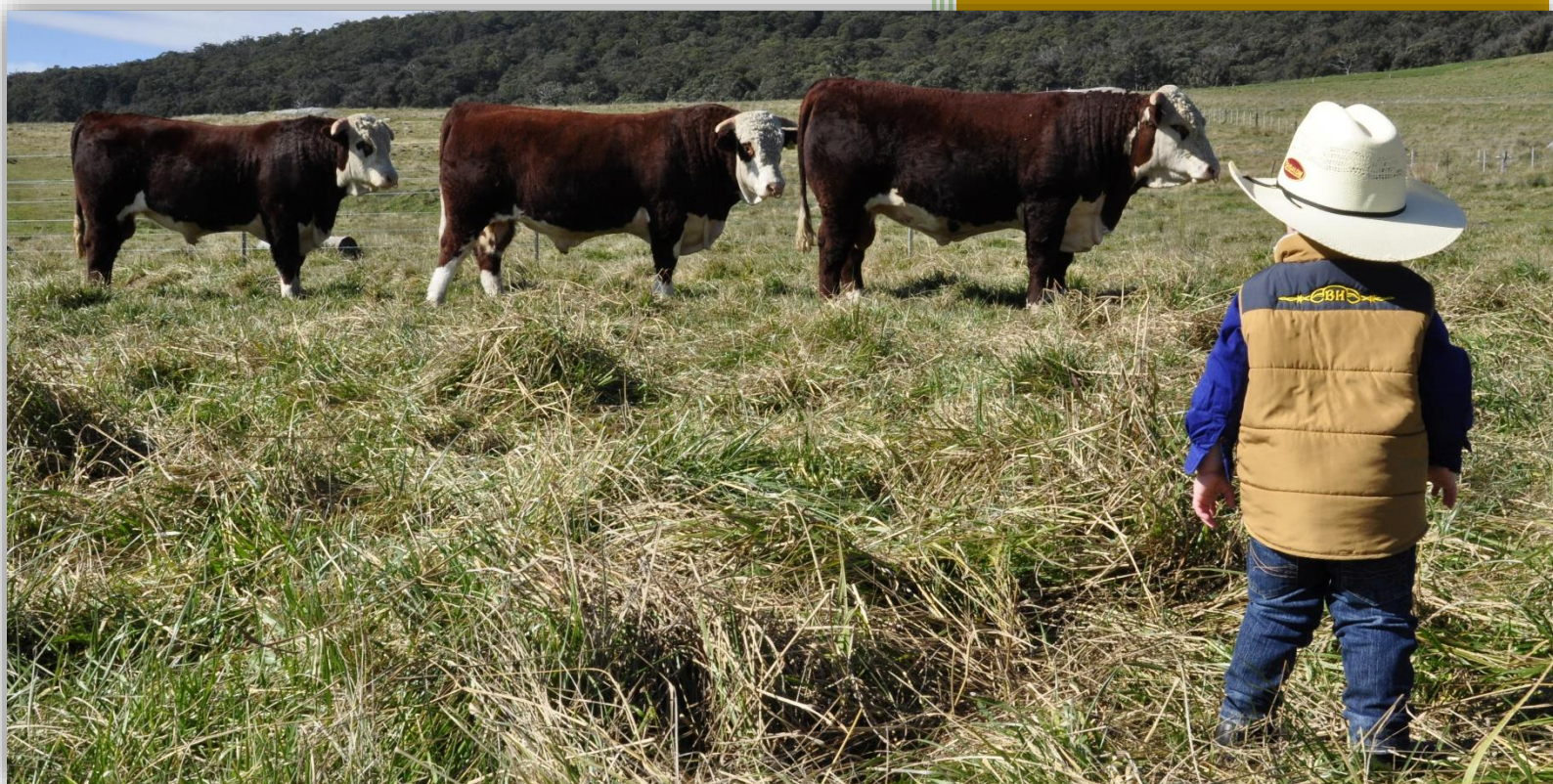




2021/2022

# Annual Report



*Embracing Change,  
Building on History*

## CONTENTS

MESSAGE FROM THE MAYOR.....	4
GENERAL MANAGER'S OVERVIEW.....	7
ABOUT OUR COUNCIL.....	8
Council .....	8
Councillors.....	9
Mayor .....	9
Elections.....	10
Councillor Contact Details .....	11
General Manager.....	12
Council Staff .....	12
Division of Staff Responsibility.....	12
Staff Positions Approved by Council.....	13
Delegates to Committees and Other Bodies.....	20
Organisational Structure .....	24
GOVERNING PRINCIPLES .....	25
Strategic Objectives.....	25
Strategic Financial Objectives .....	26
Guiding Principles for Councils.....	27
OUR REGION .....	28
Map of our Local Government Area (LGA) .....	28
Economic and Social Profile .....	29
Statistics at a Glance .....	32
How to read the Annual Report .....	33
INTEGRATED PLANNING AND REPORTING .....	34
Community Strategic Plan .....	34
Resourcing Strategy .....	34
Delivery Program.....	34
Operational Plan.....	35
Annual Report.....	35
HIGHLIGHTS OF THE YEAR .....	36
Events .....	36
Environment, Planning and Economic Development.....	48
Glen Innes Aggregates.....	54

ACCESS AND EQUITY ACTIVITIES TO MEET RESIDENTS' NEEDS .....	57
Children Services .....	57
Services for People who are Older and People with a Disability .....	58
Aboriginal Community Services .....	60
Women's Services .....	61
Services for Young People .....	62
Services for People with Culturally and Linguistically Diverse Backgrounds .....	64
Disability Inclusion Action Plan .....	65
INFORMATION PERTAINING TO LEGISLATIVE REQUIREMENTS .....	66
Local Government Act 1993 and Local Government Regulation (General) 2021 .....	66
Companion Animal Management Activities .....	81
Government Information (Public Access) Act 2009 .....	84
Environmental Planning and Assessment Act 1979 .....	86
Partnerships with Other Organisations .....	87
Public Interest Disclosure Act 1994 and Regulation .....	88
Carer's (Recognition) Act 2010 .....	88
Bush Fire Hazard Reduction Activities .....	88
Business Activities .....	90
Code of Conduct .....	91
Inspections of Private Swimming Pools .....	92
HUMAN RESOURCE ACTIVITIES .....	93
Staff Profile / Workforce Planning .....	93
Staff Consultative Committee .....	95
Recruitment and Selection .....	95
Position Descriptions .....	96
Employee Remuneration and Job Evaluation .....	96
Enterprise Bargaining .....	96
Equal Employment Opportunity .....	96
Staff Development and Training .....	96
Grievance Management .....	97
Work Health and Safety (WHS) .....	97
Secondary Employment .....	99
Exit of Staff .....	99

ITEMS THAT WILL BE REPORTED ON FOLLOWING THE COMPLETION OF THE 2021/2022 FINANCIAL STATEMENTS.....	100
• Summary of the key financial results for the 2021/2022 Financial Year	100
• Business Activities:.....	100
○ Competitive Neutrality Implementation Progress .....	100
○ Category 1 Business Activities Competitive Neutrality Statement.....	100
• Condition of Public Works .....	100
DOING BUSINESS WITH COUNCIL .....	101
APPENDICES .....	102
APPENDIX A: Report on the Operational Plan 2021-2022 measured against the Four-Year Delivery Program 2017-2021	
APPENDIX B: GIPA Annual Report 2021/2022	
APPENDIX C: End of Term Report 2021	

## MESSAGE FROM THE MAYOR



I am pleased to present the 2021-2022 Annual Report.

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

The COVID-19 pandemic had an impact on everyone across our Council and as a community we have stood together and supported each other through this unprecedented period.

As a result of the December 2021 Local Government Elections (delayed because of the COVID-19 Pandemic), your Council has five (5) new Councillors and two (2) former Councillors. At the first meeting of the new Council, I was very proud to be voted in as the 6<sup>th</sup> Mayor of the Glen Innes Severn Council which was, and is, a very humbling experience.

Having only been on Council and Mayor for six (6) months, I have asked the Directors to inform me of the good work they have completed during the 2021-2022 year.

### Infrastructure Team

During this 2021-2022 year, the **Infrastructure team** hasn't stopped. I will just mention a few of projects that the team have been working on:

- **Dumaresq Street Extension for new industrial area**, which is what we need to entice business to make their home in our Council area.
- **Automated Water Meter rollout**; this commenced during the year and will give Council a better understanding and effective use of water services.
- **Grey Street Footpath Meade Street North**; it was great to see this work completed.
- **Glen Innes Aggregates New Office and Weighbridge**; with this work completed, Council has more use of the quarry.
- **Unsealed sections of Maybole (3km), Yarraford (6km), Mt Mitchell (8km), Pinkett (17km) West Furracabad (2.5km) sealed 36.5km total new seal**; this is a great result for Council.
- **Also, we had three flood/storm natural disaster events declared in July 2021, November 2021 and February 2022**; these events have had a major effect on the state of our roads and the Infrastructure team continues to work hard to maintain the road network.

I would like to thank all the staff in the Infrastructure area for the continuing effort that they show to get the work completed.

### Corporate and Community Services

During 2021-2022, the **Corporate and Community Services team** has been working hard and I will mention a few highlights that they have achieved during the year:

- **Implementation of Open Office**; this will give Council an opportunity to have an up-to-date computer system to carry your Council into the future.
- **End user security training was delivered by totalCyber in mid-June and was attended by almost 70 staff and councillors. The program will be ongoing and will resume in 2022/2023.** Cyber security is one of the most important issues in our Council and ongoing training is vital to ensure everyone is aware of the ever changing environment in this regard.
- **The Disability Inclusion Action Plan 2022-2025 was adopted by Council**; this Plan is very important to our community to ensure inclusion of people with all abilities.
- **Community Services delivered another successful Family Picnic Day on 21 May 2022.** The day itself delivered less than perfect weather, however, this did not detract from the event with many families braving the cold to enjoy the day. Another huge success, with the small organising committee very pleased with the result.
- **The Library has three (3) new wi-fi access points installed and configured,** one (1) in the William Gardner Conference Room, another in the general Library area, and a third in the Library staff area. Both public and secure wi-fi systems have been configured for greater security and to allow them to be remotely managed by Council's network support service.
- **Azure Disaster Recovery / cloud backup was implemented to protect all of Council's critical data.**

I would also like to thank all the staff in the Corporate and Community Services area for the continuing effort that they show to get the work completed.

### Development Planning and Regulatory Services

During this 2021-2022 year, the **Development, Planning and Regulatory Services team** has been working hard and I will mention some major highlights that they have achieved during the year:

- **A major project completed in the 2021-22 Financial Year was the Glen Innes Indoor Sports Centre.** Council received State funding of \$4,221,492 through the Regional Sports Fund, and Federal funding of \$1,278,508 through the Building Better Regions Fund, with a big thank you for the ongoing support from our Federal and State Members of Parliament.
- **Solar lighting, picnic shelter, seating, shelter, water tank and BBQ** at the Emmaville Caravan Park and Pool Area spending approximately \$45,026.
- **A new disabled toilet block** was installed at the Glen Innes Cemetery for \$145,326.

I would also like to thank all the staff in the Development, Planning and Regulatory team for their efforts during the year.

As Councillors we are proud of our community and passionate about the future of the Glen Innes Severn Council. Our role is to represent and act as a voice for the Glen Innes Severn Local Government Area and we will do our utmost to listen to our community and make decisions that are in the best interests of the community. We also advocate to the other levels of government where Council is not the decision-making authority. I would like to thank my fellow Councillors and Council officers for their support to me and their continued dedication and commitment to serving the community.

**Cr Rob Banham**  
**MAYOR**

## GENERAL MANAGER'S OVERVIEW

The NSW Local Government general elections were delayed (on two occasions) and were eventually held on Saturday, 4 December 2021. This resulted in the Delivery Program (2017-2021) being extended until 30 June 2022.

Council continued to deliver on items in the Delivery Program as adopted in the Operational Plan and Budget 2021-2022.

A significant requirement of the **Office of Local Government (OLG)** Integrated Planning and Reporting Guidelines is that Council must review its **Community Strategic Plan (CSP)** and create a new **Delivery Program (DP)** prior to 30 June preceding a local government election. This process involves significant community consultation and the review of Council's strategies and plans, state and regional plans along with social, economic, environmental and governance considerations.

Council appointed Helpful Solutions to assist in the review and overhaul of the CSP. Consultation was held with special interest groups such as community and not-for-profit organisations, the tourism and economic development sector, and the indigenous community. Further, general workshops were held with community members at Glen Innes, Deepwater, Emmaville, Glencoe and Pinkett.

This consultation and broad review resulted in a draft CSP (2022-2032), DP (2022-2025) and Operational Plan and Budget (2022-2023) being presented to Council, with a public exhibition period following before Council endorsing all strategic documents along with Council's Resourcing Strategy prior to 30 June 2022. The new CSP and DP will guide Council activities and all its resources into the future.

During the year, environmental impacts from severe flooding continued to affect the road network with teams working very hard to keep roads open through emergency repair works. In addition, COVID-19 impacted on many staff in the organisation requiring isolation and absence from work.

Further to these challenges, the **Independent Pricing and Regulatory Tribunal (IPART)** announced only a 0.7% increase despite forecasts of significant inflation. Fortunately, Council was able to apply for an **Additional Special Variation (ASV)** of 2%. Although not keeping with inflation, it will assist Council in meeting its DP goals.

During the year our community saw the development of the Glen Innes Indoor Sports Centre, which at the time of writing is now opened.

Council has applied to the OLG for an extension to complete the audited financial statements; as such the Financial Statements will not be included in this report and will be provided to Council and the public in February or March 2023.

I look forward to continuing my role as Interim General Manager and delivering the outcomes in the CSP and DP into the 2022-2023 Financial Year as to such time as Council employs a new General Manager.

**Dennis McIntyre**  
**INTERIM GENERAL MANAGER**

## ABOUT OUR COUNCIL

### COUNCIL

Council comprises of community members who are elected for a four (4) year term. Due to the NSW Public Health Order restrictions, the Local Government Elections scheduled for 4 September 2020 were postponed until 4 September 2021. The continuance of NSW Public Health Orders meant that the elections were again postponed until 4 December 2021. This has meant that the Council term will have been extended from four (4) years to five (5) years and three (3) months. The current Council Term will be from 4 December 2021 until 4 September 2024, to then bring the elections back into a four-year cycle.

The *Local Government Act 1993*, states that a council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- to exercise community leadership;
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
- to promote and to provide and plan for the needs of children;
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- to have regard to the long term and cumulative effects of its decisions;
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government;
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- to keep the local community and the State Government (and through it, the wider community) informed about its activities;
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected; and
- to be a responsible employer.

## COUNCILLORS

The *Local Government Act 1993*, divides the role of the Councillors into two (2) broad categories:

1. As a Member of the Governing Body of the Council to:
  - direct and control the affairs of the Council in accordance with the Act;
  - allocate the Council's resources in the optimum way to benefit the area;
  - play a key role in the creation and review of the Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions; and
  - review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council.
2. As an Elected person to:
  - represent the interests of residents and ratepayers;
  - provide leadership and guidance to the community; and
  - facilitate communication between the community and the Council.

## MAYOR

The Councillors elect the Mayor and the Deputy Mayor every two (2) years. The *Local Government Act 1993*, states that the role of the Mayor is to:

- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council;
- exercise such other functions of the council as the council determines;
- preside at meetings of the council; and
- carry out the civic and ceremonial functions of the mayoral office.

## ELECTIONS

The Local Government elections were last held on Saturday, 4 December 2021 after being postponed twice due to COVID-19.



Figure 1: Councillors elected on 4 December 2021 – Front (left to right): Cr Tim Alt, Cr Rob Banham (Mayor), Cr Jack Parry; Back (left to right): Cr Andrew Parsons, Cr Troy Arandale (Deputy Mayor), Cr Lara Gresham.  
Absent: Cr Carol Sparks



Figure 2: Cr Carol Sparks

## COUNCILLOR CONTACT DETAILS

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

**Cr Rob Banham (Mayor)**

PO Box 1, Emmaville NSW 2371

Mobile: 0419 643 449

Email: [rbanham@gisc.nsw.gov.au](mailto:rbanham@gisc.nsw.gov.au)

**Cr Troy Arandale (Deputy Mayor)**

40 Cross Street, Glen Innes NSW 2370

Mobile: 0429 162 791

Email: [tarandale@gisc.nsw.gov.au](mailto:tarandale@gisc.nsw.gov.au)

**Cr Tim Alt**

913 Rangers Valley Road, Dundee NSW 2370

Mobile: 04208 669 179

Email: [talt@gisc.nsw.gov.au](mailto:talt@gisc.nsw.gov.au)

**Cr Lara Gresham**

2437 Morven Road, Glen Elgin NSW 2370

Mobile: 0407 311 257

Email: [lgresham@gisc.nsw.gov.au](mailto:lgresham@gisc.nsw.gov.au)

**Cr Jack Parry**

PO Box 559, Glen Innes NSW 2370

Mobile: 0414 534 153

Email: [jparry@gisc.nsw.gov.au](mailto:jparry@gisc.nsw.gov.au)

**Cr Andrew Parsons**

PO Box 143, Glen Innes NSW 2370

Mobile: 0427 325 504

Email: [aparsons@gisc.nsw.gov.au](mailto:aparsons@gisc.nsw.gov.au)

**Cr Carol Sparks**

1 Cameron Lane, Glen Innes NSW 2370

Mobile: 0427 709 686

Email: [csparks@gisc.nsw.gov.au](mailto:csparks@gisc.nsw.gov.au)

## **GENERAL MANAGER**

The General Manager is the most senior employee of a Council and is the only member of staff selected and appointed by Councillors. The General Manager is appointed on a renewable, fixed term, performance-based contract for a maximum of five (5) years.

Under the Act, the General Manager's responsibilities include:

- efficient and effective operation of the council organisation and day-to-day management. This includes ensuring council decisions and policies are implemented;
- appointing, directing and dismissing staff in accordance with an organisation structure and resources approved by the council;
- implementing the council's Equal Employment Opportunity Management Plan; and
- exercising other functions as delegated by the council.

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

## **COUNCIL STAFF**

Council employs staff such as town planners, engineers, building surveyors, librarians, environmental officers, rangers, administration staff, community services program coordinators, direct support workers and childcare workers. They carry out the day-to-day operations of the Council, and implement Council policies and other decisions, as directed by the General Manager.

## **DIVISION OF STAFF RESPONSIBILITY**

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

The General Manager leads a Staff Management Executive Team, called MANEX, consisting of the Directorate Heads, each with the power to co-opt other staff as and when necessary. This corporate management structure aims to ensure policies and decisions formulated by Council are implemented in a coordinated, efficient and effective manner.

