (3km)
- Emmaville Road upgrade (2km)
- Natural Disaster Recovery works

Sporting and Recreation:

- A major continuing project was the Glen Innes Indoor Sports Centre Stage 2 with works progressing on the outdoor multipurpose courts
- Glen Innes Indoor Sports Centre car park
- Emmaville pool received attention with the pool covers replaced



Outdoor courts under construction at Glen Innes Indoor Sports Centre

Community Facilities:

- Emmaville War Memorial Hall upgraded
- Drainage works undertaken at the Glen Innes Landfill

Bridge Works:

- Shannon Vale Rd, bridge over Mann River
- Mt Mitchell Rd, bridge over Yarrow Creek



Bridge construction over Yarrow Creek on the Mt Mitchell Road

STORMWATER MANAGEMENT SERVICES

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

WATER AND SEWERAGE SYSTEMS

- Continued rollout of smart water meters
- Water mains and treatment plant renewals
- Sewer main extensions and renewals

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Council had no controlling interests in any companies for the year ending 30 June 2023.

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES

Council participates in:

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

PARTNERSHIPS AND OTHER ORGANISATIONS

Glen Innes Natural Resources Advisory Committee (GLENRAC)

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

Arts North West

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

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

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

EXTERNAL BODIES THAT EXERCISED FUNCTIONS DELEGATED BY COUNCIL

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

- The Materials Recovery Facility, which is operated by Glen Industries in accordance with a Service Level Agreement
- The Waste and Recycling Collection Service was undertaken by JR & EG Richards
- Council is now a constituent member of the New England County Council trading as New England Weeds Authority which undertakes Council's noxious weeds function
- The NSW Rural Fire Service exercises certain functions, powers and duties imposed on Council by and under the Rural Fires Act 1997, under a Rural Fire District Service Agreement

DELEGATES TO COMMITTEES

Community Committees of Council perform functions of Council including management of halls and facilities, recreation grounds, event management and providing wholly advisory services to Council for the benefit of the community. Councillor delegates are appointed to committees via Council resolution and staff are appointed by the General Manager. Council staff on such committees do not have voting rights.

OVERSEA VISITS

There were no overseas visits undertaken by Councillors or Council staff during the 2022-2023 Financial Year.

SERVICE REVIEWS

During the period, Council conducted the following service reviews or enacted changes made to the level of service from previous reviews:

Sporting facilities

Indoor Sports Centre

It was identified, in 2018, that Council needed to upgrade the facilities available for sports such as netball and basketball. As a result of this review and the commission of a sporting facilities master plan, Council applied for funding to deliver an indoor sports stadium. The Glen Innes Indoor Sports Centre was completed and opened during the period along with the addition of two outdoor multipurpose courts. A permanent full-time Coordinator of Recreation Facilities was employed to assist with the operation and management of sporting facilities in the LGA.

- Service level change: The additional sporting infrastructure provided to the community enables all year sporting as well as offering larger scale events to take place. Further, a pathway extension creating connectivity to the sporting precinct has been planned.

Emmaville Aquatic Centre

A minor service review identified the need for additional facilities at the Emmaville Aquatic Centre. Council was successful in receiving grant funding from the NSW State Government for the installation of purpose-built shade structures; replace and repair of shade cover over feature pool; and supply and installation of pool blanket.

- Service level change: increased amenity of the facility and extended pool season.

Highlands Hub

Council identified the need for a space to foster the growth of business innovation in the region and was successful in receiving grant funding to develop the Highlands Hub.

- Service level change: During the period Council opened the Highlands Hub, a new coworking, training and meeting facility providing the community, business, visitors and the region with opportunities to connect, create, innovate and grow.

COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT PROGRAM

The following **Councillor Workshops** and **Professional Development Workshops** were held during the 2022-2023 Financial Year:

Date	Topics covered
14/07/2022	Economic Development Strategy and Action Plan Destination Management Plan Tourism Itinerary and Package Platform
11/08/2022	Review of Council Committees
01/09/2022	Councillor Delivery Program, Ideas Workshop
08/09/2022	Airport Master Plan Emissions Reduction Plan
13/10/2022	Landfill Extension (Glen Innes)
08/12/2022	Success Criteria for the Youth Booth
14/03/2023	Budget (1 st workshop – fees and charges, capital works program) Discussion on matters raised at the Councillor's Ideas Workshop
29/03/2023	Refresher workshop on Code of Conduct delivered by Locale Learning
13/04/2023	Budget
10/05/2023	How Council makes investments Life Choices – Support Services
07/06/2023	Chair of the ARIC to discuss the committee Briefing on Escape Rooms Water Meters Renewable Energy Zone update

Conferences

Date	Name of Conference	Name of Attendee/s
07/07/2022 – 10/07/2022	Australian Local Government Women's Association Conference – Warwick Farm	Cr Gresham and Cr Sparks
22/10/2023 – 25/10/2023	LGNSW Annual Conference. Included Day one workshops.	Cr Banham, Cr Arandale and Cr Parry
19/02/2023 – 21/02/2023	LGNSW Rural and Regional Summit / Meet the Leaders Political Forum	Cr Banham
12/06/2023 – 16/06/2023	ALGA National General Assembly	Cr Banham and Cr Parry

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

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

Council is waiting on the completion of the Audited Financial Statements so that it may report on the costs of payment of expenses and provision of facilities for the Mayor and Councillors.

Office accommodation in a shared office space is provided to the Mayor in relation to discharging the functions of civic office. There were no costs associated with this provision, as no operational or capital expenditure was incurred.

SENIOR STAFF REMUNERATION

For the purposes of the *Local Government Act 1993*, as amended, the only employee designated as being "Senior Staff" is the General Manager.

The total remuneration package of the General Manager is listed below.

Salary Package Component	\$ Value
Salary	\$300,000
Housing Allowance	0
Superannuation (Salary Sacrifice)	0
Superannuation (Employer's Contribution)	\$31,500
Non-Cash Benefits	0
Reportable Fringe Benefits Tax	0
TOTAL PACKAGE	\$331,500

LEGAL PROCEEDINGS TAKEN BY OR AGAINST COUNCIL

A summary of the amounts incurred by Council during 2022-2023 in relation to actual legal proceedings taken by or against Council including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed. A summary of the state of progress of legal proceedings is shown in the table below. During 2022-2023 total legal fees amounting to \$31,625 were incurred for advice on various matters.

Cases	Resolved/Unresolved	Amount Incurred
Rates	Resolved	\$531.45
Planning Related	Resolved	\$31,093.56
TOTAL for 2022-2023		\$31,625.01

CONTRIBUTIONS GRANTED UNDER SECTION 356 OF THE ACT

Community Donations are provided annually through an application process that is open to all community groups in the Local Government Area. The following groups were awarded donations for the 2022-2023 Financial Year:

Organisation	Amount Awarded
Deepwater and District Community Radio Inc.	\$650
Deepwater Jockey Club and Deepwater Golf Club	\$1,000
Deepwater Progress Association	\$1,200
Glen Innes and District Historical Society Inc.	\$1,300
Glen Innes Highlands Lioness-Lions Club	\$4,000
Glen Innes Multiple Sclerosis Society	\$1,400
Glen Innes Opportunity Shop	\$1,500
Glen Severn Community Christmas Day Luncheon	\$1,000
Reachout Toy Library	\$1,500
Wellingrove Progress Association Inc.	\$1,450
TOTAL	\$15,000

Mayoral Donations totalling \$3,000 were allocated to support local organisations as follows:

Beneficiary	Amount Awarded
Herefords Northern NSW Youth	\$1,000
Deepwater Art Show	\$1,000
Cool Choir Deepwater	\$500
Glen Elgin Federation Sports Committee	\$500
TOTAL	\$3,000

MODERN SLAVERY ACT

Council had no issue raised by the Anti-slavery Commissioner during the year. Council's Procurement Policy encourages all procurement to be through Local Government Procurement or NSW State Government Procurement where possible. Council will be including a requirement in its tendering documents requiring all contractors to ensure the procurement of any product or provision of any service does not involve modern slavery in its supply chain. Council is not aware of any procurement that has involved slavery in its supply chain.

COMPANION ANIMAL MANAGEMENT ACTIVITIES

Council has adopted a Local Orders Policy No 1 – Guidelines for Keeping of Animals. This policy seeks to inform the community of Council’s responsibilities and regulatory powers concerning the keeping of animals in the LGA.

This policy aims:

- To inform the community of the main statutory restrictions and acceptable limits which apply to the keeping of certain animals for domestic purposes
- To give guidance and advice to persons as to the keeping of animals for domestic purposes
- To minimise local nuisance and maximise residential amenity, and to ensure that the keeping of animals does not compromise minimum standards of public health, safety and convenience
- To establish local standards, acceptable to the community, for the keeping of animals; and
- To publicly notify the circumstances that the Council will consider in determining whether to serve an Order under section 124 of the *Local Government Act 1993* to prohibit, restrict or some other way, require things to be done regarding the keeping of animals

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

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

Council’s Rangers coordinated with the AWL to organise a Mobile Vet Health Day, held at King George Oval on 18 April 2023, offering free health checks, microchipping, and vaccinations to the companion animals of the local community. The day was a great success and provided services to 170 cats and dogs.

ANIMAL COMPLAINTS

Council’s Rangers have investigated 15 reported dog attacks / unreasonable aggression incidents and seven nuisance companion animal complaints during the 2022-2023 Financial Year.

The following animal activities relating to the Glen Innes Pound were lodged with the Office of Local Government:

Animal Activity	Total
Impounded Dogs	168
Impounded Cats	34
Released Dogs	33
Released Cats	3
Sold Dogs and/or Cats	Nil
Rehoused through Organisation: Dogs	135
Rehoused through Organisation: Cats	31
Euthanized Dogs and/or Cats	Nil
Restricted Dogs	Nil
Menacing Dogs	4
Dangerous Dogs	2

ANIMAL CONTROL FUNDING

Animal Control Income	Total
Livestock Fines	Nil
Sale of Dogs (includes vaccination)	Nil
Commission	\$11,299.91
Collar Hire Fees	Nil
Microchipping Fees	\$296.64
Impounding Fees	\$535.00
Regulatory Fees	\$18,611.93
Sundry Income	\$300
Certificate of Compliance	Nil
Grant Funding	Nil
TOTAL INCOME	\$31,043.48

Animal Control Expenses	Total
Wages and Allowances	\$136,961.10
Maintenance	\$5,385.40
Sustenance Expenses	\$2,691.39
Stationery	\$206.70
TOTAL EXPENSES	\$145,244.59

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

Council provides six off-leash areas within the LGA:

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

Council also received a portion of the fees taken from Companion Animal registrations.



GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

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

The GIPA Act is supported by the **Government Information (Public Access) Regulation 2009 (GIPA Regulation)**.

This regime is designed to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective that requires information disclosure through the following processes:

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

Note: Section 18 of the GIPA Act and Schedule 1 of the GIPA Regulation defines what constitutes “open access information”.

Council is required to prepare an annual report in accordance with the requirements of section 125 of the GIPA Act and Clause 7 of the GIPA Regulation. The annual report is also required to include statistical information on formal access applications in the form required by Schedule 2 of the GIPA Regulation. Further the recent use of the **Information and Privacy Commission’s (IPC)** GIPA tool to manage GIPA applications has assisted Council’s compliance with the legislation and to meet annual reporting requirements through the easy online lodgement of reports at the end of the financial year.

Statistical Data

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

REVIEW OF PROACTIVE RELEASE PROGRAM

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The latest Annual Audit of Open Access Information may be viewed at **APPENDIX C**.

PUBLIC INTEREST DISCLOSURE ACT 1994 AND REGULATION

Under section 6D of the *Public Disclosures Act 1994* (the PID Act), public authorities, including councils, are required to have a policy and procedures for receiving, assessing and dealing with protected disclosures.

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

During the year ending 30 June 2023, Council received one public interest disclosure relating to corrupt conduct. This matter has been finalised with no adverse findings.

CARER'S (RECOGNITION) ACT 2010

Council recognises the valuable contribution of carers within our communities and acknowledges the ten key principles from the Statement for Australia's Carers. Council's Life Choices – Support Services provides assistance and support to carers within the community on a regular basis and receives funding under the **Commonwealth Home Support Program (CHSP)** to deliver respite services for carers of people who are older. LC-SS is also able to offer respite for carers of participants of the NDIS as funded from their individual NDIS Plans. Respite for Carers is actively promoted in community services newsletters and social media.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

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

EEO targets are addressed by:

- Complying with the *NSW Anti-Discrimination Act 1977* and other relevant legislation
- Providing all employees with equal opportunity for employment, training and promotion
- Reviewing and updating selection criteria for all jobs prior to advertising to ensure that applicants are selected solely based on their merit and abilities
- Incorporating EEO statements and information in job advertisements and information packs for all advertised positions
- Ensuring that gender-based language is not included in job advertisements or related material
- Providing for gender balance and target group representation on selection panels
- Ensuring that all appointment decisions are justified and documented on merit-based grounds
- Encouraging target groups to access training and promotion through incentives such as Council's Study Incentives Policy
- Maintaining a Workplace Discrimination and Bullying / Harassment Policy and Grievance Resolution Policy and providing awareness training for all employees
- Providing induction and refresher training for staff in Council's Code of Conduct
- Ensuring that training, skills assessment and job evaluation programs are non-discriminatory in content
- Providing EEO awareness training for all new staff and ensuring that they are aware of conditions of employment through the provision of induction material
- Establishing and publicising a Corporate Training Plan for all employees

- Conducting regular meetings between management, staff and the EEO Committee (Council’s Staff Consultative Committee) regarding the implementation of Council’s EEO Management Plan
- Including knowledge of EEO as an essential requirement in all job specifications for supervisory positions
- Extending paid maternity leave to all female employees and providing flexible work arrangements for employees with childcare responsibilities
- Including access for people with physical disabilities in all new design plans for staff accommodation

Specific EEO actions completed in 2022-2023 included:

- Reviewing and updating Council's staff performance management system to ensure that it is based on job requirements, is non-discriminatory, and matches Council's strategic vision and goals
- Reviewing Council's recruitment and onboarding systems to further streamline processes and support the selection of new staff who have job-related skills that meet or exceed expectations
- Provide appropriate training to all employees who participate in selection panels, to ensure that they are knowledgeable and skilled in merit-based employment principles and practices
- Preparing and publicising the EEO Annual Report within Council’s Annual Report



ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

PLANNING AGREEMENTS

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

PROGRAMS UNDERTAKEN TO PRESERVE, PROTECT AND ENHANCE THE ENVIRONMENT

Council ran a program in conjunction with the Environmental Protection Agency for homeowners to sample building material to determine if it is asbestos. An education program was also introduced to educate and advise the community about asbestos related information.

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

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

WASTE MANAGEMENT STRATEGIES

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

Council aligns its waste management operations with the Regional Waste Strategy and Action Plan that was developed through Northern Inland Regional Waste and member councils. Northern Inland Regional Waste have just completed a Waste Material Flow Analysis Report and Council has completed the Waste Management Strategy.

WEEDS MANAGEMENT

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

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

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

BUSHFIRE HAZARD REDUCTION ACTIVITIES



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

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

Mitigation was impeded in the first half of the year by wet weather, however, activities conducted included mechanical control at Blue Hills Road, Rodgers Road, Emmaville Road, Wellington Vale Road and Sunset Road.

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

INSPECTIONS OF PRIVATE SWIMMING POOLS

Under the provisions of Section 22 of the *Swimming Pools Act 1992*, and Clause 18 of the *Swimming Pools Regulation 2018*, Council is to provide details of inspections of private swimming pools.

Details	Number of inspections
Number of inspections of tourist and visitor accommodation	1
Number of inspections of premises with more than two dwellings	0
Number of inspections that resulted in issuance of a certificate of compliance under Section 22D of the Act	2
Number of inspections that resulted in issuance of a certificate of non-compliance under Clauses of the Regulation	0

CODE OF CONDUCT

Under the provisions of Section 440 of the *Local Government Act 1993*, every Council must adopt a Code of Conduct that incorporates the provisions of the Model Code. On 24 September 2020, Council adopted the Model Code of Conduct for Councillors, Model Code of Conduct for Council Staff and Model Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers, as prescribed by the NSW Office of Local Government.

