



Community Engagement Media

Shaping Tomorrow

Consultation Period: 24 April – 6 June 2025

**Table 1: Reach and Inclusivity**

Channel / Activity	Reach / Participation	Notes
Have Your Say Portal Aware Participants Informed Participants Max Daily Visitors	1,800 visits 1,084 382 113	Open to all residents
Ratepayer Letters	4,912 mailed	Sent to every ratepayer
Resident Newsletter	4,500 delivered	Unaddressed mail to households in LGA
Hardcopy Info Packs	100+ distributed	At sessions + Council front counter
Paper Surveys Distributed	200+	70 completed
Online Surveys	390+	
Phone Surveys	303	
Radio Advertising	GEM FM & 2NZ	Regional coverage
Social Media Posts (SRV)	9 posts	Reached 495–2,000 per post
Information Sessions	3 in-person + online	Glen Innes, Emmaville, Deepwater + virtual

Table 2: Information Provided to the Community

Information Provided	Views / Downloads	Purpose
Draft CSP 2025–2035	61 downloads	Strategic direction
Draft LTFP 2025–2035	56 downloads	Financial sustainability
Draft Operational Plan	41 downloads	Annual actions & budget
Draft Delivery Program	27 downloads	4-year commitments
SRV Information Pack	24 downloads	SRV rationale & impacts
FAQs	124 views	Common questions
Financial Position Video <i>(includes YouTube Views)</i>	340 views	Explains Council finances
How Rates Work Video <i>(includes YouTube Views)</i>	378 views	Rates explainer
SRV Explainer Video <i>(includes YouTube Views)</i>	156 views	SRV purpose
Info Session Guide	90 downloads	How to participate in sessions
Media Releases	5 issued	SRV, finances, engagement updates
Radio Campaign	3 phases	Awareness → Midpoint → Final call



Table 3: Community Participation

Engagement Opportunity	Participation	Notes
Total Survey Responses	763	Strong sample size
Online Surveys	390+	
Phone Surveys	303	Representative outreach
Paper Surveys	70	
In-Person Info Sessions	3 sessions	Glen Innes, Emmaville, Deepwater
Online Info Sessions	Multiple	Provided virtual access
Social Media Comments	Up to 29 per post	High engagement on SRV explainers
Social Media Shares	Up to 9 per post	Helped extend reach
Midpoint Update Post	1.1K reach	Community discussion
Financial Policy Post	10 comments, 7 shares	Demonstrated strong interest

Table 4: Evidence of Consideration

Feedback Mechanism	Evidence of Consideration	Notes
Midpoint Media Release	Reported strong community input	Transparent update
Final Media Release	Explained how feedback shaped decisions	Issued 19 June
Survey Results (Micromex)	763 responses analysed	Informed SRV decision
Public Access to Drafts	All draft plans published	Enabled informed feedback
Social Media Updates	Responses to questions & reminders	Two-way communication
Council Website Updates	Published decisions & next steps	Public record

MEDIA RELEASE

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SHAPING TOMORROW: COUNCIL TO DECIDE ON SRV PROPOSAL AFTER STRONG COMMUNITY RESPONSE

Glen Innes Severn Council will next week discuss the outcomes of its recent extensive community engagement program – concerning a new Community Strategic Plan (CSP), Delivery Program (DP), Operational Plan and Budget (OP) and the Revised Long-Term Financial Plan (LTFP).

While all these documents are crucial, the community's primary focus has been on the scenarios proposed for a Special Rate Variation (SRV).

Following valuable community feedback and a thorough review of submissions, further remodelling of the Revised LTFP 2025–2035 has been undertaken. The business paper for the June 2025 Ordinary Council Meeting, which is being released publicly today, recommends to Council an amended Sustainability scenario which incorporates an SRV of 48.3 per cent over three years.

Other proposed amendments to the Revised LTFP 2025-2034 include:

- Greater savings from improving organisational efficiency
- Acknowledging pensioners with an increase in the pensioner rebate of \$50
- Retaining a commitment to towns and villages improvements
- Deferral of Town Hall master planning
- A reduction in depreciation following a technical review

The recommended scenario involves rate increases over three years, culminating in the 2028/29 fiscal year, with the target year for achieving financial sustainability now set for 2029/30 – one year later than previously anticipated. Additionally, waste charges have been reviewed, resulting in significantly scaled-back increases.

The phone survey, conducted as part of the community engagement program, indicated the original Sustainability scenario which had an increase of 55.49 per cent over two years: 41 per cent were not at all supportive, 22 per cent, not very supportive, 21 per cent, somewhat supportive and 16 per cent either supportive or very supportive. The revised Sustainability scenario being recommended to Council at 48.3 per cent, is 7.19 per cent less than the initially proposed scenario.

The business paper also incorporates a Capacity to Pay report which has been prepared as background information for Councillors. The report does not make commentary on specific SRV scenarios but provides an analysis of a wide range of socio-economic and other data, and evaluates the general financial capacity of ratepayers to pay the proposed rate changes.

General Manager, Bernard Smith said, "This recommendation to Council achieves the requirement of financial sustainability, reflects the concerns of the community, but still enables the region to grow and be a desirable and liveable community."

"The community has told us that the maintenance of infrastructure and the delivery of services is important, and this proposal enables Council to meet that expectation. Council remains committed to ensuring that the region continues to thrive while addressing the needs and concerns of its residents," Mr Smith said.

The June 2025 Ordinary Council meeting will commence at 9am on Thursday, 19 June and be held in the William Gardner Conference Room at the Glen Innes Severn Learning Centre. The business paper with attachments will be made available on Council's website at: <https://www.gisc.nsw.gov.au/Council/Council-Meetings>

-ENDS-

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COUNCIL RECEIVES STRONG COMMUNITY INPUT AS ENGAGEMENT PROGRAM HITS MIDPOINT

Glen Innes Severn Council's *Shaping Tomorrow* community engagement program has reached its halfway mark, with key themes emerging as the process gathers momentum.

Since launching in late April, the comprehensive program has engaged hundreds of residents in discussions about Council's long-term plans, financial sustainability and the proposed Special Rate Variation (SRV), in line with the requirements set by the Independent Pricing and Regulatory Tribunal (IPART).

Over the past week, more than 200 residents attended the face-to-face meeting in Glen Innes, with another 40 attending the Emmaville session the previous week.

Mayor Margot Davis said clear themes are emerging from the sessions, particularly around the impact on pensioners and the need for Council to operate more efficiently.

"We also heard concerns about the impact on pensioners, and we are committed to exploring ways to reduce the burden on those most affected by rate increases over and above the hardship policy that we already have in place. Operational efficiency, good financial management and identifying cost savings has already started, and we will continue this focus going forward," she said.

Council thanks all Glen Innes Severn residents for their participation, respectful engagement and thoughtful contributions.

With the *Shaping Tomorrow* program at its halfway point, residents still have the opportunity to provide valuable input on Council's future plans and financial sustainability. The program continues until 6 June, with multiple ways for the community to have their say, including the online survey, an upcoming phone survey and remaining community information sessions.

To learn more and have your say, visit: haveyoursay.gisc.nsw.gov.au/shaping-tomorrow

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COUNCIL ADOPTS A PATH TO FINANCIAL SUSTAINABILITY AND SHAPING A STRONGER MORE VIBRANT FUTURE

At today's Ordinary Council Meeting, Glen Innes Severn Council made a number of critically important decisions that will shape the organisation's direction and financial position over the coming decade.

Council formally adopted the Community Strategic Plan (CSP) 2025–2035, the Delivery Program (DP) 2025–2026, the 2025-2026 Operational Plan and Budget and the Revised Long-Term Financial Plan (LTFP) (2025-2035) - setting a clear course of action for service delivery, infrastructure investment and financial recovery.

Of particular importance, Council resolved to endorse the preparation of an application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), to be submitted in February 2026. If approved, the SRV would be implemented from the 2026/27 financial year.

A revised Sustainability SRV scenario, adopted as part of the Revised LTFP 2025-2035, proposes a cumulative increase of 48.3 per cent over three years, reduced from the previously proposed 55.49 per cent over two years. The revised model reflects extensive community feedback and updated financial analysis, and includes a later target year for financial sustainability – now projected for 2029/30.

Mayor Margot Davis said today's decisions follow extensive community engagement and reflects Council's commitment to addressing its long-term financial challenges, whilst meeting the obligations as elected officials and in accordance with the Local Government Act.

"This was a serious and significant decision for Council, we listened to the community particularly with regard to the impact on pensioners, extending the period of time the SRV is implemented, and the need expressed by the community to maintain services and infrastructure. Council will continue to focus on cost and service efficiencies and work more closely with the villages to improve their liveability," Cr Davis said.

The Revised LTFP also includes a number of important amendments which are included in the revised sustainability scenario including:

- Increased operational savings through improved internal efficiencies
- An additional \$50 pensioner rebate
- Ongoing commitment to town and village improvements
- Deferral of the Town Hall master planning project
- A technical adjustment to depreciation forecasts
- More moderate increases to waste charges

Mayor Davis added, "This was a difficult but important decision in terms of the long term future of the region. As elected members we have a responsibility to not just think about tomorrow but put in place the foundations for a financial, economic and socially sustainable future. We know any rate increase is difficult for parts of our community hence the initiatives around the pensioner rebate and the imminent review of our hardship policy.

It was not a decision taken lightly, but a decision which puts in place the foundations for a stronger more vibrant future," she said.

All adopted documents will be made available on Council's website.

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HAVE YOUR SAY ON GLEN INNES SEVERN COUNCIL'S FUTURE PLANS AND IMPROVED LONG-TERM FINANCIAL SUSTAINABILITY

Council has endorsed key strategic plans to articulate the community's priorities, deliver Council services, facilities and maintain assets and importantly to ensure the financial sustainability of Council and the growth and prosperity of the Glen Innes Severn region.

At the Ordinary Council Meeting this morning, councillors endorsed a number of strategies and plans that will be discussed with the community through a comprehensive Community Engagement Program – "Shaping Tomorrow". Among ensuring that the community is aligned with the future plans Council will gauge ratepayers' sentiments on the various scenarios in consideration of applying to the NSW Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) for July 2026.

Council's budget faces significant pressures and that like many other Council's in NSW Glen Innes Severn is faced with an income gap, with costs increasing at a greater rate than revenue. This imbalance is projected to grow over the coming decade.

A number of factors have culminated in the need for an SRV, the fact that the rate peg set by IPART has not kept pace with rising inflation and other growing costs. Other impacts are the increased cost of wages, scarcity of contractors and materials, reduced available grants and funding, cost-shifting from state and federal government and the Federal Assistance Grants (FAGs) of only 0.54% instead of 1%.

Mayor Margot Davis said the situation has been compounded by state and federal governments increasingly shifting financial responsibility for items such as roads and infrastructure onto local councils without sufficient funding.

"It's a situation afflicting councils right around NSW, with close to 40 having applied for an SRV in the past four years. This is a long-term problem that needs a long-term solution. Our General Fund has been in deficit since 2021 so it's well overdue to address this challenge."

"We know this is a difficult conversation—especially at a time when the rising cost of living is placing real pressure on households. No one wants to see rates increase. However, achieving long-term financial sustainability is vital if we are to continue maintaining our infrastructure, delivering valued services, and planning for a stronger future," Cr Davis said.

As a result, the Council is now asking the community for feedback on the following SRV options.

- **Managed Decline (rate increase limited to just the yearly rate peg):** The cumulative rate peg increase is estimated at 9.5% over three years as follows, 3.5% rate peg for 2026/27 and forecasted rate pegs of 3.0% for 2027/28 and 2028/29. Council will implement the Service Review Program and the Review of Waste (domestic and non-domestic) pricing, Water and Sewer Costs and Pricing Strategy. This improves the General Fund's operations by reducing the deficit from \$6.1 million to \$4.7M. These strategies alone will not fully resolve operating deficits or a decline in cash reserves.
- **Sustainability Scenario:** A cumulative permanent SRV (including the rate peg) of 55.49% applied over two years as follows; 28.5% (rate peg + SRV) in 2026/27 and 21% (rate peg + SRV) in 2027/28.
- **Growth and Prosperity Scenario:** A 61.75% cumulative permanent SRV (including the rate peg) over 2 years applied as follows; 31.5% (rate peg + SRV) in 2026/27 and 23% (rate peg + SRV) in 2027/28.
- **Growth and Prosperity Scenario:** A 68.50% cumulative permanent SRV (including the rate peg) over 3 years applied as follows; 26.5% (rate peg + SRV) in 2026/27, 20.0% (rate peg + SRV) in 2027/28 and 11.0% in 2028/29

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(rate peg + SRV). With this increase, Council can have a modest surplus to deliver a Growth and Prosperity Program that delivers health, housing, parklands and township improvements across the region and importantly, plans for economic growth into the future. This is Council's preferred scenario.

Videos from a financial expert further explaining Rates, Financial Sustainability and SRVs are live for the community to view – they explain the how and why Council needs one and how it will affect ratepayers can be viewed at:

<https://haveyoursay.gisc.nsw.gov.au/shaping-tomorrow>

The Shaping Tomorrow Community Consultation period will run until 6 June 2025. There are a number of ways people can participate:

1. Online Submissions

Visit GISC's Have Your Say page at <https://haveyoursay.gisc.nsw.gov.au/shaping-tomorrow>

2. Hard Copy Submissions

Hard copies of the draft documents and the SRV survey will be available at:

- Council Administration Offices at Town Hall
- The Glen Innes Severn Public & TAFE Library
- Australia Post: Emmaville and Deepwater

3. Community Information Sessions

Members of the community and other interested persons, organisations and agencies may attend an in-person session to ask questions and provide feedback:

- Emmaville War Memorial Hall: 5th May 5pm - 7pm
- Glen Innes Town Hall: 14th May 5pm - 7pm
- Deepwater School of Arts Hall: 27th May 5pm - 7pm

4. Virtual Information Sessions

For those unable to attend the in-person Community Information Sessions, they are welcome to join the virtual sessions:

- 6th May 5:30pm - 7pm (via Teams)
- 15th May 5:30pm - 7pm (via Teams)
- 28th May 5:30pm - 7pm (via Teams)

At the conclusion of the community engagement period, Council will review the feedback received and determine whether to proceed with an application for an SRV. A decision will be made at the Council meeting scheduled for 19th June 2025. If Council decides to move forward, it will notify IPART of its intent to lodge an SRV application in February 2026. If Council decides to proceed with the application in February 2026, residents will have the opportunity to provide feedback directly to IPART as part of the formal review process. They can visit IPART's Have Your Say page for more information: <https://www.ipart.nsw.gov.au/Home/Reviews/Have-Your-Say>.