Council has delegated authority to the General Manager, and the General Manager to several other staff, to carry out certain functions as a means of facilitating administration and operations.

## STAFF POSITIONS APPROVED BY COUNCIL

Permanent staff positions approved by Council as at Thursday, 30 June 2022.

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
GENERAL MANAGER						
General Manager	FT	35	1	35	1.00	3.00
Executive Assistant	FT	35	1	35	1.00	
Communications / Media Officer	FT	35	1	35	1.00	
CORPORATE AND COMMUNITY SERVICES						
Director of Corporate and Community Services	FT	35	1	35	1.00	2.00
Personal Assistant	FT	35	1	35	1.00	
Governance, Risk and Corporate Planning						
Manager of Governance, Risk and Corporate Planning	FT	35	1	35	1.00	1.60
Governance, Risk and Corporate Planning Officer	PT	21	1	35	0.60	
Administration and Human Resources						
Manager Administration & Human Resources	FT	35	1	35	1.00	5.57
Records Supervisor	FT	35	1	35	1.00	
Work Health and Safety Coordinator	FT	35	1	35	1.00	
Human Resources Officer (Payroll)	FT	35	1	35	1.00	
Payroll Officer	FT	35	1	35	1.00	
Administration Officer (Technology)	PT	20	1	35	0.57	
Finance						
Chief Financial Officer	FT	35	1	35	1.00	10.00
Financial Accountant	FT	35	1	35	1.00	
Rates Officer	FT	35	1	35	1.00	
Debtors Officer	FT	35	1	35	1.00	
Creditors Officer	FT	35	1	35	1.00	
Management Accountant	FT	35	1	35	1.00	
Finance Officer	FT	35	1	35	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Storeperson	FT	38	1	38	1.00	
Purchasing and Supply Officer	FT	38	1	38	1.00	
Customer Service Officer	FT	35	1	35	1.00	
Library and Learning Centre						
Manager Library and Learning Centre	FT	35	1	35	1.00	5.00
Library Technician	FT	35	1	35	1.00	
Library Assistant	FT	35	1	35	1.00	
Library Assistant	FT	35	1	35	1.00	
Library Assistant	FT	35	1	35	1.00	
Community Services						
Manager of Community Services	FT	35	1	35	1.00	1.00
Children, Youth and Family Services						
Coordinator Children, Youth and Family Services	FT	35	1	35	1.00	3.21
Youth Worker	PT	21	1	38	0.55	
Youth Worker Assistant	PT	12	1	38	0.32	
Educator Supervisor	PT	30	1	38	0.79	
Educator Assistant (OOSHC)	PT	21	1	38	0.55	
Life Choices - Support Services						
Administration & Quality Officer	FT	35	1	35	1.00	24.28
Finance Officer	FT	35	1	35	1.00	
Customer Service Officer	PT	20	1	35	0.57	
Customer Service Officer	FT	35	1	35	1.00	
Coordinator - Activity and Lifestyle Support	FT	35	1	35	1.00	
Activity Support Facilitator	PT	38	1	38	1.00	
Activity Support Facilitator	PT	22.8	1	38	0.60	
Activity Support Facilitator	PT	15.2	1	38	0.40	
Activity Support Facilitator	FT	38	1	38	1.00	
Activity Support Facilitator	FT	38	1	38	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Lifestyle Support Facilitator	FT	38	1	38	1.00	
Coordinator Direct Support	FT	35	1	35	1.00	
Team Leader Direct Support	FT	38	1	38	1.00	
Maintenance Worker	FT	38	1	38	1.00	
P/T Direct Support Worker (Clinical)	PT	15	1	38	0.39	
P/T Direct Support Worker (Clinical)	PT	30	1	38	0.79	
P/T Direct Support Worker (Clinical)	PT	30	1	38	0.79	
P/T Direct Support Worker (Clinical)	PT	15	1	38	0.39	
P/T Direct Support Worker (Clinical)	PT	15	1	38	0.39	
P/T Direct Support Worker (Domestic)	PT	15	1	38	0.39	
P/T Direct Support Worker (Domestic)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
P/T Direct Support Worker (General)	PT	15	1	38	0.39	
INFRASTRUCTURE SERVICES						
Director of Infrastructure Services	FT	35	1	35	1.00	2.00
Personal Assistant	FT	35	1	35	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Asset Services						
Manager Asset Services	FT	35	1	35	1.00	4.00
Technical Support Coordinator	FT	35	1	35	1.00	
Property Administration Officer	FT	35	1	35	1.00	
Aerodrome Officer	FT	38	1	38	1.00	
Design Services						
Senior Design Officer	FT	35	1	35	1.00	2.00
Design Officer	FT	35	1	35	1.00	
Plant and Fleet						
Workshop Supervisor	FT	38	1	38	1.00	5.00
Plant Mechanic	FT	38	1	38	1.00	
Plant Mechanic	FT	38	1	38	1.00	
Plant Mechanic	FT	38	1	38	1.00	
Tradesperson / Welder	FT	38	1	38	1.00	
Infrastructure Delivery						
Manager of Infrastructure Delivery	FT	35	1	35	1.00	31.00
Works Coordinator	FT	38	1	38	1.00	
Team Leader Concrete	FT	38	1	38	1.00	
Team Leader - Bridges	FT	38	1	38	1.00	
Heavy Plant Operator (Bridges)	FT	38	1	38	1.00	
Skilled Construction Worker (Bridges)	FT	38	1	38	1.00	
Excavator Operator	FT	38	1	38	1.00	
Team Leader - Construction	FT	38	1	38	1.00	
Heavy Plant Operator (Construction)	FT	38	1	38	1.00	
Heavy Plant Operator (Construction)	FT	38	1	38	1.00	
Heavy Plant Operator (Construction)	FT	38	1	38	1.00	
Team Leader - Drainage	FT	38	1	38	1.00	
Heavy Plant Operator (Drainage)	FT	38	1	38	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Heavy Plant Operator (Drainage)	FT	38	1	38	1.00	
Team Leader - Grading	FT	38	1	38	1.00	
Grader Operator	FT	38	1	38	1.00	
Skilled Construction Worker (Grading)	FT	38	1	38	1.00	
Team Leader - Grading	FT	38	1	38	1.00	
Heavy Plant Operator (Grading)	FT	38	1	38	1.00	
Heavy Plant Operator (Grading)	FT	38	1	38	1.00	
Team Leader - Heavy Patching	FT	38	1	38	1.00	
Heavy Plant Operator (Heavy Patching)	FT	38	1	38	1.00	
Skilled Construction Worker (Heavy Patching)	FT	38	1	38	1.00	
Heavy Plant Operator (Heavy Patching)	FT	38	1	38	1.00	
Team Leader - Maintenance	FT	38	1	38	1.00	
Skilled Construction Worker (Maintenance)	FT	38	1	38	1.00	
Jetpatcher Operator	FT	38	1	38	1.00	
Skilled Construction Worker (Maintenance)	FT	38	1	38	1.00	
Heavy Combination Operator	FT	38	1	38	1.00	
Heavy Plant Operator (Relief)	FT	38	1	38	1.00	
Heavy Plant Operator (Relief)	FT	38	1	38	1.00	
Glen Innes Aggregates						
Quarry Manager	FT	38	1	38	1.00	5.00
Production Coordinator	FT	38	1	38	1.00	
Sales and Delivery Operator	FT	38	1	38	1.00	
Heavy Combination Operator	FT	38	1	38	1.00	
Administration Officer	FT	35	1	35	1.00	
Integrated Water and Sustainability Services						
Manager of Integrated Water Services	FT	35	1	35	1.00	10.00
Coordinator of Integrated Water Services	FT	38	1	38	1.00	
Trainee Water and Wastewater Plant Operator	FT	38	1	38	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Water and Wastewater Plant Operator	FT	38	1	38	1.00	
Trainee Water and Wastewater Plant Operator	FT	38	1	38	1.00	
Team Leader Reticulation	FT	38	1	38	1.00	
Integrated Water Services Field Operator	FT	38	1	38	1.00	
Integrated Water Services Field Operator	FT	38	1	38	1.00	
Integrated Water Services Field Operator	FT	38	1	38	1.00	
Integrated Water Services Field Operator	FT	38	1	38	1.00	
DEVELOPMENT, PLANNING AND REGULATORY SERVICES						
Director of Development, Planning and Regulatory Services	FT	35	1	35	1.00	2.00
Personal Assistant	FT	35	1	35	1.00	
Economic Development						
Manager of Economic Development	FT	35	1	35	1.00	5.29
Tourist Assistant	FT	35	1	35	1.00	
Tourist Assistant	PT	24	1	35	0.69	
Tourism and Events Officer	FT	35	1	35	1.00	
Marketing Assistant	FT	35	1	35	1.00	
Grants Officer	PT	21	1	35	0.60	
Planning and Regulatory Services						
Manager of Planning and Regulatory Services	FT	35	1	35	1.00	9.00
Customer Service Officer	FT	35	1	35	1.00	
Building & Environmental Health Officer (Maternity Leave)	FT	35	1	35	1.00	
Technical Support Officer	FT	35	1	35	1.00	
Town Planner	FT	35	1	35	1.00	
Ranger	FT	38	1	38	1.00	
Facility Maintenance Officer	FT	38	1	38	1.00	
Waste and Environmental Management Officer	FT	35	1	35	1.00	
Ranger	FT	38	1	38	1.00	

POSITION	Full-time/ Part-time	Hours (pw)	No of Positions	FT HRS	FTE	Total FTE Positions
Saleyards						
Saleyards Manager	FT	38	1	38	1.00	1.00
Waste & Recovery						
Waste & Recovery Coordinator	FT	38	1	38	1.00	2.87
Landfill Attendant (Glen Innes)	PT	23.5	1	38	0.62	
Landfill Attendant (Glen Innes)	PT	23.5	1	38	0.62	
Landfill Attendant (Emmaville)	PT	8	1	38	0.21	
Landfill Attendant (Deepwater)	PT	8	1	38	0.21	
Landfill Attendant (Red Range)	PT	8	1	38	0.21	
Recreation and Open Spaces						
Manager of Recreation and Open Spaces	FT	38	1	38	1.00	9.00
Coordinator of Recreation Facilities	FT	38	1	38	1.00	
Aquatic Centre Operator	FT	38	1	38	1.00	
Trainee Gardener	FT	38	1	38	1.00	
Parks Team Leader	FT	38	1	38	1.00	
Parks Labourer	FT	38	1	38	1.00	
Parks Labourer	FT	38	1	38	1.00	
Parks Labourer	FT	38	1	38	1.00	
Parks Labourer	FT	38	1	38	1.00	
Cleaning Services						
Cleaner (Community Services)	FT	38	1	38	1.00	2.40
Cleaner (61.75 hours)	PT	30.88	1	38	0.81	
Cleaner (34.75 hours)	PT	17.38	1	38	0.46	
Cleaners (Villages) (3)	PT	5	1	38	0.13	
Total Approved Positions						164.00
FTE Positions						146.22

## DELEGATES TO COMMITTEES AND OTHER BODIES

Sect 355 ()	Role	Name of Committee	Council Representatives 2020/2021	Strategic Priority	Strategic Objective
<b>a</b>	<b>Council exercises its functions through all means</b>				
	<b>By the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means</b>				
	Governance	<b>Code of Conduct Review Committee</b>	Monica Kelly, Kath Roach, Linda Pettersen, Emma Broomfield, Belinda Nolan, Shane White, Michael Symons, Alan Delaney, Andrew Hedges, Greg Wright.	H	<b>2</b>
	<b>Councillor / Staff Committees of Council</b>				
<b>b</b>	Governance	<b>Annual Donations Review Committee</b>	Mayor, Deputy Mayor, Councillor on 24-month rotation, currently Cr Alt, DCCS. Meets in August each year.	H	<b>7,8</b>
<b>b</b>	Governance	<b>General Manager's Appraisal Committee</b>	Mayor, Deputy Mayor, Cr Parry, Cr Sparks. Facilitated by McArthur.	H	<b>1-10</b>
<b>b</b>	Governance	<b>Integrated Planning and Reporting Framework Committee</b>	All Councillors, GM, all Directors and MGRCP.	H	<b>1-10</b>
<b>b</b>	Governance	<b>Significant Development Proposals Committee</b>	Mayor, Deputy Mayor, GM, Acting DDPRS, DIS, DCCS, MED.	H	<b>6,8</b>
	<b>Community Committees of Council</b>				
<b>c</b>	Advisory	<b>Aboriginal Consultative Committee</b>	Mayor, Cr Sparks, DCCS, MCS, Life Choices - Support Services Administration and Quality Officer.	H	<b>8</b>
<b>c</b>	Event Mgt	<b>Australia Day Committee</b>	Cr Parsons, Cr Parry	H	<b>8,9</b>
<b>c</b>	Advisory	<b>Australian Standing Stones Management Board</b>	Cr Gresham, Cr Banham, TEO.	M	<b>8</b>
<b>c</b>	Advisory	<b>Community Access Committee</b>	Mayor, Cr Sparks, DIS or delegate, MCS.	M	<b>8</b>
<b>c</b>	Asset Mgt	<b>Emmaville Mining Museum Committee</b>	Cr Banham, MED.	M	<b>9</b>
<b>c</b>	Asset Mgt	<b>Emmaville War Memorial Hall Committee</b>	Cr Banham, MCS and/or MLLC.	L	<b>9</b>
<b>c</b>	Asset Mgt	<b>Glencoe Hall Committee</b>	Cr Parry, Cr Parsons.	L	<b>9</b>

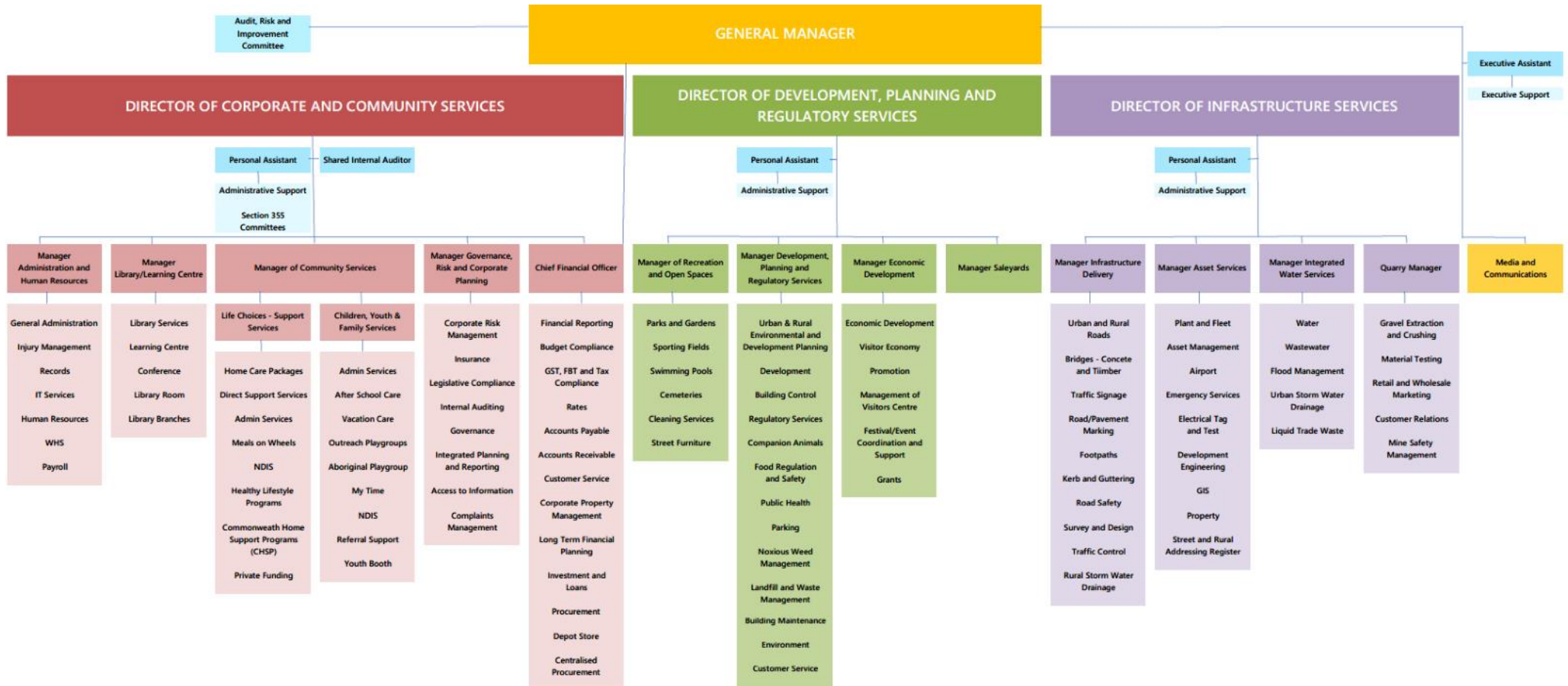
c	Asset Mgt	<b>Glen Elgin Federation Sports Committee</b> (Looks after halls and sports grounds)	Cr Gresham.	L	9
c	Event Mgt	<b>Glen Innes and District Sports Council</b>	Cr Parsons, Cr Arandale, MROS.	M	9
c	Asset Mgt	<b>Glen Innes Saleyards Advisory Committee</b>	Mayor, Cr Alt, Cr Sparks, GM, Acting DDPRS, Saleyard Manager.	H	7,8
c	Asset Mgt	<b>Glen Innes Severn Cemetery Committee</b> (Incorporating the Glen Innes Cemetery Trust, Deepwater, Dundee, Emmaville and Glencoe Cemetery Committees)	Cr Arandale, MROS.	L	9
c	Asset Mgt	<b>Glen Innes Severn Learning Centre Management Committee</b>	Mayor, DCCS, MLLC.	H	8
c	Advisory	<b>Library Committee</b> (Managed under Section 11 of the Libraries Act)	Mayor, DCCS, MLLC.	H	8
c	Advisory	<b>Local Economic Development Support Fund Committee</b> (previously Business Incentive Fund Committee)	Mayor, Cr Arandale, GM, Acting DDPRS, MED.	H	6,8
c	Event Mgt	<b>Minerama Committee</b>	Cr Sparks, MED, TEO.	M	8,9
c	Advisory	<b>Open Spaces Committee</b>	Mayor, Cr Sparks, Cr Arandale, Acting DDPRS, MROS.	M	6,8
c	Asset Mgt	<b>Pinkett Recreation Reserve Management Committee</b> (Looks after hall and sports grounds)	Cr Parry, Cr Parsons (as second delegate).	L	9
c	Advisory	<b>Public Art Reference Group</b>	Cr Sparks, Council staff representatives as required.	H	6,8,9
c	Advisory	<b>Roads Consultative Committee</b>	Mayor, Cr Alt, Cr Arandale, DIS, MAS, MID, Infrastructure Staff nominated by DIS.	H	3
c	Asset Mgt	<b>Stonehenge Reserve Trust</b>	Cr Parry, Cr Parsons (as second delegate).	L	9
		<b>Groups of Councils</b>			
d	Advisory	<b>New England Joint Organisation (NEJO)</b>	Mayor, GM.		
d	Advisory	<b>Northern Inland Regional Waste Group (NIRW)</b>	Acting DDPRS	M	4
		<b>Delegate of the Council</b>			
e	Advisory	<b>Joint Regional Planning Panel</b>	Cr Sparks, Cr Arandale (two (2) Council nominees as community representatives).		6

e	Asset Mgt	North West Weight of Loads Committee	Cr Parry, DIS.	M	9
		<b>Community Committees NOT Committees of Council</b>			
Not		Arts North-West	DCCS.	L	9
Not		Community Safety Precinct Committee	Mayor.	M	9
Not		Community Services Interagency Committee	Mayor, Cr Sparks, DCCS, MCS and/or delegate.	H	8
Not		Deepwater Progress Association	Cr Parsons, Cr Parry (as second delegate).	L	9
Not		Glen Innes and District Community Centre Inc.	Cr Sparks, Cr Parsons (as second delegate), DCCS and/or MCS.	M	9
Not		Glen Innes Correctional Centre Community Committee	Mayor.	L	9
Not		Glen Innes Highlands Rail Trail Working Group	Cr Sparks, Cr Arandale, MED.	M	6
Not		Glen Innes Highlands Visitor Association Inc.	Cr Gresham, MED, TEO.	M	9
Not		GLENRAC	Cr Banham, Acting DDPRS or delegate.	M	4,9
Not		Local Emergency Management Committee	DIS or delegate from Infrastructure Services, TSC.	M	9
Not		Local Traffic Committee	Mayor (with voting rights), Cr Alt, DIS, Acting DDPRS or nominee as required.	H	3
Not		New England High Country	MED.	H	9
Not		Northern Tablelands Bush Fire Management Committee	Cr Gresham, Cr Alt, DIS or delegate from Infrastructure Services, MPRS and/or delegate.	M	9
Not		Rural Fire District Liaison Committee	Mayor and Deputy Mayor, GM or delegate.		
Not		Sapphire Wind Farm Community Consultative Committee	Deputy Mayor.	M	9
Not		White Rock Wind Farm Community Consultative Committee	Deputy Mayor.	M	9
Not		White Rock Wind Farm Community Fund Committee	Deputy Mayor.	M	9