Under the Procedures for the Administration of the Model Code of Conduct, the Complaints Coordinator must report annually to Council on Code of Conduct complaints statistics relating to complaints made against Councillors or the General Manager. This report was presented to Council on 24 November 2022 and included the following information, covering the reporting period 1 September 2021 until 31 August 2022:

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

Under the Procedures for the Administration of the Model Code of Conduct, Council is to provide the Office of Local Government with a report containing the statistics set out above. The reporting period for Code of Conduct matters falls outside the Financial Year. Since the end of the reporting period, 31 August 2022 until the end of the Financial Year, 30 June 2023, there have been no Code of Conduct matters reported against Councillors or the General Manager.

ITEMS THAT WILL BE REPORTED ON LATER

(FOLLOWING THE COMPLETION OF THE 2022-2023 FINANCIAL STATEMENTS)

The following information will be reported to Council separately and posted on Council's website following the finalisation of the 2022-2023 Audited Financial Statements:

- **SUMMARY OF THE KEY FINANCIAL RESULTS FOR THE 2022-2023 FINANCIAL YEAR**
- **CONDITION OF PUBLIC WORKS**
- **BUSINESS ACTIVITIES**
 - Competitive Neutrality Implementation Progress
 - Category 1 Business Activities Competitive Neutrality Statement

List of Category 1 Business Activities

Glen Innes Aggregates is a Category 1 Business for the 2022-2023 Financial Year.

List of Category 2 Business Activities

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

Category 1 Business Activities Statement of Expenses Revenue and Assets

Glen Innes Aggregates is a Category 1 Business for the 2022-2023 Financial Year. The Income Statement and Statement of Financial Position as of 30 June 2023 will be included as Special Purpose Financial Statements as part of Council's Audited Financial Statements.

Competitive Neutrality Implementation Progress

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

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

Category 1 Business Activities Competitive Neutrality Statement

Glen Innes Aggregates is a Category 1 Business for the 2022-2023 Financial Year.

Competitive Neutrality Complaints Handling Mechanism

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

Category 1 Business Activities Performance

Glen Innes Aggregates is a Category 1 Business for the 2022-2023 Financial Year.

Summary of Competitive Neutrality Complaints

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



HUMAN RESOURCE ACTIVITIES

STAFF PROFILE / WORKFORCE PLANNING

WORKFORCE PROFILE / EQUAL EMPLOYMENT OPPORTUNITY STATISTICS - 30 JUNE 2023

	Total Staff	Male	Female	Aboriginal or Torres Strait Islanders	Racial, Ethnic, Ethno-religious Minority Groups	Non-English Speaking Background	Persons with a Disability
Permanent Full-time	107	74	33	8	0	2	0
Permanent Part-time	23	6	17	1	0	0	0
Temporary Full-time	4	4	0	0	0	0	0
Temporary Part-time	1	0	1	0	0	0	0
Casual	51	15	36	1	0	1	0
Total %	100.00%	53.23%	46.77%	5.38%	0.00%	1.61%	0.00%
Total Staff	186	99	87	10	0	3	0

WORKFORCE AGE PROFILE BY FUNCTION (EXCLUDING CASUAL STAFF) - 30 JUNE 2023

	<20	20-24	25-34	35-44	45-54	55-64	65+	Total
Administration and Human Resources	0	0	0	0	0	5	1	6
Asset Services	1	1	1	2	2	1	1	9
Community Services	0	0	6	2	10	6	3	27
Corporate and Community Services	0	0	0	0	1	1	0	2
Infrastructure	0	0	0	1	1	0	0	2
Economic Development	0	0	0	0	0	3	1	4
Finance	0	0	1	0	3	5	0	9
Glen Innes Aggregates	0	0	0	2	0	3	1	6
General Manager's Office	0	0	0	0	0	2	1	3
Governance, Risk and Corporate Planning	0	0	0	0	2	0	0	2
Infrastructure Delivery	0	1	1	8	9	8	2	29
Integrated Water Services	0	1	1	4	1	1	0	8
Library	0	0	1	0	2	1	1	5
Place and Growth	0	0	1	0	1	0	0	2
Planning and Regulatory Services	0	0	0	5	3	1	0	9
Recreation and Open Spaces	0	0	2	2	4	3	0	11
Saleyards	0	0	0	0	0	1	0	1
Totals	1	3	14	26	39	41	11	135
% of Total Workforce	0.74	2.22	10.37	19.26	28.89	30.37	8.15	100.00

TOTAL STAFF PERFORMING PAID WORK ON 23 NOVEMBER 2022

	Total Staff
Permanent Full-time	102
Permanent Part-time	18
Temporary Full-time	1
Temporary Part-time	1
Casual	22
Total Staff	144

STAFF CONSULTATIVE COMMITTEE

The Constitution of the Glen Innes Severn Council Staff Consultative Committee provides for the following representatives:

- Two elected representatives from the Corporate and Community Services Directorate, one or more of which shall be a member of the **United Services Union (USU)**
- Two elected representatives from the Infrastructure Services Directorate, one of which shall be a member of **the Local Government Engineer's Association (LGEA)** and the other a member of the USU
- Two elected representatives from the Development, Planning and Regulatory Services Directorate, one of which shall be a member of the **Development and Environmental Professionals Association (DEPA)** and the other a member of the USU
- Up to four management representatives appointed by the General Manager
- Ex officio members comprising Council's Manager of Administration and Human Resources and Human Resources Officer (Payroll), plus others as required

Staff Consultative Committee meetings are held every two months. The Committee keeps minutes of all meetings, signed by the Chair.

RECRUITMENT AND SELECTION

Council conducts all recruitment and selection activities in accordance with its **Equal Employment Opportunity (EEO)** Management Plan, EEO Policy, and recruitment and selection policies and procedures. All positions, including casual and short-term positions, are advertised to attract suitably qualified applicants.

Prior to advertising, each new or vacant position has a detailed position description developed, with selection criteria appropriate to the duties and responsibilities. Applicants are required to address each criterion.

Independent selection panels, approved by the Manager of Administration and Human Resources, make all selection recommendations or decisions. Where practicable, each panel will include at least one member who is completely independent of Council.

All panel members receive instruction in merit-based recruitment principles and procedures and are required to declare conflicts of interest. Panel decisions/ recommendations, and the reasons for such, are documented.

Applicants who are dissatisfied with the recruitment and selection process may appeal the decision to the General Manager.

POSITION DESCRIPTIONS

Position descriptions are reviewed prior to positions being advertised or otherwise when a job is redesigned or has altered responsibilities. Each employee is provided with a copy of his/her position description when she/he is offered a position.

EMPLOYMENT REMUNERATION AND JOB EVALUATION

Council has adopted a 24 Grade Salary System to complement the Bands and Levels in the Local Government (State) Award. Positions are evaluated using the Mastertek Job Evaluation System (M-JES) for NSW Local Government. The Salary System and M-JES comprise Council's principal means of determining the salaries of staff other than Senior Staff.

ENTERPRISE BARGAINING

Council has no Registered Enterprise Agreements.

EQUAL EMPLOYMENT OPPORTUNITY

Covered under Equal Employment Opportunity Management Plan in this report.

STAFF DEVELOPMENT AND TRAINING

New employees are inducted to ensure that staff obligations, rights and conditions of employment are covered at commencement. In addition to work site inductions, individual induction sessions and group inductions are held for new employees.

Employees are required to participate in Council's annual skills / performance appraisal process, with appraisals occurring in June each year. Skills gaps and training requirements are identified through this process, and employees are provided with the training necessary to meet skill / competency requirements.

Council also provides staff with the opportunity to participate in its Study Incentives Policy, which aims to encourage employees to further develop their knowledge and skills through the provision of incentives to undertake education and training in work-related approved study courses.

Corporate training was provided in the following areas:

- Induction training for new staff
- Work Health and Safety (WHS)
- Cyber security awareness
- Digital literacy
- Pool lifeguard
- Best practice in Local Government recruitment
- Taxation laws and updates
- Kids Safe playground inspection
- Personal Assistant / administration skills

In addition to the above training, individual sections provided an extensive range of training for their staff. Council supported the following government-funded traineeships or apprenticeships:

- Automotive Technology
- Horticulture
- Local Government Regulatory Services
- Water and Wastewater Plant Operation

In addition to Council's formal training programs and traineeships, several staff members accessed Council's Study Incentives Policy during the year to further their education and professional development.

GRIEVANCE MANAGEMENT

Staff grievances are managed in accordance with Council's Grievance Resolution Policy and Procedures.

WORKPLACE HEALTH AND SAFETY (WHS)

To meet its WHS obligations and manage workplace injuries, Council has adopted a:

- Work Health and Safety Policy
- Work Health and Safety Management Plan
- Workplace Injury Management and Return to Work Policy
- Risk Management Policy
- Smoke Free Workplace Policy
- Sun Smart and Personal Protective Equipment Policy
- First Aid Policy
- Officers' Due Diligence Framework

Council's agreed methods of workplace consultation under the *Work Health and Safety Act 2011* include workplace committees, **Health and Safety Representatives (HSRs)**, team meetings and Toolbox meetings. Safety issues or initiatives agreed on at a workplace level are referred to the WHS Consultative Group, which includes all members of Council's Management Executive team, HSRs, Council's WHS Coordinator and managers from high-risk work groups. These arrangements have been in place since April 2012 and are reviewed periodically in consultation with workers and their representatives.

Council's WHS Management Plan sets out requirements for regular workplace hazard inspections and WHS audits, to ensure that workplaces are free from hazards and other risks. Council maintains a Hazardous Substances Register, Confined Spaces Register, Asbestos Register and WHS training registers. The WHS Coordinator reports workplace injuries and time lost to Council on a regular basis.

In addition to the above, other WHS activities completed / undertaken included:

- Successful completion of the WHS Self Audit and Public Liability Audit as required by Council's insurer StateCover and StateWide Mutual respectively
- Testing of fire-fighting equipment and emergency equipment at all worksites in accordance with legislative requirements
- Attendance by Council representatives at meetings of the Northern Inland Risk Management Group and annual StateWide Mutual Risk Management Conference
- Ergonomic assessments of office workstations and construction plant
- Regular functional assessments for staff working in positions with high physical demands
- Health screening for staff working in positions with potential exposure to dust related illnesses
- Vaccinations for staff as part of Council's Vaccination Policy
- Hearing tests for all staff identified as being high risk for hearing loss
- Skin checks for all staff identified as being high risk for sun exposure

Employees received the following WHS training:

- First Aid
- Chemical safety
- Traffic control
- Traffic management
- Traffic lights update course
- Working near overhead powerlines
- Sharps handling
- Pole saw operation
- Forklift operation
- Dogging skills
- Asbestos awareness
- Chainsaw – trim, cut and fall trees

SECONDARY EMPLOYMENT

Council's Code of Conduct for Council Staff may prohibit employees from engaging in secondary employment that does, may be perceived to, or could cause a conflict of interest with the employee's service with Council. Prior to engaging in secondary employment, employees must apply to the General Manager for approval.

EXIT OF STAFF

It is Council's policy to conduct exit interviews with employees upon retirement, resignation or any other exit.

COUNCIL OR COUNCILLOR CONTACT INFORMATION

Customer Relations

The Customer Service Team is Council's first point of contact for the community. The Customer Service Team are available for face-to-face and telephone enquiries on **02 6730 2300** from 8.30am to 4.30pm, Monday to Friday.

Correspondence

All correspondence to Glen Innes Severn Council should be addressed to the General Manager and forwarded to:

Glen Innes Severn Council
PO Box 61
GLEN INNES NSW 2370
Email: council@gisc.nsw.gov.au

Glen Innes Severn Council
265 Grey Street
GLEN INNES NSW 2370
www.gisc.nsw.gov.au

Public Officer

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

Council Notices

Council advertises regularly in the Glen Innes Examiner, including information about proposed developments, draft policies, positions vacant, public notices and Council meeting dates and times. Council also produces a Resident Newsletter and advertises in other publications when relevant.

Council Website

Council's website is located at www.gisc.nsw.gov.au. The website includes information about Council services, media releases, positions vacant, booking information for Council facilities and forms. Public documents can also be accessed on the website and includes Business Papers, Integrated Planning and Reporting documents, Plans and Policies.

The Councillors elected at the 2021 elections with contact details are:

Cr Rob Banham (Mayor)

Mobile: 0419 643 449
Email: rbanham@gisc.nsw.gov.au

Cr Troy Arandale (Deputy Mayor)

Mobile: 0429 162 791
Email: tarandale@gisc.nsw.gov.au

Cr Tim Alt

Mobile: 04208 669 179
Email: talt@gisc.nsw.gov.au

Cr Lara Gresham

Mobile: 0407 311 257
Email: lgresham@gisc.nsw.gov.au

Cr Jack Parry

Mobile: 0414 534 153
Email: jparry@gisc.nsw.gov.au

Cr Andrew Parsons

Mobile: 0427 325 504
Email: aparsons@gisc.nsw.gov.au

Cr Carol Sparks

Mobile: 0427 709 686
Email: csparks@gisc.nsw.gov.au

APPENDICES

APPENDIX A: Report on the Operational Plan 2022-2023

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

APPENDIX B: Government Information (Public Access) Report 2022-2023

Statistical Data relating to the number of Access Applications received, refused and other data relating to Access Applications may be viewed in the GIPA Annual Report.

APPENDIX C: Audit of Open Access Information

Council is required to prepare an annual report in accordance with the requirements of section 125 of the GIPA Act and Clause 7 of the GIPA Regulation. The annual report is also required to include statistical information on formal access applications in the form required by Schedule 2 of the GIPA Regulation.



APPENDIX A – Report on the Operational Plan 2022-2023





Annual Review

2022/2023 Operational Plan

1: General Managers Office

General Managers Office

Economic Development

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.5.2	Tourism and Events Officer	Progressing	<p>Naveze digimap build with points of interest. Council to continue with ongoing support as each step is completed. Assisted The Production Group with content build for the Skywalk which is now completed. Recording and filming were completed on 7 October 2022 and post-production and testing completed with integration into the mapping technology started.</p> <p>A grant application was submitted to the Regional NSW Business Case and Strategy Development Fund for the New England Rail Trail Geotourism Experience Development which will investigate the potential to drive direct revenue as this was not possible within the budget of the Skywalk project. Fleetwood construction has commenced with a completion date of 31 August scheduled</p>

Action: Facilitate the development of new attractions, activities and events that leverage under-utilised assets that are supported by local community interest groups.

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.6.1	Tourism and Events Officer	Completed	<p>Bouldering - new content for the Glen Innes highland website is in development and a new Bouldering event is undertaking internal discussions with Governance and externally with the Stonehenge Management Board, master plan development.</p> <p>Wild Running - new event in partnership with a wild running event partner are in progress.</p> <p>New England Rail Trail - continuous meetings to progress the regulations, funding deed and lease terms.</p> <p>Skywalk - Geotourism Experience development underway alongside design and construction.</p>

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.6.2	Tourism and Events Officer	Completed	Tour Route 11 is being developed as part of the new tourism signage review with Geotourism content. Current drives are promoted through Glen Innes Highlands and New England High Country marketing activity. Self-guided tours are dependent on the Tourism Itinerary and Packages Platform being funded and developed.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.5.1.1	Grants Officer	Completed	Exceeded minimum 10 monthly newsletters target by writing and publishing 11 monthly newsletters during FY 2022/2023. Approved grant application for Reconnecting Regional NSW Community Events Program - Glen Innes Severn Community Cohesion and Business Assistance Events Program for a total approved grant allocation request of \$301,708 EX GST. Eleven community event programs were included in this funding application. A combination of community organisation partner and Council managed events. Community event projects included: <ul style="list-style-type: none"> CWA 100th Anniversary Event; Rotary Markets in the Highlands; Vegetable Creek MPS (Hospital) 20 year anniversary and Emmaville Village 150 year anniversary celebrations; GISC Inclusive Family Event; Walk of Light; Gemorama; A Night Out on Us Concert Series; GISC School Holiday LGA Swimming Pools Activities; Community Classes and Workshops - Highlands Business and Community Hub; and GISC Aged & Engaged Community Event. Identified underspend with the Bushfire Community Recovery and Resilience (BCRRF) funded Council-led Community Grants Program. The following community projects were funded: Glen Innes and District Community Centre and Reachout Toy Libraray Gymini Crickets Toddlers Recreational Activities. Council corresponded with NSW Government funding department and implementation of Funding Service Agreements with the two additional community organisation funding recipients.