Further information detailing the SRV options are all available at <https://haveyoursay.gisc.nsw.gov.au/shaping-tomorrow>

-ENDS-

SHAPING TOMORROW

Later today Glen Innes Severn Council will share plans designed to help secure the region's future for the next decade and provide opportunities and services to improve the lives of those who live and work there.

The latest business papers will be available on Council's website just before the Easter break, a week prior to the next Ordinary Council Meeting, scheduled for Thursday, 24 April. They include the Community Strategic Plan (CSP) that outlines the vision and strategic objectives for the Council for the next 10 years. The Delivery Program (DP) then details the strategies Council will employ to achieve the objectives outlined in the CSP.

Mayor Margot Davis said the community has played a vital role in shaping Council's vision.

"This plan is designed to shape an economically diverse, socially connected, environmentally sustainable and well-serviced place to live and work—supported by fit-for-purpose infrastructure that meets both current and future needs.

"I'm looking forward to discussing those plans with my fellow councillors at the as April Council meeting where your elected representatives will decide to move forward to consult with the community through a robust engagement plan," Cr Davis said.

At that meeting, Council will vote to put the Draft Community Strategic Plan 2025-2035, Draft Delivery Program 2025-2029, Draft Revised Long Term Financial Plan 2025-2035 and Operational Plan 2025-2026 on Public Exhibition.

Council's Long term Financial Plan (LTFP) details how Council will remain financially viable over the next 10 years.

Like many councils around NSW, Glen Innes Severn Council is experiencing costs rising faster than income—a gap expected to widen over the next decade.

This means that under current conditions, Council's General Fund is not financially sustainable. As a result, it is becoming increasingly difficult to maintain and upgrade essential infrastructure such as roads, bridges, kerbing and guttering, parks, drainage, buildings and other community assets or provide new community facilities.

This has prompted Council to consider the option of applying to the NSW Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) to be implemented in 2026-2027.

If endorsed at the April Ordinary Council Meeting, a comprehensive Community Engagement Program will be conducted until 6 June. Residents and ratepayers will be encouraged to have their say on four options.

Mayor Davis added, "We know this is going to be a challenging conversation—especially at a time when the rising cost of living is placing real pressure on households. No one wants to see rates

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increase. However, achieving long-term financial sustainability is vital if we are to continue maintaining our infrastructure, delivering valued services, and planning for a stronger future.”

- **Managed Decline (rate increase limited to just the yearly rate peg):** The cumulative rate peg increase is estimated at 9.5% over three years as follows, 3.5% rate peg for 2026/27 and forecasted rate pegs of 3.0% for 2027/28 and 2028/29. Council will implement the Service Review Program and the Review of Waste (domestic and non-domestic) pricing, Water and Sewer Costs and Pricing Strategy. This improves the General Fund’s operations by reducing the deficit by \$1.0M in 2025/26 to \$4.0M. These strategies alone will not fully resolve operating deficits or a decline in cash reserves
- **Sustainability Scenario:** A cumulative permanent SRV (including the rate peg) of 55.49% applied over two years as follows; 28.5% (rate peg + SRV) in 2026/27 and 21% (rate peg + SRV) in 2027/28
- **Growth and Prosperity Scenario:** A 61.75% cumulative permanent SRV (including the rate peg) over 2 years applied as follows; 31.5% (rate peg + SRV) in 2026/27 and 23% (rate peg + SRV) in 2027/28
- **Growth and Prosperity Scenario:** A 68.50% cumulative permanent SRV (including the rate peg) over 3 years applied as follows; 26.5% (rate peg + SRV) in 2026/27, 20.0% (rate peg + SRV) in 2027/28 and 11.0% in 2028/29 (rate peg + SRV). With this increase, Council can have a modest surplus to deliver a Growth and Prosperity Program that delivers health, housing, parklands and township improvements across the region and importantly, plans for economic growth into the future.

At the conclusion of the community engagement period, Council will review the feedback received and determine whether to proceed with an application to IPART for an SRV. A decision will be made at the Ordinary Council Meeting scheduled for 19 June 2025.

Business papers can be found on Council’s website at: <https://www.gisc.nsw.gov.au/Council/Council-Meetings>

-ENDS-

GISC Radio Ad Scripts

The ad campaign runs from 28th April – 5th June

28th April – 11th May

Glen Innes Severn Council's Community Engagement Program *Shaping Tomorrow* wants your input into its new strategic plans which aim to ensure the financial sustainability of Council and the growth and prosperity of region.

Council is proposing a Special Rate Variation for 2026-2027.

Information sessions will be held at Emmaville, Glen Innes and Deepwater or you can join us online.

To find out more, visit: haveyoursay.gisc.nsw.gov.au

12th May – 25th May

Glen Innes Severn Council wants to ensure you can enjoy all the services Council provides now and into the future.

So, we're proposing a Special Rate Variation for 2026-2027 and your feedback matters.

To have your say, pick up a survey at Council, the library or village Post Offices, or complete it online at: haveyoursay.gisc.nsw.gov.au.

26th May – 5th June

Time's running out to have your say on Glen Innes Severn Council's proposed Special Rate Variation for 2026-2027.

Your feedback on Council's plans for the region's financial security is very important.

You have until June 6 to pick up a survey at Council, the library or Australia Post or complete it online at: haveyoursay.gisc.nsw.gov.au.

Shaping Tomorrow

Proposal for a Special Rate Variation (SRV) Survey



SCAN THE QR TO TAKE THE SURVEY ONLINE

This survey is being conducted by Micromex Research on behalf of Glen Innes Severn Council. It will take up to 10 minutes to complete.

Please note that your responses to these questions will only be reported in aggregate form - and your name/contact details will not be shared with anyone else. To answer the questions, either select one or more of the listed responses, or write in your comments where space is provided (please provide as much detail as possible when writing in the comments).

Please return your completed survey to Council's Town Hall Office at 265 Grey Street, or place it in one of the green Have Your Say boxes located at the Glen Innes Library or the village post offices in Deepwater or Emmaville.



D1. To confirm you are in the Local Government Area, which town or village do you live in or nearest to?

- ☐ Deepwater
- ☐ Diehard
- ☐ Dundee
- ☐ Emmaville
- ☐ Gibraltar Range
- ☐ Glen Elgin
- ☐ Glen Innes
- ☐ Glencoe
- ☐ Kingsgate
- ☐ Red Range
- ☐ Wellington Vale
- ☐ Other

Q1. Thinking about the local area what do you think are the main priority issues?

Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q3. How satisfied are you with the quality of long-term planning being provided by Council?

- ☐ Very satisfied
 - ☐ Satisfied
 - ☐ Somewhat satisfied
 - ☐ Not very satisfied
 - ☐ Not at all satisfied
-



Q4. How important do you believe it is for Council to implement plans and programs that will maintain/renew local infrastructure in the local area?

- ☐ Very important
 - ☐ Important
 - ☐ Somewhat important
 - ☐ Not very important
 - ☐ Not at all important
-

Q5. Do you, or your household, pay Council rates to Glen Innes Severn Council for any of the following? Please select all that apply.

- ☐ Residential
 - ☐ Business
 - ☐ Farmland
 - ☐ None of these
-

Q6. Concept Statement

Glen Innes Severn Council delivers a broad range of services and has the responsibility to maintain the facilities and infrastructure across the area. At present, Council's revenue is regulated by the NSW Independent Pricing and Regulatory Tribunal (IPART). IPART limits the amount by which councils can increase rates from one year to the next. That amount is known as the rate peg, Council need to apply to IPART if they require a greater level increase.

At present, Council's General Fund is financially unsustainable due to long-term rate capping, rising costs, and State Government cost shifting. Despite improvements through an independent financial assessment and asset management review, the Council faces an average \$4.7 million annual deficit (2025–2035). Council has initiated the Elevate 360 Improvement Plan to drive efficiencies but needs additional funding to restore financial sustainability by 2028/29, and act on programs like economic development, facilitating improvement to health services, housing, town improvements, and town hall activation. Therefore, Council is looking to apply to IPART for an increase above the rate peg. This is called a Special Rate Variation, or SRV.

Council acknowledges that any rate increase may adversely impact some community members. Council has a Hardship Policy and alternative payment options to assist ratepayers should they have difficulty keeping up with their rate payments.

Council will be exploring the following SRV options:

- Option 1 - Base Case (Managed Decline) – Rate peg only
- Option 2 - Sustainability scenario 2-year SRV
- Option 3 - Growth and prosperity 2-year SRV
- Option 4 - Growth and prosperity 3-year SRV

The following section will take you through each option in more detail, and ask you to rate your support for each option.



Option 1 Base Case (Managed Decline) – Rate peg only

Under this option, Council would continue operating as it does now. Over time, this would affect services, infrastructure, and Council's ability to respond to emergencies like floods or fires. Council's cash position will continue to decline, and the General Fund will continue to face ongoing deficits, averaging \$4.7 million annually.

The rate peg increase consists of:

- 3.5% in 2026/27
- 3.0% in 2027/28
- And 3.0% in 2028/29
- Total Cumulative Increase of approximately 9.8% over three years

Under this option, the average Residential Ratepayer, rates will increase by:

- \$35.88 in Year 1
- \$31.83 in Year 2
- And \$32.79 in Year 3
- Total increase over 3 Years of \$100.50
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,125.68 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$128.40 in Year 1
- \$113.91 in Year 2
- And \$117.33 in Year 3
- Total increase over 3 Years of \$359.64
- Annual rates rise from \$3,668.62 in 2025/26 to \$4,028.26 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$74.72 in Year 1
- \$66.28 in Year 2
- And \$68.27 in Year 3
- Total increase over 3 Years of \$209.27
- Annual rates rise from \$2,134.78 in 2025/26 to \$2,344.06 in 2028/29

Q6a. How supportive are you of Council proceeding with Option 1 Base Case (Managed Decline) – Rate peg only?

- ☐ Very supportive
 - ☐ Supportive
 - ☐ Somewhat supportive
 - ☐ Not very supportive
 - ☐ Not at all supportive
-

Option 2: Sustainability Scenario 2-year SRV

Under this option, Council would apply a small rate increase over two years to maintain current services and infrastructure, while achieving financial sustainability by 2028/29.

This would better equip Council to manage emergencies, though it would not fund new community or economic development programs. Savings of \$550,000 from a depreciation review and \$500,000 through the Elevate360 program would reduce the General Fund's average annual deficit to \$4.7 million.

The rate increases under this option consist of:

- 28.5% in 2026/27
- 21.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 60.15%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$292.18 in Year 1
- \$276.64 in Year 2
- And \$47.82 in Year 3
- Total increase over 3 Years of \$616,64
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,641.82 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1045.56 in Year 1
- \$989.98 in Year 2
- And \$171.71 in Year 3
- Total increase over 3 Years of \$2,206.66
- Annual rates rise from \$3,668.62 in 2025/26 to \$5,875.28 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$608.41 in Year 1
- \$576.07 in Year 2
- And \$99.58 in Year 3
- Total increase over 3 Years of \$1,284.06
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,418.84 in 2028/29

Q6b. How supportive are you of Council proceeding with Option 2: Sustainability Scenario 2-year SRV?

- ☐ Very supportive
 - ☐ Supportive
 - ☐ Somewhat supportive
 - ☐ Not very supportive
 - ☐ Not at all supportive
-



Option 3: Growth and prosperity 2-year SRV

Under this option, Council would apply slightly higher rate increases than Option 2 to secure financial stability by 2028/29, while funding new community programs totalling \$800,000 annually. Existing services would be maintained, with additional support for some of the Growth and Prosperity initiatives – but not the full program.

The rate increases under this option consist of:

- 31.5% in 2026/27
- 23.0% in 2027/28
- And 3.0% in 2028/29 (rate peg only)
- Total cumulative increase over three years of 66.60%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$322.93 in Year 1
- \$310.07 in Year 2
- And \$49.75 in Year 3
- Total increase over 3 Years of \$682.75
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,707.92 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$1,155.62 in Year 1
- \$1,109.57 in Year 2
- And \$178.01 in Year 3
- Total increase over 3 Years of \$2,443.20
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,111.82 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$672.46 in Year 1
- \$645.66 in Year 2
- And \$103.59 in Year 3
- Total increase over 3 Years of \$1,421.71
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,556.49 in 2028/29

Q6c. How supportive are you of Council proceeding with Option 3: Growth and prosperity 2-year SRV?

- ☐ Very supportive
 - ☐ Supportive
 - ☐ Somewhat supportive
 - ☐ Not very supportive
 - ☐ Not at all supportive
-

Option 4: Growth and prosperity 3-year SRV

Under this option, Council would ensure all services are maintained, financial sustainability is achieved by 2028/29, and the growth and prosperity program delivered in full. Rate increases would be more balanced across the three years compared to Option 3.

The rate increases under this option consist of:

- 26.5% in 2026/27
- 20.0% in 2027/28
- And 11.0% in 2028/29
- Total cumulative increase over three years of 68.5%

Under this option, the average Residential Ratepayer, rates will increase by:

- \$271.67 in Year 1
- \$259.37 in Year 2
- And \$171.18 in Year 3
- Total increase over 3 Years of \$702.22
- Annual rates rise from \$1,025.18 in 2025/26 to \$1,727.41 in 2028/29

Under this option, the average Farmland Ratepayer, rates will increase by:

- \$972.18 in Year 1
- \$928.16 in Year 2
- And \$612.59 in Year 3
- Total increase over 3 Years of \$2,512.93
- Annual rates rise from \$3,668.62 in 2025/26 to \$6,181.55 in 2028/29

Under this option, the average Business Ratepayer, rates will increase by:

- \$565.72 in Year 1
- \$540.10 in Year 2
- And \$356.47 in Year 3
- Total increase over 3 Years of \$1,462.29
- Annual rates rise from \$2,134.78 in 2025/26 to \$3,597.06 in 2028/29

Q6d. How supportive are you of Council proceeding with Option 4: Growth and prosperity 3-year SRV?

- ☐ Very supportive
 - ☐ Supportive
 - ☐ Somewhat supportive
 - ☐ Not very supportive
 - ☐ Not at all supportive
-

Q7a. Please rank the four options in order of preference, from 1 being your highest preference to 4 your lowest preference.