Section 355: A function of a council may be exercised:					
	355()	Wording in the LG Act	Interpretation		
	<b>a</b>	<b>S.355 (a)</b> by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means.			
	<b>b</b>	<b>S.355(b)</b> by a committee of the council, or	<b>S.355(b) Council Committees</b> , Councillors only, or Councillors and staff Committees.		
	<b>c</b>	<b>S.355(c)</b> partly or jointly by the council and another person or persons, or	<b>S.355(c) Community Committees of Council</b> includes other persons.		
	<b>d</b>	<b>S.355(d)</b> jointly by the council and another council or councils, or	<b>S.355(d) Regional Group of Councils</b>		
	<b>e</b>	<b>S.355(e)</b> by a delegate of the council.	<b>S.355(e) Delegate of the council</b> , could be a Voluntary Regional Organisation of Councils acting on Council's behalf.		
	<b>Not</b>	<b>Not a Committee of Council, but does have Councillor representation</b>			

	Abbreviation	Position		Strategic Objectives		
	GM	General Manager		Employer of Choice	<b>1</b>	
	DCCS	Director of Corporate and Community Services		One Council Culture	<b>2</b>	
	DDPRS	Director of Development, Planning and Regulatory Services		Road Management	<b>3</b>	
	DIS	Director of Infrastructure Services		Climate Change	<b>4</b>	
	MCS	Manager of Community Services		Integrated Water Cycle Management	<b>5</b>	
	MED	Manager of Economic Development		Land Use and Economic Development	<b>6</b>	
	MID	Manager of Infrastructure Delivery		Financial Management	<b>7</b>	
	MLLC	Manager of Library Learning Centre		Quality of Life and Well-being	<b>8</b>	
	MROS	Manager of Recreation and Open Spaces		Communication	<b>9</b>	
	MAS	Manager of Asset Services		Community Leadership	<b>10</b>	
	MPRS	Manager of Planning and Regulatory Services				
	TSC	Technical Services Coordinator				
	TEO	Tourism and Events Officer				
	<b>Strategic Priority</b>			<b>Committee Categories</b>		
	<b>H</b>	High		<b>Advisory</b> (delegates exempt from pecuniary interest provisions, but not non-pecuniary).		
	<b>M</b>	Medium		<b>Asset Management</b>		
	<b>L</b>	Low		<b>Governance</b>		
				<b>Event Management</b>		

## ORGANISATIONAL STRUCTURE



## GOVERNING PRINCIPLES

### STRATEGIC OBJECTIVES

Strategic Objective 1 - **An Attractive Quality of Life** - that is enhanced by cultural expression, an active inclusive community, with accessibility to the best possible services and facilities in a high country climate.

Strategic Objective 2 - **A Prosperous Local Economy** - that is encouraged and supported by sustainable investment opportunities, in a diversified business environment with accessibility to a trained and willing labour market.

Strategic Objective 3 - **Fit for Purpose Public Infrastructure** - that is designed, constructed and appropriately maintained, to keep our community and visitors, connected, safe and able to access the amenities and services they require.

Strategic Objective 4 - **An Appealing Sense of Place** - that is protected and preserved, so that our authentic natural and built assets are showcased and enhanced for the enjoyment of all and enriched by new developments.

Strategic Objective 5 - **Recognised for Local Leadership** - that upholds its values and responsibilities, is focused on the community through the custodianship of its assets and empowerment of its employees, to deliver the best value services and projects in partnership with others and within the means of Council.

## **STRATEGIC FINANCIAL OBJECTIVES**

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

## **GUIDING PRINCIPLES FOR COUNCILS**

- To provide strong and effective representation, leadership, planning and decision-making;
- To carry out functions in a way that provides the best possible value for residents and ratepayers;
- To plan strategically, using the Integrated Planning and Reporting Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- To apply the Integrated Planning and Reporting Framework in carrying out functions to achieve desired outcomes and continuous improvements;
- To work co-operatively with other councils and the State Government to achieve desired outcomes for the local community;
- To manage lands and other assets so that current and future local community needs can be met in an affordable way;
- To work with others to secure appropriate services for local community needs;
- To act fairly, ethically, and without bias in the interests of the local community;
- To be responsible employers and provide a consultative and supportive working environment for staff;
- To recognise diverse local community needs and interests;
- To consider social justice principles;
- To consider the long term and cumulative effects of actions on future generations;
- To consider the principles of ecologically sustainable development;
- To ensure that decision-making is transparent, and decision-makers are accountable for decisions and omissions; and
- To actively engage with the local community, using the Integrated Planning and Reporting Framework and other measures.

## OUR REGION

### MAP OF OUR LOCAL GOVERNMENT AREA (LGA)

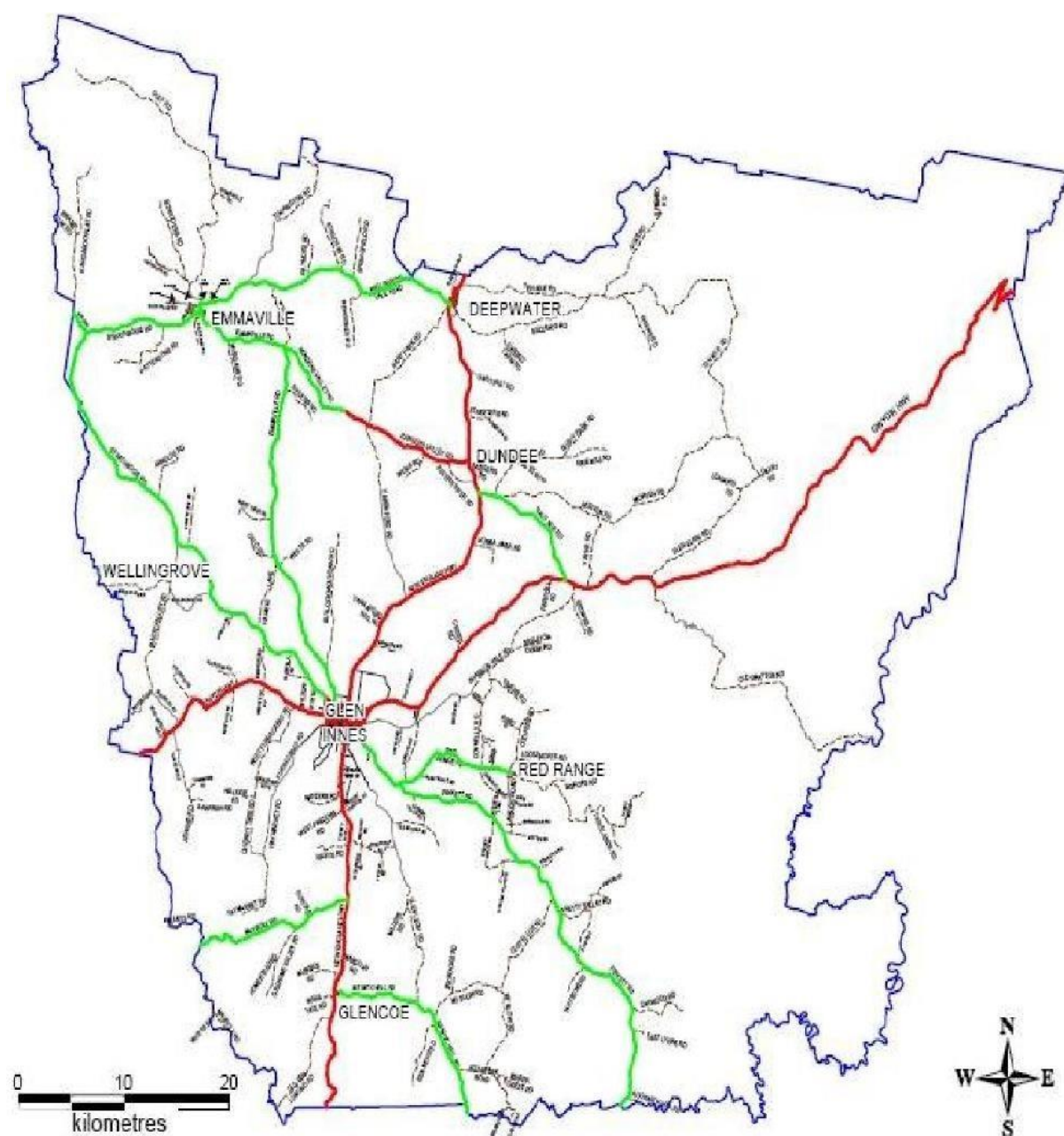


Figure 3: Map of the Glen Innes Severn Local Government Area

## ECONOMIC AND SOCIAL PROFILE

- Population: 8,922 people;
- Employment: 3,060 jobs;
- Top three (3) employment by industry: Agriculture, Forestry and Fishing; Healthcare and Social Assistance; Retail Trade;
- Output Generated: \$941.678M;
- Wages and Salaries: \$216.636M;
- Regional Exports: \$346.064 M;
- Regional Imports: \$275.291M;
- Value Added: \$459.923 M;
- Gross Regional Product: \$507.191 M;
- Local Expenditure: \$206.464 M;
- Tourism Output: \$29.410M;
- Families: 42.21% two-person families, 19.09% three-person families, 19.36% four-person families, 12.98% five-person families, 6.35% six (6) or more person families;
- Housing Dwelling Type: 94.57% Occupied Private Dwellings; 5.43% Non-Private Dwellings;
- SEIFA score: 915 (2016 figures as 2021 not available); and
- Youth Engagement (15-24 years): 30.9% engaged in employment; 26.42% engaged in education; 18.84% engaged in education and employment; 15.17% disengaged; 8.65% not stated (2016 figures as 2021 not available)

### Visit, Live, Invest

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

Visit- Glen Innes Highlands is packed full of adventure and experiences with distinctive seasons, gourmet foods along with its picturesque town and villages – a great place to stop for a family holiday, meet up with friends at one (1) of our many events, or enjoy a relaxing escape.

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

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



*Figure 4: Snow around the Glen Innes Visitor Information Centre*

### **New England High Country Climate**

The Highlands traditionally experiences mild summers and cool winters.

Summer average maximum 26°C and minimum 12°C;

Winter average maximum 14°C and minimum 2°C;

Autumn average maximum 20°C and minimum 10°C;

Spring average maximum 20°C and minimum 9°C.

### **Proud Community and Rural Lifestyle**

The Glen Innes Highlands community comprises of both rural and urban residents, including the villages of Glencoe, Red Range, Deepwater and Emmaville and the hamlets of Wellingrove, Wyaliba, Dundee and Glen Elgin.

Whilst there is great diversity in the Highlands community there is also a great unity within the community spirit.

The pace of life is one of the biggest drawcards for people relocating from cities, second to the Glen Innes weather with no humidity, and hot summer days are few and far between. There is also the enticement of the chance of snow in the winter months.

The township is beautiful and well-kept, and the abundance of parks and gardens are perfect for an active lifestyle.

There are many local sport and recreation opportunities for the whole family to keep active and maintain good health and local businesses and services offer everything you could possibly need.

### **Business, Industry and Investment**

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

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

The Gross Regional Product for Glen Innes Severn representing the total value of final goods and services produced in the region over the period of one (1) year (includes exports but subtracts imports) is \$494.657M.

## STATISTICS AT A GLANCE

Statistical Item	Number	Location/Comment
Population	8,922	2041 DPI projection - 8,963.
Council Area (square kilometres)	5,487 km <sup>2</sup>	
Villages/Hamlets/Localities	4 Villages 4 Hamlets	Emmaville, Deepwater, Red Range and Glencoe. Glen Elgin, Wellingrove, Wyaliba and Dundee.
Council Airports/Landing Strips	1	Glen Innes Aerodrome – Two (2) landing strips.
Libraries	1	Glen Innes Severn Learning Centre (with remote library branches in Emmaville, Deepwater and Glencoe).
Landfill Sites	4	Glen Innes, Emmaville, Deepwater and Red Range.
Sewerage Treatment Plants	1	Glen Innes.
Water Treatment Plants	2	Glen Innes and Deepwater.
Village Sewer Treatment Plants	1	Deepwater (Common Effluent System).
Length of Sealed Roads (kilometres)	452 km	Includes 374 km of Local Roads, 68km of Regional Roads, and 10 km of parking lanes adjacent to State Highways.
Length of Unsealed Roads (kilometres)	715 km	
Timber Bridges	10	Full timber traditional construction.
Concrete/Steel Bridges	111	Includes 78 modern concrete/steel/composite bridges and 33 major culverts.
Council Owned Buildings	110	
Council Properties and Land Parcels	207	
Council Vehicle Fleet	202	Includes 30 heavy fleet, 52 light fleet, 50 trailers, 23 major plant and 47 mobile plant items.
Council Section 355 Committees	28	Various.
Swimming Pools	2	Glen Innes and Emmaville.

## HOW TO READ THE ANNUAL REPORT

This Annual report covers three (3) key sections.

### Reporting Our Progress

This section includes achievement highlights for the year and reports on the progress made toward the achievement of Council's four-year Delivery Program (2017-2021) (APPENDIX A) and Community Strategic Plan progress, End of Term Report (APPENDIX C). Reporting is also provided on access and equity activities to meet residents' needs including progress on the Disability Inclusion Action Plan.

### Statutory Reporting Requirements

This section includes reporting requirements prescribed under various legislation such as the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*. It includes, but is not limited to, a summary of Council's legal proceedings, details of contracts awarded by Council, written off rates and charges, financial contributions made to the community and information relating to the *Government Information (Public Access) Act 2009*.

### Financial Statements

Council's Financial Statements have been delayed this year and an extension to lodge has been granted by the Office of Local Government until 16 December 2022. However, a further extension is being sought to lodge the 2021/2022 Annual Financial Statements no later than 28 February 2023. They will be reported separately to Council and posted on Council's website once available.

## INTEGRATED PLANNING AND REPORTING

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

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

The main components of the framework are summarised below.

### COMMUNITY STRATEGIC PLAN

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

### RESOURCING STRATEGY

Shows how Council will resource its strategic priorities, identified through the IP&R.

The Resourcing Strategy includes three (3) inter-related elements:

- Long-Term Financial Plan;
- Workforce Management Plan; and
- Asset Management Plans.

### DELIVERY PROGRAM

Council's commitment to the community about what it will deliver during its term in office (four (4) years) to achieve the Community Strategic Plan objectives.