Action: Share the Glen Innes Highlands Housing Assessment and the Housing Strategy 2022-2041 to encourage a healthy residential land development and construction sector is

also a crucial part of any local economy, directly supporting local jobs and businesses, whilst enabling population growth and improved lifestyle options for residents.

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.1	Director Place and Growth	Progressing	Council is working with Regional NSW and Department of Planning to develop a region-wide affordable housing strategy. Gyde Planning has been engaged by NSW State Government to undertake research and guide planning/policy at a regional level.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.2	Director Place and Growth	Completed	Total of 16 single dwellings, 12 subdivisions, and 3 multi-unit dwellings were determined in 2022/23.

Action: Increase the Contribution of Housing Industry to the Local Economy - Increase apprenticeship and work opportunities in local building.

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.3	Tourism and Events Officer	Completed	The Housing Assessment and Affordable Housing Strategy was shared with the industry through the Economic Development Newsletter. A Workforce Attraction and Retention Strategy workshop will be delivered at the Highlands HUB to encourage the increase of apprenticeships and work opportunities. The Regional Learning System development will contribute to this action also when completed.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.4	Director Place and Growth	Completed	All buildings are assessed to comply with the minimum energy and water reduction requirement in NSW with an online tool called BASIX. The BASIX tool is one of Australia's strongest sustainable planning measures to increase thermal comfort of the residential development providing improved livability in local housing stock. Building additions are also required to install insulation and applicants are encouraged and supported to provide sustainable construction methods.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.5	Director Place and Growth	Completed	All buildings are assessed to comply with the minimum energy and water reduction requirement in NSW with an online tool called BASIX. The BASIX tool is one of Australia's strongest sustainable planning measures to increase thermal comfort of the residential development. Building additions are also required to install insulation and encouraged to install renewable energy to increase liveability and wellbeing.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.6	Director Place and Growth	Progressing	A development control unit meeting is held weekly on a Thursday afternoon. This is a service provided to the community as demand is needed. It is a meeting to assist the community with the process of lodging approvals with Council and advice given by council employees to potential applicants of applications and owners regarding their proposed development.

Action: Utilise research, tools and policy data to inform the delivery of strategic priorities of the Housing Strategy and to encourage people to move to Glen Innes Highlands.

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.3.1	Director Place and Growth	Progressing	Council is working with Regional NSW and Department of Planning to develop a region-wide affordable housing strategy. Gyde Planning has been engaged by NSW State Government to undertake research and guide planning/policy at a regional level.

Action: Lobby State Government for the inclusion and participation in the new Hospital upgrade and the attraction of GP's and healthcare professionals to regional areas.

Action Code	Responsible Position	Status	Annual Comment
CS 1.7.3.1	General Manager	Progressing	No additional actions have been undertaken noting the project is underway and actions outlined in other actions.

Action: Lobby State Government and partner with the NSW Rural Doctors Network to provide incentive packages to attract additional healthcare professionals to the LGA/Regions

Action Code	Responsible Position	Status	Annual Comment
CS 1.7.3.2	General Manager	Progressing	Activity in this space relates to discussions ongoing with Hunter New England Health and the PHN regarding options for improved medical services witnessed by numerous meetings with them.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.1.1	Director Place and Growth	Progressing	Director of Place and Growth is a committee member of GLENRAC. Agri-Innovation Plan is being implemented in accordance with GISC and GLENRAC objectives and priorities.

Action: Lobby State and Regional Government Planning Departments to provide more transparency and collaboration in state-managed investment opportunities to better benefit the local community.

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.1.2	General Manager	Completed	Council continues to play an active role in the Coalition of Renewable Energy Mayors and working with EnergyCo regarding the New England Renewable Energy Zone.

Action: Provide support to the local Agricultural Industry to encourage on-farm diversification

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.1.3	Director Place and Growth	Completed	Director Place and Growth is a committee member of GLENRAC with this action being delivered in accordance with GISC and GLENRAC objectives and priorities.

Action: Provide an annual report to Council on local economic leakage and leverage the report to drive local growth and supply-chain opportunities in the subsequent financial year.

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.1.4	Director Place and Growth	Not Progressing	A review of this information and value will be conducted in 2023/24.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.1.5	Director Place and Growth	Completed	Council has been working with other Mayors and GMs in the NE REZ to create a collaborative approach to benefiting the community from future development funds. A statement of expectation has been drafted.

Action: Advocate to build reputation as a high-quality food and fibre production region in collaboration with GLENRAC.

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.2.1	Director Place and Growth	Progressing	Director of Place & Growth is a committee member of GLENRAC. The Acting Manager Economic Development & Tourism and Director Place and Growth meet with GLENRAC quarterly to progress this action in accordance with GLENRAC's objectives and priorities.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.2.2	Grants Officer	Completed	<p>Council partnered with GLENRAC during FY 2022/2023, through current successful grant stream applications as follows:</p> <ul style="list-style-type: none"> • Australian Government Building Better Regions Fund (BBRF) Round Five - GLENRAC - Creating Capability & Confidence for Community Champions. Grants Officer Richard Quinn was the invited Council representative of the GLENRAC organised Steering Group for this grant stream. • Australian Government Black Summer Bushfire Recovery Rural Address Signage Project. Rural landholder administration project partner. • NSW Government Bushfire Recovery (BCRRF) - Recovery and Resilience Training. <p>Through the following successful grant applications in FY 2021/2022, 2022/2023 and 2022/2023, Council partnered with community organisations during FY 2022/2023 to deliver:</p> <ul style="list-style-type: none"> • Reconnecting Regional NSW Community Events Program - Glen Innes Severn Community Cohesion and Business Assistance Events Program for a total approved grant allocation request of \$301,708 EX GST. Eleven community event programs were included in this funding; • Bushfire Community Recovery & Resilience Fund (BCRRF) Council-led Community Grants Program. Eight community organisation recipients; • Stronger Country Communities Round Four - Emmaville War

Action Code	Responsible Position	Status	Annual Comment
			Memorial Hall Committee managed upgrades; Successful variation for time extension was achieved for Black Summer Bushfire Recovery Pinkett Resilience - 355 Committee Pinkett Recreation Reserve. Council provided quarterly grants progress reports for Australian Government and NSW Government MP's .

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.1.3.1	Director Place and Growth	Not Progressing	Community Resilience Network is no longer operating in the Glen Innes Severn Local Government Area.

Action: Refresh/adapt/amend/update existing marketing and promotional assets & content to incorporate new positioning – “Where adventure meets nature, culture and history”.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.1	Tourism and Events Officer	Progressing	Keo Agency was appointed following a procurement process for the Glen Innes Highlands brand refresh project. The updated brand strategy and visual concept is currently being reviewed.

Action: Deliver a proposal for the lease of the Glen Innes Railway Station to enable the future establishment of a cultural centre as the key bookend to the New England Rail Trail (NERT).

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.2	Director Place and Growth	Not Progressing	The progress of this project was subject to receiving external funding - funding was not successfully achieved in 2022/23. As the rail trail project develops, ancillary value-add projects such as the lease and occupation of the Railway Station will become more critical and hence likely to attract additional funding/interest/investment.

Action: Deliver a master plan for the development of Stonehenge Recreational Reserve as a New England Rail Trail (NERT) attraction and activity node.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.3	Director Place and Growth	Progressing	The progression of this action in 2022/23 was subject to receiving external funding - no funding was received for this project in 2022/23. Council will continue to seek funding opportunities where appropriate to progress this action in 2023/24. As the rail trail project progresses, it is anticipated that ancillary value-add opportunities such as a Master Plan for Stonehenge Recreational Reserve will become a more prominent project and hence likely to attract funding.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.4	Tourism and Events Officer	Progressing	Council is in the process of updating the Tourism Signage Plan report to encompass issues raised such as development consents, funding/costs and responsibility. Further work will be undertaken to progress this project once resourcing becomes available. Report to Council by the June 2024 Ordinary Council Meeting as part of the 2023/2024 Operational Plan.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.5	Tourism and Events Officer	Progressing	This action is part of the delivery of the Signage report which contains recommendations and actions to improve signage and placement of long bay parking.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.6	Tourism and Events Officer	Completed	Council has been assisting the delivery of the New England High Country working group and has been delivering marketing campaigns and fostering ideas to increase visitation in the region through developing and contributing to the NEHC website and socials, engaging social media influencers and advertising in Traveler Magazine, Found magazine, Granite magazine and other prominent publications to leverage our

Action Code	Responsible Position	Status	Annual Comment
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regions tourism assets. NEHC also contributed information to transport for NSW to develop a new Motorcycle brochure with HEMA maps encouraging rides and safety in NEHC.

Action: Encourage and support Glen Innes Highlands Visitor Association (GIHVA) to merge with Business In Glen (BIG) to provide whole-of-business approach to establishing a local Chamber of Commerce.

Action Code	Responsible Position	Status	Annual Comment
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ED 2.2.1.7 Director Place and Growth Completed GIHVA at its Annual General Meeting on 19 September 2022, resolved to discontinue as a standalone organisation.

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

Action Code	Responsible Position	Status	Annual Comment
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ED 2.2.1.8 Tourism and Events Officer Completed Council has supported the growth of the visitor economy by operating the Glen Innes Highlands Hub and engaging organisations to hold their meetings, events and functions in the Hub's conferencing facilities. Examples of use include, Woolworths, the New England Writers Festival and Committee strategic planning meetings. The Glen Innes Highlands Hub has and will continue to advertise and include its conferencing facilities in its marketing strategy. Council continues to engage businesses, and interagency to host workshops and conferences.

Action: Seek grant funding to deliver a Geotourism experience on the New England Rail Trail from Glen Innes to Ben Lomond by partnering with innovative experience and mapping technology, industry and educational institutions.

Action Code	Responsible Position	Status	Annual Comment
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ED 2.2.1.9 Grants Officer Not Due To Start At the March 2023 Council Meeting, Council resolved to progress the lease arrangements and commence the design process for the construction and ongoing operation of the New England Rail Trail between Glen Innes and Ben Lomond. Therefore, seeking grant funding to deliver a Geotourism experience for the Rail Trail has not commenced as the planning and construction of the rail trail project is yet to commence.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.10	Tourism and Events Officer	Completed	Completed - Strategy reviewed, Geotourism scoping studies procured, Horizons completed and scoping studies delivered and shared with Geo Survey. No further feedback from Geo Survey. Ongoing - to develop Geotrails and Geotails through content build for Skywalk project. Detailed Geotourism scoping studies have been provided to the NSW Geological Survey for the GeoRegion to be defined. This is supported by the Coordinator of the National Geotourism Strategy and the inclusion of geotourism in relevant national and regional strategies.

Action: Encourage and advocate LGA's in the defined GeoRegion to embrace Geotourism to contribute to the collection of region-wide geotrails and geotales whilst building product and experience to create a case to nominate the defined GeoRegion as an aspiring UNESCO Global Geopark.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.1.11	Director Place and Growth	Progressing	A significant step forward has been made in Q4 to meet this objective with Council being advised that it has been successful in receiving support from the Geological Survey of NSW for the 'Glen Innes Highlands GeoRegion' project. The Department of Regional NSW, stated that Glen Innes is a 'good basis for developing the geological potential of the geotrails'. The Glen Innes Highlands GeoRegion now joins with the Ku-ring-gai (NSW) and Murchison (WA) as pilot projects of the National Geotourism Strategy.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.2.1	Tourism and Events Officer	Completed	Council and Australian Standing Stones Management Board & ACF Working Group have monthly meetings. The ACF had one of its most successful events.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.2.2	Grants Officer	Completed	

Action: Deliver the strategic outcomes across sustainability, visitor experience, marketing and promotion, organisational infrastructure and governance in the ACF Strategic Plan.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.2.3	Tourism and Events Officer	Completed	The ACF was held in May 2023 and celebrated the Year of Scotland. ACF improved accommodation through partnerships with LJ Hooker homestay as well as partnering with New England High Country to assist with promoting their accommodation options. ACF Marketing Plan was followed, REAF Grant funding of 110,000 was also used for better accessibility, International an inclusive performers and infrastructure. Visitor numbers increased, as did the demographic shifting to a younger audience. Planning for 2024 has begun with new Operational Plan in place based on feedback from debrief.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.3.1	Tourism and Events Officer	Completed	A very successful 2023 Minerama Fossicking, Gem and Jewellery Show was delivered in collaboration with the Minerama Festival Committee.

Action: Deliver a new website for Minerama in consultation with the Minerama 355 Committee of Council.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.3.2	Tourism and Events Officer	Completed	Funding is secured from the Destination NSW Regional Events Fund for the development on the website. The project has been outsourced to a contractor for delivery. Assets received and implementation in progress Project is due for delivery end of July.

Action: Deliver a proposal including a governance framework that will enable the event to grow and be less reliant on volunteers.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.3.3	Director Place and Growth	Progressing	The Minerama Committee failed to form a committee at the Annual General Meeting. A report to the September 2023 Ordinary Council Meeting will be presented to propose the future direction for this event.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.4.1	Tourism and Events Officer	Completed	Council delivered a successful event with many stallholders, local community groups and businesses benefitting from the event. It also launched the Walk of Life event which brought visitors from around the region to experience Glen Innes.

Action: Provide a dedicated Christmas tree, new decorations, refreshed street and highway signage for Grey Street, Glen Innes.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.4.2	Tourism and Events Officer	Completed	All scheduled decorations were completed. New banners produced and installed. Dedicated Christmas tree was supplied by Mr & Mrs Hill lighting and placed on the roundabout. Old Christmas tree did not have enough budget allocated to be repaired. The Christmas tree in the Town Square has damaged and fragile decorations that need replacing and upgrading. This could not be facilitated in the 2022/2023 Operational Budget. The Wish sign was moved to the Visitor Information Centre in 2022 to make room for the Walk of Light installations in the town square. Town Hall Christmas Garlands were in place.

Action: Act as the key gateway contact to facilitate community event requirements and requests of Council.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.5.1	Tourism and Events Officer	Completed	Council completed the online event form and identified a 'one stop' contact to have business and community event listed and supported by Council. Council does this through placing event flyers in the Visitor Information Centre (VIC) window, information gondolas and through Glen Innes Highlands event calendar, socials and newsletters. Council continues to support community events, and assists Community Committees of

Action Code	Responsible Position	Status	Annual Comment
			Council, including Australian Standing Stones Management Board, Emmaville Mining Museum, Australia Day Committee and Minerama. Council delivered Minerama, the Australian Celtic Festival and is working on the delivery of Christmas in the Highlands and supporting the Revitalise project manager with the Transport for NSW partnered event at the Glen Innes Train Station on 25 November. Council has had regular meetings with the Glen Innes Business Chamber about event incubation of a seasonal event for Spring. Council supported over seventy community events throughout the year with publicity support through the VIC, socials and newsletters. Council successfully delivered three Council events in 2022/2023 and supported five events with funding support including Matt Scullion tour, 100th Anniversary CWA, Walk of Light, School Holiday Programs and Emmaville Hospital Fete.

Action: Develop priority projects maximising the potential of key attractions, events, and assets via establishing partnerships with event organisers to facilitate new events to the LGA aligned to the brand positioning to strengthen product and experiences across the annual events calendar.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.5.2	Tourism and Events Officer	Completed	Council continues to look for opportunities to support new events and community events. Support is provided by uploading events on ATDW, sharing flyers, GIH newsletters, website and social media channels and marketing plan. Council attended bimonthly meetings with the Emmaville Mining Museum and assisted the committee through a Museums' Standards program which assisted them with compliance, display improvements, succession planning and donations policy. Council attended monthly meetings with the Australian Standing Stones Management board to assist with recommendations for improvements to the tourist attraction, Council assisted the Minerama committee to deliver the Minerama event held in March 2023. Council liaised with community not for profits to assist with marketing and developing their events. Council also received funding from Transport for NSW to partner on the reVitalize Festival of Place event on 25 November 2023, which looks at underutilized assets and will be held at the Glen Innes Railway Station.