	1	2	3	4
Option 1: Base Case Managed Decline, No increase to rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 2: Sustainability Scenario 2-year SRV, cumulative increase of 60.15% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 3: Growth and prosperity 2-year SRV, cumulative increase of 66.60% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Option 4: Growth and prosperity 3-year SRV, cumulative increase of 68.50% over 3 years inclusive of rate peg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7b. What is your reason for choosing that as your highest option?



Q8a. Prior to this survey, were you aware that Council was exploring community sentiment towards applying for a Special Rate Variation?

- ☐ Yes
- ☐ No

Q8b. How were you informed of the Special Rate Variation?

- ☐ Mail out – community newsletter
- ☐ Council Website
- ☐ Newspaper
- ☐ Social media (Facebook, Instagram etc.)
- ☐ Council channel (Yoursay)
- ☐ Other

Q8bi. Please specify other:



D1. Which age group do you belong to?

- ☐ 18 – 34
 - ☐ 35 – 49
 - ☐ 50 – 64
 - ☐ 65 years and over
-

D2. Which of the following best describes the dwelling where you are currently living?

- ☐ I/We own/are currently buying this property
 - ☐ I/We currently rent this property
-

D3. How long have you lived in the Council area?

- ☐ Less than 2 years
 - ☐ 2 – 5 years
 - ☐ 6 – 10 years
 - ☐ 11 – 20 years
 - ☐ More than 20 years
-

D4. Do you identify as living with disability?

- ☐ Yes
 - ☐ No
-











































D5. Do you identify as being of Aboriginal or Torres Strait Islander origin?











































- ☐ Yes
 - ☐ No
-

D6. What is your gender?

- ☐ Male
 - ☐ Female
 - ☐ Prefer not to say
 - ☐ Other
-

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. The research has been conducted by Micromex Research (1800 639 599) on behalf of Glen Innes Severn Council. Please return your completed survey to Council's Town Hall Office at 265 Grey Street, or place it in one of the green Have Your Say boxes located at the Glen Innes Library or the village post offices in Deepwater or Emmaville.

	Title		Date published	Status	Reach ⓘ	Likes and reactions ⓘ	Comments ⓘ	Shares ⓘ
<input type="checkbox"/>	<div> Shaping Tomorrow 🗳️ Have Your Say, Glen Innes! 🐾 Council will be hol... <div> Photo ·  Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	12 May 10:53		<div>2K</div> <div></div>	<div>3</div> <div></div>	<div>0</div> <div></div>	<div>9</div> <div></div>
<input type="checkbox"/>	<div> SHAPING TOMORROW GENERAL UPDATE FROM THE MAYOR AND ... <div> Reel ·  Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	7 May 13:32	  	<div>1.3K</div> <div></div>	<div>6</div> <div></div>	<div>4</div> <div></div>	<div>6</div> <div></div>
<input type="checkbox"/>	<div> 🚗 Nearly 40 residents attended the Emmaville session last night — th... <div> Photo ·  Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	6 May 09:54		<div>2.9K</div> <div></div>	<div>4</div> <div></div>	<div>14</div> <div></div>	<div>9</div> <div></div>
<input type="checkbox"/>	<div> 🗳️ Tonight in Emmaville! Council is hosting the first Shaping Tomor... <div> Photo ·  Glen Innes Severn Council</div></div>	<div>Create ad</div> <div>⋮</div>	5 May 14:56		<div>593</div> <div></div>	<div>0</div> <div></div>	<div>3</div> <div></div>	<div>0</div> <div></div>
<input type="checkbox"/>	<div> !! Reminder for Emmaville residents and ratepayers! Join us this comin... <div> Reel ·  Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	2 May 10:08	  	<div>959</div> <div></div>	<div>3</div> <div></div>	<div>0</div> <div></div>	<div>6</div> <div></div>
<input type="checkbox"/>	<div> Shaping Tomorrow 🗳️ Have Your Say, Emmaville! 🐾 Council is hosting ... <div> Photo ·  Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	29 April 16:35		<div>1.6K</div> <div></div>	<div>0</div> <div></div>	<div>0</div> <div></div>	<div>20</div> <div></div>
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<input type="checkbox"/>	<div> Ever wondered how council rates actually work? Understanding how rat... <div> Glen Innes Severn Council</div></div>	<div>Boost</div> <div>⋮</div>	28 April 10:09		<div>628</div> <div></div>	<div>1</div> <div></div>	<div>1</div> <div></div>	<div>3</div> <div></div>
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	Title			Date published	Status	Reach ⓘ	Likes and reactions ⓘ	Comments ⓘ	Shares ⓘ
<input type="checkbox"/>	<div><div></div><div><div>An Open Letter to Canberra – "When the Bush Pays for the City's Silenc...</div><div><div> Photo ·  Glen Innes Severn Council</div></div></div></div>	<div>Boost</div> <div>...</div>	5 June 15:32		<div>5.5K</div> <div></div>	<div>55</div> <div></div>	<div>42</div> <div></div>	<div>15</div> <div></div>	
<input type="checkbox"/>	<div><div></div><div><div>SHAPING TOMORROW - HAVE YOUR SAY BEFORE 6 JUNE With Cou...</div><div><div> Reel ·  Glen Innes Severn Council</div></div></div></div>	<div>Boost</div> <div>...</div>	4 June 16:58	  	<div>1.4K</div> <div></div>	<div>6</div> <div></div>	<div>11</div> <div></div>	<div>4</div> <div></div>	
<input type="checkbox"/>	<div><div></div><div><div>Reminder: Have Your Say on Council's Draft IP&R Plans As part of t...</div><div><div> Photo ·  Glen Innes Severn Council</div></div></div></div>	<div>Boost</div> <div>...</div>	30 May 14:00		<div>495</div> <div></div>	<div>2</div> <div></div>	<div>0</div> <div></div>	<div>2</div> <div></div>	
<input type="checkbox"/>	<div><div></div><div><div>What is a Special Rate Variation (SRV)? Understanding what a Speci...</div><div><div> Photo ·  Glen Innes Severn Council</div></div></div></div>	<div>Boost</div> <div>...</div>	30 May 09:00		<div>695</div> <div></div>	<div>5</div> <div></div>	<div>29</div> <div></div>	<div>1</div> <div></div>	
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<input type="checkbox"/>	<div><div></div><div><div>Shaping Tomorrow 🏡 Have Your Say in Deepwater 🏡 Council will be h...</div><div><div> Photo ·  Glen Innes Severn Council</div></div></div></div>	<div>Boost</div> <div>...</div>	23 May 15:00		<div>1.2K</div> <div></div>	<div>0</div> <div></div>	<div>5</div> <div></div>	<div>6</div> <div></div>	
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SHAPING TOMORROW

RESIDENT NEWSLETTER

AUTUMN 2025

Have Your Say on Glen Innes Severn Council's Future Plans and Improved Long-Term Financial Sustainability

Council has endorsed key strategic plans to articulate the community's priorities, deliver Council services, facilities and maintain assets and importantly to ensure the financial sustainability of Council and the growth and prosperity of the Glen Innes Severn region.

At the Ordinary Council Meeting on 24 April 2025, councillors endorsed a number of strategies and plans that will be discussed with the community through a comprehensive Community Engagement Program – "Shaping Tomorrow". To ensure the community is aligned with future plans, Council is asking residents and ratepayers' for their feedback on the various scenarios proposed as part of an application to the NSW Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) for July 2026.

Council's budget faces significant pressures and that like many other Council's in NSW, Glen Innes Severn is faced with an income gap, with costs increasing at a greater rate than revenue. This imbalance is projected to grow over the coming decade.

A number of factors have culminated in the need for an SRV, the fact that the rate peg set by IPART has not kept pace with rising inflation and other growing costs. Other impacts are the increased cost of wages, scarcity of contractors and materials, reduced available grants and funding, cost-shifting from state and federal government and the Federal Assistance Grants (FAGs) of only 0.54% instead of 1%.

This newsletter provides detailed information on Council's new plans for the future including: Community Strategic Plan 2025-2035, Delivery Program 2025-2029, Long Term Financial Plan 2025-2035 and Operational Plan & Budget 2025-2026.

Council's Long Term Financial Plan 2025-2035 details how Council will remain financially viable over the next 10 years including the proposed SRV options.

Our role at Council is to help plan, deliver, facilitate, regulate, partner and advocate for our community. And you can help – by actively participating.

HAVE YOUR SAY GLEN INNES SEVERN

Have Your Say Glen Innes Severn is Council's dedicated platform for community engagement, providing residents with important information about current and upcoming projects, public exhibitions on Council documents such as policies and strategies and other key initiatives that affect the community.

The platform offers an opportunity to stay informed and actively participate in decision-making processes. Residents can share their feedback and engage with Council on matters that impact the future of our region.

To learn more about Have Your Say Glen Innes Severn and register for updates, visit haveyoursay.gisc.nsw.gov.au or scan the QR code.



2025/26 BUDGET HIGHLIGHTS

TOTAL REVENUE \$37.3M

TOTAL EXPENDITURE \$31.6M
(EXCLUDING DEPRECIATION)

TOTAL CAPITAL WORKS PROGRAM \$9.1M



RURAL & REGIONAL
ROADS AND TRANSPORT
RECOVERY

\$2.6M



CCTV
IMPROVEMENTS **\$100K**



\$991K

WATER NETWORK
UPGRADES

SEWER NETWORK
UPGRADES **\$759K**

\$2M COUNCIL OFFICE
RELOCATION COMMENCEMENT



\$1.2M ANZAC PARK
PLAYGROUND

COUNCIL DEPOT
IMPROVEMENTS **\$300K**

\$150K DRAINAGE NETWORK
UPGRADES

LANDFILL
UPGRADES **\$120K**



REGIONAL & URBAN
ROADS HEAVY PATCHING
AND RENEWALS

\$2.8 M

\$200K
KERB AND GUTTER
RENEWALS



It's all about:

Making sure everyone feels connected, supported, and has access to the services and activities that help us live happy, healthy lives

Backing local business, helping people build skills, and making sure there's a range of housing options so everyone has a place to call home

Investing in the roads, parks, and facilities that make our towns work better and feel great to live in – now and into the future

Looking after the land we love – protecting our environment, celebrating our history, and working together to build a cleaner, greener future

Listening, leading with transparency, managing money wisely, and standing up for what matters – so our community stays strong and future-ready.

How is Council working to save money and manage its resources?

To address the financial sustainability challenges, Council has implemented several strategic initiatives to reduce costs, improve efficiency and manage resources more effectively:

1. Service Review and Business Improvement Program: Council developed a Service Review Program to inform a council-wide improvement plan, Elevate360 program. This initiative has already identified and implemented measures that have delivered savings of approximately \$300,000.

2. Reviewed the Waste (domestic and non-domestic), Water, Sewer Costs and Pricing Strategy: A thorough review of the costs and pricing structures for waste (domestic and non-domestic), water, and sewer services has been completed. The outcome of this review is to ensure that all associated costs, including appropriate overheads, are identified, and that Council develop a pricing strategy to ensure that waste, water and sewer fees and charges fund all these costs over time. This review has identified potential long-term savings of up to \$700,000.

3. Exploring a Special Rate Variation (SRV): Council is considering options for a Special Rate Variation (SRV) application to the NSW Independent Pricing and Regulatory Tribunal (IPART) to apply in the financial year 2026/27 to address projected deficits that will impact on Council's services and infrastructure delivery, and limit long-term growth and prosperity of our community.

Council has considered the following four options

Managed Decline: No rate increases above the rate peg	Council is projecting a cumulative rate peg increase of 9.80% over the next three years—comprising a 3.5% increase in 2026/27 and forecasted increases of 3.0% in both 2027/28 and 2028/29. In parallel, Council will implement key initiatives, including the Service Review & Elevate360 Program and the Review of Waste (Domestic and Non-Domestic), Water, and Sewer Costs and Pricing Strategy. These combined strategies are expected to improve the General Fund's financial position by reducing the average annual operating deficit from \$6.1 million to \$4.7 million. These strategies alone will not fully resolve operating deficits or a decline in cash reserves.
A Sustainable Council 2 years	A cumulative permanent SRV including rate of 55.49% applied over two years as follows; 28.5% (rate peg + SRV) in 2026/27; 21.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase. This is the minimum increase needed to ensure that Council stays financially sustainable while continuing to provide the same level of services and maintaining infrastructure.
Growth and Prosperity 2 years	A cumulative permanent SRV including the rate peg of 61.75% over 2 years applied as follows; 31.5% (rate peg + SRV) in 2026/27; 23.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase. With this increase, Council can have a modest surplus (extra cash) to deliver a component of the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.
Growth and Prosperity 3 years	A cumulative permanent SRV including the rate peg of 68.50% over 3 years applied as follows; 26.5% (rate peg + SRV) in 2026/27; 20.0% (rate peg + SRV) in 2027/28 and 11.0% (rate peg + SRV) in 2028/29 which is the third and final year of a special rate variation increase. With this increase, Council can have a modest surplus (extra cash) to deliver the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.

Impact on rates for each average rating category to 2028/29

The following 4 tables show the impacts of each scenario on properties of average value in each land use category (residential, farmland, business and mining) compared to the increases from the rate peg alone. The rate peg only cumulative increase equates to 9.80%.

Average rates may vary due to the value of the property compared to the average for that land use category. For further details on the Special Rate Variation, including how it affects you, please contact Council.

HAVE
YOUR
SAY!



Scan the QR code, or visit:
haveyoursay.gisc.nsw.gov.au to
provide your feedback.

Council's Preferred Option is Growth and Prosperity 3 Years

The Growth and Prosperity Program includes funding to implement Council's Economic Development Strategy which when implemented will stimulate economic activity and tourism.

The Growth and Prosperity program will improve liveability by providing real assistance to the health and housing sectors which are critical to future growth for Glen Innes, its townships and villages.

This program will action master planning for the Glen Innes Town Hall to renovate this iconic building as a future community cultural facility, it also provides investment into future community infrastructure such as playgrounds and other essential community facilities.