## OPERATIONAL PLAN

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

## ANNUAL REPORT

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

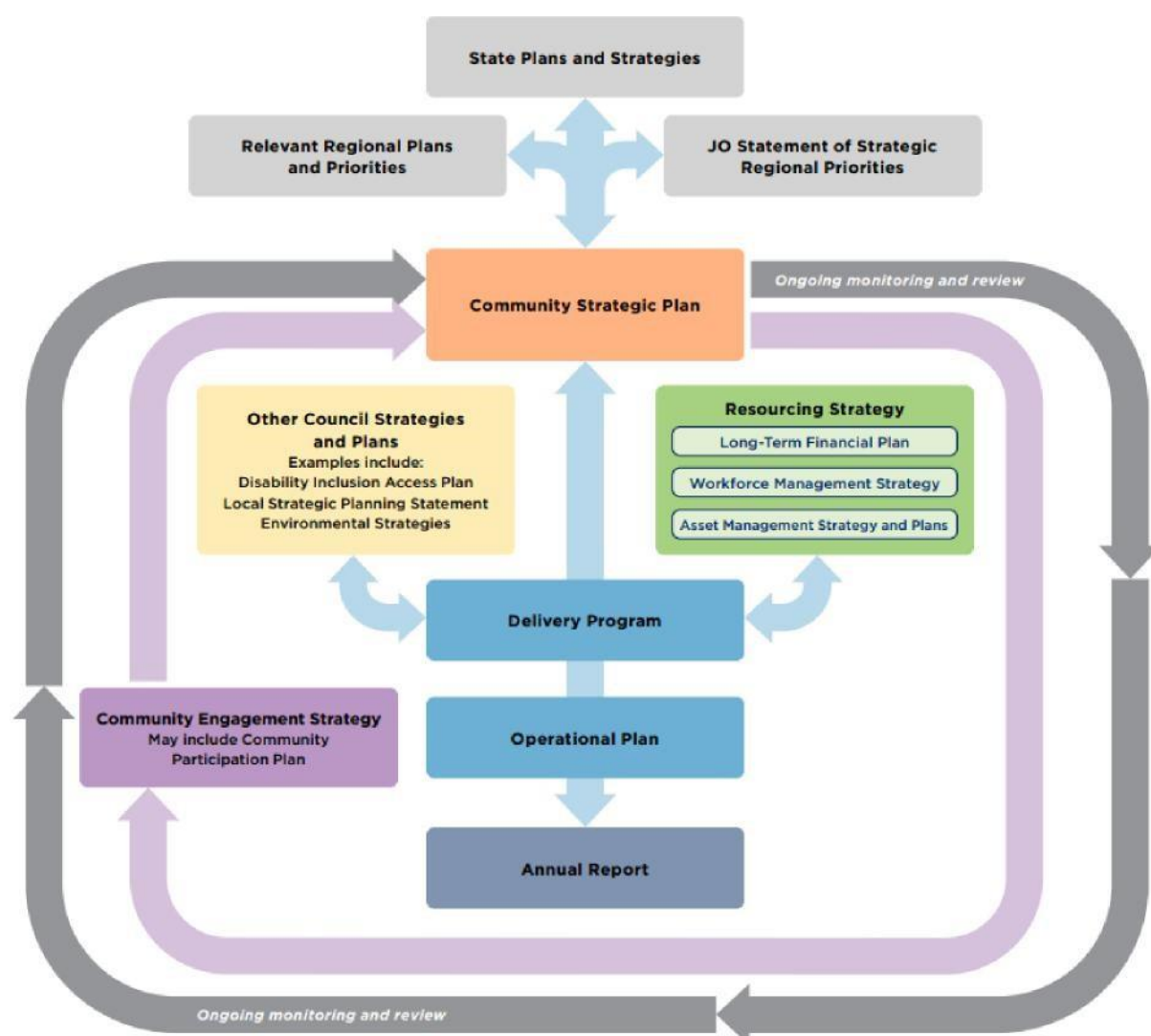


Figure 5: The Integrated Planning and Reporting Framework

## HIGHLIGHTS OF THE YEAR

### EVENTS

#### Australia Day

Australia Day 2022 was celebrated across the Local Government Area with a Community Breakfast held at the Lions Park with the main Australia Day Awards Ceremony held at the Glen Innes and District Services Club. Around 200 community members were present to share the Awards Ceremony with the Hon. Adam Marshall MP in attendance.

The Australia Day Ambassador for the Glen Innes Severn Local Government Area was Cr HY William Chan, who is a Councillor for the City of Sydney and a Young Australian of the Year Finalist in 2020. He, along with the Glen Innes Severn Council Deputy Mayor, Councillor Troy Arandale, presented the awards.



Figure 5: Cr HY William Chan and Deputy Mayor, Cr Troy Arandale

The following awards were presented during the Australia Day 2022 Awards Ceremony:

Award	Recipient
Citizen of the Year	John Lynn
Young Citizen of the Year	Cadence McShane
Community Event of the Year	Glen Innes Plant Fair
Emergency Service Volunteer of the Year	The Irwin Family
Voluntary Community Organisation of the Year Award	Radio 2CBD
Environmental Citizen of the Year	No nominations were received.



Figure 6: Australia Day Award Recipients with Cr HY William Chan

## Glen Innes Show

The Glen Innes Show was held from Friday, 11 February 2022 until Sunday, 13 February 2022. A full schedule of events was held including the return of woodchopping and cake judging as well as rides, entertainment and the demolition derby.

Gourmet Fiesta secured celebrity cook Kate Gibbs who is also the granddaughter of Australian culinary legend and Glen Innes local, the late Margaret Fulton. Kate also opened the Show and all demonstrations were well attended. Local food and beverage producers highlighted seasonal produce and artisan products including local artisan tableware.



Figure 7: Shearing at the Glen Innes Show, image courtesy of Ronnie Bombell

## Deepwater Races

The Deepwater Races returned in 2022 after a few years of disruption caused by extreme weather events and the pandemic. This year saw a return of the crowds and was a successful event enjoyed by visitors and businesses in Deepwater including accommodation providers and local food outlets.

## Minerama Fossicking and Gem Show

Each year, on the second weekend in March, Glen Innes hosts Minerama, the largest gem, jewellery and fossicking festival in NSW. The Glen Innes Severn Council is a major sponsor of this event which is organised by a section 355 Committee of Council.



*Figure 8: Aerial View of Minerama at the Glen Innes Showground, image courtesy of Jim Barker*

In 2022, the event went ahead despite border closures in Queensland due to the pandemic. This year, Minerama was partnered by the Glen Innes Car Club that held their show and shine on the Saturday as well as the **University of New England (UNE)** who facilitated an 'Ask an Expert' session as well as fossil and rock collections. There was an outside broadcast from 2CBD, food stalls and gem and jewellery traders. Some fossicking field trips were cancelled due to extreme weather and no workshops were held due to border closures. Despite these issues, the event saw a 5% increase in attendees which contributed to the visitor economy through accommodation and hospitality venues as well as local businesses.

## Seniors Festival 2022

The team at **Life Choices - Support Services (LC-SS)** were successful in attracting Seniors Festival Grant Funding to support Council's 2022 Seniors Festival celebrations. With the easing of COVID-19 restrictions, the theme for the Seniors Festival 2022 was "Reconnect".

LC-SS supported this by holding a Living Together Highlands Gala. This free event was a great success facilitating an active and entertaining function for not just members of the **Glen Innes Severn Local Government Area (LGA)** but also people from Tenterfield, Inverell and Wyallda.

Everyone came together in a wonderful friendly and engaging social setting to "reconnect" at this free event. Attendees were treated to a two-course meal and entertainment by local and interstate performers. Many of the attendees took the opportunity to "cut the rug" and demonstrate their impressive dance moves and participate in the fun and games.

As an additional event during the Seniors Festival 2022, residents from our LGA had the opportunity to participate in a bus tour throughout the glorious Glen Innes Highlands. This full day event took participants on a tour of the district's wonderful villages whilst providing meals, refreshments and sightseeing opportunities.



*Figure 6: Residents enjoying Celtic Country as part of a bus tour throughout the Glen Innes Highlands*

The Glen Innes Severn and Public Library organised a Senior's Card Writer's Workshop for a Seniors Week 2022 event. At this event, participants were invited to record valuable historical information on their lives which will be included in the NSW Seniors Card Story Volumes and are circulated to all NSW Public Libraries each year.

## Youth Week

The 2022 NSW Youth Week celebrations were a significant part of the April youth program running from Monday, 4 April until Thursday, 14 April 2022 inclusive.



*Figure 7: Young People attending a session during Youth Week*

Council's Youth Team were diligent in their preparations consulting with young people from within the LGA and delivering a range of activities that were both educational and fun.

Celebrations commenced on Monday, 4 April with a sausage sizzle and opening to the week's festivities. The young people enjoyed a Drug and Alcohol awareness session sponsored by the Glen Innes **Community Drug Action Team (CDAT)** on Tuesday, 'Rock Art', indoor and outdoor movie sessions including use the popcorn machine, a cultural excursion and walk at The Willows, Mental Health Awareness with our partners from Hunter New England Health and a Skateboard Day at the Skatepark.

## The Australian Celtic Festival

The Australian Celtic Festival celebrated its 30<sup>th</sup> anniversary in 2022 as well as highlighted the Celtic Nations of Brittany, Cornwall and Wales. This year also saw the return of a full schedule of events which were not limited to, but included, Highland Games, jousting, medieval re-enactment village, dance marquee, dance championships and the street parade.

The Festival also received funding from the NSW Government's Regional Event Acceleration Fund which assisted with procuring headline performer, John Williamson, and sporting identity, Michael Kacprowicz, as well as extra infrastructure to assist with the increased number of visitors including an outdoor video screen for attendees to enjoy shows in the marquee without overcrowding.

There were over 5,000 tickets sold over the three (3) ticketed events, as well as approximately 1,000 people, 17 and under, performers and volunteers who had free entry to the event. Feedback from visitors was positive except noting that there were not enough food vans. This was an issue due to extreme weather events in Lismore and border uncertainties for traders from Queensland when trader applications were announced.

The weekend was a great celebration which has a local economic benefit estimated at \$1,416,000.00 to the community.



*Figure 8: View of the Australian Celtic Festival, image courtesy of Ian Beattie*

## Mosman Friendship

The Mosman Council Community Grant is annually extended to the Glen Innes Severn Council for Aboriginal projects. In 2021/2022, Council's Library and Learning Centre worked with the Glen Innes Family and Youth Support Services, and local Aboriginal groups to produce a Youth and Families Community project called the Traditional Aboriginal Burn Etching Artwork Project. The resulting artwork from the project was displayed at the Glen Innes Art Gallery in October 2022, allowing the community to view and celebrate.

This project brought together local youth and families to produce unique traditional artwork to decorate wooden jewellery, wooden slices for a fixed wall display, boomerangs, music sticks and donated second-hand violins and guitars.



*Figure 9: Items from the Traditional Aboriginal Burn Etching Artwork Project*

## NAIDOC Week Celebration

Regrettably, celebrations for NAIDOC 2021 became a victim of COVID-19. The local Aboriginal community has for several years delayed NAIDOC celebrations from the official July dates until September when the weather is much warmer in the Highlands. Despite considerations for alternate dates, a decision was made to hold a small ceremony at the Coomerah Cultural Centre which was by invitation only in order to maintain social distancing and other COVID-19 related requirements.

The Glen Innes Severn Library and Learning Centre has a diverse collection of Aboriginal resources which were organised in a special display to acknowledge NAIDOC Week, Aboriginal history, culture, and their languages.



*Figure 10: Aboriginal Artwork at the Glen Innes Severn Learning Centre*

## Glen Innes Races

The Glen Innes Cup was a celebratory day for the whole family with food vans including the Lions van and other community groups. There were fashions in the field, a VIP marquee and entertainment throughout the day. The races bring people from all over the region, benefitting accommodation providers and other race related businesses.



*Figure 11: Horse Race at the Glen Innes Jockey Club*

## Christmas in the Highlands

Christmas in the Highlands supported the 20<sup>th</sup> Anniversary of the Red Cross Christmas Tree Display at the Town Hall in 2021. This, and the Christmas in the Highlands event, was moved from its scheduled date to the second Thursday in December due to pre-polling for the Council elections in November 2021.

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

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



Figure 12: Some of the entries at the Red Cross Christmas Tree Display, image courtesy of Ronnie Bombell

## Free Family Picnic Day

On Saturday, 21 May 2022, Council's Department of Community Services held the 2021 Glen Innes Severn Council Free Family Picnic Day. The event was held a little later than normal and while the weather was less kind than in 2021, attendance was once again exceptional.

Council, once again, invited stall holders from the community to come along and brighten the faces of families from within the LGA with interactive activities, giveaways and good old-fashioned fun!



*Figure 13: Climbing Wall at the Family Fun Day*

The event was supported by many local organisations and groups including Centrecare, the local CDAT, our wonderful Lions and Lioness groups, The Glen Innes Community Centre, the Glen Innes **Rural Fire Service (RFS)**, and the Red Range School. Tammy Chard once again entertained with an almost non-stop performance throughout the entire day!

Community Services funded free coffee from the Crofters Cottage Café to attendees. Families enjoyed participation in the Kings Gym obstacle and exercise activities and generally just catching up with family and friends.

The Rock-Climbing Wall was once again a big hit, there were almost 400 sausage sandwiches prepared, over 40 litres of milkshakes, 100 cups of coffee, 10's of bags of popcorn, 100 free books and just over 100 gift bags available for the families to enjoy.

Stall holders and staff were pleased to see the dynamic team from the Glen Innes Men's Shed at the end of the proceedings who made the pack up a much more pleasant experience.

Despite the weather, the event was once again an outstanding success and very much appreciated by all who attended.

## International Women's Day

International Women's Day was held on Friday, 11 March 2022 at the Glen Innes Library and Learning Centre. The theme for 2022 was 'Breaking the Bias'.

Council's Director of Corporate and Community Services, Anna Watt, was the Master of Ceremonies for the evening and the attendees enjoyed an interview and presentations from three (3) special guests, Kelly Foran from Friendly Faces Helping Hands, new business owners in Glen Innes Zaylie and Nicole Hyde from Sweetie Pies Bakery, and Cassandra Hill who gave a comprehensive presentation of her journey to her current role with Mr and Mrs Hill Lighting.

The presentations were each unique, incredibly interesting, and at times emotional. They were overwhelmingly well received by the audience and there was the additional bonus of the evening supper being provided by the ladies from Sweetie Pies Bakery.



*Figure 14: Staff supporting International Women's Day 2022 #BreakTheBias*

## ENVIRONMENT, PLANNING AND ECONOMIC DEVELOPMENT

The Department of Development, Planning and Regulatory Services continued to provide a range of services and functions to the community.

Section 10.7 Certificates are issued under the provisions of the *Environmental Planning and Assessment Act 1979*. It is compulsory for every property sold to be accompanied by a Section 10.7 Certificate. A total of 486 certificates were issued, an increase of 15% on the previous year.

For the 2021/2022 Financial Year the following approval data applied:

### Development Application (DA) Data

	2021/2022
Total Number of DAs Determined	80
Average Determination Time (days) – All Applications	25
Average Determination Time (days) – Minor Development*	26
Average Determination Time (days) – Major Development**	28
Value of DAs	\$14,729,273
Number of single dwellings	28
Number of multi-unit dwellings	2
Number of Subdivisions	5
Number of commercial developments	8
Number of industrial developments	3
Withdrawn	2
Refused	0
Cancelled	0

\* Typically, residential applications such as dwellings, sheds and alterations and additions that don't meet the Complying Development Criteria.

\*\*Commercial and industrial applications and applications requiring referral to other Government Departments.

## Complying Development Application (CDC) Data

	2021/2022
Total Number of CDCs	7
Value of CDCs	\$612,900
Number of Single Dwellings	1

## Support to Local Business

Council continued to support local business in several ways, including:

- A Local Business and Industry Policy which makes provision for non-price value for money considerations; four (4) different concessions are available to local businesses from three percent (3%) to 10% for purchases up to \$250,000 and a tendering threshold increase to \$250,000. This Policy provides local business benefits when competing with out-of-town businesses;
- Providing \$91,000 for business and community access to financial support through the Local Economic Development Support Fund. The Policy ensures that the criteria for funding supports local economic outcomes in alignment with the **Economic Development Strategy 2020-2040 and Action Plan 2020-2025 (GIHEDS&AP)**; and
- Providing 20 local events with a combination of event support, marketing and promotion and general advice on holding a COVID-19 safe event.

The **Highlands Business and Community Hub (HUB)** incorporating programs and initiatives to drive local socio-economic prosperity and support social enterprise has been fully funded under the **Bushfire Local Economic Development Fund (BLER)** with the fit-out in progress with an opening date of September 2022.

The **Grow Glen Innes Think Tank (GGITT)** now has 58 members (target of 20) with five (5) workshops delivered to date which will all contribute to the Liveability GGITT including:

- Healthcare Workforce Attraction;
- Local Jobs and Skills Gaps;
- Disused and Underutilised Assets;
- Vision 2100; and
- Community Wealth Building.

The 2100 Vision GGITT workshop delivered the key emerging themes of:

- **Pride in place:** In 2100, the people of Glen Innes are proud to be custodians who plan to leave behind a positive place legacy;
- **Cohesive community:** In 2100, community life is harmonious, cohesive and inclusive. The Glen Innes region values people, people collaborate, partners together and diversity is respected;
- **Well-planned infrastructure:** In 2100, the people of the Glen Innes region have access to a well-planned, wide range of services, activities and facilities including health services, sustainable housing and jobs, green spaces, culture and arts and transport;
- **Healthy ecosystems:** In 2100, the Glen Innes region has a healthy ecosystem with clean air and water. Regenerative industries and natural spaces provide fresh food and recreation opportunities; and
- **Peaceful character:** In 2100, Glen Innes has retained its peaceful and relaxed character, complemented with a vibrant town heart.

Research was commissioned and completed for local jobs and skills gaps to determine the challenges, gaps and future workforce opportunities via the **Regional Australian Institute (RAI)**, and the **Workforce Attraction and Retention Strategy (WA&RS)** which will be another key input into the Liveability GGITT.

The development of a **Local Jobs Program (LJP)** is in research stage with the GGITT completed ready for the next steps to leverage the HUB and its connection with training and development to co-design the program in collaboration with schools, TAFE, industry, Federal and State plans and universities and/or university centres.

The strategic recommendations of the WA&RS to create a **Regional Learning System (RLS)** will be a focus area in the 2022-2023 Financial Year to deliver a collaborative approach to local education and training opportunities to mitigate future jobs and skills gaps in main areas of professional services (healthcare and education) and professional trades.

The HUB – Community ‘Localised’ digital platform incorporating local jobs, education and training, candidate profiles and link to the business platform has been delivered and re-launched in May 2022 to add Community and Careers in order to expand the platform to a whole-of-community tool to connect, create, innovate and grow.

The **Glen Innes Highlands (GIH)** annual marketing plan was delivered to encourage people to Visit, Live and Invest. Paid digital and social media advertising campaigns were executed across display, Google search and Facebook, television advertising, and print advertisements across a range of publications, to reach multiple target audience demographics and geographics. Marketing activity across all owned and paid channels was reviewed monthly to optimise results. Increased website traffic for the period compared with the previous two (2) periods highlights the positive impact of the marketing activity on increasing brand awareness.

**New England High Country (NEHC)** programs and campaigns were delivered in conjunction with the NEHC Group and continue to bring increased awareness and consideration of our region. The 2021/2022 Financial Year marketing activity promoting the regional destination brand included paid digital and social, product development and print advertising. Major product development included the development of four (4) Soundtrail experiences in Washpool **National Park (NP)**, Bald Rock NP and Oxley Wild Rivers NP.

Council has continued to leverage **Accredited Visitor Information Centre's (AVIC's)**, **Destination NSW (DNSW)** and **Destination Country and Outback (DNCO)** to promote the Glen Innes Highlands, it's events and activities to attract people to visit and utilise the networks for information that can be leveraged in our programs and activities going forward.

Sales at the GIH Shop reached 91% of the yearly target with quarter four (4) being the highest quarter in sales. Sales were down which was expected due to the 24% decrease in visitor numbers.

Leveraging the 'Health outcomes and access to health and hospital services in rural, regional and remote New South Wales inquiry to formulate a plan to improve local health services is the responsibility of the **Director Corporate and Community Services (DCCS)**, however, the **Manager of Economic Development (MED)** initiated the **Attract, Connect, Stay - Glen Innes (ACS-GI)** pilot program which is now handed over to the community-based committee headed by Sheryn Nourse, Chairperson.