Action: Provide promotional support for community events at the Visitor Information Centre through displaying event collateral and uploading events to the Australian Tourism Data Warehouse (ATDW).

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.5.3	Tourism and Events Officer	Completed	Council supports community events and does this with the assistance of the Visitor Information Centre Tourist Assistants who print, promote and upload into ATDW. All events supported are listed in a monthly update.

Action: Provide marketing support for community events through Glen Innes Highlands channels.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.5.4	Tourism and Events Officer	Completed	Marketing support has been provided by uploading events onto the Australian Tourism Data Warehouse (ATDW) and/or encouraging event organisers to upload as Glen Innes highlands website is a distributor. Local events continue to be supported through display marketing at the Visitor Information Centre.

Action: Provide a well-resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.1	Tourism and Events Officer	Completed	The Visitor Information Centre was well stocked and up to date. The Tourism and Event newsletter and attendance of GIHVA monthly meetings each month reinforces that messaging. The Events window is up to date with community events uploaded into ATDW. The VIC assists visitors with up-to-date road closure information and ensures bespoke information to get the most out of their visit to Glen Innes and onwards to their next destination. Partnerships with Local Cultural Tourism operators to improve First Nations tourism initiatives. Contributed to newsletters and attended interviews and radio spots to promote tourism and events in Glen Innes.

Action: Continue to utilise volunteers to assist with staffing of the Visitor Information Centre.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.2	Tourism and Events Officer	Completed	The Visitor Information Centre (VIC) ran a continuous yearly campaign to engage volunteers for the VIC through socials, signage and word of mouth. Post COVID, the VIC suffered as volunteers were concerned about exposure with the public, thus reducing our volunteer pool. Volunteers are increasingly harder to engage due to community group fatigue and many of the volunteers are retirees that have chosen to go back to the workforce. The VIC continues to engage volunteers, especially new residents and through school workplace programs when available.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.3	Tourism and Events Officer	Progressing	Several activity brochures have been updated including Birdwatching; Country Drives; Old Grafton Road 4WD; Fossicking; Fishing. The Visitor Information Centre was freshly painted and new signage installed to make the centre more visible to visitors. Tourism assistants have produced new flyers with QR codes to assist during out of business hour enquiries.

Action: Leverage digital technology to enhance and optimise the customer experience to 24/7 servicing and improve the ability of visitors to self-serve at the Visitor Information Centre.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.4	Director Place and Growth	Progressing	Council deploys a blended approach to optimise the customer experience at the Visitor Information Centre combining excellent face-2-face service and digital technology to ensure there is 24-hour access for visitors seeking information on the Glen Innes Severn region. Over the next 12 months Council will be seeking enhancements of our digital technology platform to ensure high quality visitor services continue to meet customer expectations and needs.

Action: Provide regular updates on Tourism and Events to the local visitor economy and relevant associations.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.5	Tourism and Events Officer	Completed	Council attended monthly GIHVA meetings and now Glen Innes Business Chamber meetings and provides a monthly Tourism and Events newsletter; Attends local community meetings for Rotary, Arts Council, Glen Innes Pottery Club, History House, Lioness Lions, Showgrounds and monthly meet ups with the Glen Innes Community Centre to inform about new tourism products and events.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.6.6	Tourism and Events Officer	Completed	Report completed and accreditation certificate received.

Action: Advocate to the New England High Country (NEHC) group of Council's to embrace Geotourism as a socio-economic opportunity for our region.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.7.1	Director Place and Growth	Progressing	A significant step forward has been made in Q4 to meet this objective with Council being advised that it has been successful in receiving support from the Geological Survey of NSW for the 'Glen Innes Highlands GeoRegion' project. Department of Regional NSW, stated Glen Innes is a 'good basis for developing the geological potential of the geotrails'. The Glen Innes Highlands GeoRegion now joins with the Kuring-gai (NSW) and Murchison (WA) as pilot projects of the National Geotourism Strategy.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.8.1	Tourism and Events Officer	Completed	The annual marketing plan is rolling over from the previous year until the new Marketing Assistant is appointed to review and further optimise. Paid digital and social media continues as business as usual alongside the newsletters distributed monthly to the relevant databases.

Action: Utilise available funding and partnerships to create new brand, experience and product content whilst leveraging user-generated content through social media channels.

Action Code	Responsible Position	Status	Annual Comment
ED 2.2.8.2	Tourism and Events Officer	Completed	The annual marketing plan is rolling over from the previous year until the new Marketing Assistant is appointed to review and further optimise. Paid digital and social media continues as business as usual alongside the newsletters distributed monthly to the relevant databases.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.1	Director Place and Growth	Progressing	Future funding opportunities will be sought where appropriate, to progress the Investment Attraction Strategy.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.3	General Manager	Progressing	This is an ongoing action, which will be undertaken in several ways e.g., supporting ALGA and LGNSW activities.

Action: Partner with Telco's servicing the LGA to improve broadband internet connection, infrastructure and speed prioritising local businesses.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.4	Director Place and Growth	Completed	Emmaville and Deepwater have been announced as locations to receive improved internet services through the construction of new fixed wireless broadband towers. These areas will receive faster, more reliable internet, which means a boost to education and job opportunities, opening more healthcare options, connecting more people, and making everyday tasks easier. NBN Co will commence detailed planning and will provide these communities with more details about the rollout in the coming months. The network of new and co-located NBN fixed wireless towers will be rolled out incrementally and will be completed by the end of 2025.

Action: Leverage the Glen Innes Highlands brand to encourage government, business and industry to 'INVEST' in Glen Innes

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.5	Director Place and Growth	Completed	This action is ongoing and part of Council's business as usual approach to attracting investment with the Local Government Area.

Action: Seek State &/or Federal assistance to fund the 'Remote Ready' programs and initiatives and deliver through Highlands Hub.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.6	Grants Officer	Completed	Highlands Hub have current FY 2022/2023 funding under the NSW Government - Australian Government joint initiative Bushfire Local Economic Development Support Fund (BLERF) 0426 approved stream for business and community training programs. Approved grant application had been submitted. In addition, Council secured NSW Government funding for Highlands Hub Community classes and workshops program for a project allocation of \$54,330 EX GST, through the Reconnecting Regional NSW Community Events Program - 015. This funded program completed activity on 31 March 2023. Council had also previously submitted a successful Australian Government Building Better Regions Round Five grant application, with Rural Advisory Service GLENRAC as external project partner. Under this funding stream, Creating Capability & Confidence for Community Champions training courses were conducted at the Highlands Hub during FY 2022/2023. The project delivered an intensive leadership development program across rural areas in New England to enhance participants' leadership capacity and encourage community cohesion. This well-patronised program was attended by participants from several LGA's. Grants Officer Richard Quinn also participated as a Council representative member of the steering committee for this funded project.

Action: Lobby for State Government to share the burden of asset depreciation costs to enable more infrastructure projects.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.7	General Manager	Completed	Council continues to strongly support the LGNSW position regarding the red fleet.

Action: Attend industry specific trade shows, exhibitions and other events related directly to identified growth opportunities and improving local strategies and outcomes.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.8	Director Place and Growth	Completed	

Action: Commence to facilitate Community Wealth Building Opportunities by partnering and creating opportunities to improve socio-economic wellbeing through place-based initiatives.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.9	Director Place and Growth	Progressing	Council is partnering with Ethical Fields and other participants in the Place Based Capital Program which will continue to develop further in 2023/24.

Action: Continually seek grant funding and investment to improve 'things to do' to improve liveability and attract more families.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.10	Grants Officer	Completed	<p>Council submitted the following approved grant applications for funding:</p> <ul style="list-style-type: none"> • Stronger Country Communities (SCCF) Round Five grant application for a total grant allocation request of \$932,710 EX GST. This grant application was approved for funding by NSW Government Department of Regional NSW. SCFF5 deliverables are Anzac Park Playground Upgrades, Covered Outdoor Learning Area, Sensory Garden; and Glen Innes and Emmaville Aquatic Centre Upgrades. Project components are due to commence from mid-2023. • Reconnecting Regional NSW Community Events Program - Glen Innes Severn Community Cohesion and Business Assistance Events Program for a total grant allocation request of \$301,708 EX GST. Eleven community event programs were included in this funding application. A combination of community organisation partner and Council managed events. Project completion date was 31 March 2023. Additional applicable approved grant applications that were written and submitted by Grants Officer Richard Quinn for FY 2022/2023 and FY 2023/2024 activity included: <ul style="list-style-type: none"> • Australian Government Black Summer Bushfire Recovery (BSBR) Glen Innes Indoor Sports Centre. Approved allocation: \$413,926. Deliverables include Kitchen and Café Fit-out, Outdoor Playground, Fire rated ceiling, doors and shelving in a required internal storeroom, Stadium curtain, and Internal wall lining. • Australian Government Black Summer Bushfire

Action Code	Responsible Position	Status	Annual Comment
			<p>Recovery (BSBR) Youth and Sports Precinct Upgrades and Connectivity. Approved allocation: \$738,523. Deliverables include Skate Park Redevelopment and Shared Pathway linking to Schools from Sports Precinct for footpath traffic and exercise activities.</p> <ul style="list-style-type: none"> Regional Sports Facility Fund - NSW Government - Glen Innes Indoor Sports Centre. <p>Approved allocation: \$734,763. Deliverables include two x multi-sport additional outside courts , spectator seating, shared concrete pathways, and Roof Solar Panels and installation.</p>

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.1.1	Director Place and Growth	Progressing	Council collaborates with Glen Innes TAFE to increase workforce skills to meet industry needs.

Action: Advocate for TAFE Glen Innes to leverage the Highlands Hub online platform and co-working operation to create awareness of TAFE courses and connect with the local community whilst supporting various training initiatives at the Highlands Hub through their networks.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.1.2	Tourism and Events Officer	Completed	<p>Highlands HUB officially opened on 14 October 2022. Operation, local engagement and program development is ongoing. Council met with the TAFE service coordinator on 30 November 2022, started the engagement process, and compared strategies on supporting skills development for existing, expanding and emerging industries. TAFE's main objective is to increase enrolment numbers and courses offered at the Glen Innes Campus. Council met with TAFE Services Coordinator in June 2023 to discuss the current free course initiative and support through Council channels, workshops at the Highlands Hub and to engage business and community as well as continuing partnerships and support in skills development. Highlands Hub maintains a Facebook page to increase awareness of the services, co working spaces and events that are facilitated at the Highlands Hub. Council encourages TAFE students to build connections with business and community through Highlands Hub.</p>

Action: Research the opportunity to build a formal traineeship program to enable staff development and succession planning and to provide opportunities to school-leavers at Council.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.1.3	Director Place and Growth	Progressing	This is linked to ED 2.4.2.1 and is dependent on the development and funding for the Regional Learning System Pilot.

Action: Pilot a Regional Learning Systems approach in collaboration providing the right environment and support for the needed connections to evolve and address workforce and skills challenges in the LGA.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.1	Director Place and Growth	Not Progressing	The Regional Learning System project did not receive funding and therefore has not progressed.

Action: Strengthen the business community, to support its workforce challenges, share information and provide input to the Regional Learning System.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.2	Tourism and Events Officer	Completed	The Glen Innes Business Chamber was launched on 16 March 2022, and collaboration continues between council and the business chamber with regular monthly catchups, to plan workshops and events that support the business community, its workforce challenges and share information. Highlands HUB officially opened on 14 October 2022, having focused on the project management of the build until then - now the focus shifts to operation, local engagement and program development.

Action: Establish a mechanism to lead the development and implementation of the pilot Regional Learning System by ensuring regular communication between Council, business community and education providers to develop integrated education, training and employment pathways.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.3	Director Place and Growth	Not Progressing	This action did not progress due to insufficient funding.

Action: Strengthen local liveability to improve services and infrastructure to ensure that the LGA is an attractive place to live and work leveraging the RAI Toolkit, Strengthening Liveability which includes: 1. Health services; 2. Education services; 3. Cost of living, including cost of housing 4. Amenity; 5. Connection to community; 6. Lifestyle.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.4	Director Place and Growth	Progressing	Council has a significant capital works program which has delivered and will continue to deliver improved liveability outcomes for the community. Example of projects that have commenced include, but not limited to: Anzac Park play equipment, upgrades to Glen Innes & Emmaville Aquatic Centres, upgrade of the Glen Innes Skate Park, the opening of the Glen Innes Indoor Sports Stadium and Highlands Hub facilities, and the installation of amenities at Centennial Park.

Action: Build pride, advocacy and positivity within our local community through a collaborative marketing ecosystem driven by one purpose.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.5	Tourism and Events Officer	Completed	Highlands HUB officially opened on 14 October 2022 having focused on the project management of the build until then - now the focus shifts to operation, local engagement and program development. Council supported skills and development for existing, expanding and emerging industries by partnering with local community groups, members and organisations and supporting them when hosting workshops at the Glen Innes Highlands Hub. Support included, building an online presence as part of the social media marketing strategy to share workshops and engage with community members, encouraging the community to attend the skill development workshops. Council continues to support the skills and development for existing, expanding and emerging industries by advocating through the Glen Innes Highlands Hub channels, sharing the positive impact these industries are making in the community.

Action: Showcase the LGA's liveability factors to targeted audiences to ensure they are aware of the opportunities available by marketing, programs and activities to encourage people to MOVE to Glen Innes highlands.

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.6	Tourism and Events Officer	Completed	The marketing strategy continues to be executed and optimised.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.4.2.7	Tourism and Events Officer	Completed	Membership is secured and leveraged with Council attending monthly meetings and providing updates to data for the re-launched 'move to more' website and campaign. Many Glen Innes stories have been showcased.

Action: Seek grant funding to facilitate the delivery of a range of local education programs, workshops and initiatives at the Highlands Hub co-working space.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.1	Grants Officer	Completed	Highlands Hub have current FY 2022/2023 funding under the NSW Government - Australian Government joint initiative Bushfire Local Economic Development Support Fund (BLERF) 0426 approved stream for business and community training programs. Approved grant application had been submitted. In addition, Council secured NSW Government funding for Highlands Hub Community classes and workshops program for a project allocation of \$54,330 EX GST, through the Reconnecting Regional NSW Community Events Program - 015. This funded program completed activity on 31 March 2023. Council also previously submitted a successful Australian Government Building Better Regions Round Five grant application, with Rural Advisory Service GLENRAC as external project partner. Under this funding stream, Creating Capability and Confidence for Community Champions training courses were conducted at the Highlands Hub during FY 2022/2023. The project delivered an intensive leadership development program across rural areas in New England to enhance participants' leadership capacity and encourage community cohesion. This well-patronised program was attended by participants from several LGA's. Council also participated as a representative member of the steering committee for this funded project.

Action: Advocate for a local mentoring program to address the lower levels of high school completion rates and to cultivate their human network and improve their future socio-economic capital.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.2	Director Place and Growth	Progressing	Highlands Hub hosted several workshops designed for senior school students and the community to increase engagement in learning and further career prospects. Council's Professional staff are engaging in high school projects to bring a 'real world' and career perspective to the student learning program. Council has also recently hosted High School work placements in a variety of Council work areas.

Action: Facilitate a detailed study into the outflow of people moving to the area to create incentives to stem the outflow and retain families, investigating the link between occupation types leaving and industry services local demand

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.3	Director Place and Growth	Not Progressing	The delivery of this action will be subject to receiving external funding.

Action: Seek State &/or Federal assistance to fund the 'Local Jobs Program' / Regional Learning System.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.4	Grants Officer	Completed	An appropriate grant funding opportunity has not been identified to date as available for funding for this project at the Highlands Hub. NSW Government and Australian Government changes in government have seen no new applicable funded programs opportunities during FY 2022/2023.

Action: Provide opportunity through the Highlands Hub programs and initiatives to provide a pathway for high-school and university leavers to consider remaining in the LGA, starting a business and contributing to local economic prosperity.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.5	Tourism and Events Officer	Completed	Council engaged Country University Centre in November 2022 and initial discussions surrounding funding, governance, site requirements and expected student numbers were discussed as part of strategically planning a Country University Centre in the Glen Innes Severn Council locality. The Glen Innes Highlands Hub meets the site requirements and this opportunity will contribute to a pathway for high school and university leavers to consider remaining in the area.