Residential					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)	Increase:	\$ 1,025.18	\$ 1,061.06	\$ 1,092.89	\$ 1,125.68
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV	Increase:	\$ 1,025.18	\$ 1,317.36	\$ 1,594.00	\$ 1,641.82
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV	Increase:	\$ 1,025.18	\$ 1,348.11	\$ 1,658.18	\$ 1,707.92
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV	Increase:	\$ 1,025.18	\$ 1,296.85	\$ 1,556.22	\$ 1,727.41
	Minimum Rate	\$637	\$806	\$967	\$1073

Farmland					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)	Increase:	\$ 3,668.62	\$ 3,797.02	\$ 3,910.93	\$ 4,028.26
	Base Amount	\$485	\$502	\$518	\$533
Sustainability - 2 year SRV	Increase:	\$ 3,668.62	\$ 4,714.18	\$ 5,704.15	\$ 5,875.28
	Base Amount	\$485	\$624	\$755	\$777
Growth & Prosperity - 2 year SRV	Increase:	\$ 3,668.62	\$ 4,824.24	\$ 5,933.81	\$ 6,111.82
	Base Amount	\$485	\$638	\$785	\$809
Growth & Prosperity - 3 year SRV	Increase:	\$ 3,668.62	\$ 4,640.80	\$ 5,568.97	\$ 6,181.55
	Base Amount	\$485	\$614	\$737	\$818

Business					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)	Increase:	\$ 2,134.78	\$ 2,209.50	\$ 2,275.78	\$ 2,344.06
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV	Increase:	\$ 2,134.78	\$ 2,743.19	\$ 3,319.26	\$ 3,418.84
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV	Increase:	\$ 2,134.78	\$ 2,807.24	\$ 3,452.90	\$ 3,556.49
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV	Increase:	\$ 2,134.78	\$ 2,700.50	\$ 3,240.60	\$ 3,597.06
	Minimum Rate	\$637	\$806	\$967	\$1073

Mining					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)	Increase:	\$373	\$386	\$398	\$410
	Minimum Rate	\$373	\$386	\$398	\$410
Sustainability - 2 year SRV	Increase:	\$373	\$479	\$580	\$597
	Minimum Rate	\$373	\$479	\$580	\$597
Growth & Prosperity - 2 year SRV	Increase:	\$373	\$490	\$603	\$621
	Minimum Rate	\$373	\$490	\$603	\$621
Growth & Prosperity - 3 year SRV	Increase:	\$373	\$472	\$566	\$628
	Minimum Rate	\$373	\$472	\$566	\$628



Margot Davis
Mayor
(02) 6730 2311
mdavis@gisc.nsw.gov.au



A MESSAGE FROM THE MAYOR

Imagine the most liveable rural community, where everyone feels welcome, supported and proud to call home—a place committed to caring for its residents, preserving our environment and creating genuine opportunities for all. This vision is at the heart of our mission here in Glen Innes Severn.

As your Council, our role is to facilitate this vision through effective planning, delivery, advocacy and collaboration with engaged locals like you. I'm excited to announce the launch of our comprehensive Community Engagement Program, "Shaping Tomorrow." I look forward to engaging with you in our community discussions about the key strategies and initiatives that will shape a vibrant future for both our residents and the Council.

However, we face significant challenges. Our Council's budget is under pressure and is currently unsustainable. This issue isn't unique to us; nearly 40 councils across New South Wales have sought

a Special Rate Variation in just the past four years. Our General Fund has been in deficit since 2021, necessitating prompt action to address this complex issue with a clear strategy that balances necessary austerity measures with essential service delivery. It's crucial that we ensure the financial capacity to meet community expectations while fostering growth and opportunity.

I recognise that this conversation is challenging, especially during times of rising living costs that affect us all. No one wants to see an increase in rates; however, achieving long-term financial sustainability is essential for maintaining our infrastructure, delivering vital services and planning for a prosperous future.

Your participation in this dialogue is invaluable. We want to hear your thoughts on our plans—what is working well, what is missing and how we can enhance our approach to better serve you. We seek your feedback on the Special Rate Variation scenarios and their

implications for you. Unfortunately, we must candidly confront the reality that our discussions aren't about whether a Special Rate Variation is necessary, but rather about the scope and timeline that align with our community's needs and aspirations.

Transparency is key as we navigate these challenges together. I believe that Scenario 4 - Growth & Prosperity 3 Years, offers an optimal balance among financial sustainability, community benefits, affordability and practical implementation.

Together, we can forge a hopeful future for our entire community. I encourage you to take advantage of the various opportunities available to share your voice during this critical time. By working together with strength, clarity and focus, we can move forward resiliently.

Thank you for your continued support and engagement.

Cr Margot Davis.

THE SRV WOULD APPLY TO GENERAL RATES ONLY AND WOULD NOT APPLY TO OTHER CHARGES SHOWN ON YOUR RATES NOTICE

GLEN INNES SEVERN COUNCIL
PO Box 61
GLEN INNES NSW 2370

gisc.nsw.gov.au

RATES AND CHARGES NOTICE

The Ratepayer
123 Example Street
GLEN INNES NSW 2370

Payment may be made at Councils Administration Offices
265 Grey Street GLEN INNES
RECEIPTING HOURS: Monday to Friday 8.30a.m. to 4.30p.m.

1993 Acts and Regulations. Notice is hereby given that the undermentioned land has been rated by Glen Innes Severn Council as shown hereunder:-

Assessment Number:	Description and Location of Property
Rating Year:	
Issue Date:	
Due Date:	
Valuation Date:	
Rateable Value:	

PARTICULARS OF RATES AND CHARGES	UNIT	CENTS IN \$	AMOUNT
Residential Glen Innes	726000	.011374775	\$825.81
Water Availability Charge 20mm Glen Innes1		401.00	\$401.00
Residential Sewerage Glen Innes1		664.00	\$664.00
Domestic Waste Charge Glen Innes1		378.00	\$378.00
Waste Facility Management Charge Glen Innes1		84.00	\$84.00
Drainage Charge Glen Innes1		119.00	\$119.00

HAVE YOUR SAY

We encourage all residents to share their feedback during the community consultation period. Here are the options available for you to participate:



HAVE YOUR SAY ONLINE
Scan the QR code, or visit:
haveyoursay.gisc.nsw.gov.au to provide your feedback.

HAVE YOUR SAY IN PERSON

- Forms available and can be returned to:
- Council Town Hall Office, 265 Grey Street
 - Glen Innes Severn Public & TAFE Library, 71 Grey Street
 - Australia Post: Emmaville, Deepwater

ATTEND A COMMUNITY INFORMATION SESSION

Attend a session to learn more, ask questions and fill out a feedback form:

- Emmaville War Memorial Hall: 5 May, 5–7 pm
- Glen Innes Town Hall: 14 May, 5-7pm
- Deepwater School of Arts Hall: 27 May, 5–7 pm

JOIN A VIRTUAL INFORMATION SESSION

Join an online session via Teams:

- 6 May, 5:30–7 pm
- 15 May, 5:30–7 pm
- 28 May, 5:30–7 pm

IPART

If Council decides to move forward with the SRV application, residents and ratepayers also have the opportunity to have their say directly to IPART. Have Your Say at: www.ipart.nsw.gov.au/

SUBMISSIONS DUE BY 6 JUNE 2025

1 May 2025

Dear Ratepayer

Proposed Special Rate Variation and Minimum Rate Increase

Like many councils across NSW, Glen Innes Severn Council is facing the difficulty of maintaining its infrastructure and community services within our existing income levels. Our long term financial projections show that we are operating with an average \$6.1 million annual deficit in the General Fund.

Council's financial sustainability is under pressure due to a widening gap between its income and the increasing cost of delivering services and maintaining infrastructure. A significant issue is the fact that the annual rate peg increase set by the NSW Independent Pricing and Regulatory Tribunal (IPART) has not kept pace with rising inflation and other growing costs. Additionally, State and Federal Governments have increasingly shifted responsibilities onto local councils without providing sufficient funding to cover these new obligations. More information on this can be found in the [LGNSW Cost Shifting Report](#) available on the Local Government NSW website.

Ultimately, Council faces the significant challenge of generating enough revenue to continue delivering essential services and maintaining critical community infrastructure, including roads, parks, drainage and public buildings.

What is Council doing to be more efficient?

Council has made significant efforts to improve operations and deliver services to the community without increasing rates over the last 10 years. Council has introduced a Service Review Program and a Business Improvement Program Elevate360 to improve operations and maximise the use and efficiency of resources. While a number of improvements have saved on expenditure, reducing the \$6.1 million annual deficit to \$4.7 million, the reality is that without additional revenue of at least \$5 million per annum, a drop in service levels will be required.

What is a Special Rate Variation?

IPART (Independent Pricing and Regulatory Tribunal) sets the amount councils in NSW can increase their rates by each year, which is called the rate peg. A Special Rate Variation (SRV) is a request by a council to increase rates by more than the rate peg amount. The value of the SRV must include the value of the rate peg application in each year of the SRV.

Council's Revised Long Term Financial Plan 2025-2035

At Council's Ordinary Meeting on 24 April 2025, Councillors endorsed the following strategic plans for Public Exhibition:

- Draft Community Strategic Plan 2025-2035
- Draft Revised Long Term Financial Plan 2025-2035
- Draft Delivery Program 2025-2029
- Draft Operational Plan 2025-2026

Council's revised Long Term Financial Plan 2025-2035, four-year Delivery Program 2025-2029 and 2025-2026 Operational Plan include information on the proposed SRV.

To achieve financial sustainability, maintain fit for purpose infrastructure and services and respond to unexpected disaster related impacts on Council assets a small surplus is also required.

The Revised Long Term Financial Plan 2025-2035 proposes options for a permanent rate increase from 1 July 2026 as detailed below. This includes the allowed rate peg increases.

Table 1 Proposed Special Variation rate options

	2026/27	2027/28	2028/29	Cumulative increase over SRV period	Cumulative Comparison 2028/29
Forecasted rate peg	3.5%	3.0%	3.0%	9.8%	
Sustainability Scenario 2 Year SRV including rate peg	28.5%	21.0%	0%	55.49%	60.15%
Growth & Prosperity Scenario 2 Year SRV including rate peg	31.5%	23.0%	0%	61.75%	66.60%
Growth & Prosperity Scenario 3 Year SRV including Rate peg	26.5%	20.0%	11.0%	68.50%	68.50%

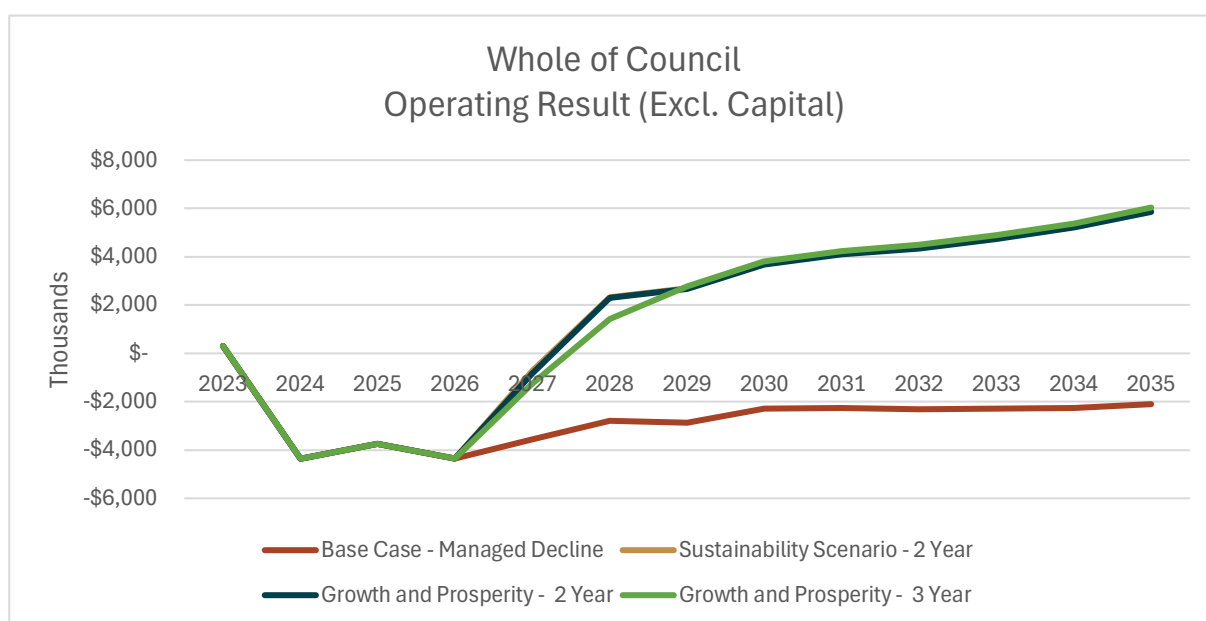
Glen Innes Severn is a wonderful place to live, work and visit. Maintaining our assets and services is essential. The additional income generated by an SRV would ensure Council has sufficient funds to maintain current assets and services and improve our economic future.

Council is now consulting with the Community on the following financial options outlined in the Revised Long Term Financial Plan. Option 4, Growth and Prosperity over 3 years is Council's preferred option. If Council's SRV application is successful, the SRV would be implemented over the 2026/27, 2027/28 and 2028/29 financial years:

Managed Decline: No rate increase above the rate peg	<p>Council is projecting a cumulative rate peg increase of 9.8% over the next three years—comprising a 3.5% increase in 2026/27 and forecasted increases of 3.0% in both 2027/28 and 2028/29. In parallel, Council will implement key initiatives, including the <i>Service Review & Elevate360 Program</i> and the <i>Review of Waste (Domestic and Non-Domestic), Water, and Sewer Costs and Pricing Strategy</i>. These combined strategies are expected to improve the General Fund's financial position by reducing the average annual operating deficit from \$6.1 million to \$4.7 million.</p> <p>However, while these measures represent significant progress, they will not be sufficient on their own to eliminate the operating deficits or prevent further decline in cash reserves.</p>
A Sustainable Council 2 years	<p>A cumulative permanent SRV including rate of 55.49% applied over two years as follows; 25.0% (rate peg + SRV) in 2026/27; 18.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p>

	<p>This is the minimum increase needed to ensure that Council stays financially sustainable while continuing to provide the same level of services and maintaining infrastructure.</p>
<p>Growth and Prosperity</p> <p>2 years</p>	<p>A cumulative permanent SRV including the rate peg of 61.75% over 2 years applied as follows; 28.0% (rate peg + SRV) in 2026/27; 20.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver a component of the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>
<p>Growth and Prosperity</p> <p>3 years</p>	<p>A cumulative permanent SRV including the rate peg of 68.50% over 3 years applied as follows; 23.0% (rate peg + SRV) in 2026/27; 17.0% (rate peg + SRV) in 2027/28 and 8.0% (rate peg + SRV) in 2028/29 which is the third and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>

The proposed SRV would generate additional revenue to maintain existing Council infrastructure and services and address Council's financial sustainability by financial year 2027/28.



What do these proposed changes mean for ratepayers?