The Agri-innovation business development program to leverage agriculture for tourism and business-related opportunities to expand the Agri-economy through value-adding and value chain development was funded by Disaster Recovery Funding Arrangements and delivered by Regionality with 12 participants.

Council has continually sought funding and provided support to the local Agricultural Industry and its Associations for on-farm diversification which is ongoing with the **Building Better Regions Round Five (BBRF5)** - Creating Capability and Confidence for Community Champions grant awarded for **Glen Innes Natural Resources Advisory Committee (GLENRAC)** and letters of support provided by Council in GLENRAC applications for funding.

Council has continually sought grant funding and investment to improve 'things to do' to improve liveability and attract more families including the following:

- The Skywalk Geotourism Experience;
- The New England Rail Trail;
- The HUB;
- The Powerhouse Museum concept;
- Gravel-Grinding; and
- Boulderling.

TOURISM: Delivering the priorities of the **Destination Management Plan (DMP)** continues, with the highlights being:

- The Goodness Gravel Grind event was held on 9 and 10 April 2022. Council assisted with infrastructure and publicity. The event organisers were happy with the number of attendees even though adverse weather conditions and flooding that occurred in the week leading and during the weekend had disrupted the event. The event organiser, Goodness Gravel, has informed Council that they will be holding the event in Glen Innes again next year, in April 2023.
- Council supported other Community Groups throughout the year by assisting with COVID 19 support and infrastructure, publicising their events through Council social media channels, and by placing information in the **Australian Tourism Data Warehouse (ATDW)**.

TOURISM: Licensing the 'Tourism Itinerary & Packages Platform' to other Councils to generate additional revenue for Council is in progress following an initial presentation to the **General Managers' Advisory Committee (GMAC)**.

ASSET-BASED PLACE-MAKING: Plans to construct the New England Rail Trail – Glen Innes to Ben Lomond continues to progress in collaboration with the **Armidale Regional Council (ARC)** and the **New England Rail Trail Inc (NERT-I)**. The legislation change went to Parliament in June 2022.

Seeking funding to deliver projects to a shovel-ready status as identified in the 'Disused Asset Audit' and ongoing interactions with the **Grow Glen Innes Think Tank (GGITT)** continues to progress as opportunities for funding arise.

PROFESSIONAL SERVICES – The first annual report on local economic leakage will be leveraged to attract additional professionals to link demand with supply as well as in the Liveability GGITT.

RENEWABLE ENERGY - Leveraging the **Renewable Energy Zone (REZ)** status to unlock renewable energy and storage projects and industry is dependent on State Government continuing with the EOI processes. Council is looking at ways that the REZ can be leveraged indirectly with projects like the Glen Innes Powerhouse Museum.

The MED will in future be focussing on support to help incubate local business in the research and trials of renewable energy solutions that benefit our community.

An 'Investment Attraction Policy' to encourage industry across sectors identified as growth opportunities will be delivered in the next financial year to enable the incorporation of Community Wealth Building in conjunction with consultation with Invest NSW and the community via the Liveability GGITT.

Connecting local businesses to Business NSW and State and Federal initiatives, support, funding and incentives is ongoing through the Economic Development newsletters, socials and HUB digital platform.

The MED and Tourism and Events Officer attended the LGA Destination and Visitor Economy Conference in Orange.

Council has a Significant Development Committee to provide an opportunity for potential developers to meet directly with Councillors and senior staff to discuss their project.

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

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

## **GLEN INNES AGGREGATES**

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

### **Quarry Sites**

The primary site is nearly 73 hectares in area, with frontage to the Gwydir Highway and Shannon Vale Road. There are now three (3) quarry pits, being the western, southern and northern pits. The southern and northern pits have been converted to off-stream water storage to service the Glen Innes potable water supply, with the site having been named Eerindii Ponds.

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

### **Extraction Operations**

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

Dust suppression is managed by the application of water, which is supplied from site water stored in an existing quarry. Any over-burden is sold as clean fill material or stockpiled for future clay lining operations.

### **Site Infrastructure**

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

### **Products**

The quarry can produce:

- Aggregate in five (5) sizes: 20mm, 14mm, 10mm, 7mm, or 5mm, depending upon screen configuration. Usually only four (4) sizes can be produced at any one time;
- Pre-coated aggregates for bitumen sealing;
- Crusher dust; and
- Road base (20mm and 40mm).

Road making materials can be blended to meet the former **Roads and Maritime Services (RMS)** specifications by combining road base with granite brought in from other quarries. This product is mainly sold to **Transport for New South Wales (TfNSW)** and Council; however, private customers also purchase it for use under concrete slabs, and roads through farms etc.

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

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

## **Sales and Business**

Sales and production volumes continued to be affected by multiple natural disaster flooding events. Council has historically set a target of \$500,000 profit for the business. Sales totalled \$3,141,982 with operational expenses of \$2,424,351 to provide an interim profit result of \$671,808.

## **Off-Stream Storage**

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

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

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



*Figure 15: Off-Stream Water Storage at Glen Innes Aggregates*

Stage 3 involves quarry operations in a third pit located adjacent to and under the former office and weighbridge area. The ability to complete the stage 3 pit has been confirmed by way of an expert slope stability assessment of the western pit. The western pit has been fully designed and will have a water capacity of 205 megalitres when converted to the final off stream water storage pond. The Quarry Management Plan is reviewed every six (6) months with an aerial survey undertaken to compare actual progress against design.

## **Forward Planning**

The quarry has a variety of material present including hard rock (basalt) suitable for aggregate production, decomposed basalt suitable for road base products, and orange clay that meets the **Environmental Protection Authority (EPA)** standard for lack of water permeability. The design created in 2020/2021 indicates a remaining volume of 719,000 tonnes as at Tuesday, 1 December 2020. With a maximum annual extraction of 65,000 tonnes per annum the pit has a minimum remaining life of 10 years. Recent overburden extraction has identified that overburden quantities may be greater than originally estimated from drilling investigations, and Council will review long term planning for extraction opportunities over the next two years as the Wattle Vale site comes online.

## ACCESS AND EQUITY ACTIVITIES TO MEET RESIDENTS' NEEDS

### CHILDREN SERVICES

An inability to attract and retain childcare and youth services staff has significantly affected services during this reporting period. Children and Youth Services have relied on relief staff from other Community Services Departments to ensure a nucleus of staff sufficient for continuity of service delivery.

The Free Family Picnic Day was held at the Standing Stones site on Saturday, 21 May 2022 and was a tremendous success as reported in the Events section of this document.

**Children, Youth and Family Services (CYFS)** staff have continued to provide a high level of care for children and young people from the LGA through the CYFS outlet at the Pool house and The Youth Booth.



*Figure 16: Children enjoying activities at the Glen Innes Library*

Children numbers have remained at near capacity for both **Out of School Hours Care (OOSH)** and Vacation Care. Council approved the addition of a Before School Hours Service to be trialled at the CYFS outlet, however, the trial failed to deliver the required outcomes due to unforeseen factors such as a COVID-19 outbreak within the community and was discontinued. A secondary trial will be planned for a future date.

Parenting programs were not able to be delivered due to the ongoing staff shortages across NSW. The absence of key staff at CYFS and other usual partner organisations prevented specific parenting programs. The CYFS staff were however able to maintain the basis of services for their relative cohorts including the three (3) **Department of Communities and Justice (DCJ)** playgroups and The MyTime program.

The Glen Innes Severn Public and TAFE Library delivers a range of children's programs which include onsite and offsite storytelling, school holiday activities, Lego Club, beginner reader education resources and special events and celebrations. These events were impacted by a shortage of staff due to two (2) permanent staff position vacancies and staff on sick leave from January through to June 2022 and resulted in the cancellation of some these programs and services to maintain opening hours at the Glen Innes and villages libraries.

A new Library App was introduced in December 2022 with a soft launch and a promotional launch commenced in January 2022. The Library App can be downloaded for free from the online Play Store for all devices and allows convenient and easy access for children and families to e-Resources, databases, and online bookings for events or activities.

Available for loan are literacy and early reader resources, e-Books, and free online databases for academic and reference purposes are offered to the Glen Innes Severn community.

## **SERVICES FOR PEOPLE WHO ARE OLDER AND PEOPLE WITH A DISABILITY**

Council staff are active members of the Glen Innes Community Access Committee which continues to advocate for people who are older and people with a disability in relation to access and safety of mobility. The committee conducted its first 'All Abilities Walk' since the COVID-19 pandemic and this provided valuable information on all abilities access to businesses and buildings within the Glen Innes CBD. The Committee also conducted a walk at the Glen Innes Showgrounds and moving forwards, will look to extend these walks to include the outlying hamlets within the LGA.

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



*Figure 17: Children participating in a sensory activity*



*Figure 18: Life Choices-Support Services Combined Groups out for lunch*

Community based supports for people who are older and those with a disability are delivered to consumers of Aged Care Funding and participants of the **National Disability Insurance Scheme (NDIS)** from Council's LC-SS outlet. The LC-SS teams adopt a person-centred approach which focuses on the individual's needs and goals and then style assistance types to best help the individual to meet and achieve their goals whilst maintaining independence living within the community.

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

The Glen Innes Severn Library and Learning Centre is a purpose-built facility which has been built on one level with automated opening door for easy access and fitted with low-level shelving and wide aisles to accommodate people with disabilities. Several resource collections are maintained and supplied for visual and hearing-impaired people such as the Large Print, Talking Books, Playaway Books, and e-Resources subscriptions.

Low Sensory Saturdays were introduced at the Library during the year for children and families with autism and low sensory disabilities and sensory equipment and games were purchased and installed in the Children's Room. Social media promotions invited families to bring their children and to enjoy the social spaces to network with other families and to use the Library's Parenting Collection to research available community services and parenting advice.

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

A Seniors Kiosk with two (2) dedicated computers is available to service the needs of senior members.

## ABORIGINAL COMMUNITY SERVICES

The reporting period commenced with Council's continued support of the local Aboriginal Consultative Committee. Meeting attendance and participation was maintained by the Manager of Community Services, the General Manager and Councillor Sparks. Secretarial support was afforded by the LC-SS Administration and Quality Officer. Regrettably the Committee discontinued meetings during the first quarter of 2021.

Following the Local Government Elections in December 2021 and consequent discussions with the DCCS during the consultative phase for the new CSP, Council gave an undertaking to support the re-establishment of the Aboriginal Consultative Committee. An **Annual General Meeting (AGM)** was planned and held on 3 May 2022 and the Committee is now re-established.

Council has continued its association with the DCJ with three (3) Targeted Early Intervention Programs. All of the programs are running successfully and DCJ has extended the contracts for another three (3) years. The Aboriginal specific playgroup (Jarjums) has witnessed increased numbers this reporting period. The staff from CYFS have reaffirmed their connection with Glen Innes Youth and Family Support and conducted some joint activities including an excursion to the Armidale Aboriginal Cultural Centre.

## **WOMEN'S SERVICES**

For International Women's Day in March 2022, Council hosted an event with inspirational speakers and supporting the 2022 theme of 'Breaking the Bias'. Community Services teams supported the theme with advertising and promotion of the evening event and of a world free of bias, stereotypes, and discrimination.

Council continues to support the 'Safe in Our Town' domestic violence initiative and works collaboratively to assist women who suffer domestic violence. Following the receipt of financial donations and grant funding, the Committee are looking forward to setting some firm agendas for future focus and commitment. One of the initiatives suggested is a partnership with The Youth Booth to educate and increase awareness for the young people of our LGA.

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

## SERVICES FOR YOUNG PEOPLE



Figure 19: Members of The Youth Booth, Luke and Kalijah preparing for a new garden

With passionate leadership from the DCCS, Council has an extraordinarily strong focus on delivering meaningful, positive, and educational services for the young people of our LGA.

Youth Services are delivered in accordance with the Actions from The Glen Innes Severn Council Youth Strategy 2021 – 2025. Interactions and activities are mostly delivered from The Youth Booth building at 152 Wentworth Street with a range of other excursions and activities held at other venues.

Staffing for youth services has been difficult during this reporting period, however, continuity of service for our young people has been maintained by the dedicated Youth Workers receiving assistance from other community services teams and individuals.



Figure 190: Southern Cross School of Distance Education Logo

During term one (1) of the 2021 school year, Council commenced a partnership with the **Southern Cross School of Distance Education (SCSoDE)**. The SCSoDE works alongside the NSW Department of Education and facilitates a program at The Youth Booth two (2) days each week.

The program is run from the Aboriginal and Alternate Learning Faculty of the SCSoDE, whilst maintaining an Aboriginal focus, is available to all students and is particularly for children who have a low level (less than 40%) attendance at mainstream school.



*Figure 21: Children enjoying a craft workshop at the Library*

The funding will finance a worker (qualified Social Worker) shared between Glen Innes and Armidale. The worker commenced her duties just after the end of the reporting period having regular attendance at The Youth Booth. The benefits to the 'At Risk' young people from within the LGA cannot be underestimated and will be reported in future editions of this document.

The annual Youth Week event, LIVE@ The Library, organised by the Glen Innes Severn Public and TAFE Library where school students give musical, band and dance performances was cancelled this year due to COVID-19 restrictions.

During school holidays, the Library organised a two (2) weeks program for children and young people in Glen Innes, Deepwater and Emmaville which included craft workshops, movies, and cultural and educational events.

The importance and success of this particular Council partnership for young people has been further demonstrated this year. Shortly after the completion of this reporting period the school was expecting its first ever Glen Innes campus student to graduate.

Another partnership initiative of the DCCS is Youth Insearch. Council first partnered with the organisation in late 2020 having a joint view and goal to seek grant funding for a Youth Insearch Community Based Worker for our LGA. Funding has been difficult to secure, however, this is now facilitated through a Safer Communities Fund Grant secured by Youth Insearch earlier this year.

## SERVICES FOR PEOPLE WITH CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS



*Figure 22: Pilipino Dancers performing Mamang Sorbetero (Ice Cream Man Dance) Harmony Day 2022*

Harmony Day was held on Monday, 21 March 2022 at the Town Hall. It was a most spectacular and entertaining celebration for the many attendees. There was a variety of local delicacies and cultural food from a range of countries including the Philippines, Thailand, India, Vietnam, China, Nepal and Australia.

This year's celebration included a foreign language tutorial which proved to be a most interesting highlight. The venue was bright in multi-colour display of flags from around the globe. National dress and costumes from some countries were also worn and on display. The event is becoming bigger and more popular each year and is now attracting visitors from other towns!

## DISABILITY INCLUSION ACTION PLAN

Council continued to progress the actions of the **Disability Inclusion Action Plan (DIAP)** 2017-2021 during most of the reporting period with Council adopting the new DIAP during 2022. Council's new DIAP covers the period 2022-2025.

Council is committed to the continued building of a strong and equitable community by being inclusive to people of all abilities and promoting this as a positive position for everyone in the community. Council encourages people who have a disability and community members to be aware of access and employment obstacles for any individual and to work with us to remove such obstacles.

Council is supportive of, and proactive towards, people with a disability achieving their personal goals, having choice and being able to reach their full potential. The new DIAP outlines strategies, actions, and timeframes to address many of the concerns that individuals have informed Council about in the community consultation process.



*Figure 2320: The Life Choices – Support Services 'Friends Hub' Group enjoying a fishing outing*

## INFORMATION PERTAINING TO LEGISLATIVE REQUIREMENTS

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

### LOCAL GOVERNMENT ACT 1993 AND LOCAL GOVERNMENT REGULATION (GENERAL) 2021

#### Audited Financial Statements

The Office of Local Government has granted Council an extension until 16 December 2022 to lodge its Audited Financial Statements for the 2021/2022 Financial Year. They will be provided to Council and published on Council's website at a later date.

#### Audit Risk Improvement Committee (ARIC)

In 2016, the NSW Government made it a requirement under the **Local Government Act 1993 (the Act)** that each council have an **Audit Risk and Improvement Committee (ARIC)** by 4 June 2022.

Council's ARIC has been established with three (3) independent members and held its inaugural ARIC meeting on Friday, 5 March 2021. The ARIC meets on a quarterly basis and have so far been for the most part impressed with the reports and information provided by Council staff.

Council held four (4) ARIC meetings during the 2021/2022 Financial Year.

The ARIC received reports on and provided guidance on the following:

- September 2021:
  - Emerging Risks (from the General Manager and members);
  - Interim Management Letter;
  - Draft Financial Statements;
  - ICT – including reportable cyber incidents and divisional risks;
  - Annual Insurance Report;
  - Long Term Financial Plan;
  - Complaints Management;
  - Governance Training and Education across Council;
  - Review of Principal Activities in the Operational Plan measured against the Delivery Program from 1 January 2021 to 30 June 2021;
  - Internal Audit Rolling Plan 2021/2022;

- Report on Purchase Orders Raised after the Invoice Date;
  - Perform and Report Internal Audit Engagements Procedure;
  - WHS Report;
  - Glen Innes Aggregates Improvement Notice and Notice of Concerns;
  - Capital Works Projects Update (Directorate of Infrastructure Services (DIS) and Directorate of Development Planning and Regulatory Services (DDPRS));
  - Quarterly update on both the Internal and External Customer Survey Action Plans; and
  - OLG New Risk Management Framework Proposed Guidelines.
- December 2021
  - Emerging risks (from the General Manager and members);
  - Rural Fire Service Assets;
  - Annual Report for the 2020/2021 Financial Year;
  - Annual Financial Reports for the year ended 30 June 2021;
  - Quarterly Budget Review – September 2021;
  - Cyber Security;
  - Quarterly Risk Report of Enterprise Risk Management (ERM);
  - Fraud and Corruption Incident Reports;
  - Complaints Management;
  - Media and Communications Report;
  - Internal Audit Interim Report – Procurement;
  - Follow up report on Purchase Orders Raised after the Invoice Date;
  - WHS Report; and
  - Quarterly update on both the Internal and External Customer Survey Action Plans.
- March 2022
  - Emerging Risks (from the General Manager and members);
  - Final Management Letter for the year ended 30 June 2022;
  - Internal Audit and Management Letter Action Plan;
  - Cyber Security;
  - Divisional Assessment – DDPRS;
  - Capital Works Program Update (DIS);
  - Quarterly Budget Review – December 2021;
  - Governance Health Check Action Plan Progress;

- Review of Principal Activities in the Operational Plan measured against the Delivery Program from 1 July 2021 to 31 December 2021;
  - WHS Report; and
  - Quarterly update on both the Internal and External Customer Survey Action Plans.
- June 2022
  - Emerging Risks (from the General Manager and members)
  - Annual Engagement Letter;
  - Quarterly Budget Review – March 2022;
  - Divisional Risk Assessment – Finance;
  - Risk Management Plan;
  - Community Strategic Plan;
  - Business Continuity Plan;
  - Legislative Compliance Framework;
  - Internal Audit Report – WHS;
  - WHS Report; and
  - Capital Works Program Update (DIS and DDPRS).