Action: Support local businesses to promote Glen Innes Highlands as a great place to live and work and create a solution to monitor in and out migration.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.6	Tourism and Events Officer	Completed	The Glen Innes Highlands Hub continues to support local businesses to promote the Glen Innes Highlands as a great place to live and work. Evaluating the "invest" profile of the town and working with the Business Chamber as it acquires and merges with the Glen Innes Highlands Visitor Association, creating a source of truth for businesses to attract and retain workers.

Action: Investigate and recommend how the 'Clean Jobs Plan' can assist in building our local economy whilst tackling climate change and creating more local job opportunities.

Action Code	Responsible Position	Status	Annual Comment
ED 2.5.1.7	Director Place and Growth	Progressing	Limited resources and funding in 2022/23 have limited progress on this action.

Action: Monitor the Glen Innes Saleyards to ensure a break-even or profit is achieved; if not achieved determine the ongoing viability of and strategy for the Glen Innes Saleyards.

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.1.2	Director Place and Growth	Progressing	Consultation commenced with the Saleyards Advisory Group to achieve objective. Further work on determining the preferred operating model of the Saleyards will be undertaken throughout 2023/24.

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.4.1	Tourism and Events Officer	Completed	This year, Council incorporated programs and initiatives to drive local socio-economic prosperity via operating the Glen Innes Highlands Hub and supporting the Facilitator Humble Hub to facilitate three master classes. These masterclasses delivered were 1. Building an online business. 2. Customer acquisition strategies and 3. Understanding your customer. These masterclasses were strategically chosen to encourage social mobility via enabling community to increase their self-efficacy and skills in starting a business. Council will continue to assist with the operations of the Highlands Hub and develop programs and initiatives to drive move people and businesses to use the facilities through newsletters and social media.

Action: Secure funding to build and deliver the pilot 'Tourism Itinerary & Packages Platform' as an opportunity for Council to create a new business unit that generates additional revenue to Council.

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.4.2	Director Place and Growth	Progressing	Funding was not secured to progress this action in 2022/23 however Council will continue to seek funding opportunities in 2023/24 to deliver this action.

Action: Consult with National Parks and Wildlife regarding opportunities to increase signage of the National Parks in the LGA.

Action Code	Responsible Position	Status	Annual Comment
EH 4.3.1.1	Tourism and Events Officer	Completed	Four Seasonal meetings held with NPWS. Signage recommendations discussed and sent to NPWS. Findings to be incorporated in final Glen Innes Signage audit. Consultation complete.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.6.1	Director of Infrastructure Services	Completed	Grant funding opportunities have been reviewed against planned projects as they arise. Applications for Essential Public Asset restoration of Pinkett Road and Yarraford Rd has been successful. Applications have also been successful under the Regional Roads and Transport Recovery Package and Betterment fund in the amount of \$13M. This funding will greatly assist Council return the road network to a satisfactory condition over the short to medium term.

Action: Provide a part time Grants Officer position to administrate the application of grants for Council.

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.5.1	Director Place and Growth	Completed	Council has engaged a part-time grants officer throughout 2022/23 to seek funding opportunities that benefit Council and the broader Glen Innes Severn Community.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.9.1.1	Director Place and Growth	Completed	A variety of Community and Business programs were undertaken at the Hub in 2022/23 with several additional programs already scheduled to occur at the Highlands Hub throughout 2023/24.

General Manager

Action: Advocate for the provision of improved medical services.

Action Code	Responsible Position	Status	Annual Comment
CS 1.7.1.1	General Manager	Progressing	Limited tangible progress was made; however, Council is actively engaging with PHN to support their projects and Council is also maintaining a high level of dialogue with HNEH. Councils' participation in Country Mayors is another element in advocacy activities.

Action: Support and promote initiatives for improved healthcare, workforce and service outcomes.

Action Code	Responsible Position	Status	Annual Comment
CS 1.7.2.1	General Manager	Completed	No actions additional to those outlined in other initiatives have been undertaken.

Action: If Item ED 2.6.1 is not being delivered, determine the ongoing viability of and strategy for the Glen Innes Saleyards.

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.2.1	Director Place and Growth	Progressing	Further opportunities will be explored during 2022/23 and 2023/24.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.7.1	General Manager	Progressing	Limited progress has been achieved in this area; however, I have had discussions with TfNSW as NSW property regarding their Glen Innes building.

Media and Communications

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.1	Media and Communications Officer	Progressing	Not totally achieved due to the position vacant in the latter part of year. The role will be filled from mid-August 2023.

Action: Develop the new Council website to go live as an integrated central digital hub with linkages to all areas of Council.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.2	Media and Communications Officer	Progressing	Project, whilst mostly delivered, requires some further work.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.3	Media and Communications Officer	Completed	Whilst the action is complete it will be timely to review its effectiveness as well as its presentation.

Action: Provide at least four quarterly resident newsletters during the year.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.4	Media and Communications Officer	Progressing	Not all newsletters were produced; however, this should not re-occur due to the position vacancy being filled.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.5	Media and Communications Officer	Completed	It has been difficult to gain impact from radio, TV and print due to very limited resources applied by them, apart from Council's own paid content in the newspaper, social media and newsletters as well as improving OurCouncil will be important moving forward.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.5.6	Media and Communications Officer	Progressing	This will be an emphasis in the current reporting year.

2: Corporate and Community Services

Administration and Human Resources

Human Resources

Action: Implement the Internal Reporting Policy - Public Interest Disclosures (and Procedures) and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.6.2	Manager of Governance, Risk and Corporate Planning	Completed	This function was provided throughout the period with a PID received and dealt with. The review of the Policy has been postponed so that the review coincides with the commencement of the new PID Act on 1 October 2023.

Action: Implement all relevant actions in the Workforce Management Strategy and Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.7.1.1	Manager of Administration and Human Resources	Progressing	Actions completed in the 2022/2023 year for the Workforce Management Strategy included: focusing on recruitment processes to significantly reduce the time taken to fill vacancies and achieve Council's six week target (completed), reviewing Aboriginal and Torres Strait Islander employment to ensure EEO targets are met (completed), completing annual staff performance appraisals within the approved review cycle (mostly achieved), reviewing Council's online and onsite induction procedures and information to ensure it is relevant and up-to-date (more work to be done), reviewing Council's leave management to keep annual leave and long service leave within targeted limits (completed), conducting an employee engagement survey (completed), reviewing internal communication processes (more work required), reviewing and preparing an annual corporate training plan (completed), providing relevant management / leadership training (partly completed), reviewing position descriptions to ensure their suitability (ongoing), linking skills and performance to total rewards (completed), reviewing and implementing the injury management program (ongoing), reviewing and implementing a WHS action plan (completed in draft form), reviewing the well-being program (completed), implementing mature age workforce actions (more work required), conducting departmental structure reviews (completed for Place and Growth), and implementing succession plans for critical positions (not completed).

Action: Develop a Corporate Training Plan and training resources that have "line of sight" in delivering the Community Strategic Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.7.2.1	Human Resources Officer (Payroll)	Completed	The Corporate Training Plan has been developed for 2023/2024 and included in the operational plan.

Action: Maintain a Human Resources function in accordance with adopted customer service standards.

Action Code	Responsible Position	Status	Annual Comment
STC 5.7.3.1	Manager of Administration and Human Resources	Completed	In the absence of specific service level agreements for HR functions, the Workforce Management Strategy serves as the best source of information on the delivery of HR actions. As reported under that action item, HR initiatives or actions undertaken in 2022/2023 included improving and delivering recruitment processes, reviewing EEO employment numbers, facilitating annual staff performance appraisals, reviewing and delivering Council's online and onsite induction procedures, conducting an employee engagement survey, reviewing and preparing an annual corporate training plan, providing relevant training, reviewing position descriptions, reviewing Council's well-being program, and participating in departmental structure reviews.

IT Services

Action: Implement all relevant actions in the Information Communications Technology (ICT) Strategic Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.8.1.1	Manager of Administration and Human Resources	Completed	All actions in the ICT Strategic Plan for 2022/2023 have been completed to the full extent possible or are well underway for completion. Actions include: progressing towards Maturity Level Two in the Essential Eight cyber security framework (on track), implementing Open Office (progressing), implementing multi-factor authentication (completed), providing relevant training (completed), implementing mobile device management (completed), adopting the new ICT policy system (completed), completing pen testing / auditing (underway), upgrading the mobile fleet and mobile plans (completed), reviewing password complexity (completed), reviewing disaster recovery / backup plans (completed), reviewing privileged access (underway), moving the library to the admin domain (completed), investigating the synchronisation of local drives with the Azure cloud

Action Code	Responsible Position	Status	Annual Comment
			(underway), implementing encryption for all storage devices (underway), and creating a new website (completed).

Records

Action: Review Council's Records Management Strategic / Operational Plan to ensure that it is current, meets Council's needs and is compliant with relevant record keeping standards.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.8.1	Records Supervisor	Completed	DRAFT Records Management Operational Plan has been submitted to Manager, Administration and Human Resources for comment prior to being presented to Manex.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.8.2	Records Supervisor	Progressing	Projected finalisation for the upgrade / replacement for ECM is 2025.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.8.3	Records Supervisor	Completed	

WHS

Action: Implement all relevant actions in the Work Health and Safety Management Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.5.1	WHS Coordinator	Progressing	The additional criteria of identifying three Priority Actions and developing and implementing these actions as part of the annual StateCover self-audit process and have StateCover verify and approve the process prior to qualifying for the 2023 Safety and Wellbeing incentive payment is a new step in the self-audit process. The requirement for identifying three priority actions will be an ongoing requirement. Accordingly, the WHS Management Plan for 2023 - 2026 and its accompanying Action Plan has been developed to reflect this requirement. The priority actions in the action plan have

Action Code	Responsible Position	Status	Annual Comment
			been identified and assessed based on Councils performance in the StateCover WHS self-Audit. Audit elements with a score in the range of 25 - 36% through to 50 - 55% have been prioritised for completion in the time frame of the WHS Management Plan document.

Community Services

Children Youth and Family Services

Action: Complete the actions within the GISC Youth Strategy for 2022-2023.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.7.1	Coordinator Activity and Lifestyle Support	Progressing	The Youth Team have been diligent in their efforts to attend to the 2022-2023 Youth Strategy Actions. The Youth Booth is functioning well with increased numbers attending daily and a very positive 'vibe'. Outstanding actions will need to be delivered during the next reporting period.

Action: Maintain support for young people from within the LGA by working towards the Action Plans contained within the Youth Strategy 2021-2025.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.7.2	Coordinator Activity and Lifestyle Support	Completed	The Youth Booth partnership with Hunter New England Health continues to deliver monthly activities to support youth mental health which was identified as the number one priority for young people within our Local Government Area (LGA) in the Youth Strategy document. During the last half of the reporting period, The Youth Team have delivered numerous grant funded activities for the young people of the Local Government Area (LGA) that align with the GISC Youth Strategy 2021-2025

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.9.1	Coordinator Activity and Lifestyle Support	Completed	Children, Youth and Family Services are maintaining existing services for the LGA. The service has recently been able to attract new casual staff and it is hoped this will facilitate another trial of Before School Care during 2023-2024.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.9.2	Coordinator Activity and Lifestyle Support	Completed	The 2022-2023 Annual Family Picnic Day was delivered at the Centennial Parklands on Saturday, 25 March 2023. The event received additional financial support from the Reconnecting Regional NSW grant funds sitting with both Life Choices - Support Services and Youth. The Manager of Community Services noted that this year's event was the biggest and most successful ever.

Community Services

Action: Complete the actions contained within the Disability Inclusion Action Plan (DIAP) for 2022-2023.

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.7.1	Coordinator Activity and Lifestyle Support	Not Progressing	There are some outstanding Actions from the Glen Innes Severn Council Disability Inclusion Action Plan (DIAP) for 2022-2023. One such action is the installation of concrete pathways to provide safe all abilities access to the Disability and Nest Swings. These will need to be attended in the next reporting period. The Department of Communities and Justice have commenced training platforms for the new DIAP due July 2025.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.7.2	Coordinator Activity and Lifestyle Support	Completed	The Manager of Community Services (MCS) and the Director of Infrastructure Services (DIS) are proactive members of the Glen Innes Community Access Committee. Council further supports the committee by means of secretarial support. Council support for the Glen Innes Community Access Committee is a direct action from the Glen Innes Severn Council Disability Inclusion Action Plan (DIAP) 2022-2025 and such is well covered.

Action: Review Council's Aged and Disability Strategy.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.2.2	Coordinator Activity and Lifestyle Support	Not Due To Start	The Action has been carried over to 2023-2024.

Action: Maintain support for local community-based programs and initiatives relating to Domestic Violence. Raise awareness of local support groups throughout the LGA having a particular focus on raising this awareness with young people.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.2.3	Coordinator Activity and Lifestyle Support	Progressing	There has been limited progress this reporting period with limited Safe In Our Town (SIOT) Meetings held. Council staff have engaged in passive advertising of domestic violence awareness for the community by utilising the SIOT gazebo at activities such as The Family Picnic Day. Information brochures pertaining to domestic violence were also made available to families attending those events. The focus on youth programs needs to be re-visited during the next reporting period.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.2.4	Coordinator Activity and Lifestyle Support	Completed	The local Community Drug Action Team (CDAT) remains short on membership despite some networking for new members. The committee almost solely consists of Council staff at the end of June 2023. Despite the lack of broader community membership, the committee has delivered five successful awareness functions for the community. Two of the committee attended the Annual CDAT Conference and made connections from which to further benefit the community into the future.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.8.1	Coordinator Activity and Lifestyle Support	Progressing	The Life Choices - Support Services staff successfully completed an NDIS registration audit in January 2023. The audit results were forwarded to the NDIS Quality and Safeguards Commission during February 2023 with the outcome of the Provider Registration still being considered. The NDIS Quality and Safeguards Commission have advised of progression of the registration request which should be finalised soon.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.10.1	Coordinator Activity and Lifestyle Support	Not Progressing	The Mobility Brochure remains in the final stages of production with the Glen Innes Access Committee. The committee will need to return their focus to the completion in the next reporting period.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.3.3.1	Coordinator Activity and Lifestyle Support	Completed	The Life Choices - Support Services staff facilitated another successful Harmony Day celebration on Tuesday, 21 March 2023. This year's event was held at the Glen Innes RSL Club due to the NSW State Election Polling Booth being at the Glen Innes Town Hall. The traditional foods were not able to be served this year; however, the bright colours in the many cultural costumes and the traditional dance performances made for another spectacular and successful event.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.4.2.1	Coordinator Activity and Lifestyle Support	Completed	The facilitation of information has been successfully achieved. The availability and choice of transport mechanisms within the LGA has decreased during this reporting period despite the best attempts of the Glen Innes Access Committee and other focus groups.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.5.2.1	Coordinator Activity and Lifestyle Support	Completed	The revised Glen Innes Severn Council Volunteer Policy has been adopted by Council during the year.

Action: Become a Child Safe Council by implementing the NSW Child Safe Standards and demonstrating leadership in Child Safe Strategies across the LGA.

Action Code	Responsible Position	Status	Annual Comment
STC 5.7.2.2	Coordinator Activity and Lifestyle Support	Progressing	Council endorsed The Glen Innes Severn Council Child safe Policy at the May 2023 ordinary Council Meeting. The Policy is now a Policy of Council and provides a framework for the additional work required for GISC to become a Child Safe Organisation.

Life Choices - Support Services

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.2.1	Coordinator Activity and Lifestyle Support	Completed	The demand for Gentle Exercise classes has increased during the reporting period. Feedback from attendees is extremely positive and access to the LC-SS building has been provided on Public Holidays so the attendees need not miss a session. Future classes may require a larger venue however will remain supported through Council's Life Choices - Support Services business unit.

Action: Promote community awareness of Wellbeing and Support Facilitation services for community-based programs which are available at Life Choices - Support Services and Children, Youth and Family Services.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.2.1	Coordinator Activity and Lifestyle Support	Completed	The Life Choices - Support Services (LC-SS) Facebook Page provides updates of the activities and available services delivered by LC-SS staff. The LC-SS March Newsletter captured some of the exciting activities and outings delivered during the reporting period while also raising awareness of the services available at LC-SS. The Children and family Services Team have

Action Code	Responsible Position	Status	Annual Comment
			updated their flyers for Playgroups, OOSH and Vacation Care and displayed them at different venues within the community.