The impact on an individual's rates will be different depending on the unimproved land value of their property. The following table provides an indication of the annual rates increase likely to be experienced by the average land value for each rating category for each of the SRV scenarios. The increases include the forecast rate peg.

Table 2 Residential estimated average annual rates

Residential					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 1,025.18	\$ 1,061.06	\$ 1,092.89	\$ 1,125.68
	Increase:		\$ 35.88	\$ 31.83	\$ 32.79
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV		\$ 1,025.18	\$ 1,317.36	\$ 1,594.00	\$ 1,641.82
	Increase:		\$ 292.18	\$ 276.64	\$ 47.82
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV		\$ 1,025.18	\$ 1,348.11	\$ 1,658.18	\$ 1,707.92
	Increase:		\$ 322.93	\$ 310.07	\$ 49.75
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 1,025.18	\$ 1,296.85	\$ 1,556.22	\$ 1,727.41
	Increase:		\$ 271.67	\$ 259.37	\$ 171.18
	Minimum Rate	\$637	\$806	\$967	\$1073

Table 3 Farmland estimated average annual rates

Farmland					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 3,668.62	\$ 3,797.02	\$ 3,910.93	\$ 4,028.26
	Increase:		\$ 128.40	\$ 113.91	\$ 117.33
	Base Amount	\$485	\$502	\$518	\$533
Sustainability - 2 year SRV		\$ 3,668.62	\$ 4,714.18	\$ 5,704.15	\$ 5,875.28
	Increase:		\$1,045.56	\$ 989.98	\$ 171.12
	Base Amount	\$485	\$624	\$755	\$777
Growth & Prosperity - 2 year SRV		\$ 3,668.62	\$ 4,824.24	\$ 5,933.81	\$ 6,111.82
	Base Amount	\$485	\$638	\$785	\$809
	Increase:		\$ 1,155.62	\$ 1,109.57	\$ 178.01
Growth & Prosperity - 3 year SRV		\$ 3,668.62	\$ 4,640.80	\$ 5,568.97	\$ 6,181.55
	Increase:		\$ 972.18	\$ 928.16	\$ 612.59
	Base Amount	\$485	\$614	\$737	\$818

Table 4 Business estimated average annual rates

Business					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 2,134.78	\$ 2,209.50	\$ 2,275.78	\$ 2,344.06
	Increase:		\$ 74.72	\$ 66.28	\$ 68.27
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV		\$ 2,134.78	\$ 2,743.19	\$ 3,319.26	\$ 3,418.84
	Increase:		\$ 608.41	\$ 576.07	\$ 99.58
	Minimum Rate	\$637	\$819	\$990	\$1020
		\$ 2,134.78	\$ 2,807.24	\$ 3,452.90	\$ 3,556.49
	Increase:		\$ 672.46	\$ 645.66	\$ 103.59

Business					
		2025/26	2026/27	2027/28	2028/29
Growth & Prosperity - 2 year SRV	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 2,134.78	\$ 2,700.50	\$ 3,240.60	\$ 3,597.06
	Increase:		\$ 565.72	\$ 540.10	\$ 356.47
	Minimum Rate	\$637	\$806	\$967	\$1073

Does the SRV affect other charges which appear on my rate bill?

No. The SRV does not affect service charges such as water, sewer, waste and stormwater drainage. **It is only applied to the General Residential Rate line on your bill.**



GLEN INNES SEVERN COUNCIL
PO Box 61
GLEN INNES NSW 2370

gisc.nsw.gov.au

RATES AND CHARGES NOTICE

The Ratepayer
123 Example Street
GLEN INNES NSW 2370

Payment may be made at Council's Administration Offices
265 Grey Street GLEN INNES
RECEIVING HOURS: Monday to Friday 8.30a.m. to 4.30p.m.

1993 Acts and Regulations. Notice is hereby given that the undermentioned land has been rated by Glen Innes Severn Council as shown hereunder:-

Assessment Number: Description and Location of Property

Rating Year:

Issue Date:

Due Date:

Valuation Date:

Rateable Value

Area:

PARTICULARS OF RATES AND CHARGES	UNIT	CENTS IN \$	AMOUNT
Residential Glen Innes	726000	.011374775	\$825.81
Water Availability Charge 20mm Glen Inne s1		401.00	\$401.00
Residential Sewerage Glen Inne s1		664.00	\$664.00
Domestic Waste Charge Glen Inne s1		378.00	\$378.00
Waste Facility Management Charge Glen Inne s1		84.00	\$84.00
Drainage Charge Glen Inne s1		119.00	\$119.00

THE SRV WOULD APPLY TO GENERAL RATES ONLY AND WOULD NOT APPLY TO OTHER CHARGES SHOWN ON YOUR RATES NOTICE

What happens now?

We strongly encourage all residents and ratepayers to participate in the Shaping Tomorrow Community Engagement Program, which runs until 6 June 2025. There are several ways to get involved, including completing the Proposal for a Special Rate Variation Survey and attending a community information session, either in person or online. You can also visit Council's Have Your Say – Shaping Tomorrow page at haveyoursay.gisc.nsw.gov.au to access a full suite of resources, including important documents, FAQs and three short videos that explain how rates work, Council's financial position and the SRV proposal—plus a range of other information to support your understanding and participation.

Have Your Say: Community Engagement Activities

The following is a summary of planned engagement activities designed to ensure broad participation across the Glen Innes Severn Local Government Area:

Have Your Say Page: Council's dedicated Have Your Say page will provide detailed information about the Shaping Tomorrow program including the public exhibition of IP&R documents and SRV options. It serves as the central hub for accessing key documents and feedback tools. **Visit:** haveyoursay.gisc.nsw.gov.au/shaping-tomorrow.

Online Survey: Delivered by Micromex, the online survey invites residents and ratepayers to answer a series of questions about the proposed SRV. Scan the QR code or visit: <https://app.keysurvey.com/f/41780765/1588/> to take the online SRV survey.



Phone Survey: Also delivered by Micromex, the phone survey will involve Micromex interviewers contacting a representative sample of residents and ratepayers. Participants cannot opt in or request to take the phone survey.

Community Information Sessions (face-to-face): Members of the community and other interested persons, organisations and agencies may attend an in-person session to ask questions and provide feedback:

- Emmaville War Memorial Hall: 5 May 2025, 5 pm - 7 pm
- Glen Innes Town Hall: 14 May 2025, 5 pm - 7 pm
- Deepwater School of Arts Hall: 27 May 2025 5 pm - 7 pm

Community Information Sessions (virtual): Members of the community who cannot attend an in-person information session can participate in a virtual session via Teams. Links available on Council's Have Your Say page:

- 6 May 2025, 5:30 pm - 7 pm
- 15 May 2025, 5.30 pm - 7 pm
- 28 May 2025, 5.30 pm - 7 pm

Have Your Say with IPART: At the conclusion of the community engagement period, Council will review all feedback and decide whether to proceed with an SRV application. **A decision will be made at the June 2025 Ordinary Council Meeting.** If Council opts to proceed, it will notify IPART of its intention to lodge an application in February 2026. Residents then can provide feedback directly to IPART as part of its formal review process.

For more information, visit: <https://www.ipart.nsw.gov.au/Home/Reviews/Have-Your-Say>

Yours faithfully



Bernard Smith
General Manager.



Shaping Tomorrow

PROPOSAL FOR A SPECIAL RATE VARIATION 2025-2029

Community Information Pack



What is Council's current financial situation?

Glen Innes Severn Council is dedicated to securing long-term financial sustainability to foster growth and prosperity for future generations. Maintaining and enhancing the region's infrastructure and services is essential to providing a strong foundation that supports healthy, safe, prosperous and happy communities.

In 2024, Council engaged financial experts to conduct an independent review of its financial position. A comprehensive ten-year forecasting model was developed, covering Council's available income, expenditure, services, assets and workforce requirements. The review identified that Council is facing significant financial challenges. Like many councils in NSW, Glen Innes Severn is experiencing an income gap, with costs rising faster than income—a gap expected to widen over the next decade.

While Council reported modest consolidated surpluses of \$253,000 in 2021/22 and \$304,000 in 2022/23, it reported a \$4.3 million deficit in 2023/24 and an estimated deficit of \$3.8 million in 2024/25 financial year.

This means that under current conditions, Council's General Fund is not financially sustainable. As a result, it is becoming increasingly difficult to maintain and upgrade essential infrastructure such as roads, bridges, kerbing and guttering, parks, drainage, buildings and other community assets.

While this financial challenge is being faced by Glen Innes Severn Council, it is also affecting many others across the state; in 2023-2024 47 NSW councils reported an operating deficit, this represents 40% of councils that submitted their financial statements. 35 councils met none or only one of the three key financial sustainability benchmarks and sixteen councils have insufficient cash, to meet three months of their expenses.¹

Why is Council's financial sustainability under pressure?

Council's financial sustainability is under pressure due to a widening gap between its income and the increasing costs of its current services and infrastructure. While Council has historically managed to provide these services and maintain infrastructure within budget, this task has become increasingly difficult due to various financial pressures.

One significant issue is that the annual rate peg increase set by the NSW Independent Pricing and Regulatory Tribunal (IPART) has not kept pace with rising inflation and other growing costs. Additionally, State and Federal Governments have increasingly shifted responsibilities onto local councils without providing sufficient funding to cover these new obligations, costing the NSW average ratepayer \$460 per year. More information on this can be found in the [LGNSW Cost Shifting Report](#) available on the Local Government NSW website.

Ultimately, Council faces the significant challenge of generating enough revenue to continue delivering essential services and maintaining critical community infrastructure, including roads, parks, drainage and public buildings.

¹ Local Government 2024 Report – NSW Auditor General's Report, Audit Office of NSW.



Council's budget pressures include:

- **Infrastructure and Facility Costs:** Increased expenses related to constructing, operating, and maintaining new facilities and infrastructure
- **Escalating Service Delivery Costs:** The increasing cost to procure goods and services is climbing faster than the yearly rate peg increases, making it more expensive to deliver services.
- **Rate Peg Constraints:** For the past 10 years, annual rate peg increases have not kept pace with inflation or rising operational costs, resulting in a growing financial gap.
- **Limited Rate Revenue Growth:** There has been little growth in rate income due to a stagnant population in the Glen Innes Severn region, limiting available funds.
- **Regulatory Requirements:** There are growing demands and costs associated with meeting growing regulatory obligations, which require more resources (e.g., waste services).
- **Government Cost Shifting:** Additional financial burdens are created when costs are shifted from higher levels of government to local councils without adequate funding.
- **Funding Competition:** There is increased competition for external funding, making it harder to secure the financial support needed for projects.

How is Council working to save money and manage its resources?

To address the financial sustainability challenges, Council has implemented several strategic initiatives to reduce costs, improve efficiency and manage resources more effectively:

1. Service Review and Business Improvement Program:

Council developed a Service Review Program to inform a council-wide improvement plan, **Elevate360 program**. This initiative has already identified and implemented measures that have delivered savings of approximately \$300,000.

2. Reviewed the Waste (domestic and non-domestic), Water, Sewer Costs and Pricing Strategy:

A thorough review of the costs and pricing structures for waste (domestic and non-domestic), water, and sewer services has been completed. The outcome of this review is to ensure that all associated costs, including appropriate overheads, are identified, and that Council develop a pricing strategy to ensure that waste, water and sewer fees and charges fund all these costs over time. This review has identified potential long-term savings of up to \$700,000.

3. Exploring a Special Rate Variation (SRV):

Council is considering options for a Special Rate Variation (SRV) application to the NSW Independent Pricing and Regulatory Tribunal (IPART) to apply in the financial year 2026/27 to address projected deficits that will impact on Council's services and infrastructure delivery, and limit long-term growth and prosperity of our community.



What are our options to address the situation?

The **Service Review and Elevate 360 Improvement Program**, along with the **Review of Waste (domestic and non-domestic), Water and Sewer Costs and Pricing Strategy**, will make Council's General Fund operations as efficient and effective as possible. Despite these efforts, the measures alone will not fully resolve the current operating deficits or the decline in cash reserves.

To address Council's financial challenges, it must consider a permanent SRV to commence from 1st July 2026. This step would help boost revenue, ensuring the continued delivery of essential services and infrastructure for the community.

Council has considered the following four options:

Managed Decline: No rate increases above the rate peg	Council is projecting a cumulative rate peg increase of 9.80% over the next three years—comprising a 3.5% increase in 2026/27 and forecasted increases of 3.0% in both 2027/28 and 2028/29. In parallel, Council will implement key initiatives, including the <i>Service Review & Elevate360 Program</i> and the <i>Review of Waste (Domestic and Non-Domestic), Water, and Sewer Costs and Pricing Strategy</i> . These combined strategies are expected to improve the General Fund's financial position by reducing the average annual operating deficit from \$6.1 million to \$4.7 million. These strategies alone will not fully resolve operating deficits or a decline in cash reserves.
A Sustainable Council 2 years	<p>A cumulative permanent SRV including rate of 55.49% applied over two years as follows; 28.5% (rate peg + SRV) in 2026/27; 21.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p> <p>This is the minimum increase needed to ensure that Council stays financially sustainable while continuing to provide the same level of services and maintaining infrastructure.</p>
Growth and Prosperity 2 years	<p>A cumulative permanent SRV including the rate peg of 61.75% over 2 years applied as follows; 31.5% (rate peg + SRV) in 2026/27; 23.0% (rate peg + SRV) in 2027/28 which is the second and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver a component of the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>
Growth and Prosperity 3 years	<p>A cumulative permanent SRV including the rate peg of 68.50% over 3 years applied as follows; 26.5% (rate peg + SRV) in 2026/27; 20.0% (rate peg + SRV) in 2027/28 and 11.0% (rate peg + SRV) in 2028/29 which is the third and final year of a special rate variation increase.</p> <p>With this increase, Council can have a modest surplus (extra cash) to deliver the Growth and Prosperity Program that delivers Economic Development Strategies; Health Services Facilitation; Housing Facilitation; Our Towns Improvement and Town Hall Master Planning and Activation.</p>