Two Internal Audits (Procurement and Work Health and Safety) were completed during the reporting period.

Key areas identified for improvement were:

- Strategic risks – the ARIC suggestion was to have a short succinct register on topical risks to drive mitigation strategies or to use Council's ERM to track this information for easy reporting.
- Procurement – monitor purchase orders being raised after the invoice was received. Training for relevant staff was provided. The ARIC suggested trend reporting be conducted to monitor the improvements and assist with driving culture change. Further, review the low value purchases to see if a more efficient system could be used for payments of low amounts and continue monitoring for trend data.
- ICT Strategy and Plan – the ARIC asked for a risk rating to be provided and for more advice on the action progress of the recommendations in the ICT Strategy and Plan to ensure exposure points are minimised. There was a suggestion to have an action plan to track the progress of the recommendations and to use more understandable language when educating staff so they can more easily understand this document.
- Engagement Closing Report – create a tracking report for Engagement Closing Report issues following the points raised by the Auditor in the financial statements. An action tracking report was created and is provided to the ARIC.

- Risk Management Framework – the current number of risks in Council's Enterprise Risk Management (ERM) system is close to 400 which is unmanageable and should be reduced to be a more realistic and accurate number to reflect what risks Council are exposure to which will help ensure more meaningful mitigations are in place.

## Performance of Principal Activities

Please refer to APPENDIX A for the Report on Principal Activities (the Operational Plan measured against the Four-Year Delivery Program 2017-2021).

## Rates and Charges Written Off

Rate or Charge	Amount Written Off
General Rates	\$11,684.68
Water Service Availability Charge	\$11.57
Water Consumption Charges	\$261.30
Sewerage Service Charges	\$117.27
Other Charges	\$561.76
<b>Total</b>	<b>\$12,636.58</b>

## Payment of Expenses and the Provision of Facilities to the Mayor and Councillors

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

The Mayoral Fee for the year was \$35,962. The Councillors' fees for the year totalled \$65,058.

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

Details	Cost
The provision during the year of dedicated office equipment allocated to Councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in Councillors' homes (including equipment and line rental costs and internet access costs but not including call costs).	\$681
Telephone calls made by Councillors, including calls made from mobile telephones provided by the Council and from landline telephones and facsimile services installed in Councillors' homes.	\$1,048
The attendance of Councillors at conferences and seminars.	\$5,300
Interstate visits undertaken during the year by Councillors while representing the Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.	\$4,633
The expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time.	Nil
Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor, to allow the Councillor to undertake his or her civic functions.	Nil

## Overseas Visits

There were no overseas visits undertaken by Councillors or Council staff during the 2021/2022 Financial Year.

## Councillor Induction and Professional Development Program

Following the Local Government Elections held in December 2021, the following **Councillor Induction Program** was undertaken during January and February 2022:

Date	Topics covered	Attendees
18/01/2022	Roles and Responsibilities, Legal Context of Local Government  Detailed review of the Code of Meeting Practice	All Councillors
19/01/2022	Code of Conduct  Demonstration of how to complete various forms, rundown of the Policy Register	All Councillors, except Cr R Banham
01/02/2022	Orientation – Council facilities bus tour  Introduction to organisation, structure, senior staff, key dates, events and tasks  Council's Strategic Direction and key issues across Council	All Councillors
08/02/2022	Councillor Requests  Delegates to Committees  Introduction to the Integrated Planning and Reporting Framework  Policy for Payment of Expenses and Provision of Facilities to the Mayor and Councillors  Risk Management, Risk Appetite and the Audit Risk and Improvement Committee (ARIC)	All Councillors
10/02/2022	Code of Conduct	Cr R Banham Cr J Parry Cr C Sparks
15/02/2022	Media and Social Media  Council Meeting Schedule  Council's Financial Management Responsibilities  Planning Processes	All Councillors

The following **Councillor Workshops** were held during the 2021/2022 Financial Year:

Date	Topics covered
16/09/2021	Building Inspection and presentation of proposal for the co-location of Council offices.
14/10/2021	Purpose of each Internal Reserve.
10/03/2022	Presentation on the Feedlot Development Application (DA).
28/03/2022	Discussion on the Draft Fees and Charges and Draft Capital Works Program for the 2022/2023 Operational Plan and Budget.
30/03/2022	Presentation on any proposed operational amendments from the previous year's budget to the current year from each Directorate.
04/04/2022	Presentation and Discussions on the Draft Delivery Program 2022-2024.
07/04/2022	Presentation by Attract Connect Stay. Workshop on the Powerhouse Museum Proposal and Business Case. Update on the New England Rail Trail.
12/04/2022	Budget Workshop.
12/05/2022	Presentation from Arts North West. Risk Management Workshop. Asset Management.
09/06/2022	Internal Reserves.

## Conferences

Date	Name of Conference	Name of Councillor
09/02/2022 until 11/02/2022	Water Conference, Narrabri	Cr Troy Arandale
28/02/2022 until 03/03/2022	Local Government NSW Special Conference 2022, Sydney	Cr Rob Banham Cr Troy Arandale
18/06/2022 until 22/06/2022	National General Assembly 2022, Canberra	Cr Rob Banham Cr Troy Arandale

**Other Training**

<b>Name of Training</b>	<b>Name of Councillor</b>
OLG Webinar: “Hit the Ground Running” Roles and Responsibilities	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Making the Most of Meetings	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Integrated Planning and Reporting	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” The Governing Body and Financial Management of Councils	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Internal Audit	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Appropriate Conduct and Ethical Decision Making	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Working Together	Cr Rob Banham Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Metro Strategic Planning	Cr Troy Arandale
OLG Webinar: “Hit the Ground Running” Local and Regional Strategic Planning	Cr Rob Banham
OLG Webinar: “Hit the Ground Running” Introduction to Crown Land, Native Title and Aboriginal Land Rights	Cr Rob Banham
OLG Webinar: “Hit the Ground Running”	
OLG Webinar: “Hit the Ground Running” Ongoing Professional Development	Cr Rob Banham
OLG Webinar: “Hit the Ground Running” Water: Make it Your Business	Cr Rob Banham

## Major Contracts Awarded

Council awarded the following contracts during 2021/2022:

- Woollam Constructions for the construction of the Glen Innes Indoor Sports Centre and carpark construction totalled \$5,500,000;
- Decon Building for the construction of outdoor multi-purpose Netball/Basketball courts for \$271,766;
- Schedule of rates contract for the supply of concrete bridge components with Weir Build; and
- Schedule of rates contract for Plant Hire with Taylors Civil, BG & L Ostler, McCarthy Haulage, Toby Newsome, B & S Chaffey, RM Earthmoving, Weir Built, Stabilcorp, Ezyquip and J Lawson.

## Legal Proceedings Taken by or Against Council

A summary of the amounts incurred by Council during 2021/2022 in relation to actual legal proceedings taken by or against Council including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed. A summary of the state of progress of legal proceedings is shown in the table below. During 2021/2022 total legal fees amounting to \$35,149 were incurred for advice on various matters.

Cases	Resolved/Unresolved	Amount Incurred
Rates, Water and Sundry Debtors Recovery - various	Resolved	\$33,504
Planning Related	Resolved	\$1,645
<b>TOTAL for 2021/22</b>		<b>\$35,149</b>

## Work Carried Out on Private land

Council undertook various private works on private land in 2021/2022, but all costs were borne by the property owner.

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

## Contributions Granted Under Section 356 of the Act

Community Donations are provided annually through an application process that is open to all community groups in the Local Government Area. The following groups were awarded donations for the 2021/2022 Financial Year:

Organisation	Amount Awarded
Deepwater and District Community Radio Inc.	\$700
Deepwater History Group (subcommittee of Deepwater School of Arts Hall Trust)	\$1,500
Deepwater Jockey Club and Deepwater Golf Club	\$1,500
Deepwater Progress Association	\$1,200
Glen Innes and District Historical Society Inc.	\$1,000
Glen Innes Basketball Association	\$1,500
Glen Innes Multiple Sclerosis Society	\$700
Glen Innes Opportunity Shop	\$1,500
Glen Innes Pipe Band	\$1,000
Glen Innes Pistol Club Inc	\$464.29
Glen Innes Pottery Club	\$1,500
Wellingrove Progress Association Inc.	\$2,435.71
<b>TOTAL</b>	<b>\$15,000</b>

The Mayoral Donation totalling \$3,000 was reallocated to support the Rural Doctors Network Bush Bursary Scholarship.

Beneficiary	Amount
Rural Doctors Network Bush Bursary Scholarship	\$3,000
<b>TOTAL</b>	<b>\$3,000</b>

## External Bodies that Exercised Functions Delegated by Council

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

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

## Companies in which Council held a Controlling Interest

Council had no controlling interests in any companies for the year ending 30 June 2022.

## Partnerships, Co-operatives and Joint Ventures

Council participates in:

- The **Northern Inland Regional Waste Group (NIRW)**, which is a voluntary association of councils that participate in the joint calling of tenders for various waste management activities;
- The GLENRAC to work with landholders and the community to manage and maintain the natural resource base of the Glen Innes LGA for the improvement of both the social and productive environment;
- The Northern Regional Food Surveillance Group, which is supported through the NSW Food Authority;
- The North West Weight of Loads Group, which enforces the *Roads Act 1993*, imposes limits on the weight of vehicles using public roads with a view to reduce road maintenance costs; and
- The Northern Tableland Cooperative Library Service, a partnership across five (5) local councils, which use a combined annual budget for the purchase of library resources and online eResources for the benefit of their communities; to take advantage of shared grant opportunities through the NSW Library Council; to gain opportunities through networking, and shared training.

## **Equal Employment Opportunity (EEO) Management Plan**

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

EEO targets are addressed by:

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

- Including access for people with physical disabilities in all new design plans for staff accommodation.

Specific EEO actions completed in 2021/2022 included:

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

## Senior Staff Remuneration

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

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

- The total value of the salary component of the package;
- The total amount of any bonus payments, performance payments or other payments made to the staff member that do not form part of the salary component;
- The total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the staff member may be a contributor;
- The total value of any non-cash benefits for which the staff member may elect under the package; and
- The total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits.

Salary Package Component	Value
Salary	\$239,255
Housing Allowance	\$ 30,871
Superannuation (Salary Sacrifice)	\$ 419
Superannuation (Employer's Contribution)	\$ 26,581
Non-Cash Benefits	\$ 0
Reportable Fringe Benefits Tax	\$ 5,507
Total Package	\$302,633

## Storm Water Management Services

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

## Capital Works Projects

### Major Projects

Council undertook the following major works during 2021/2022:

Rehabilitation of local roads, including:

- Gravel re-sheeting of Rangers Valley Road;
- New bitumen seal on Maybole Road, Yarraford Road and Mount Mitchell Road and part of West Furracabad Road;
- Heavy patching of Red Range Road;
- Resealing carried out on Strathbogie Road, Rangers Valley Road and Red Range Road; and
- Dumaresq Street extension.

### Bridge Works:

- Completed replacement of Rookiedooie Bridge on Ten Mile Road; and
- Completed replacement of causeway on Shaws Road.

**Water and Sewerage Systems:**

- Commenced rollout of smart water meters;
- Water mains and treatment plant renewals; and
- Sewer main extensions and renewals.

**Swimming pools – Glen Innes and Emmaville**

The stadium shelter was replaced at the Glen Innes Pool for \$50,000 and a shelter, tank and barbecue were installed at the Emmaville pool for a value of \$30,000.

## COMPANION ANIMAL MANAGEMENT ACTIVITIES

Council has adopted a Strategic Companion Animals Management Policy. This policy is used to guide Council and its officers in fulfilling their responsibilities and duties under the *Companion Animals Act 1998*.

The policy aims to:

- Ensure companion animals remain a valued part of the Glen Innes Severn community;
- Create harmony between the needs of companion animals, their owners and other residents;
- Facilitate responsible companion animal ownership through a balance of education and enforcement; and
- Ensure compliance with the requirements of the *Companion Animals Act 1998* and *Companion Animals Regulation 2008* through the proper exercise of the functions of Council under the *Companion Animals Act 1998*.

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

Animal Activity	
Impounded Dogs	197
Impounded Cats	22
Released Dogs	77
Released Cats	6
Sold Dogs	0
Sold Cats	0
Rehoused through Organisation: Dogs	120
Rehoused through Organisation: Cats	11
Euthanized Dogs	3
Euthanized Cats	5
Restricted Dogs	0
Menacing Dogs	0
Dangerous Dogs	1
Still in Pound at the end of 2020/2021	0

## Animal Complaints

Council's Rangers have investigated six (6) reported dog attacks / unreasonable aggression incidents and seven (7) nuisance complaints during the 2021/2022 Financial Year.

## Dog Attacks

During the 2021/2022 period, one (1) dog was declared dangerous. Data has been lodged with the Office of Local Government as per requirements.

## Funding

Animal Control Income	
Livestock Fines	Nil
Sale of Dogs (Includes Vaccination)	Nil
Commission	\$29,729.00
Collar Hire Fees	Nil
Microchipping Fees	\$218.20
Impounding Fees	\$1,024.00
Regulatory Fees	\$17,182.20
Sundry Income	\$2005.26
Certificate of Compliance	Nil
Grant Funding	Nil
<b>TOTAL ANIMAL CONTROL INCOME</b>	<b>\$50,158.66</b>

Animal Control Expenses	
Wages and Allowances	\$109,233.00
Maintenance	\$3,431.73
Sustenance Expenses	\$4,763.35
Stationery	\$782.90
<b>TOTAL ANIMAL EXPENSES</b>	<b>\$118,210.98</b>

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

Council's Rangers assisted in the Local RSPCA Day and Microchipping / Vaccination Days during the 2020/2021 Period.

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

### **Off-leash areas provided in the Glen Innes Severn Local Government Area**

Council provides three (3) off-leash areas within the LGA:

- Lynch Oval;
- Centennial Parklands; and
- Lions Park.

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

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

### Background

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

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

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

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

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

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

The GIPA – Annual Report for Council 2021/2022 can be found at APPENDIX B.

## **Review of Proactive Release Program**

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

This year's review resulted in the following key findings:

- Improvements in the Major Contracts and Disclosure of Interest Returns being published and are now meeting requirements;
- The Agency Information Guide was reviewed and amended with minimal suggested changes advised by the IPC;
- Council makes as much information as possible publicly available in the most appropriate manner, including on its website. The information is available free of charge where possible or at the lowest cost. Information made available includes frequently requested information or information of public interest that has been released because of other requests;
- Council's Integrated, Planning and Reporting Framework documents are available for viewing and/or printing on Council's website;
- All Council's Business Paper Reports and associated documentation are available on Council's website and hard copies are available at certain locations that are advertised in Council's weekly 'Our Council' advertising in the local Glen Innes Examiner; and
- Members of the community can be involved in decision-making processes of Council through the livestreaming of Council meetings being made available and accessible for a minimum of 12 months on Council's website.

## **Statistical Data**

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

## **ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979**

### **Planning Agreements**

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

### **Programs Undertaken to Preserve, Protect and Enhance the Environment**

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

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

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

### **Waste Management Strategies**

Council is one (1) of the founding members of Northern Inland Regional Waste and remains a member since its inception in 1996.

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

### **Alternate Energy**

Council is in the process of completing an Emissions Reductions Plan. This plan proposing short- and medium-term actions to reduce emissions and maximise energy savings.

A trial of electric vehicles into the fleet has commenced and is currently being monitored to determine cost and energy savings. Council continues to actively pursue renewable energy opportunities.

Council's renewable energy projects have made significant energy savings and cost savings. The estimated energy saving to Council converting to solar energy is of up to 357,700 kw/h annually, which equates to an approximate annual saving of more than \$100,000, whilst reducing Council's carbon emissions by approximately 252 tonnes annually.

## **Weeds Management**

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

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

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

## **PARTNERSHIPS WITH OTHER ORGANISATIONS**

### **Membership of the Glen Innes Natural Resources Advisory Committee (GLENRAC)**

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

### **Membership of Arts North West**

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

### **Membership of the Institute of Public Works Engineering Australasia (IPWEA) Roads and Transport Directorate**

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

### **Membership of the IPWEA National Asset Management Strategy (NAMS).**

The IPWEA's NAMS provides national leadership and advocacy in the sustainable management of community infrastructure, and resources to assist asset management practitioners.

## **PUBLIC INTEREST DISCLOSURE ACT 1994 AND REGULATION**

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

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

During the year ending 30 June 2022, Council received no public interest disclosures.

## **CARER'S (RECOGNITION) ACT 2010**

Managers were reminded of their obligations under this Act, and to include appropriate reference to Carers when reviewing policies.

The Rights of Carers are incorporated in Council's Disability Action Plan.

There has been no non-compliance identified in the period.

## **BUSH FIRE HAZARD REDUCTION ACTIVITIES**

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

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



*Figure 24: Controlled burn off to reduce bush fire hazard*

Overall, mitigation was impeded by wet weather, however, activities conducted included:

- Trees impeding the Martin's Lookout emergency transmitter site were removed.
- Mechanical control was conducted at Beardy Waters Reserve by **Rural Fire Service (RFS)** State Mitigation Teams.
- Council completed hazards assessments of Council landfill sites.
- Plans were made for a ring road, providing a firefighting access at Glen Innes landfill site.

No further submissions were made via the RFS Guardian system because most 2022 financial year projects were rolled forward into the 2023 financial year.

## **BUSINESS ACTIVITIES**

### **List of Category 1 Business Activities**

Glen Innes Aggregates is a Category 1 Business for the 2021/2022 Financial Year.

### **List of Category 2 Business Activities**

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

### **Category 1 Business Activities Statement of Expenses Revenue and Assets**

Glen Innes Aggregates is a Category 1 Business for the 2021/2022 Financial Year. The Income Statement and Statement of Financial Position as of 30 June 2022 will be included as Special Purpose Financial Statements as part of Council's Audited Financial Statements.

### **Competitive Neutrality Implementation Progress**

The competitive neutrality pricing requirements have been applied to all of Council's businesses. The charge is based upon the cost of supply of the service and, in the case of the Water business, a consumption charge has also been applied.

### **Category 1 Business Activities Competitive Neutrality Statement**

Glen Innes Aggregates is a Category 1 Business for the 2021/2022 Financial Year.

### **Competitive Neutrality Complaints Handling Mechanism**

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

### **Category 1 Business Activities Performance**

Glen Innes Aggregates is a Category 1 Business for the 2021/2022 Financial Year.