Finance

Creditors

Action: Implement Project Jigsaw and create new operating procedures for Accounts Payable.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.4.1	Chief Financial Officer	Progressing	The Accounts Payable module has been functioning as required. Further process and system improvements are required and there are system changes required to further enhance the Accounts Payable module to comply further with audit and internal policies. The Accounts Payable sub-ledger needs to be reconciled with the control accounts in the Balance Sheet to ensure data integrity. The process of creating invoices for grants and statutory reporting needs to be reviewed as this process has been found to have data leakage and gaps.

Action: Deliver an Accounts Payable service to adopted customer service levels.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.4.2	Management Accountant	Progressing	The Accounts Payable function is working well. Vendor enquiries and concerns are dealt with in a timely manner achieving sound outcomes for all parties. Issues arising are outlined with Management and dealt with in accordance with Council's Policies and Procedures to minimise future occurrences.

Customer Service

Action: Deliver (Town Hall) Customer Service functions to adopted customer service levels.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.1.1	Financial Accountant	Progressing	Town Hall Customer Service functions are delivered with minimal complaints. All complaints are verbal and are directed at the recent issues with the raising and issuing of Water notices. Now that the first bill has been issued, we expect there to be an influx of customer enquiries regarding this. An email has been distributed to all customer service

Action Code	Responsible Position	Status	Annual Comment
			staff by the DCCS, with the most up to date information to help answer these customers enquiries.

Debtors

Action: Implement Project Jigsaw and create new operating procedures for Accounts Receivable.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.5.1	Chief Financial Officer	Progressing	The Accounts Receivable module has been functioning as required. The process of invoicing for grants and statutory reporting needs to be reviewed as this process has been found to have data leakage. The sub-ledger needs to be reconciled with the Balance Sheet control accounts monthly to ensure data integrity. Regular review of overdue accounts needs to be completed on a regular basis. The Rates control accounts need to be reconciled with the integrated rates module regularly. There are several hundred entries from the module that have not flowed through to the general ledger, there is a great amount of work required to resolve these error items and to put a process in place to ensure that all entries generated in the Rates system are pushed through to the general ledger.

Action: Deliver an Accounts Receivable service to adopted customer service levels

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.5.2	Financial Accountant	Progressing	Accounts receivable functions are working well. Due to the Debtors officer concentrating on the issues within Water bill issuing, there has not been any debt collection action taken yet for the 2022-2023 financial year.

Finance

Action: Implement Project Jigsaw and create new operating procedures for tax compliance.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.2.1	Financial Accountant	Completed	Project Jigsaw has been implemented. The new operating procedures for tax compliance are currently being followed.

Action: Ensure Council meets its tax compliance requirements.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.2.2	Financial Accountant	Completed	Council is compliant with GST.

Financial Accounting**Action: Deliver financial and budget compliance reporting to Council and the community.**

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.1.1	Chief Financial Officer	Progressing	The new suite of reports will provide insight in terms of the cash position (restricted and unrestricted), for capital reporting against budget and grants, position on contract assets and liabilities, business unit reporting for Quarry, Life Choices, Waste Management and the Visitor Centre. P&L reports will measure actual vs budget performance. The Quarterly Budget reviews will ensure further accuracy by ensuring all Balance Sheet reconciliations are completed and reviewed monthly.

Action: Implement Project Jigsaw and create new operating procedures to ensure financial and budget compliance.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.1.2	Chief Financial Officer	Progressing	<p>The inventory ledger needs to be reconciled to the control account in the Balance Sheet. Quarry inventory usage need to be consumed monthly to allow P&L reporting for the Quarry. The VIC inventory management needs to be setup as currently there are no inventory management processes, the VIC needs to account for inventory on a more regular basis and bring its inventory into the general ledger under the inventory sub-ledger.</p> <p>The new suite of reports will provide insight in terms of the cash position (restricted and unrestricted), for capital reporting against budget and grants, position on contract assets and liabilities, business unit reporting for Quarry, Life Choices, Waste Management and the Visitor Centre. P&L reports will measure actual vs budget performance. The Quarterly Budget reviews will ensure further accuracy by ensuring all Balance Sheet reconciliations are completed and reviewed monthly.</p>

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.6.1	Chief Financial Officer	Progressing	<p>To ensure the integrity of the LTFP, the capital grants, operational grants, Life Choices funding reconciliations, balance sheet reconciliation and the capital works in progress need to be update monthly. Until all these tasks have been completed, the LTFP will not be based on data that can be relied upon. All these factors are crucial in ensuring that the LTFP reflects the funding position of Council and ensures that the cashflow can be relied upon to make decisions on adopting capital projects, operational projects and the need for borrowings and special rate variances.</p> <p>Work has begun to catch up on the above mentioned reconciliations for financial year 2022/23 as at June 2023, as the opening balances were brought into the new financial system in April 2023, the backlog of work is immense to bring all work up to date and then to also bring it up to date for financial year 2023/24.</p>

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.2.1	Financial Accountant	Completed	Council's Investment and Borrowings Policies and practices are meeting the requirements of STC 5.4 Responsible custodianship of the community's assets. Investments are being redeemed/rolled or new ones made every month.

Rates

Action: Implement Project Jigsaw and create new operating procedures for Rates.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.3.1	Financial Accountant	Progressing	Project Jigsaw has been implemented. The new operating procedures for rates have been started and but due to new staff filling this position, it will be an ongoing process for the coming quarters. There are issues with the reports being pulled from the rates module and a lot of work that will need to be done once we have a balanced differential rates report. Reminder notices have been sent out to the community. The Acting Rates Officer is currently reconciling the Valuer General files and is working with OO to resolve some issues that have

Action Code	Responsible Position	Status	Annual Comment
			arisen due to this. The Acting RO is also working with OO to get ready to levy the new rates notices.

Action: Deliver Rates notification and collection services to adopted customer service standards.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.3.2	Financial Accountant	Progressing	Reminder notices have been sent out to the community. The Acting Rates Officer is currently reconciling the Valuer General files and is working with OO to resolve some issues that have arisen due to this. The Acting RO is also working with OO to get ready to levy the new rates notices.

Stores & Procurement

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.3.1	Management Accountant	Progressing	A centralised and continuously improving Procurement service is delivered across Council.

Action: Implement Project Jigsaw and create new operating procedures for procurement and inventory, and train staff in the revised system procurement procedures.

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.3.2	Chief Financial Officer	Progressing	<p>The inventory ledger needs to be reconciled to the control account in the Balance Sheet. Quarry inventory usage need to be consumed monthly to allow P&L reporting for Quarry. The VIC inventory management needs to be setup as currently there are no inventory management processes, the VIC needs to account for inventory more regularly and bring its inventory into the general ledger under the inventory sub-ledger.</p> <p>The revised and adopted procurement policy needs to be in line with procurement. Accounts Payable and training workshops need to be organised in 2023/24.</p>

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.3.3	Management Accountant	Progressing	Staff involved with Procurement within council have started their induction training and have engaged in the use of the products within the ArcBlue System.

Action: Provide a stores service that provides efficiencies to Council operations.

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.4.1	Management Accountant	Progressing	A Stores service is delivered across Council.

Governance, Risk and Corporate Planning

Enterprise Risk Management

Action: Complete a full review of the Enterprise Risk Management System.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.1.1	Manager of Governance, Risk and Corporate Planning	Completed	During the year a review was carried out on the system and Council's risk maturity. Action plans have been identified for the improvement of the system and to drive more frequent use of the tools available within the system for assessing, managing and reporting on risk. Implementation of some of the actions arising from the review has commenced, such as minimising the number of risks each risk owner is responsible for reporting on each quarter. This has been achieved in concentrated areas by combining risks in the same category together, or by archiving risks that are not front and centre during the period. As an example, risks related to flooding have been prevalent in the past two years, whereas prior to that risks related to drought were prevalent. By archiving risks within the system, it allows for the prevailing risks to be given priority and when needed the archived risks can easily be reinstated. Further actions will be implemented in the 2023-24 FY to drive more improvements, and this will include a series of training webinars, a risk appetite workshop with the governing body, training and awareness on the Business Continuity Plan and an internal audit of the risk management function prior to the new risk management guidelines coming into effect in FY 2024-25.

Action: Develop a Legislative Compliance Register.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.1.2	Manager of Governance, Risk and Corporate Planning	Progressing	A legislative compliance register has been procured and some preliminary training undertaken to allow for its implementation. Plans are in place to commence the implementation in September 2023. Due to the Manager Governance, Risk and Corporate Planning being out of his substantive position for seven months during the period, implementation of this system has been delayed.

Action: Report Half Yearly to the Audit Risk and Improvement Committee on the implementation of the Enterprise Risk Management system.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.10.1	Manager of Governance, Risk and Corporate Planning	Progressing	During the period a review was undertaken and a plan to improve ERM was presented to the ARIC. A final report was not provided in June 2023, although the chair of the ARIC received an honest appraisal of where the uptake of ERM was at within Council.

Action: Report Quarterly to MANEX on the implementation and management of the Enterprise Risk Management System (ERM).

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.10.2	Manager of Governance, Risk and Corporate Planning	Progressing	During the period, two reports were provided to Manex with a third report provided to the General Manager and the ARIC Chair.

Action: Continue to provide an Audit, Risk and Improvement Committee (ARIC) with a minimum of four meetings annually and ensure secretarial support is provided to the committee.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.7.1	Manager of Governance, Risk and Corporate Planning	Completed	Four ordinary ARIC meetings and one Extraordinary ARIC meeting were held during the term with a wide array of matters being addressed by the committee. See the ARIC Annual Report of the same period for further details.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.6.1	Manager of Governance, Risk and Corporate Planning	Completed	The CIP self-audit was completed, and feedback provided by Statewide Mutual.

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

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.6.2	Manager of Governance, Risk and Corporate Planning	Completed	The Insurance Questionnaires platform saw another revamp this year, allowing for officers with the relevant knowledge to access the online form directly and input data. Whilst most of the questionnaires were submitted on time, issues were still found in the efficiency of submitting the property asset schedules in accordance with the insurer's requirements. This seems to have been resolved and should be a smoother process next year. Council also had a property asset valuation carried out during the period. This added to the value of assets insured, along with additional items identified that were insured to protect against worst case scenarios.

Action: Review the Business Continuity Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.6.3	Manager of Governance, Risk and Corporate Planning	Completed	The Plan was reviewed during the period and training and awareness for the BCP Team has been planned and will take place 1 August 2023.

Governance

Action: Implement the Pulse Policies and Delegations Register and maintain compliance.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.1.3	Manager of Governance, Risk and Corporate Planning	Progressing	The implementation of a Delegations and Policy digital system is 90% completed with the Policy component (Monitor) having been completed during the period and the Delegations+ module sitting at 90% completion, with a priority to complete the implementation prior to 30 August 2023.

Action: Document a Governance Framework and methodology for assessing governance health across the organisation.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.2.1	Manager of Governance, Risk and Corporate Planning	Progressing	Some progress has been made towards this goal with the basic framework documented. Work will continue in FY 2023-24 to complete the document and have it approved by Manex. The framework provides a way to measure Council's governance health in a variety of areas and sub-areas allowing for continuous improvement projects to be developed and implemented in future operational plans and delivery programs.

Action: Develop a Professional Development Program for all Councillors and implement the program.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.3.1	Manager of Governance, Risk and Corporate Planning	Completed	Councillors undertook refresher training in the Code of Conduct and general roles and responsibilities of being a Councillor during the period. Other professional development was conducted through seminars, conferences and workshops such as those provided by the Country Mayors Association and LG NSW.

Action: Create an action plan and budget for implementation of the Fraud Control Plan.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.4.1	Manager of Governance, Risk and Corporate Planning	Progressing	Due to the MGRCP being in the Interim General Manager position for most of the period, some actions within the Governance Operational Plan could not be completed in full and have been rescheduled in the following period.

Action: Deliver a Public Interest Disclosure (PID) service within Council in line with legislation.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.6.1	Manager of Governance, Risk and Corporate Planning	Completed	This service was provided with the Manager Governance, Risk and Corporate Planning (MGRCP) undertaking training in investigations and the new PID Act, to commence 1 October 2023. During the period, a total of 1 PID was received. This matter was resolved during the period.

Action: Review the Privacy Management Plan and Framework implementation within Council.

Action Code	Responsible Position	Status	Annual Comment
STC 5.2.9.1	Manager of Governance, Risk and Corporate Planning	Completed	During the period the Privacy Management Plan and the framework underwent a significant review and was provided to staff, Manex and the Information and Privacy Commissioner for review. The Plan is scheduled to go to Council in August 2023.

Action: Continue to provide an Independent Internal Audit Function.

Action Code	Responsible Position	Status	Annual Comment
STC 5.3.8.1	Director of Corporate and Community Services	Completed	

Action: Document an action plan for promoting the Continuous Improvement Plan and raising awareness of continuous improvement opportunities and initiatives throughout the organisation.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.4.1	Manager of Governance, Risk and Corporate Planning	Progressing	Due to the MGRCP being in the Interim General Manager position for most of the period, some actions within the Governance Operational Plan could not be completed in full and have been rescheduled in the following period.

Integrated Planning and Reporting

Action: Provide a Q1, Q2, Q3, Q4 and Annual report to Council on the Operational Plan 2022/2023 progress measured against the Delivery Program 2022-2025.

Action Code	Responsible Position	Status	Annual Comment
STC 5.1.1.2	Manager of Governance, Risk and Corporate Planning	Progressing	During the period, the Annual report for FY 2021-22 was provided to Council and a Q1 report for FY 2022-2023 was provided to Council. Improvements in frequency of reporting will be made in FY 2023-24 with three reports scheduled.

Action: Coordinate an Annual Report to Council that is informative and meets legislative compliance requirements.

Action Code	Responsible Position	Status	Annual Comment
STC 5.1.1.3	Manager of Governance, Risk and Corporate Planning	Completed	The Annual Report was provided to the November 2022 Council Meeting, in part. Due to the financial statements being delayed they were presented at the 23 March 2023 Council Meeting.

Action: Coordinate the creation of an Annual Operational Plan across Council.

Action Code	Responsible Position	Status	Annual Comment
STC 5.1.1.4	Manager of Governance, Risk and Corporate Planning	Completed	The completion of the Operational Plan was completed during the period. Multiple areas were identified for improvement in FY 2023-24, including providing short webinars to raise knowledge and awareness of Integrated Planning and Reporting principles prior to the next iteration of the OP.

Action: Establish a working group to research models of capability frameworks used at other councils. Presenting a report to the Management Executive Team (Manex) recommending a pathway forward, associated timeline and estimation of implementation costs for Council to achieve Delivery Program STC 5.1.2 prior to June 2025.

Action Code	Responsible Position	Status	Annual Comment
STC 5.1.2.1	Director of Corporate and Community Services	No Progress	No action undertaken during the period.

Action: Undertake education in the new requirements under the IP&R Guidelines for Service Reviews and report to MANEX on what is expected and how these service reviews can be structured, including estimation of cost so that a plan of service reviews may be created.

Action Code	Responsible Position	Status	Annual Comment
STC 5.6.1.1	Manager of Governance, Risk and Corporate Planning	Progressing	Manex have been advised of the skills Council hold inherently to carry out service reviews with the Director Place and Growth having extensive experience and the ability to provide guidance and templates for the carrying out of service reviews.

Public Officer

Action: Continue to provide oversight and advice on complaints management (including Code of Conduct and Unreasonable Complainant Conduct management) throughout Council.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.3.1	Manager of Governance, Risk and Corporate Planning	Completed	Overall, the period saw an improvement in complaints management through more rigorous consultation between the Complaints Coordinator (also the Fraud Control Officer), the executive and the MAHR. This has not continued under the new GM, however. More oversight on reporting obligations was implemented regarding mandatory reporting to the OLG, Ombo and the OLG for certain complaints whilst the MGRP was interim GM. The MGRCP attended workshops and a national symposium on complaints handling and investigations. This has already seen marked improvements in the approach to complaints handling and plans to drive further improvements through the review of the Complaints Management Policy (completed), the Internal Reporting and the Code of Conducts (both due in FY 2023-24). Eight significant complaints, requiring formal investigation, were received and resolved during the period with multiple other complaints resolved without requiring investigation. The new complaints management procedures, when implemented will allow for greater reporting on complaints management data in FY 2023-24. The Governance Administration Officer will provide a valuable service in collecting and recording such data.