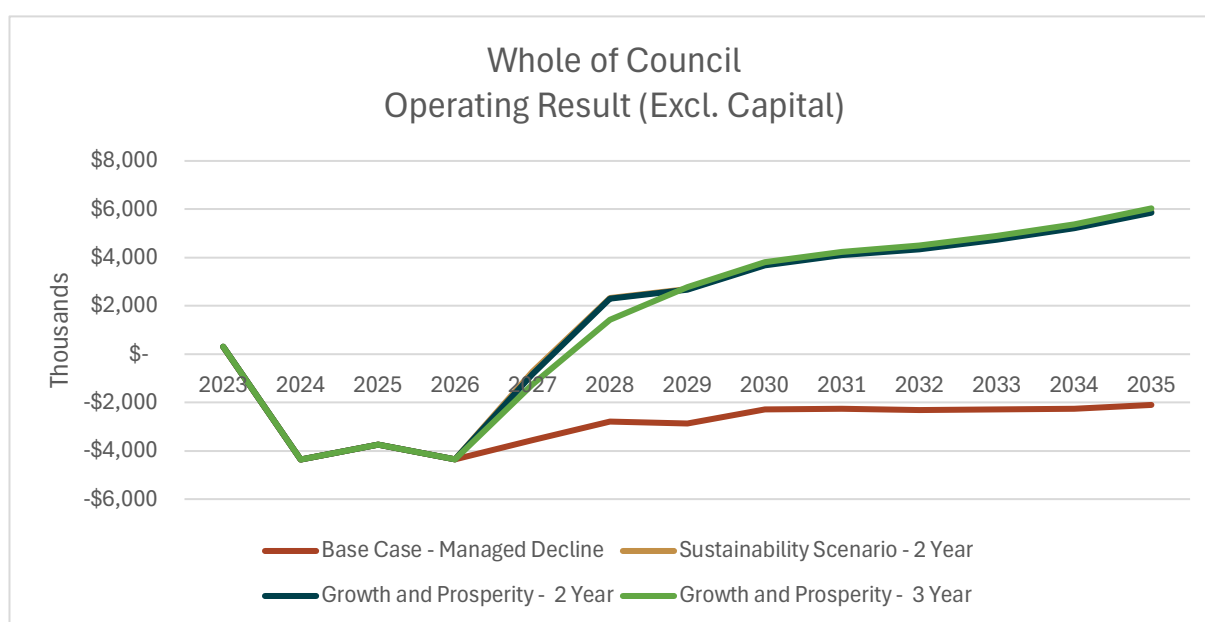


The below graph demonstrates the different scenarios that include:

- **Managed Decline (Base Case + Rate Peg only):** is based on the 2024/25 budgeted deficit projected forward over the life of the Long-Term Financial Plan and the yearly rate peg with a cumulative rate increase over three years of 9.8%, and implementing the strategic cost savings and improvement actions as identified above.
- **Sustainability Scenario (Rate Peg + SRV over 2 years):** includes a cumulative rate increase of 55.49% over two years, including the rate peg and implementing the strategic cost savings and improvement actions as identified above.
- **Growth and Prosperity Scenario 2 years:** includes a cumulative rate increase of 61.75% over two years, including the rate peg. Implementing the strategic cost savings and improvement actions as identified above and a component of the Growth and Prosperity Program.
- **Growth and Prosperity Scenario 3 years:** includes a cumulative rate increase of 68.50% over three years, including the rate peg. Implementing the strategic cost savings and improvement actions as identified above and the full Growth and Prosperity Program.

Council's preferred scenario is the Growth and Prosperity 3-year Scenario.

Figure 1. General Fund operating results by scenario





A 'Managed Decline' (no rate increase)

Under a managed decline scenario Council will ensure its General Fund operations are as efficient and effective as possible, however they will not fully address Council's operating deficits or its declining cash entirely. To do this, it must consider a permanent Special Rate Variation in 2026/2027 to increase revenue and allow Council to fully fund the delivery of current services and infrastructure.

The Managed Decline scenario will implement the strategic actions identified:

1. The Service Review and Elevate 360 Business Improvement Program to improve efficiency and reduce cost where possible
2. The Waste (domestic and non-domestic), Water and Sewer Costs and Pricing Strategy.

How would a 'Managed Decline' (no rate increase) affect you?

Rates would increase by the rate peg only and council's operating deficit would increase in line with the Base Case forecast in Council's Long Term Financial Plan. Over time, Council would need to consider cut backs to some services and would see a decline in infrastructure condition.

Rate Peg *	2026	2027	2028	CUMULATIVE INCREASE OVER SRV PERIOD	CUMULATIVE COMPARISON 2028/2029
	3.5%	3.0%	3.0%		9.8%

*The rate peg varies every year and is determined by the NSW Independent Pricing and Regulatory Authority (IPART).

Current Council Services and Infrastructure

Urban and rural roads	Stormwater management
Bridges and causeways	Kerbing and guttering
Public amenities	Airport management
Waste collections	Environmental planning and protection
Landfills	Town planning
Parks and gardens	Cemeteries
Aquatic centres	Tourism services
Sporting fields and recreational centres	Events
Footpaths/cycleways	Quarry management
Libraries and learning centres	Community and cultural events
Playgrounds	Aged care support
Water and wastewater services	Disability care support
Regulation and enforcement	Out of school help
Youth services	Internal corporate services



The following table outlines some of Council's current infrastructure and the associated maintenance and renewals required to maintain these assets in a safe and functional condition.

Local Assets	What needs to be done...
73 Playgrounds / Parks / Reserves	Maintenance to keep sites safe, clean and functional. Renewal of older items and upgrades of priority sites to improve facilities
13 Sporting Facilities	Maintenance and renewals to keep facilities operational, presentable, and safe; targeted upgrades to priority sites
2 Aquatic Centres (Glen Innes, Emmaville)	Refurbishment and upgrades of the facility to improve the functionality of the site for community and replace assets at the end of their life
6000+ Urban forest trees in public areas	Inspections, assessments, pruning, removal and replacement of potentially dangerous trees (funds are only sufficient to do highest risk); ageing trees and increasing extreme weather events adds to problems
138 Community buildings	Maintenance and renewal of our community halls and facilities, public toilets and sports amenities, administration buildings, depots etc. to keep these facilities operational, presentable and safe for users
519km Sealed roads	Resealing - 35km per year Rehabilitation - 9km per year Address unfunded backlog of works Upgrade condition of Urban Streets
644km Unsealed roads	Re-sheeting – 22km per year re-sheeted so roads remain passable in the wet and have better ride quality. Grading – needs to be frequent enough to maintain acceptable road condition between grades, supported by re-sheeting program Other maintenance (e.g. signage, vegetation control) needs to increase
89 Bridges	Replacing a further 8 timber bridges
65 km Footpaths and cycleways	Construct 24km of shared path/Rail Trail (fully grant funded)
19km Kerb and gutter	Renewal of 850m of kerb and gutter plus installation of new kerb and gutter with upgraded urban streets
31km Urban stormwater drainage	Re-lining or replacing pipes at the end of their life to avoid failures. Planning to identify and prioritise upgrades to open drains in areas such as Oliver Street



Planned projects

- Renewal of water mains
- Renewal of sewer mains
- Implement new playground in ANZAC Park
- Master plan for Beardy Waters
- Upgrade entrance to Glen Innes Aquatic Centre (new turnstiles)
- Pump track included at the Glen Innes Skate Park
- Implement a new cemeteries management plan
- Urban roads drainage strategy
- Restoration of King George Oval Grandstand
- Develop new landfill cell
- Implement food organics and garden organics collection service
- Implement a waste management software upgrade
- Separate domestic waste transfer station at Glen Innes landfill
- Upgrade road at main waste landfill
- Bushfire risk mitigation works on bushland reserves
- Education programs for companion animal owners
- Dedicated fenced off leash dog parks

A 'Sustainability Scenario' (SRV)

The Sustainability Scenario includes a cumulative permanent rate increase of 55.49% (SRV + rate peg) applied over two years as follows; 28.5% (SRV + rate peg) in 2026/27; 21.0% (SRV + rate peg) in 2027/28 which is the second and final year of a special rate variation increase.

This is the minimum increase to general rates that will ensure that Council continues to break even financially while continuing to provide the current level of services and maintain infrastructure and deliver planned projects.

How would a 'Sustainability Scenario' (SRV) over 2 years affect you?

Rate Peg *	2026	2027	2028	CUMULATIVE INCREASE OVER SRV PERIOD	CUMULATIVE COMPARISON 2028/2029
	3.5%	3.0%	3.0%		
Special Variation	25.0%	18.0%			
Total	28.5%	21.0%	3.0%	55.49%	60.15%

*The rate peg varies every year and is determined by the NSW Independent Pricing and Regulatory Authority (IPART).



A 'Growth and Prosperity' (SRV) Scenario – 2 years

A Growth and Prosperity 2-year Scenario includes an SRV that provides Council with a modest surplus (extra cash) to deliver a component only of a **Growth and Prosperity Program** which includes health, housing, parkland and township improvements across the region as well as new projects identified in the future.

The surplus comes from a cumulative 61.75% permanent SRV including the rate peg over 2 years applied as follows; 31.5% (SRV + rate peg) in 2026/27; 23.0% (SRV + rate peg) in 2027/28 which is the second and final year of a special rate variation increase.

How would a 'Growth and Prosperity' (SRV) over 2 years affect you?

Rate Peg *	2026	2027	2028	CUMULATIVE INCREASE OVER SRV PERIOD	CUMULATIVE COMPARISON 2028/2029
	3.5%	3.0%	3.0%		
Special Variation	28.0%	20.0%			
Total	31.5%	23.0%	3.0%	61.75%	66.60%

*The rate peg varies every year and is determined by the NSW Independent Pricing and Regulatory Authority (IPART).

A 'Growth and Prosperity' (SRV) Scenario – 3 years

A Growth and Prosperity 3 year Scenario includes an SRV that provides Council with a modest surplus (extra cash) to fully deliver the **Growth and Prosperity Program** which includes health, housing, parkland and township improvements across the region as well as new projects identified in the future.

The surplus comes from a cumulative 68.50% permanent SRV including the rate peg over 3 years applied as follows; 26.5% (SRV + rate peg) in 2026/27; 20.0% (SRV + rate peg) in 2027/28 and 11.0% (SRV + rate peg) in 2028/29 which is the third and final year of a special rate variation increase.

How would a 'Growth and Prosperity' (SRV) over 3 year affect you?

Rate Peg *	2026	2027	2028	CUMULATIVE INCREASE OVER SRV PERIOD	CUMULATIVE COMPARISON 2028/2029
	3.5%	3.0%	3.0%		
Special Variation	23.0%	17.0%	8.0%		
Total	26.5%	20.0%	11.0%	68.50%	68.50%

*The rate peg varies every year and is determined by the NSW Independent Pricing and Regulatory Authority (IPART).



The following 4 tables show the impacts of each scenario on properties of average value in each land use category (residential, farmland, business and mining) compared to the increases from the rate peg alone. The rate peg only cumulative increase equates to 9.80%.

Table 1 Estimated residential average rates to 2028/29

Residential					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 1,025.18	\$ 1,061.06	\$ 1,092.89	\$ 1,125.68
	Increase:		\$ 35.88	\$ 31.83	\$ 32.79
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV		\$ 1,025.18	\$ 1,317.36	\$ 1,594.00	\$ 1,641.82
	Increase:		\$ 292.18	\$ 276.64	\$ 47.82
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV		\$ 1,025.18	\$ 1,348.11	\$ 1,658.18	\$ 1,707.92
	Increase:		\$ 322.93	\$ 310.07	\$ 49.75
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 1,025.18	\$ 1,296.85	\$ 1,556.22	\$ 1,727.41
	Increase:		\$ 271.67	\$ 259.37	\$ 171.18
	Minimum Rate	\$637	\$806	\$967	\$1073

*Average rates may vary due to the value of the property compared to the average for that land use category. For further details on the Special Rate Variation, including how it affects you, please contact the Rates Officer at Council.

Table 2 Estimated farmland average rates to 2028/29

Farmland					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 3,668.62	\$ 3,797.02	\$ 3,910.93	\$ 4,028.26
	Increase:		\$ 128.40	\$ 113.91	\$ 117.33
	Base Amount	\$485	\$502	\$518	\$533
Sustainability - 2 year SRV		\$ 3,668.62	\$ 4,714.18	\$ 5,704.15	\$ 5,875.28
	Increase:		\$1,045.56	\$ 989.98	\$ 171.12
	Base Amount	\$485	\$624	\$755	\$777
Growth & Prosperity - 2 year SRV		\$ 3,668.62	\$ 4,824.24	\$ 5,933.81	\$ 6,111.82
	Base Amount	\$485	\$638	\$785	\$809
	Increase:		\$ 1,155.62	\$ 1,109.57	\$ 178.01
Growth & Prosperity - 3 year SRV		\$ 3,668.62	\$ 4,640.80	\$ 5,568.97	\$ 6,181.55
	Increase:		\$ 972.18	\$ 928.16	\$ 612.59
	Base Amount	\$485	\$614	\$737	\$818

*Average rates may vary due to the value of the property compared to the average for that land use category. For further details on the Special Rate Variation, including how it affects you, please contact the Rates Officer at Council.



Table 3 Estimated business average rates to 2028/29

Business					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$ 2,134.78	\$ 2,209.50	\$ 2,275.78	\$ 2,344.06
	Increase:		\$ 74.72	\$ 66.28	\$ 68.27
	Minimum Rate	\$637	\$659	\$679	\$699
Sustainability - 2 year SRV		\$ 2,134.78	\$ 2,743.19	\$ 3,319.26	\$ 3,418.84
	Increase:		\$ 608.41	\$ 576.07	\$ 99.58
	Minimum Rate	\$637	\$819	\$990	\$1020
Growth & Prosperity - 2 year SRV		\$ 2,134.78	\$ 2,807.24	\$ 3,452.90	\$ 3,556.49
	Increase:		\$ 672.46	\$ 645.66	\$ 103.59
	Minimum Rate	\$637	\$838	\$1030	\$1061
Growth & Prosperity - 3 year SRV		\$ 2,134.78	\$ 2,700.50	\$ 3,240.60	\$ 3,597.06
	Increase:		\$ 565.72	\$ 540.10	\$ 356.47
	Minimum Rate	\$637	\$806	\$967	\$1073

*Average rates may vary due to the value of the property compared to the average for that land use category. For further details on the Special Rate Variation, including how it affects you, please contact the Rates Officer at Council.