### **Summary of Competitive Neutrality Complaints**

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

## CODE OF CONDUCT

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

Under the Procedures for the Administration of the Model Code of Conduct, the Complaints Coordinator must report annually to Council on Code of Conduct complaints statistics. This report was presented to Council on 25 November 2021 and included the following information, covering the reporting period 1 September 2020 until 31 August 2021:

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

Under the Procedures for the Administration of the Model Code of Conduct, Council is to provide the Office of Local Government with a report containing the statistics set out above, which was lodged on 14 January 2022. The reporting period for Code of Conduct matters falls outside the Financial Year. Since the end of the reporting period, 31 August 2021 until the end of the Financial Year, 30 June 2022, there have been no Code of Conduct matters.

## INSPECTIONS OF PRIVATE SWIMMING POOLS

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

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

# HUMAN RESOURCE ACTIVITIES

## STAFF PROFILE / WORKFORCE PLANNING

### Workforce Age Profile by Function (Excluding Casual Staff) - 30 June 2021

	Under 20	20-24	25-34	35-44	45-54	55-64	65 and over	Total Staff
Admin & Finance	0	0	2	0	7	9	1	19
Children & Youth	0	0	1	0	2	0	0	3
Community Services	0	0	0	0	0	1	0	1
Economic Development	0	0	1	1	1	4	0	7
GM's Office	0	0	0	0	1	1	1	3
Glen Innes Aggregates	0	0	0	0	1	2	1	4
Governance	0	0	0	0	0	0	1	1
Infrastructure	0	0	2	10	9	10	2	33
Integrated Water Services	0	1	1	3	2	1	1	9
Library	0	0	1	0	2	0	1	4
Life Choices – Support Services	0	0	3	4	10	5	3	25
Planning & Regulatory	0	0	1	6	5	3	0	15
Recreation & Open Spaces	0	0	2	3	2	2	0	9
Technical Services	0	0	1	2	2	1	1	7
Grand Total	0	1	15	29	44	39	12	140
% of Total Workforce	0.00	0.71	10.71	20.71	31.43	27.86	8.57	100

## Workforce Profile / Equal Employment Opportunity Statistics - 30 June 2022

	Total Staff	Male	Female	Aboriginal or Torres Strait Islanders	Racial, Ethnic, Ethno-religious Minority Groups	Non-English Speaking Back-ground	Persons with a Disability
		% of Total Staff					
Permanent Full-time	112	79	33	7	0	2	0
Permanent Part-time	23	5	18	1	0	0	0
Temporary Full-time	4	3	1	0	0	0	0
Temporary Part-time	1	0	1	0	0	0	0
Casual	40	10	30	1	0	0	0
Total %	100	53.89	46.11	5	0	1.11	0
Total Staff	180	97	83	9	0	2	0

### Total Staff Performing Paid Work on 25 May 2022

	Total Staff
Permanent Full-time	97
Permanent Part-time	18
Temporary Full-time	6
Temporary Part-time	1
Casual	11
Total %	133

## STAFF CONSULTATIVE COMMITTEE

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

- Two (2) elected representatives from the Corporate and Community Services Directorate, one (1) or more of which shall be a member of the **United Services Union (USU)**;
- Two (2) elected representatives from the Infrastructure Services Directorate, one (1) of which shall be a member of **the Local Government Engineer's Association (LGEA)** and the other a member of the USU;
- Two (2) elected representatives from the Development, Planning and Regulatory Services Directorate, one (1) of which shall be a member of the **Development and Environmental Professionals Association (DEPA)** and the other a member of the USU;
- Up to four (4) management representatives appointed by the General Manager; and
- Ex officio members comprising Council's Manager of Administration and Human Resources and Human Resources Officer (Payroll), plus others as required.

Staff Consultative Committee meetings are held each month. The Committee keeps minutes of all meetings, signed by the Chair.

## RECRUITMENT AND SELECTION

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

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

Independent selection panels, approved by the Manager of Administration and Human Resources, make all selection recommendations or decisions. Where practicable, each panel will include at least one (1) member who is completely independent of Council.

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

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

## **POSITION DESCRIPTIONS**

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

## **EMPLOYEE REMUNERATION AND JOB EVALUATION**

Council has adopted a 24 Grade Salary System to complement the Bands and Levels in the Local Government (State) Award 2020. Positions are evaluated using the Mastertek Job Evaluation System (M-JES) for NSW Local Government. The Salary System and M-JES comprise Council's principal means of determining the salaries of staff other than Senior Staff.

## **ENTERPRISE BARGAINING**

Council has no Registered Enterprise Agreements.

## **EQUAL EMPLOYMENT OPPORTUNITY**

Covered under Equal Employment Opportunity Management Plan in this report.

## **STAFF DEVELOPMENT AND TRAINING**

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

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

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

Corporate training was provided in the following areas:

- Induction training for new staff;
- Work Health and Safety (WHS);
- Cyber security awareness;

- Code of Conduct awareness;
- Recruitment skills; and
- Computer skills.

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

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

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

## GRIEVANCE MANAGEMENT

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

## WORK HEALTH AND SAFETY (WHS)

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

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

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

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

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

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

Employees received the following WHS training:

- First Aid;
- Chemical Accreditation;
- Confined space entry;
- Working at heights;
- Traffic control;
- Traffic management;
- Traffic lights update course;
- Working near overhead powerlines; and
- Chainsaw – trim, cut and fall trees.

## **SECONDARY EMPLOYMENT**

Council has adopted a Secondary Employment Policy, which may prohibit employees from engaging in secondary employment that does or could cause a conflict of interest with the employee's service with Council. Prior to engaging in secondary employment, employees must apply to the General Manager for approval.

## **EXIT OF STAFF**

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

## **ITEMS THAT WILL BE REPORTED ON FOLLOWING THE COMPLETION OF THE 2021/2022 FINANCIAL STATEMENTS**

The following information will be reported to Council separately and posted on Council's website following the finalisation of the 2021/2022 Audited Financial Statements:

- **SUMMARY OF THE KEY FINANCIAL RESULTS FOR THE  
2021/2022 FINANCIAL YEAR**
- **BUSINESS ACTIVITIES:**
  - **COMPETITIVE NEUTRALITY IMPLEMENTATION  
PROGRESS**
  - **CATEGORY 1 BUSINESS ACTIVITIES COMPETITIVE  
NEUTRALITY STATEMENT**
- **CONDITION OF PUBLIC WORKS**

## DOING BUSINESS WITH COUNCIL

### Customer Relations

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

### Public Officer

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

### Council Notices

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

### Council Website

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

### Correspondence

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

PO Box 61  
GLEN INNES NSW 2370

Email: [council@gisc.nsw.gov.au](mailto:council@gisc.nsw.gov.au)

Glen Innes Severn Council  
265 Grey Street Glen Innes NSW 2370  
02 6730 2300  
[www.gisc.nsw.gov.au](http://www.gisc.nsw.gov.au)



2021/2022

# Annual Report: Appendix A

*Embracing Change,  
Building on History*

# **GLEN INNES SEVERN COUNCIL**



## **Annual Review of the 2021/2022 Operational Plan**

## 1: Community Services

OBJECTIVE: CREATE A GROWING COMMUNITY WITH OPTIMAL ACCESS TO COMMUNITY SERVICES AND FACILITIES

### *CS 1: Grow the population to 10,000 residents over the next 10 years*

**CS 1.1: Engage and encourage young people to later return to the Local Government Area (LGA) to raise their families, work in the area, work remotely from this area or establish their own business and or industries in the area.**

CS 1.1.4: Send out an annual letter from the Mayor and General Manager to high school leavers, encouraging them to move back to the Glen Innes Highland community later in their lives.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.1.4.5	Send out a friendly letter annually to all school leavers; inviting them to return to the Glen Innes Highlands community later in their lives to establish businesses or industries, or to work and raise their families in the LGA.	General Manager	Completed	100%			Dennis McIntyre

**CS 1.2: Attract the population segment looking for a lifestyle change (branding for tree changers).**

CS 1.2.1: Assist the Glen Innes Art Gallery Committee so that they can have access to a larger gallery/exhibition space in time.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.2.1.5	Assist the Glen Innes Art Gallery (GIAG) committee by attending Committee meetings and offering / providing advice when needed.	Manager of Library and Learning Centre	Completed	100%	This action was completed in Quarter three.	The Library Manager assisted the Glen Innes Art Gallery (GIAG) committee over the past 12 months with understanding the COVID closures restrictions and opening for business when restrictions were eased. The GIAG executive committee members have a position on the Glen Innes Severn Learning Centre Management Committee and participated in the community survey for the Learning Centre's Strategic Marketing Plan 2022-25.	Anna Watt

## CS 1.2.2: Implement Council's adopted Open Spaces Hierarchy through the Open Spaces and Recreation team.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.2.2.7	Achieve 100% compliance of Council's Silver rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.	Manager of Recreation and Open Spaces	Progressing	85%	Not all areas in the silver rated open spaces were fully maintained this year due to the extremely wet but good growth season and staff shortages. The staff area was slightly addressed with the commencement of a new staff member in January 2022. Most areas have been maintained with the backlog of works being currently addressed.	Not all areas in the silver rated open spaces were fully maintained this year due to the extremely wet but good growth season and staff shortages. The staff area was slightly addressed with the commencement of a new staff member in January 2022. Most areas have been maintained with the backlog of works being currently addressed.	Kane Duke
CS 1.2.2.8	Achieve 100% compliance of Council's Platinum and Gold rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.	Manager of Recreation and Open Spaces	Completed	100%	100% compliance has been achieved for all Platinum and Gold rated areas. The Platinum and Gold rated areas are tasked as the most important areas for maintenance and include the three (3) main central Parks, median strip in Church Street, CBD and the area immediately around the Standing Stones.	100% compliance has been achieved for all Platinum and Gold rated areas. The Platinum and Gold rated areas are tasked as the most important areas for maintenance and include the three (3) main central Parks, median strip in Church Street, CBD and the area immediately around the Standing Stones. It was a trying year due to staff shortages and the extremely wet good growth season.	Kane Duke

CS 1.2.3: Implement Council's four (4) year Street Tree Replacement Program through the Open Spaces and Recreation team.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.2.3.5	Implement the 2021/2022 Tree Replacement Program.	Manager of Recreation and Open Spaces	Progressing	75%	Several dead or heavily diseased trees have been removed in Macquarie and Bourke Streets to allow for new plantings in October 2022. The Replacement Pear trees were planted in Meade street from Hunter to the showground creek. The trees for Bourke street between Elizabeth and Church Streets have arrived and are being held over winter for planting in October 2022.	Several dead or heavily diseased trees have been removed in Macquarie and Bourke Streets to allow for new plantings in October 2022. The Replacement Pear trees were planted in Meade street from Hunter to the showground creek. Trees are purchased for Macquarie Street tree planting which will be carried out with the spring planting for 2022 - 2023 due to staff shortages and backlog of works to be addressed.	Kane Duke

CS 1.2.6: Investigate and develop walking and cycling tracks in and around Glen Innes.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.2.6.5	Investigate and develop walking and cycling tracks in and around Glen Innes.	Manager of Infrastructure Delivery	Completed	100%	The 2021/2022 budget for shared path upgrade was removed in the September QBR due to competing workload.	The 2021/2022 budget for shared path upgrade was removed in the September QBR due to competing workload. Grant applications for shared paths associated with the new sports facility were successful and will be delivered in 2022/2023.	Keith Appleby

**CS 1.3: Ensure there are adequate facilities for the ageing population.**

CS 1.3.4: Implement an appropriate Pedestrian Access Mobility Plan.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 1.3.4.5	Apply for all available Roads and Maritime Services (RMS) contributions to implement the actions set out in the Work Schedule of Council's adopted Pedestrian Access and Mobility Plan (PAMP).	Manager of Infrastructure Delivery	Completed	100%	Grant for shared paths at sports centre have been successful and included in the draft 2022/2023 capital works program.	Grant for shared paths at sports centre have been successful and included in the draft 2022/2023 capital works program.	Keith Appleby

**CS 2: Ensure that land use planning supports the vision and role of each village and town.**

**CS 2.1: Review and update the existing Land Use Strategy and implement any changes through the Local Environmental Plan (LEP).**

CS 2.1.3: Prepare a revised Glen Innes Severn LEP and lodged it via the Department of Planning's gateway process.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 2.1.3.3	Undertake a review of the 2010 Glen Innes Land Use Strategy, Glen Innes Severn LEP 2012 and 2014 Development Control Plan by 31 December 2021.	Manager of Regulatory and Planning Services	Progressing	80%	LEP (housekeeping amendment no. 5) Completed. Chapters 1-2 of Land Use Strategy completed. No further progress on land use strategy or DCP review due to staff shortages and additional workloads. Additional staff and or consultants required to complete the revision of the Land Use Strategy and DCP.		Kane Duke

***CS 3: Ensure community service levels meet the need of a diverse community with a focus on inclusion of youth, children and families, people who are older and people with a disability.***

**CS 3.1: Advocate for family violence support including a women's refuge service.**

**CS 3.1.2: Maintain support for local initiatives relating to domestic violence.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.1.2.6	Maintain support for local initiatives relating to domestic violence. Increase awareness of local support groups and organisations for victims of Domestic Violence within the LGA. Focus on raising this awareness with the young people from within the LGA.	Manager of Community Services	Completed	100%	Council have continued to maintain its support of local initiatives relating to domestic violence. Changes in staffing at the Community Centre whom facilitate local SIOT meetings have meant less meetings this quarter. The resignation of the Youth Worker prevented effective partnership creation between youth and the committee.	Council have continued to maintain its support of local initiatives relating to domestic violence. The Glen Innes SIOT committee remain focused on having a greater partnership/alliance with youth in order to raise their awareness of Domestic Violence. Staff shortages within Council's Children Youth and Family Services Teams and changes with the committee coordination have denied the opportunity to fully progress an alliance this reporting period. The Manager of Community Services will continue to advocate for the committee to have a presence with youth into the future.	Anna Watt

**CS 3.3: Advocate for and continue to develop a network of youth facilities across the community.**

CS 3.3.1: Work with young people and Council's Youth Worker to develop a program and ideas to address youth needs and issues in the LGA.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.3.1.6	Work towards the successful achievement of actions contained in the GISC Youth Strategy 2021-2025 listed as annual or 2021-2022.	Manager of Community Services	Completed	80%	Staffing continues to compromise the rollout of actions within the Youth Strategy document 2021-2025. Youth Services are currently reliant upon casual staff or staff from other Community Services Teams. The MCS is currently reviewing the recruitment process due to repeated failed phases. Actions that are deliverable with current staffing arrangements are proactively actioned.	Actions that are deliverable within current staffing arrangements are proactively actioned. Many of the Annual Actions have been met with available staff working towards outstanding Actions during the second half of 2022.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.3.1.7	Support young people of our LGA by completing actions within Councils Youth Strategy 2021-2025	Manager of Community Services	Completed	80%	Staffing continues to compromise the rollout of actions within the Youth Strategy document 2021-2025. Youth Services are currently reliant upon casual staff or staff from other Community Services Teams. and the situation is far from ideal. The MCS is currently reviewing the recruitment process due to repeated failed process. Actions that are deliverable with current staffing arrangements are proactively actioned.	Actions that are deliverable within current staffing arrangements are proactively actioned. Many of the Annual Actions have been met with available staff working towards outstanding Actions during the second half of 2022.	Anna Watt

**CS 3.5: Advocate for the extension and improvement of Children and Family Services, including early intervention programs and coordination between Council, school run services and parenting programs.**

CS 3.5.2: Hold a free annual Family Picnic Day which delivers a day of fun, education, food, information, inclusion, equality and healthy activities through collaborative partnerships - to promote family participation and social interactions to all community members.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.5.2.5	Plan, coordinate and facilitate an annual Family Picnic Day through collaborative partnerships - to promote family participation and social interactions for all community members.	Manager of Community Services	Completed	100%	Community Services delivered another very successful Family Picnic Day on 21 May 2022. The day itself delivered less than perfect weather however this did not detract from the event with many families braving the cold to enjoy the day. Another huge success with the small organising committee very pleased with the result.	Community Services delivered another very successful Family Picnic Day on 21 May 2022. The day itself delivered less than perfect weather however this did not detract from the event with many families braving the cold to enjoy the day. The committee were delighted with the dedication of stall holders and entertainers. A wide range of family services were on display with entertainment, food, drink, merchandise and gift bags all very much appreciated by the crowd.	Anna Watt

CS 3.5.3: Advocate for and collaborate with other community organisations to encourage attendance at parenting programs to improve skills and resilience, potentially offering a trial session at the Pool House.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.5.3.5	Work collaboratively with local organisations including Glen Innes Family and Youth Support and Hunter New England Health to develop, promote and present two (2) parenting programs annually.	Manager of Community Services	Not Progressing	25%	Staffing at Council and various partnered agencies has affected the delivery of this action. The planned delivery of one (1) parenting class during the final quarter of the year from the Children, Youth and Family Services team failed to eventuate due to additional internal staff shortages and availability of presenters.	Staffing at Council and various partnered agencies has prevented the delivery of this action.	Anna Watt

CS 3.5.4: Participate and support the Northern Tableland Cooperative Library Services Agreement on an ongoing basis.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.5.4.3	Support the Northern Tableland Cooperative Library Services (NTCLS) network through their meetings, initiatives, resource transfers and staff training.	Manager of Library and Learning Centre	Completed	100%	A new Northern Tablelands Cooperative Library Service 2022-2025 Service Level Agreement was signed off on 22 June 2022.	Membership in the Northern Tablelands Cooperative Library Service (NTCLS) with four (4) regional libraries services has enormous potential for additional services and budget service advantages. Through the NTCLS membership, the Glen Innes Severn Public Library has gained access to e-Resources subscriptions in e-Audios, e-Books, e-Magazines and e-Newspapers which would have been unachievable without the Cooperative. Further advantages are achieved through networking, sharing of initiatives and grant opportunities.	Anna Watt