Action: Review the Complaints Management Policy and Procedures, and the Code of Conducts and Procedures.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.3.2	Manager of Governance, Risk and Corporate Planning	Progressing	The Complaints Management Policy and Procedures underwent a significant review. The Code of Conduct will be reviewed in FY 2023-24.

Library and Learning Centre

Library and Learning Centre

Action: Develop welcoming, safe and flexible community spaces, with real and virtual services, open to all members of the community.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.1.1	Manager of Library and Learning Centre	Completed	Improvements in the equity of access to information, education and recreation and safety have been made throughout the year through grant submissions, researching and joining e-Resource Consortiums, Disability and Dyslexic Resources sites, and an emphasis on updating the Library's Code of Conduct to include the new legislative requirements for children's protection.

Action: Continue to maintain high levels of library service in the village libraries; along with cultural and community services programs for families and children.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.3.1	Manager of Library and Learning Centre	Completed	Community connectivity and cohesion has been improved and encouraged by connecting with internal and external stakeholders within the community and Council. Some of these stakeholders have been the Northern Tablelands Cooperative Library Services, Centacare, Glen Innes Toy Library, GLENRAC, Glen Innes Family and Youth Services, Mosman Council, UNE Science and Technology unit, Council's Family and Children Services, Home Schooling providers and several small cultural service providers such as 'Art Skool' with Jo Duck and Aboriginal Cultural workshop with Daniel Bell-Levy. All these organisation and groups have contributed to maintaining a high level of library and cultural services in 2022-23.

Action: Seek grant opportunities for connectivity, cohesion and sustainability.

Action Code	Responsible Position	Status	Annual Comment
CS 1.2.4.1	Manager of Library and Learning Centre	Completed	The announcement by the Minister of Arts regarding the NSW State Government funding will be recurrent and locked into the annual budget with incremental increases for Consumer Price Index, population increases and included annual dedicated programs was a welcome announcement and has improved the future sustainability of all NSW Public Libraries.

Action: Provide a stimulating cultural program that is creative, inclusive, informative and fun. While also seek grant opportunities for additional cultural projects.

Action Code	Responsible Position	Status	Annual Comment
CS 1.3.2.1	Manager of Library and Learning Centre	Completed	In 2022-23 improvements in NSW State Government current and future funding has improved funding sustainability and several successful grant submissions with NSW State Library and Telstra for Tech Savvy Senior computer classes and the Friends of the Library Australia for Aboriginal Cultural Awareness workshops have added more stimulating cultural programs and inclusivity to the Library's Annual Program.

Action: Complete the actions within the GISC Cultural Plan for 2022-2023.

Action Code	Responsible Position	Status	Annual Comment
CS 1.3.4.1	Manager of Library and Learning Centre	Completed	As new Library staff became confident and skilled in their new roles, the diversity and consistency of the Library Annual Program improved with outside contacts and service providers such as University of New England Science and Technology unit, 'Art Skool' with Jo Duck, GLENRAC - Bush First Aid and Centacare's 'Better Us' Peer Support Group meetings for children and parents enriching the program. The successful Mosman Council Community Grant application 2022-23 for 'Building Skills for future Opportunities in Industry or Business' facilitated creative workshops with local Aboriginal people. These workshops helped to build their confident, skills and employment opportunities.

3: Place and Growth

Development Services

Development Services

Action: Undertake public art projects as budget allows and ensure local artists are encouraged.

Action Code	Responsible Position	Status	Annual Comment
CS 1.3.1.1	Director Place and Growth	Progressing	Public Art Reference Group will be reformed in 2023/24 with 2022/23 budget to carry forward.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.7	Director Place and Growth	Progressing	Council is working with Regional NSW and Department of Planning to develop a region-wide affordable housing strategy.

Action: Assess subdivision applications to encourage adequate lot creation in line with planning requirements.

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.1.8	Director Place and Growth	Completed	Detailed quarterly development activity reports for the Glen Innes Severn Local Government Area are presented to Council and the community.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.6.2.1	Director Place and Growth	Completed	Daily ongoing assistance is provided to businesses as requested. A weekly Development Assessment Unit meeting is provided to businesses for more complex enquiries that require additional consultation.

Action: Deliver an 'open for business' approach to attracting business through effective support and guidance.

Action Code	Responsible Position	Status	Annual Comment
ED 2.3.1.2	Director Place and Growth	Completed	All team members are working hard to continue to deliver an exceptional service. Ongoing Council support is being provided to the community to assist with lodging development applications.

Action: Implement measures to ensure the Glen Innes Saleyards breaks-even or creates a profit.

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.1.1	Saleyards Supervisor	Progressing	Saleyards expression of Interest was presented to the November 2022 Council meeting. Council rejected to proceed with Expression of Interest. Action now to review and identified the preferred operating model for the Saleyards in the long term.

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.1.2.1	Director Place and Growth	Progressing	In 2022/23 Council has progressed the subdivision of Dumaresq Street Industrial Subdivision.

Recreation and Open Spaces

Recreation and Open Spaces

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.1.1	Manager of Recreation and Open Spaces	Completed	Grants Monies received for installation of new multi basketball/netball courts at Wilson Park and contractor appointed after advertising. Courts to be built in 2023-2024 operational year. Grants also received for Aquatic centre heating upgrade and recoating of Glen Innes Pools and Upgrade works to the Skate Park all to be carried out in the 2023-2024 Operational year.

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

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.3.1	Manager of Recreation and Open Spaces	Progressing	The maintenance and replacement program will form part of the Strategic Plan for Recreation and Open Spaces next year 2023-2024. The Staff have now one fully qualified playground inspector with three others trained in daily inspections.

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

Action Code	Responsible Position	Status	Annual Comment
CS1.1.4.1	Manager of Recreation and Open Spaces	Completed	All services were delivered at both Aquatic facilities with the Learn to swim and Aqua programs well attended for the 2022-2023 season. There were extra learn-to-swim classes run this season and also a Baby's learn-to-swim class run with approximately 30 participants. Emmaville's learn-to-swim program was delivered through the Emmaville School's annual program at the Emmaville Aquatic Centre.

Action: Carry out an audit to access any further requirements of street furniture in the LGA either to renew or to be constructed.

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.7.1	Manager of Recreation and Open Spaces	Progressing	The contractors did not include street furniture in the review conducted throughout the asset areas of Council. It is planned in the 2023-2024 operational plan to carry out an audit to access any further requirements of street furniture in the Glen Innes Township area either to renew or to be constructed. The audit in the villages to access any further requirements of street furniture will then be in the 2024-2025 operational year either to renew or to be constructed.

Action: That the Cemetery Management Plan is implemented and the areas are maintained as per the adopted plans.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.15.1	Manager of Recreation and Open Spaces	Completed	Cemeteries have all been tidied up with the use of bringing a casual on to cover the shortfall of resources to get the areas all to a presentable level. Procedures for new and reserved grave plot allocation, as well as a monumental permission procedure have been implemented across all cemeteries. Old paper plot maps are all being updated to electronic plot

Action Code	Responsible Position	Status	Annual Comment
			files to ensure safety of records kept by Council and cross referenced against Council's Database.

Action: Develop and implement a plan for Open Spaces and Parks and Gardens assets maintenance.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.16.1	Manager of Recreation and Open Spaces	Completed	The draft maintenance plan was presented to the Open Spaces Committee for feedback by February 2023. Feedback was received and it is felt that a full Recreation and Open Spaces Strategic Plan be developed, incorporating the maintenance plan. This has now been carried over for the 2023-2024 Delivery Program.

Action: That cleaners maintain areas of responsibility to the adopted service levels.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.17.1	Manager of Recreation and Open Spaces	Completed	Areas are being attended to as per the required service levels, meetings were held throughout the year to address any issues that arose and this has been monitored. A full review of resources including time restraints will be carried out in the 2023-2024 operational year, to deliver better services where required. This review will investigate savings that can be made or the areas that need greater time/resource allocations to maintain at the expected level of the community.

Regulatory & Planning Services

Regulatory & Planning Services

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.1.1.1	Director Place and Growth	Progressing	This activity will be a key deliverable in 2023/24. Budget has been allocated.

Action: Aid customers for lodgement of Development Applications on the online Eplanning website as required.

Action Code	Responsible Position	Status	Annual Comment
EH 4.1.3.1	Director Place and Growth	Completed	Ongoing Council support is being provided for lodgement of development applications on the Eplanning website. A computer has been made available at the Church Street office for customers to lodge applications as required.

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.1.3.2	Director Place and Growth	Completed	A time is set aside every Thursday to assist the community with development enquiries as required.

Action: Review the Community Participation Plan and update as required.

Action Code	Responsible Position	Status	Annual Comment
EH 4.1.4.1	Director Place and Growth	Progressing	Council's consulting town planner has undertaken an initial review of the Community Participation Plan. The Plan is anticipated to be presented to Council for placement on public exhibition in Q1 2023/24.

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.2.1.1	Director Place and Growth	Progressing	The Heritage Advisor was paid a total pf \$9,996.26 for the 22-23 financial year. Revenue for the Heritage Advisor Service from Heritage NSW \$3,500 plus Council allocated \$7,000. 5 Projects totaling \$7,360 were paid from the Heritage Assistance Fund 22-23. Revenue from Heritage NSW \$7,000. Council allocated \$14,000.

Action: Provide a weeds management reduction service within the Local Government Area as funds allow.

Action Code	Responsible Position	Status	Annual Comment
EH 4.4.1.1	Director Place and Growth	Completed	Councils noxious weed management function has been outsourced to the New England Weeds Authority.

Action: Complete Emissions Reduction Plan and consider implementing actions as budget allows.

Action Code	Responsible Position	Status	Annual Comment
EH 4.4.1.2	Waste and Environmental Management Officer	Completed	

Action: Implement actions from the Renewable Energy Action Plan as budget allowed. Undertake Emissions Reduction Plan as detailed in the Renewable Energy Action Plan to mitigate the effects of climate change.

Action Code	Responsible Position	Status	Annual Comment
EH 4.5.1.1	Director Place and Growth	Progressing	Renewable Energy Action Plan and Emissions Reduction Plans to be finalised in 2023/24.

Action: Finalise the draft Renewable Energy Action Plan.

Action Code	Responsible Position	Status	Annual Comment
EH 4.5.2.1	Director Place and Growth	Completed	

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.6.1.1	Director Place and Growth	Completed	A waste and recycling collection service has been contracted to J R Richards and the recycling processing has been contracted to Glen Industries for the community. Northern Inland Regional Waste Group has been providing an education program to encourage waste minimisation and recycling, sponsored by the Environmental Protection Agency.

Action: Investigate options to expand the existing landfill.

Action Code	Responsible Position	Status	Annual Comment
EH 4.6.2.1	Director Place and Growth	Progressing	Planning phase of this multi-year project has commenced and will continue to evolve over 2023/24.

Action: Operate and implement actions at the Glen Innes Landfill in accordance with the Landfill Environmental Management Plan.

Action Code	Responsible Position	Status	Annual Comment
EH 4.6.3.1	Director Place and Growth	Progressing	Continuous improvement measures are being implemented at all Council's waste landfills. Site improvements and practices at the Glen Innes Waste Management Centre via new internal roads, daily cover practices, and recycling have been a key focus for 2022/23.

Action: Monitor contamination in the recycling service monthly to reduce diversion rates into the landfill. Provide an ongoing waste education and recycling program in conjunction with the New England Regional Waste Group.

Action Code	Responsible Position	Status	Annual Comment
EH 4.6.4.1	Director Place and Growth	Completed	J R Richards provide monthly kerbside collection contamination reports. Council is continuing to provide an ongoing waste education and recycling programs to the community. Council collaborates with Glen Industries and Northern Inland Regional Waste Group to promote recycling and reduce contamination rates.

Action: Provide a service to control noxious weeds on "High Conservation Value" areas on the roadside corridor within 10km of Glen Innes.

Action Code	Responsible Position	Status	Annual Comment
EH 4.7.1.1	Director Place and Growth	Completed	Council's noxious weed management function has been outsourced to the New England Weeds Authority.

Action: Issue construction certificates and complying development certificates in accordance with legislative requirements. Maintain accreditation and continued professional development training. Provide accreditation service to the Glen Innes Severn Council Local Government Area in accordance with legislative requirements.

Action Code	Responsible Position	Status	Annual Comment
EH 4.9.1.1	Director Place and Growth	Progressing	Detailed quarterly Development reports are presented to Council meetings to provide data to the community.

Action: Council to continue to provide a food inspection program in accordance with the NSW Food Authorities Food Regulation.

Action Code	Responsible Position	Status	Annual Comment
EH 4.9.2.1	Director Place and Growth	Completed	2022/23 Food vendor inspections were undertaken in accordance with the NSW Food Authorities Food Regulation.

Action: Provide Regulatory and Public Health service to the community in the Local Government Area in accordance with legislative requirements.

Action Code	Responsible Position	Status	Annual Comment
EH 4.9.3.1	Director Place and Growth	Completed	Annual Food Safety inspections completed in 2022/23. An ongoing Regulatory and Public Health service is being provided to the community.

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.9.4.1	Director Place and Growth	Completed	Detailed quarterly update reports on development activity within the Glen Innes Severn Local Government Area are presented to Council and the community.

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

Action Code	Responsible Position	Status	Annual Comment
EH 4.9.5.1	Director Place and Growth	Completed	A companions animal register is located on the Office of Local Government website. Council update and maintain this website in accordance with legislative requirements. Any enquiries are undertaken in accordance with Council's customer service standards.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.3.1	Manager of Asset Services	Completed	An asset management plan has been adopted by Council on 23 June 2022. Council's Building Maintenance Officer is undertaking a program in accordance with the adopted documentation.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.4.1	Director Place and Growth	Progressing	Maintenance register is being maintained and works undertaken in accordance with prioritisation.

Action: Create a buildings and other structures management plan and implement actions as budget permits.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.11.1	Manager of Asset Services	Completed	A Building, Structures, and Land Asset Management Plan was adopted by Council on 23 June 2022. Council's Building Maintenance Officer is undertaking a program in accordance with the adopted documentation.

Action: Deliver (Church Street) Customer Service functions to adopted customer service levels.

Action Code	Responsible Position	Status	Annual Comment
STC 5.5.2.1	Director Place and Growth	Completed	A Customer Services Officer (CSO) is employed at the Church Street office and provides a customer service function in accordance with Council's customer service policy.

4: Infrastructure Services

Asset Management

Corporate Property Management

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.5.1	Manager of Asset Services	Completed	The property officer has delivered property management services including management of leases and crown land management plan preparation. Council's Geographic Information System (GIS) is utilised to support the asset management, development assessment and property functions.

Action: Implement the Corporate Property Policy

Action Code	Responsible Position	Status	Annual Comment
IM 3.6.2.1	Manager of Asset Services	Completed	The Property Officer and Manager of Asset Services will identify any future fixed assets that have the potential to be sold or leased and identify available land and buildings that could be purchased that will contribute to the Community Strategic Plan. Council did purchase land and buildings formally owned by Essential Energy for the purpose of future development in the Financial Year.

Action: Provide a Corporate Property Management service to oversee Council property assets.

Action Code	Responsible Position	Status	Annual Comment
STC 5.4.1.1	Manager of Asset Services	Completed	A Property Officer Role has been in place to oversee Council property assets. The Property Officer is responsible for providing an internal service to Council employees and an external service to Glen Innes Severn residents.

Plant and Fleet**Action: Provide adequate plant and fleet levels for excellence in service delivery.**

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.2.1	Manager of Asset Services	Completed	Purchasing lead times for plant and fleet continue to be extended and are not envisioned to reduce over the next two years. The Manager of Asset Services, in consultation with the Workshop Supervisor, continues to monitor plant and fleet to ensure renewals are planned with ample time to secure new assets. Council's plant and fleet are maintained by a Workshop team of two mechanics and two apprentice mechanics. The ongoing challenge is to ensure a balance between planned servicing and unplanned maintenance downtime, especially considering recent rain events.