Table 4 Estimated mining average rates to 2028/29

Mining					
		2025/26	2026/27	2027/28	2028/29
Base Case (managed decline)		\$373	\$386	\$ 398	\$ 410
	Increase:		\$13	\$12	\$12
	Minimum Rate	\$373	\$386	\$398	\$410
Sustainability - 2 year SRV		\$ 373	\$479	\$580	\$597
	Increase:		\$106	\$ 101	\$17
	Minimum Rate	\$ 373	\$479	\$580	\$597
Growth & Prosperity - 2 year SRV		\$373	\$ 490	\$603	\$621
	Increase:		\$117	\$113	\$18
	Minimum Rate	\$373	\$490	\$603	\$621
Growth & Prosperity - 3 year SRV		\$ 373	\$ 472	\$ 566	\$ 628
	Increase:		\$99	\$94	\$62
	Minimum Rate	\$373	\$472	\$566	\$628

Average rates may vary due to the value of the property compared to the average for that land use category. For further details on the Special Rate Variation, including how it affects you, please contact the Rates Officer at Council.



The Growth and Prosperity Program

The Growth and Prosperity Program includes initiatives to implement the Economic Development Strategy, provide real assistance to the health and housing sectors which are critical to future growth initiatives for Glen Innes and the townships to improve liveability and detailed master planning for the Glen Innes Town Hall to renovate this iconic building as a future community cultural facility. It also importantly provides a surplus which will be reinvested into future community infrastructure such as playgrounds and other essential community facilities. **The following Growth and Prosperity initiatives are planned as annualised initiatives to build on what we have and provide scope for innovative initiatives:**

Economic Development Strategy

Implement the initiatives of Council's existing Economic Development Strategy - requires **\$250,000 per annum**.

Health Services Facilitation

Access to quality health services is essential not only for the wellbeing of the community but also for attracting and retaining residents. A number of agencies are working hard to fill the gaps and Council's support in facilitating the necessary infrastructure is crucial. This issue has been a dominant theme from community consultation requires an allocation of **\$100,000 per annum**.

Our Towns Improvement Program

The community sustainability of places such as Deepwater and Emmaville and others are important for their long-term viability and local pride, this program is aimed at the community identifying their needs in order to improve liveability. The council playing a key role in delivering these locally driven initiatives requires an allocation of **\$150,000 per annum**.

Housing Facilitation

Available housing is consistently identified as a major barrier for new residents as well as existing residents. Poor existing stock as well as the low availability of new blocks combined with the high costs of developing greenfield sites are key factors. This has necessitated Council being more interventionist to try and alleviate the issue. Council has resolved to undertake a number of actions. The amount allocated will support loan borrowings which in turn will facilitate the delivery of greenfield sites, delivery of new stock and the purchase of existing stock. This augments existing resources allocated to the need requires an allocation of **\$150,000 per annum**.

Glen Innes Town Hall Master Planning and Activation

The existing Town Hall is a focal point of the community not only because of its heritage status and role as a drawcard for visitors, but also in terms of the role it plays and could play with regard to community events. With the relocation of staff from the building given its dilapidated state, Council has a responsibility to respect the heritage and maximise the community use by undertaking a master planning process to identify the best possible use, determine what is required to achieve this, and also



understand the works required to the building itself given its rundown state. This amount is over three years and would put council in a position to apply for grant funding for the project requires an allocation of **\$150,000 per annum**.

Landscaping Program

Rehabilitate, modify and create new street furniture, lawns, hedges and plantings to beautify our urban environment. This project requires an allocation of **\$500,000 per annum** for five years.

Urban Roads Program

Road works have rightly focused on rural areas for some years. An urban road program is required to supplement development of the Glen Innes town and surrounding villages. This includes improvement to drainage. This project requires an allocation of **\$1.5 million per annum** over 10 years.



Frequently Asked Questions (FAQs)

What is a Special Rate Variation?

A Special Rate Variation (SRV) is a request made by Council to increase rates by more than the usual amount allowed by the NSW Independent Pricing and Regulatory Tribunal (IPART). Each year, IPART sets a limit on how much rates can be raised, known as the rate peg.

NSW councils can apply to IPART for an SRV to the rate peg which will be considered against the guidelines set by the NSW Office of Local Government. SRVs can only happen if Council applies to the IPART for approval to increase its rates. If IPART approves the application, Council can then increase rates beginning in July.

Council must meet all the criteria required by IPART before a rate increase can be approved and supply detailed financial information, on how it plans to manage expenditure and contain costs and provide details about why it needs a special variation to rates.

Why did Council spend ratepayer money on town beautification?

The Glen Innes Town Centre Beautification Project was funded by a \$872,429 grant by the Federal Government's Local Roads and Community Infrastructure Program (LRCI), not by Council.

More information on this project is available at: <https://haveyoursay.gisc.nsw.gov.au/glen-innes-town-centre-beautification-project>

What is the Rate Peg?

The rate peg is a regulatory mechanism set by IPART that allows councils to adjust their rates annually to account for normal cost increases, such as inflation and the rising costs of providing essential services. This peg is intended to ensure councils can maintain service levels while balancing financial sustainability.

If a council wishes to raise rates beyond the specified rate peg, it must submit a formal application to IPART for approval. This application must include comprehensive financial information detailing the council's cost management strategies and a clear justification for the proposed increase. Factors considered in the approval process may include the council's financial health, service delivery needs, and any unique circumstances that may warrant a higher rate adjustment.

Have other neighbouring Councils applied for SRVs?

Over the past four years, there have been 38 applications for SRVs across various councils, with average increases ranging from 8% to 93%. The average increase for the 2023/24 financial year was 36.7%.

These SRVs are primarily aimed at maintaining existing services and assets, rather than funding new initiatives. This trend indicates a reactive approach to financial planning, as many councils find themselves needing to rely on SRVs to sustain their operations.



Several councils in the North-West and New England regions have successfully applied for SRVs, including:

- **Tamworth Regional Council:** 36.3% over two years (2024/25)
- **Armidale Regional Council:** 58.8% over three years (2023/24)
- **Walcha Council:** 57.74% across three years (2023/24)
- **Tenterfield Council:** 43% in one year (2023/24)
- **Liverpool Plains Shire Council:** 18.1% in one year (2023/24)

Glen Innes Severn Council has not applied for an SRV in over 10 years.

What is the Growth and Prosperity Program?

See page 12-13

What's the alternative to an SRV?

If Council chooses not to go ahead with a SRV, a reduction in services and the capital works program would need to occur. For council to be financially sustainable in the long term it must achieve at least a break-even result in its general fund. Rates would increase by the yearly rate peg only and Council's operating deficit would increase in line with the Base Case forecast in Council's draft Long Term Financial Plan. Over time, Council's infrastructure will decline.

There are lots of grants available, why can't we just seek more grant funding?

Many grants require funds to be spent on capital expenditure (eg. sporting fields, new community facilities) and are not used to fund day-to-day projects like asset renewal or maintenance.

Council cannot solely rely on this form of income. In most instances grants require a co-contribution from Council. Grants are extremely competitive, and we may not be successful.

How much will my rates increase by?

See page 10.

Why are we talking about this now?

Applications for a special rate variation with IPART close in the first week of February 2026. In order for Council to consider feedback from the community as well as meet the criteria under IPART's assessment, consultation, feedback and engagement needs to begin now.


What's the alternative to an SRV?

If Council chooses not to go ahead with a SRV, a reduction in services and the capital works program would need to occur. For Council to be financially sustainable in the long term it must achieve at least a

break-even result in its General Fund. Rates would increase by the yearly rate peg only and Council's operating deficit would increase in line with the Base Case forecast in Council's draft Long Term Financial Plan. Over time, Council's infrastructure and services will decline.

Does the SRV affect other charges which appear on my rate bill?

No. The SRV does not affect service charges such as water, sewer, waste and stormwater drainage. It is only applied to the General Residential Rate line on your bill.



GLEN INNES SEVERN COUNCIL
PO Box 61
GLEN INNES NSW 2370
gisc.nsw.gov.au

RATES AND CHARGES NOTICE

The Ratepayer
123 Example Street
GLEN INNES NSW 2370

Payment may be made at Councils Administration Offices
265 Grey Street GLEN INNES
RECEIVING HOURS: Monday to Friday 9.30a.m. to 4.30p.m.

1993 Acts and Regulations. Notice is hereby given that the undermentioned land has been rated by Glen Innes Severn Council as shown hereunder:-

Assessment Number:
Rating Year:
Issue Date:
Due Date:
Valuation Date:
Rateable Value

Description and Location of Property

PARTICULARS OF RATES AND CHARGES	UNIT	CENTS IN \$	AMOUNT
Residential Glen Innes	726000	011374775	\$825.81
Water Availability Charge 20mm Glen Inne s1		401.00	\$401.00
Residential Sewerage Glen Inne s1		664.00	\$664.00
Domestic Waste Charge Glen Inne s1		378.00	\$378.00
Waste Facility Management Charge Glen Inne s1		84.00	\$84.00
Drainage Charge Glen Inne s1		119.00	\$119.00

THE SRV WOULD APPLY TO GENERAL RATES ONLY AND WOULD NOT APPLY TO OTHER CHARGES SHOWN ON YOUR RATES NOTICE

There are lots of grants available, why can't we just seek more grant funding?

Many grants require funds to be spent on capital expenditure (eg. sporting fields, new community facilities) and are not used to fund day-to-day projects like asset renewal or maintenance.

Council cannot solely rely on this form of income. In most instances grants require a co-contribution from Council. Grants are extremely competitive, and we may not be successful.

What if I can't afford the rate increase?

Council's Financial Hardship Policy helps residents who are struggling to meet their Council Rates, Fees, and Charges. The policy offers:

- Flexible payment plans tailored to individual needs and circumstances.
- Payment terms that may extend beyond 12 months, if required.
- Assistance in ensuring the debt against the property is reduced over time.
- Relief for hardship caused by specific property valuation changes.

The Rates Financial Hardship Policy is available on Council's website.

How can I apply for financial assistance?



To apply for assistance, you can contact Council:

- By phone: (02) 6730 2300
- By email: council@gisc.nsw.gov.au
- By post: Glen Innes Severn Council, 265 Grey Street, PO Box 61, NSW 2370

Once your request is received, Council will prepare a 'Payment Arrangement' form for your agreement and signature.

How can I learn more about the proposed SRVs?

See page 17-18 – Community Engagement Activities.

Why are the town hall meetings only being held in Emmaville, Glen Innes and Deepwater?

In past engagement activities, including our most recent round of community consultation, attendance at meetings in some smaller villages was extremely low. To make the best use of time and resources, Council is focusing on locations that allow us to reach the greatest number of people.

Will Council be recording Information Sessions for those who cannot attend?

Yes, Council will be holding three virtual sessions, which will also be recorded and made available for those who are unable to attend. The virtual sessions will be held on:

- Monday 6 May, 5.30pm – 7.00pm
- Wednesday 15 May, 5.30pm – 7.00pm
- Tuesday 28 May, 5.30pm – 7.00pm

What will you do with our responses?

Submissions will be provided to Council and this will be shared with Councillors who will be voting on the proposed special rate variation.

Shaping Tomorrow - Community Engagement Program

At the Ordinary Council Meeting on 24 April 2025, Councillors endorsed a number of strategies and plans that will be discussed with the community along with a proposal for a Special Rate Variation. This will run until 6 June 2025. During this period, residents and ratepayers will be encouraged to **Have Your Say** on:

- **Draft Community Strategic Plan (CSP) 2025-2035** – outlines the long-term vision and strategic objectives for the next 10 years
- **Draft Delivery Program (DP) 2025-2029** – details the strategies Council will implement during its term to achieve the CSP objectives

- **Draft Operational Plan (OP) 2025–2026** – identifies the specific projects and activities planned for the next financial year alongside a detailed annual budget
- **Revised Long Term Financial Plan (LTFP) 2025-2035** – sets out how Council intends to remain financially sustainable over the coming decade
- **Proposal for a Special Rate Variation.**

The community has played an important role in shaping these documents through the 2023 Community Satisfaction Survey and the *Towards 2034* Community Engagement Program.

As part of this new engagement program, Council will share its vision for the future of the Glen Innes Seven LGA as an economically diverse, socially connected, environmentally sustainable, and well-serviced place to live and work—supported by fit-for-purpose infrastructure that meets both current and future needs; it will also provide information on its current financial position, proposed Special Rate Variations (SRVs) and how the community can get involved and provide feedback. Residents will have several ways to participate including online submissions, public meetings or written responses.

Before any SRV application can be submitted to IPART, Council must inform the community about the proposed rate increases and provide a clear explanation of why the increase is necessary.

Community Engagement Activities

The following is a summary of planned engagement activities designed to ensure broad participation across the Glen Innes Severn Local Government Area:

Online Engagement

- **Have Your Say Page**

Council's dedicated *Have Your Say* page will provide detailed information about the *Shaping Tomorrow* program including the public exhibition of IP&R documents and SRV options. It serves as the central hub for accessing key documents and feedback tools.

Visit: <https://haveyoursay.gisc.nsw.gov.au/>

- **Online Survey**

Delivered by Micromex, the online survey invites residents and ratepayers to answer a series of questions about the proposed SRV. A link to the survey will be available on the *Have Your Say* page.

- **Phone Survey**

Also delivered by Micromex, the phone survey will involve Micromex interviewers contacting a representative sample of residents and ratepayers. Participants cannot opt in or request to take the phone survey.

Community Information Sessions (face-to-face)



Members of the community and other interested persons, organisations and agencies may attend an in-person session to ask questions and provide feedback:

- Emmaville War Memorial Hall: 5 May 2025, 5 pm - 7 pm
- Glen Innes Town Hall: 14 May 2025, 5 pm – 7 pm
- Deepwater School of Arts Hall: 27 May 2025 5 pm - 7 pm

Community Information Sessions (virtual)

Members of the community who cannot attend an in-person information session have the opportunity to participate in a virtual session via Teams. Links available on Council's Have Your Say page:

- 6 May 2025, 5:30 pm – 7 pm
- 15 May 2025, 5.30 pm – 7 pm
- 28 May 2025, 5.30 pm – 7 pm

Direct Mail

- **Resident Newsletter:** Council's quarterly newsletter will include a special edition on the *Shaping Tomorrow* program and will be distributed to all households across the Glen Innes Severn LGA during the six-week engagement period.
- **Ratepayer Letter:** A targeted letter sent through Council's rates system will be delivered to all ratepayers outlining Council's financial sustainability, the proposed SRV options and how ratepayers can have their say.

Other Communications

- **Newspaper Column:** *Our Council* – Council's regular digital and print column published in the *Glen Innes News*
- **Radio Campaign:** Broadcast across the region on Gem FM and 2NZ
- **Social Media:** Regular updates shared via Council's Facebook, YouTube and other social media channels

Have Your Say with IPART

At the conclusion of the community engagement period, Council will review all feedback and decide whether to proceed with an SRV application. A decision will be made at the June 2025 Ordinary Council Meeting. If Council opts to proceed, it will notify IPART of its intention to lodge an application in February 2026. Residents will then have the opportunity to provide feedback directly to IPART as part of its formal review process.