Technical Services**Action: Implement the Infrastructure Backlog Management Plan and review as necessary.**

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.4.1	Manager of Asset Services	Completed	Significant work has occurred in this Financial Year in capturing data and refining the Infrastructure Backlog Management Plan. Source data was reviewed against the 2022 sealed road data collected by external contractors ARRB Pty Ltd and

Action Code	Responsible Position	Status	Annual Comment
			incorporated into the modelling with an update of intervention costs.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.8.1	Manager of Asset Services	Progressing	Glen Innes Severn Council has engaged GLENRAC to project manage and consult with residents, including collecting data from resident applications. This data is referred to the Property Administration Officer for review and approval. Signs are to be installed by March 2024.

Action: Implement the Plant and Fleet Asset management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.12.1	Manager of Asset Services	Completed	The Plant and Fleet Asset management Plan has been implemented through the purchase of new plant, and the ongoing maintenance of existing plant. Ongoing demand on plant and fleet, driven by an increase in road network works caused by natural disasters has placed additional strain on existing assets. The condition of plant and fleet is continuously being monitored to ensure it is fit for purpose and downtime is minimised. Internal hire rates have been reviewed as of January 2023 to ensure plant and fleet profitability is maintained.

Action: Implement the Urban Drainage Asset Management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.13.1	Manager of Asset Services	Not Progressing	No urban drainage renewal works have been able to be progressed due to seasonal conditions. CCTV camera and GIS mapping scheduled for FY24.

Action: Oversee Emergency Services within the LGA.

Action Code	Responsible Position	Status	Annual Comment
IM 3.3.1.1	Manager of Asset Services	Completed	Council has completed its annual obligations to support (not oversee) emergency services: <ol style="list-style-type: none"> 1. Chaired 3 x LEMC meetings. 2. Hosted 2 x LEMO workshops to address EMPLANS and Pre-Event Planning. 3. Provided LEMO and Dep LEMO support.

Action Code	Responsible Position	Status	Annual Comment
			<p>4. Provided delegates to BFMC and FAFT meetings.</p> <p>5. Liaised with RFS to complete Hazard Reduction works for the BFRMP.</p> <p>6. Provided delegates to the RFS SLA meetings.</p> <p>7. Provided plant and operator support to local fires.</p> <p>8. Provided admin support for RFS purchasing, budgeting, and finance activity.</p>

Action: Continue to investigate options for increased utilisation of the Airport, whilst maintaining current service levels.

Action Code	Responsible Position	Status	Annual Comment
IM 3.6.1.1	Manager of Asset Services	Progressing	<p>The Airport Master Plan has been adopted by Council Resolution as at 15.12.22 (Resolution 17.12/22).</p> <p>The Airport Master Plan allows for 3 stages being Stage 1 : Immediate development, Stage 2: Medium term development and Stage 3: Long term development. Stage 1: Immediate development, subject to funding, will rehabilitate the existing runway, taxiway and apron pavement, replace and upgrade the airfield lighting, upgrade the drainage network, establishment of an aviation refueling facility and provision of hangar lots that are suitable for larger commercial businesses. Stage 2: Medium term development is more speculative and will depend on operational needs and business cases and could include an Aviation Business Park, Aeromedical patient transfer facility, events arena and non-aviation activities zone. Stage 3: Long term development is anticipated to include runway and taxiway changes to allow larger aircraft to land and expansion of the multi-use precinct apron for aviation event or a possible future flight training school.</p> <p>The Airport Master Plan contributes to the GISC Delivery Program (2022 - 2025), IM3.6: Optimise Underutilised Assets.</p>

Glen Innes Aggregates

Glen Innes Aggregates

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

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.3.1	Quarry Manager	Progressing	

Action: Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit to provide funding for ongoing management of the road network.

Action Code	Responsible Position	Status	Annual Comment
ED 2.6.3.2	Quarry Manager	Progressing	

Infrastructure Delivery

Works

Action: Complete construction of shared paths identified in the capital works program for 2022/2023.

Action Code	Responsible Position	Status	Annual Comment
CS 1.1.8.1	Manager of Infrastructure Delivery	Progressing	Due to resourcing constraints and competing priorities the shared pathway progress in FY22/23 has been limited to the extension of Tregurtha Way at the Australian Standing Stones and starting the shared pathway network at the new Indoor Sports Centre. The bulk of the shared pathway work linking the ISS to the primary schools has been programmed for FY23/24.

Action: Convert priority roads from unsealed to sealed surface as funding allows to mitigate storm erosion and maintenance issues during drought.

Action Code	Responsible Position	Status	Annual Comment
EH 4.8.1.1	Manager of Infrastructure Delivery	Progressing	In the 22/23 FY two roads (Strathbogrie Road and Gordons Road) were converted to bitumen seal. Ten Mile, West Furracabad Road and Gulf Road will be sealed in FY 23/24.

Action: Improve drainage to reduce road pavement damage during future storm events.

Action Code	Responsible Position	Status	Annual Comment
EH 4.8.2.1	Manager of Infrastructure Delivery	Completed	Drainage has been improved on a large portion of the network through works associated with Capital projects such as re-sheets, rehabilitations and heavy patching, as well as routine open drainage maintenance performed by Council's internal drainage team.

Action: Implement and complete the Capital Works Program for the 2022/2023 financial year.

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.1.1	Manager of Infrastructure Delivery	Progressing	Projects completed since 30 June 2022 include Nine Mile Road re-sheet, Caerleon Road re-sheet, Mt Slow re-sheet, Shannonvale Road re-sheet, Donnelly's Rd re-sheet, Lang St/Furracabad Road rehabilitation, Emmaville Road Segment 180 rehabilitation, Bald Nob Segment 20 rehabilitation, bitumen re-sealing program and sealing of Strathbogie and Gordons Rd. Additionally several smaller footpath and kerb and gutter projects have been completed. Works in progress to be carried over to FY 23/24 include Bald Nob Stage 2, Gulf Road, Shannon Vale Bridge and Yarrow Creek bridge.

Action: Implement and complete all planned Capital Bridge Infrastructure works for the 2022/2023 financial year.

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.2.1	Manager of Infrastructure Delivery	Progressing	FY 21/22 backlogged projects are both at 80% completion. (Shannonvale Road Bridge and Yarrow Creek Bridge on the Mount Mitchell Road). The 22/23 projects (Wentworth Street over Rocky Ponds and Furracabad Road bridge) have been tendered and a contract awarded, to be delivered in 2023/2024. Council is working towards clearing the backlog of projects through a combination of internal delivery and contracted works.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.5.1	Manager of Infrastructure Delivery	Completed	

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.1.1	Manager of Infrastructure Delivery	Progressing	Routine maintenance programs were disrupted for the first half of FY 22/23; however, crews are back in routine now. The maintenance requests register is currently sitting at 75% completion for this year, more focus needs to be made on closing out outstanding requests and accurately reporting completed items to get the register to the target level of 92% completion.

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

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.6.1	Manager of Infrastructure Delivery	Progressing	Throughout the year inspections were coordinated to respond to both internal and external reports of maintenance issues. The Australian Roads Research Board survey of the sealed network has been booked for August 2023.

Action: Implement the Asset Management Plan for footpaths.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.9.1	Manager of Infrastructure Delivery	Completed	Footpath construction completed at Meade St, and minor repairs undertaken around town. Annual inspections are being undertaken and asset data updated in the Metrix system.

Action: Complete all works identified in the asset management plan for bridges in the 2022/23 financial year.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.10.1	Manager of Infrastructure Delivery	Progressing	FY 21/22 backlogged projects are both at 80% completion. (Shannonvale Road Bridge and Yarrow Creek Bridge on the Mount Mitchell Road). The 22/23 projects (Wentworth Street over Rocky Ponds and Furracabad Road bridge) have been tendered and a contract awarded, to be delivered in 2023/2024. Council is working towards clearing the backlog of projects through a combination of internal delivery and contracted works.

Action: Implement the Roads asset management plan for the 2022/2023 financial year.

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.14.1	Manager of Infrastructure Delivery	Progressing	During the 22/23 financial year there were five gravel re-sheet projects completed, three sealed road rehabilitations, a bitumen re-seal program and ongoing heavy patching. This was completed in addition to reactive natural disaster recovery work. A revised Infrastructure Backlog Plan has been developed to set the program for asset renewal moving forward.

Action: Continue the Rural Drainage program.

Action Code	Responsible Position	Status	Annual Comment
IM 3.3.4.1	Manager of Infrastructure Delivery	Completed	Council's drainage crews are working their way through the rural network performing routine open drain maintenance and installing new culverts. Gravel re-sheeting projects have been delivered with improved drainage capacity.

Infrastructure Services**Customer Service****Action: Monitor the street lighting program within Glen Innes and the villages.**

Action Code	Responsible Position	Status	Annual Comment
IM 3.2.7.1	Executive Assistant - Infrastructure Services	Completed	Reports received from Essential Energy are reviewed quarterly and stored in ECM to reflect on if required.

Engineering Oversight**Action: Oversee the design and construction of the New England Rail Trail – Glen Innes to Ben Lomond stage**

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.3.1	Director of Infrastructure Services	Progressing	A desktop review of the project has been undertaken by Public Works Advisory NSW. This has identified additional budget requirements and an application for this additional funding has been submitted. A draft footprint of the area to be leased has been forwarded to Transport for NSW for review. The project is pending responses from these two agencies, at which time it is planned to engage NSW PWA to

Action Code	Responsible Position	Status	Annual Comment
			undertake detailed engineering design and manage the project under oversight of Council.

Action: Oversee construction of the grant-funded Glen Innes Highlands Skywalk

Action Code	Responsible Position	Status	Annual Comment
IM 3.1.3.2	Director of Infrastructure Services	Progressing	Tenders were called for construction of the Skywalk project, with only one tender received. Council resolved not to accept that tender and proceeded to explore alternate options for delivery and to request a further extension of time from the funding body. This extension was granted until 31 August 2023, enabling contractor Fleetwood Urban sufficient time to be engaged and deliver the project under the Local Government Procurement contract process. The project is on track for completion on revised time scale and within the original budget of \$2M.

Integrated Water Services

Sewerage Functions

Action: Implement the Sewer Asset Management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.4.4.1	Manager of Integrated Water Services	Completed	2 kms of relining has been completed, as well as 40 manhole repairs have been completed, as well as some pump renewals at the Sewer Treatment Plant

Stormwater Drainage

Action: Deliver Flood Management and Storm Water Drainage Services to adopted service levels.

Action Code	Responsible Position	Status	Annual Comment
IM 3.3.2.1	Manager of Integrated Water Services	Completed	Council is still sourcing funding to review and update the flood management strategy. Drainage works were carried out in the urban areas as required.

Wastewater Functions

Action: Manage wastewater functions according to adopted service levels.

Action Code	Responsible Position	Status	Annual Comment
IM 3.4.2.1	Manager of Integrated Water Services	Completed	Council's wastewater services have been managed in accordance with NSW EPA license conditions.

Water Functions

Action: Implement the Drought Management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.3.3.1	Manager of Integrated Water Services	Completed	Drought Management Plan has been reviewed and approved by Council.

Action: Manage water functions according to adopted service levels.

Action Code	Responsible Position	Status	Annual Comment
IM 3.4.1.1	Manager of Integrated Water Services	Completed	Council water services have been managed in accordance with regulatory requirements.

Action: Implement the Water Asset Management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.4.3.1	Manager of Integrated Water Services	Completed	Automated water meters are nearly all installed. They were utilised for both reads in the financial year very successfully. Limited work has been completed in the Mains upgrade program this year.

Action: Implement the Integrated Water Cycle Management Plan and review as necessary.

Action Code	Responsible Position	Status	Annual Comment
IM 3.4.5.1	Manager of Integrated Water Services	Progressing	The IWCM has progressed well over this financial year. The issues paper will be completed, the options assessment finalized and being worked towards, with the estimated completion date finalized for 30 June 2024

**APPENDIX B – Government Information (Public Access)
Report 2022-2023**



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

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

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

Total number of applications received
10

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

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

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	4	0	0	0	0	0	0	0	4	33%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	8%
Members of the public (by legal representative)	3	1	0	0	0	0	0	0	4	33%
Members of the public (other)	1	0	0	2	0	0	0	0	3	25%
Total	9	1	0	2	0	0	0	0	12	
% of Total	75%	8%	0%	17%	0%	0%	0%	0%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	1	0	0	0	0	2	17%
Access applications (other than personal information applications)	8	1	0	1	0	0	0	0	10	83%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	9	1	0	2	0	0	0	0	12	
% of Total	75%	8%	0%	17%	0%	0%	0%	0%		

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

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	5	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	5	100%
Invalid applications that subsequently became valid applications	5	100%

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

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

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	1	100%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	1	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	10	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	10	

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

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

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

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

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

Table I: Applications transferred to other agencies.

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

APPENDIX C: Audit of Open Access Information





Audit of Open Access Information

13 June 2023

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

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

The GIPA Regulations:

Part 2 Open access information of local authorities
3 Additional open access information

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

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

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

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

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

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

Proactive Release

7 **Authorised proactive release of government information**

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

Open Access Information	Available on Website	Notes	Has it been entered into the Record of Open Access Information (not available on the website).
Agency Information Guide	Yes	Reviewed Annually	
Information about Council tabled in parliament	NA		
Policy Documents (Generally)	Yes	See Policy Register and Index to Open Access Information	
Disclosure Log of Access Applications	Yes	Under Information Disclosed on Access to Information Page on website	
Register of Contracts	Yes	Located on the Website under Government Contracts under access to Information.	
Record of Open Access Information not available on the website	Yes	Located on the website under Information Not Disclosed under access to Information	

Open Access Information	Available on Website	Notes	Has it been entered into the Record of Open Access Information (not available on the website).
Code of Conduct	Yes		
Code of Meeting Practice	Yes		
Annual Report	Yes		
Annual Financial Statements	Yes		
Auditor's Report	Yes		
Management Plan	Yes		
EEO Management Plan	Yes		
Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy	Yes		
Annual Reports of bodies delegated functions by Council	Yes		
Codes referred to in the LGA	Yes		
Disclosures of Interests	Yes		
Council Meeting Business Papers and those of Council Committees	All Council Meeting Business Papers are published on the website of Council prior to a meeting.		
Minutes of Council and Council committees.	All Council Meeting minutes are published on the website and all Council s 355 committees Minutes are provided in Council Business Papers located on the website.		

Open Access Information	Available on Website	Notes	Has it been entered into the Record of Open Access Information (not available on the website).
Departmental representative reports presented at a Council meeting in accordance with s 433 of the LG Act	If or when applicable.		
Information in a Land Register	No	Available free of charge upon request.	Yes
Information in a Register of Investments	This information is provided monthly to Council and is contained in Council's Business papers located on the website.		
Register of Delegations	No	A new Delegations system is being implemented and the register will be placed on the website once completed. Expected date: 31 October 2023.	Yes
Register of graffiti removal work kept in accordance with s 13 of the <i>Graffiti Control Act 2008</i>	No	No information available to add to the register.	Yes
Register of current disclosures of political donations kept in accordance with s 328A of the Local Government Act	No	A request for this register has been sent to the GM's office on 13 June 2023.	Yes
Register of voting on planning matters kept in accordance with s 375A of the LG Act	No	Council has not required to enter anything into this register at this stage.	Yes

Open Access Information	Available on Website	Notes	Has it been entered into the Record of Open Access Information (not available on the website).
Local Policies regarding approvals and orders	Yes		
Plans of Management for Community Land	Yes		
Environmental Planning instruments, development control plans and contribution plans made under the EPA Act	Yes		
DA's and any associated documents received in relation to a proposed DA	No	Details are provided on the website though, exactly how to obtain this information free of charge	Yes
Applications and records of approvals and orders.	No	Details are provided on the website though, exactly how to obtain this information free of charge	Yes

Document Control

RESPONSIBLE OFFICER:	MANAGER GOVERNANCE, RISK AND CORPORATE PLANNING (MGRCP)
REVIEW DUE DATE:	May 2024