For more information, visit: <https://www.ipart.nsw.gov.au/Home/Reviews/Have-Your-Say>

How to Join a Virtual Community Information Session

Glen Innes Severn Council is using Microsoft Teams for all its Shaping Tomorrow Virtual Community Information Sessions.

To help you get started, we've created this step-by-step guide for both mobile and web browser users. If you get stuck, screenshots are included to help you along the way.

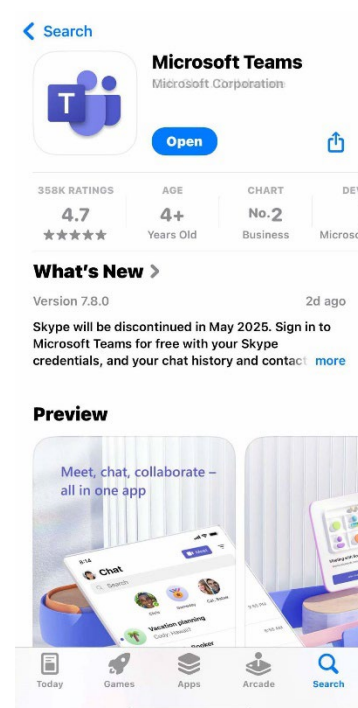
A few things to note about using Microsoft Teams and this Virtual Community Information Session:

- **If you're using a smartphone or tablet, you will need to install the Teams app before joining.**
- **If you are downloading the Teams app on your device, it may take up to 10 minutes to install.**
- If you're using a computer, you can join in your internet browser (like Chrome or Edge) without having to download anything.
- You don't need a Teams account to join. Just click the link available at: haveyoursay.gisc.nsw.gov.au and follow the prompts.
- You will need a stable internet connection—either mobile data or Wi-Fi—to join the session.
- If you already have the Teams app and a Teams account, you may prefer to use them to join the session over using the web browser.
- Your microphone and camera will be turned off during the session, so no one will be able to hear or see you.
- You can still ask questions and make comments using the Chat and Q&A functions during the session. More info below.
- If something isn't working, try leaving and rejoining the session using the same link.
- For further assistance, visit: <https://support.microsoft.com/en-au/teams>

How to Join a Teams Meeting Using a Mobile Device (Phone or Tablet)

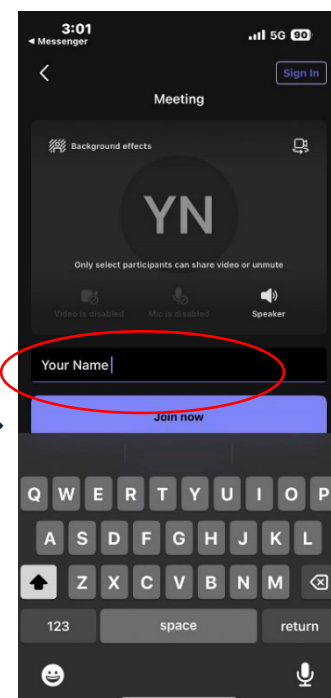
1. Install the Microsoft Teams app

- Go to the App Store (iPhone) or Google Play Store (Android).
- Search for **Microsoft Teams** and install the app.
This can take up to **10 minutes** to download



2. **Tap the meeting link:** Links will be available at: https://haveyoursay.gisc.nsw.gov.au/shaping-tomorrow/widgets/448311/key_dates#167401
3. The Teams app will open **automatically**.
4. **Enter your name** and tap **Join now**.
 - **You don't need to sign in or create an account.**
5. You're in the meeting!

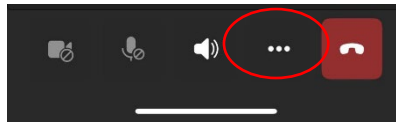
Type your name and click Join now.



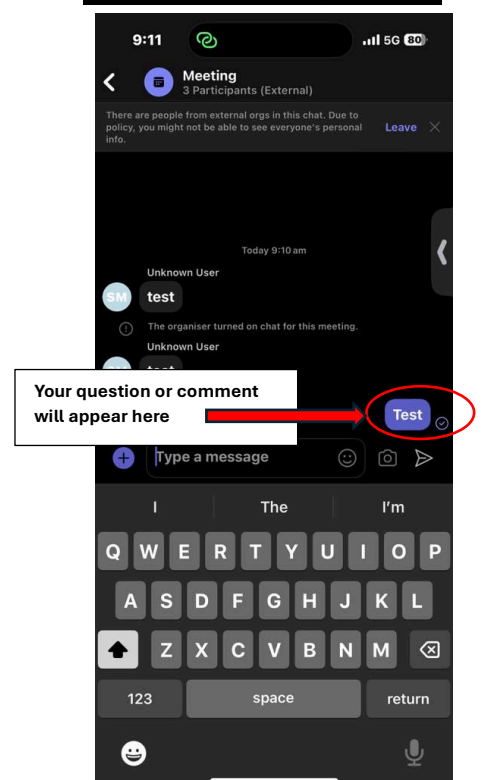
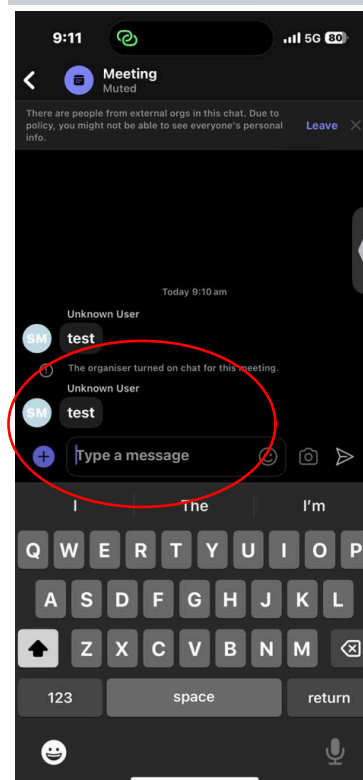
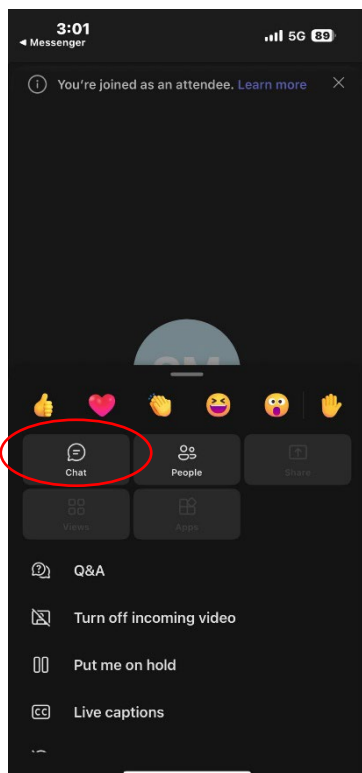
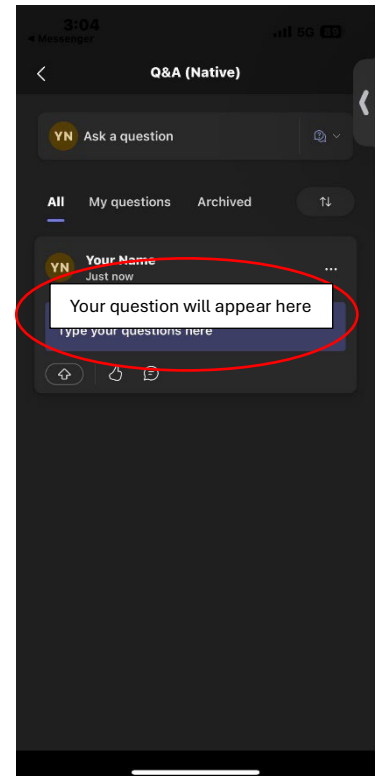
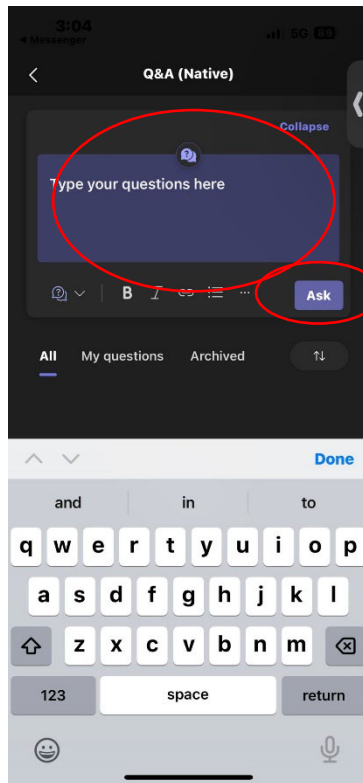
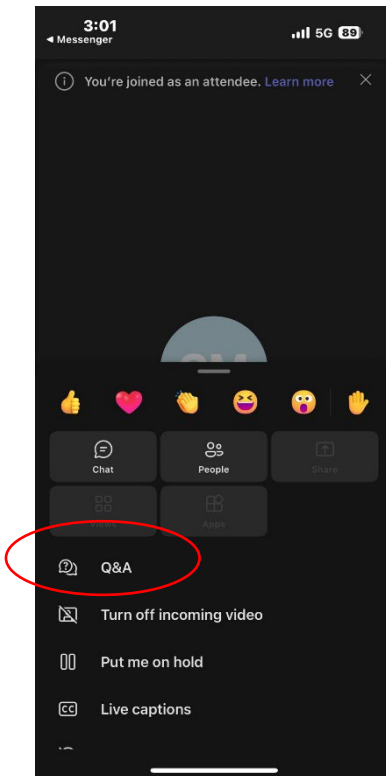


6. To ask a question:

- Tap the **three dots menu (•••)** in the meeting.



- Select **Q&A** to Ask a question. Alternatively, you can use the **Chat** tool to ask a question or add a comment.



How to Join a Teams Meeting 🖥️ Using a Web Browser (Computer or Laptop)

1. Click the meeting link available at: https://haveyoursay.gisc.nsw.gov.au/shaping-tomorrow/widgets/448311/key_dates

Community Information Sessions

- Community Information Session - Emmaville
05 May 2025
- Virtual Information Session: 1
06 May 2025
- Community Information Session - Glen Innes
14 May 2025
- Virtual Information Session: 2
15 May 2025
- Community Information Session - Deepwater
27 May 2025

Click More to see all meetings

15 May 2025
Virtual Information Session: 2
Online: 5.30PM - 7PM.
A LINK WILL BE PROVIDED HERE.
Join the Online Community Information Session
A virtual link to the meeting will be provided here closer to the event date, allowing you to join us from the comfort of your home, or if you cannot make it, you can watch the recording.

What to Expect:
During this session, residents and ratepayers will have the opportunity to learn more about Council's future plans and long-term financial sustainability. This is a valuable chance to hear directly from Councillors and key stakeholders and ask any questions you may have.

Important:
The session will be recorded and made available on the *Have Your Say* website after the meeting for those who cannot attend live.

2. Choose **Continue on this browser** (no download needed).

Open Microsoft Teams classic?
https://teams.microsoft.com wants to open this application.
☐ Always allow teams.microsoft.com to open links of this type in the associated app
Cancel Open Microsoft Teams classic

Join your Teams meeting
Continue on this browser
Join on the Teams app

Don't have the app?
Download it now

Click Cancel then choose Continue on this browser to avoid having to download the app and stay on your browser.

3. Enter your name and click Join now. Note: you must enter a name to join.

Microsoft Teams meeting
Type your name here

Your camera is turned off

Computer audio
MacBook Pro
Phone audio

Background filters

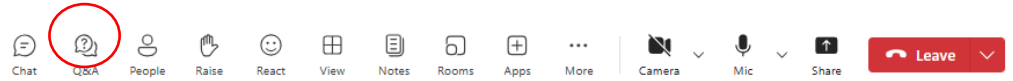
Cancel Join now

Type your name first, then click Join now

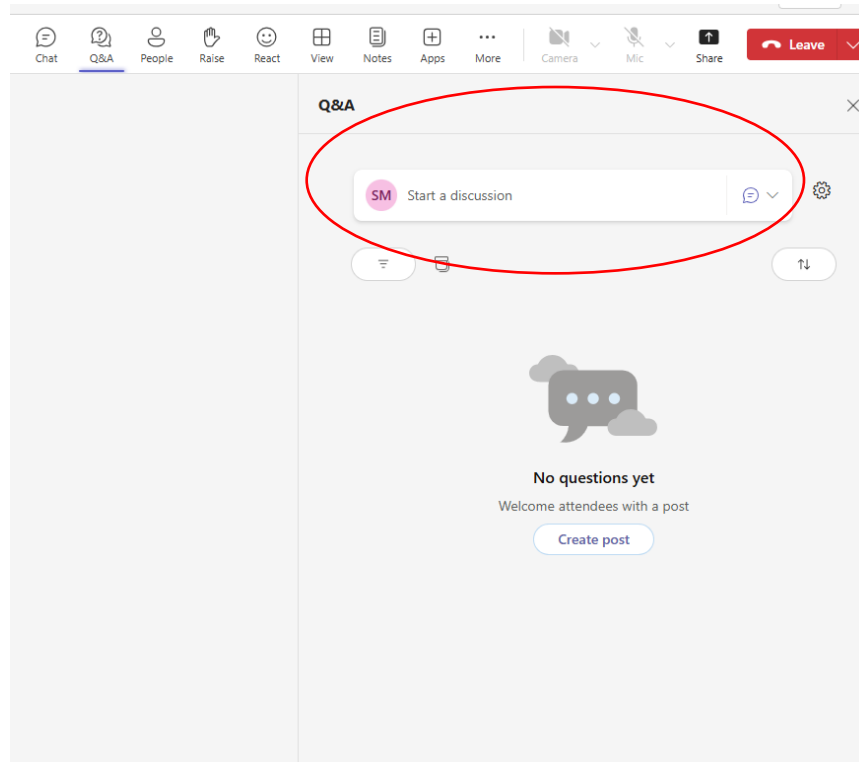
GLEN INNES SEVER



4. You're in the meeting!
5. To ask a question using the **Q&A / Chat tools**:
 - To use **Q&A** - click the **Q&A icon** at the top of the meeting screen.



- Type your question and click post.



- To use **Chat** – click the **Chat icon** at next to Q&A