**CS 3.7: Complete actions within the Disability Inclusion Action Plan 2017/21.**

CS 3.7.01: Promote a welcoming and inclusive community that strengthens positive attitudes and behaviours towards people of all abilities.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.1.9	Provide support of the Community Access Committee through proactive participation at meetings and promotion of positive outcomes through Council's Communication and Media modes.	Manager of Community Services	Completed	100%	Council continues to provide support to the Community Access Committee by way of administrative/secretarial assistance and a strong presence on the committee. The committee is very proactive and whilst community walks and all ability access assessments have been unavoidably postponed during the reporting period, they are scheduled for July 2022 and will result in updated current advice for the community.	Council's new Disability Inclusion Action Plan 2022-2025 (DIAP), will coincide with the current term of office for Local Government in NSW and aligns with the three (3) year Glen Innes Severn Delivery Program. Council reaffirms its commitment to building a strong and equitable community for people of all abilities within the new DIAP. We are committed to role modelling this as a positive position for everyone in the community.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.1.10	Maintain Council's mobility brochure so that it includes only current information related to venue accessibility with the LGA.	Manager of Community Services	Progressing	50%	The brochure has not been updated this reporting period. The community access committee have a role in providing information for the updating of the brochure. The annual 'abilities' walk by the committee which identifies and provides information has been cancelled the past two (2) years due to COVID-19. The committee have planned an all ability walk for July 2022. The results of the walk and the newly created Disability Inclusion Action Plan (DIAP) will assist in updating the brochure.	The brochure has not been updated this reporting period. The community access committee have a role in providing information for the updating of the brochure. The annual 'abilities' walk by the committee which identifies and provides information has been cancelled the past two (2) years due to COVID-19. The committee have planned an all ability walk for July 2022. The results of the walk and the newly created Disability Inclusion Action Plan (DIAP) will assist in updating the brochure.	Anna Watt

CS 3.7.07: Explore the feasibility of establishing a covered bus and vehicle set down point in Grey Street to support people requiring mobility assistance to transfer under cover.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.7.2	Investigate the feasibility of a covered bus and vehicle set down point in Grey Street suitable for people who need mobility assistance.	Manager of Community Services	Completed	100%	The action has been completed during the 2020-2021 period. It was determined not feasible to establish the covered set down point.	The action has been completed during the 2020-2021 period. It was determined not feasible to establish the covered set down point.	Anna Watt

CS 3.7.08: Advocate for a supportive community that creates opportunities for learning and employment for people of all abilities.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.8.5	Promote and advocate for opportunities of employment for people of all abilities throughout the community.	Manager of Community Services	Completed	100%	It is mandatory for all staff engaged in recruitment activities on behalf of Council to adopt EEO principles. Council does not currently offer disability specific employment positions.	Whilst Council does not offer disability specific employment positions, it does actively practice Equal Employment Opportunity (EEO) as outlined in the EEO Policy. It is mandatory for all staff engaged in recruitment activities on behalf of Council to adopt EEO principles.	Anna Watt

CS 3.7.11: Facilitate and/or identify a diverse range of activities that are inclusive of people who are older and people who have a disability.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.11.5	Review the list of diverse activities available locally for people of all abilities and promote the list within the LGA.	Manager of Community Services	Completed	100%	Actions listed in the DIAP 2017-2021 have been met according to available budgeting. Actions contained within the DIAP 2022-2025 are specific to community feedback regarding activities available for people of all abilities. The Glen Innes Community Access Committee are proactive and supportive of new incentives and infrastructure that support the goal of inclusion.	Community consultation was afforded to the community during preparation of the DIAP 2022-2025. Activities are listed in the Glen Innes Highlands Visitor Guide however not all are suitable for people of all abilities. Additional activities will become available as the actions within the DIAP 2022-2025 are achieved facilitating greater access for people of all abilities.	Anna Watt

CS 3.7.12: Support people who are older, people who have a disability and children and families receiving services from Council to maintain independence and choice within budgetary limits, whilst achieving their goals.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.7.12.5	Proactively seek feedback from consumers and participants about their experiences, goal achievements and the degree of choice available to them.	Manager of Community Services	Completed	100%	The quarterly LC-SS Newsletter and annual consumer surveys provide opportunity for feedback from consumers on choice, experiences and achievements. Lifestyle Support Facilitators and Direct Support staff compliment the feedback process by conducting regular reviews, telephone and in person audits of service delivery.	Feedback is proactively sought from consumers and participants regarding their individual experiences and goal achievements. Trends are identified and used for continuous improvement plans for overall service delivery however the nature of aged and disability supports demands individualised assessments and plans to enhance, promote and improve the quality of life for each person. The aged and disability support teams at LC-SS are very experienced and creative when working with customers to maintain or improve their independence.	Anna Watt

**CS 3.8: Work with the community to address drug and alcohol issues.**

CS 3.8.1: Play a more proactive role in the Community Drug Action Team (CDAT), including promotion to increase membership, whilst continuing to add and review relevant information on Council's website and have more local activities.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 3.8.1.5	Advocate for continued support of local CDAT groups with the new management authority. Maintain two (2) community services staff as members of the Glen Innes CDAT and proactively work towards increasing community awareness of the harm associated with drug and alcohol misuse.	Manager of Community Services	Completed	100%	Council representatives remain the driving force for the local CDAT. Two (2) Council staff and CDAT members attended the State Conference in Sydney during June and the committee have received addition funding for the second half of 2022. A presence is planned for NAIDOC celebrations during September at 'The Willows'.	Council representatives remain the driving force for the local CDAT. The committee has had another successful year delivering the safety message around Drugs and Alcohol to the community.	Anna Watt

**CS 4: Promote transport accessibility, between villages and towns, particularly for vulnerable groups.**

**CS 4.1: Advocate for increased transport services within the LGA.**

CS 4.1.7: Provide a Country Link Booking Service for residents of the LGA through the Visitor Information Centre.

The TrainLink Booking Service is provided at the Visitor Information Centre during operating hours.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 4.1.7.5	Continue to provide a TrainLink Booking Service for residents of the LGA through the Visitor Information Centre.	Manager of Economic Development	Completed	100%	The TrainLink Booking Service was provided to the community.	The TrainLink Booking Service was provided to the community.	Dennis McIntyre

**CS 5: Celebrate and encourage community committees (volunteerism).**
**CS 5.1: Promote partnerships between the community and Council in achieving this objective.**

CS 5.1.1: Provide annual training workshops for volunteers on Council Community Committees and where possible extend invitations to other Non-Council Community Committees.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 5.1.1.5	Provide annual training workshops for volunteers on Council Community Committees and where possible extend invitations to other Non-Council Community Committees.	Director of Corporate and Community Services	Completed	100%	Code of Conduct training conducted by Emma Broomfield from Locale Consulting was provided to 355 Committees on Tuesday, 26 April 2022.	Code of Conduct training conducted by Emma Broomfield from Locale Consulting was provided to 355 Committees on Tuesday, 26 April 2022. As this training was specific to Council committees an invitation was not extended to non-Council committees.	Dennis McIntyre

CS 5.1.2: Provide a Grants Officer on a permanent part-time basis.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 5.1.2.10	Provide a Permanent Part-Time Grants Officer.	Manager of Economic Development	Completed	100%	Richard Quinn remaining in position as the Grants Officer.	Richard Quinn remaining in position as the Grants Officer.	Dennis McIntyre

CS 5.1.3: Identify and communicate opportunities for grants by providing a regular grants newsletter to Community Groups.

Quarter One: July, August and September 2021 and Quarter Two: October, November and December 2021 monthly "Bid Blast: Newsletters compiled and uploaded to glenneshighlands.com. emailed to all 355 committees, Councilors and Council staff by Richard Quinn, Grants Officer. Grant Opportunities sent in group emails to community and sporting organisations during Quarter One and Two.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 5.1.3.5	Distribute a grants newsletter to relevant community groups and organisations	Manager of Economic Development	Completed	100%	The Grants Officer (GO) produced three (3) bid blasts. Distribution channels include Glen Innes Highlands news page; emailed to 355 committees of Council; Councillors; All staff; email to community organisations database.	A total of 12 bid-blasts were delivered throughout the year by the Grants Officer (GO). Distribution channels include Glen Innes Highlands news page; emailed to 355 committees of Council; Councillors; All staff; email to community organisations database.	Dennis McIntyre

## ***CS 6: Promote community spirit and foster pride.***

### **CS 6.1: Promote community events, including family oriented entertainment, culture and arts.**

CS 6.1.1: Promote family oriented and youth activities through the Glen Innes Severn Library Centre Marketing Plan action plan.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 6.1.1.4	Promote family oriented and youth activities from the Glen Innes Severn Library and Learning Centre Marketing Plan's Action Plan.	Manager of Library and Learning Centre	Completed	100%	January through to June 2022 was a difficult period due to staff shortages and sickness which placed pressure on the remaining permanent and casual Library staff. Managing this situation was problematic and caused several cancellation of services at the village libraries during this period.	Following two (2) years of COVID Pandemic and a difficult six (6) months of staffing issues at the commencement of 2022, there is a light at the end of the tunnel with the appointment of a new Library Assistant on the 16 May 2022 and the commencement of School Holiday activities and a new service called Savvy Seniors - Technology Awareness in July 2022.	Anna Watt

CS 6.1.3: Provide a dedicated Christmas tree for Grey Street, Glen Innes and undertake a review of the purchase of suitable, cost effective other Christmas decorations.

Council Christmas decorations include the dedicated Christmas tree, wish sign and elf. Due to reduced allocated Revenue and Expenditure Budget 2021 - 2022, no new decorations can be purchased this financial year. A partnership with Mr & Mrs Hill lighting has been established to provide further decorations for 2021-2022.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 6.1.3.7	Council to provide an annual allocation of \$10,000 for Christmas Street Decorations and Christmas in the Highlands event in the Operational Plan and Budget for the 2021/2022 Financial Year.	Manager of Economic Development	Completed	100%	Council provided the dedicated Christmas Tree in Grey Street by 30 November 2021 as well as Mr and Mrs Hill Lighting providing a Christmas Tree lighting installation on the Bourke Street roundabout on the 15th December. A delay due to an unforeseen issue with the electrical supply on the roundabout.	Council provided the dedicated Christmas Tree in Grey Street by 30 November 2021 as well as Mr and Mrs Hill Lighting providing a Christmas Tree lighting installation on the Bourke Street roundabout on the 15th December. A delay due to an unforeseen issue with the electrical supply on the roundabout.	Dennis McIntyre

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 6.1.3.8	Deliver Christmas in the Highlands event with relevant local collaborations.	Manager of Economic Development	Completed	100%	The Christmas in the Highlands event was delivered in conjunction with the Red Cross Christmas Display and the Spend in Glen Promotion sponsored by the Glen Innes and District Services Club. The event was promoted under GISC and Glen Innes Highlands brands and channels. A great turnout of traders at the event with a few last minute cancellations due to the weather.	The Christmas in the Highlands event was delivered in conjunction with the Red Cross Christmas Display and the Spend in Glen Promotion sponsored by the Glen Innes and District Services Club. The event was promoted under GISC and Glen Innes Highlands brands and channels. A great turnout of traders at the event with a few last minute cancellations due to the weather.	Dennis McIntyre

CS 6.1.4: Investigate the provision of dedicated Christmas trees in Emmaville and Deepwater into the future.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 6.1.4.2	Provide a dedicated Christmas tree in RSL Park, Emmaville.	Manager of Recreation and Open Spaces	Progressing	5%	This is one of the agenda items once a committee is formed at Emmaville for the Beautification Projects. Plans are to try to use an existing tree, or the possible purchase of a purpose removal Christmas tree.	This is one of the agenda items once a committee is formed at Emmaville for the Beautification Projects. Plans are to try to use an existing tree, or the possible purchase of a purpose removal Christmas tree.	Kane Duke

**CS 7: To have a safe community.****CS 7.1: Provide safe community spaces.**

CS 7.1.4: Provide an effective regulatory service by way of suitably qualified and trained staff.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 7.1.4.5	Provide an effective regulatory service by way of suitably qualified and trained staff.	Manager of Regulatory and Planning Services	Completed	100%	All staff employed in the regulatory service team have completed training required to undertake their role. Staff have completed self enforcing infringement notice scheme (SEINS) online training, illegal dumping, investigating and interviewing courses offered through New England Regional Waste (NIRW).		Kane Duke

CS 7.1.5: Provide a Category Two (2) service in accordance with the NSW Food Authorities Food Regulation Partnership.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 7.1.5.7	Council continues to provide a Category Two (2) service in accordance with the NSW Food Authorities Food Regulation Partnership.	Manager of Regulatory and Planning Services	Completed	100%	Category 2 service has been completed in accordance with the NSW Food Authorities Food Regulation Partnership. 97% of food business inspected in 2021/2022 financial year. 100% of improvement notices issued and subsequent reinspection will be undertaken as per the regulation. All scores on doors certificates have been completed and will be distributed by the end of July 2022.		Kane Duke

**CS 8: To have a healthy community.****CS 8.1: Encourage the community to be more physically active.**

CS 8.1.5: Promote regular messages regarding the value of team sports within the community.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 8.1.5.5	Promote regular messages regarding the value of sport within the community.	Manager of Recreation and Open Spaces	Completed	100%	Messages have been distributed for the Aquatic Centres and the activities that are available throughout the season. There has also been an increase in numbers for Learn to swim classes at Glen Innes with the promotion of the available Government vouchers. A trial for men's aqua was held with mixed results. Meetings have been held with possible users of the new Sports Stadium and the updates on this project.	Messages have been distributed for the Aquatic Centres and the activities that are available throughout the season. There has also been an increase in numbers for Learn to swim classes at Glen Innes with the promotion of the available Government vouchers. A trial for men's aqua was held with mixed results. Meetings have been held with possible users of the new Sports Stadium and the updates on this project.	Kane Duke

CS 8.1.6: Support and provide Life Choices - Support Services' current healthy lifestyle programs.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
CS 8.1.6.5	Review the level of healthy lifestyle programs delivered to the community and ensure they meet current needs.	Manager of Community Services	Progressing	75%	Healthy Lifestyle programs remain very much in demand and well attended. The Coordinator Activity and Lifestyle Support is currently preparing a community survey to ascertain demand for Healthy Lifestyle Program delivery from Council's Community Services department.	The community has been fortunate to have privately operated Exercise Physiology commence business and classes during this year. The private classes compliment existing Community Services Healthy Lifestyle classes and provide additional choice for community members. A community survey is planned to review Council operated Healthy Lifestyle Service demand.	Anna Watt

## 2: Economic Development

OBJECTIVE: FACILITATE A GROWING LOCAL ECONOMY BY CONTINUING TO SUPPORT AN ATTRACTIVE BUSINESS CLIMATE.

### *ED 1: Facilitate market and business opportunities.*

**ED 1.1: Update the existing GISC Economic Development Strategy to reflect the current economic climate and opportunities (understanding gaps in the market and opportunities).**

ED 1.1.1: Undertake a review of the current Economic Development Strategy to ensure Council is capitalising on economic development opportunities in the LGA.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.1.1.3	Implement the Glen Innes Highlands Economic Development Strategy and Action Plan.	Manager of Economic Development	Completed	100%	Partnerships - Six (6) of the seven (7) tasks have been delivered to date and the remaining in progress and/or ongoing. People - Nine (9) of the thirteen tasks have been delivered to date and the remaining in progress and/or ongoing. Place - Eleven of the eighteen tasks have been delivered to date and the remaining in progress and/or ongoing. Prosperity - Twelve (12) of the twenty-two tasks have been delivered to date and the remaining in progress and/or ongoing.	The detailed EOFY report is attached and positive results to the FY2021-2022 FY from the 2016 baseline metrics. Highlights include: Average Household Income - 11% increase Estimated Resident Population up 0.1% increase and DPI projections up 35.8% Residential and non-residential building approvals up 5.2% Visitors up 2% Unemployment rate decreased 17.7% Local jobs - stable Industry Sector Output - overall increase 10.5% Business Counts per industry - stable Average Visitor Domestic Stay - 3 nights - increase 50%	Dennis McIntyre

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.1.1.4	Leverage the GROW Glen Innes Think Tank (GGITT) to seek community consultation on 2021/2022 action items from the Glen Innes Highlands Economic Development Strategy and Action Plan.	Manager of Economic Development	Completed	100%	The Manager of Economic Development (MED) held a Grow Glen Innes Think Tank (GGITT) on Community Wealth Building.	As at the EOFY there are 58 registered Grow Glen Innes Think Tankers (GGITT's). There were three (3) GGITT's in the financial year including: Disused and Underutilised Assets; 2100 Vision for Glen Innes Highlands; Community Wealth Building.	Dennis McIntyre

## **ED 1.2: Maintain the Significant Development Committee as an important gateway to listen to and welcome new business proposals.**

ED 1.2.1: Provide an internal development pathway to facilitate development.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.2.1.5	Provide an internal development pathway to facilitate development.	Manager of Regulatory and Planning Services	Completed	100%	Internal pathway is provided to facilitate development.		Kane Duke

**ED 1.3: Review tourism opportunities and promotion with a particular focus on strengthening accessibility and providing incentives to draw visitors into the Glen Innes Highlands.**

ED 1.3.1: Provide a well resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.

The Visitor Information Centre (VIC) retained all permanent and permanent part-time employees throughout the NSW travel restrictions and lockdowns during the quarter. Casual staff were not rostered due to reduced visitor numbers and lockdown restrictions during the quarter.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.1.20	Provide a well resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism and utilising volunteers where available.	Manager of Economic Development	Completed	100%	Staffing levels have been maintained during the quarter however there is an identified need for additional permanent staff and casual staff to manage the operations, events and activities as they continue to grow year on year.	Staffing levels have been maintained during the year however there is an identified need for additional permanent staff and casual staff to manage the operations, events and activities as they continue to grow year on year. In addition there the full time Tourism Assistant is taking 7 weeks long service leave which with creative a shortage of staff.	Dennis McIntyre
ED 1.3.1.21	Continue to utilise volunteers to assist with staffing of the Visitor Information Centre.	Manager of Economic Development	Completed	100%	Visitor information Centre had three (3) volunteers however they have all returned to the workforce.	Volunteers are an ongoing challenge across Council and needs a wholistic and shared approach across all areas of Council.	Dennis McIntyre

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.1.22	Maintain a clean and pleasant atmosphere at the Visitor Information Centre by ensuring that the washrooms, toilets, building and garden are maintained to a high standard.	Manager of Economic Development	Completed	100%	There continues to be some major asset works needed at the VIC to improve the atmosphere at the Visitor Information Centre (VIC).	There continues to be some major asset works needed at the VIC to improve the atmosphere at the Visitor Information Centre (VIC). General cleaning and maintenance has been delivered and gardens kept neat and tidy with a particular effort prior to the Australian Celtic Festival.	Dennis McIntyre

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.1.23	Provide regular updates on Tourism and Events to the Glen Innes Highlands Visitor Association (GIHVA) and communicate any opportunities, initiatives or collaboration to attract the Visitor Economy.	Tourism and Events Officer	Completed	100%	Attended monthly meetings with GIHVA Committee, reported on Tourism and Events, reported on relevant grant funding opportunities through Bid Blast, Tourism and Events are also sent to GIHVA which contain all grant funding opportunities, updated events, new tourism product, latest economic development news, tourism opportunities and business support through NSW Government, Destination NSW and Destination Country and Outback.		Margot Davis

ED 1.3.2: Provide an annual budget allocation to promote the visitor economy to the LGA.

An annual allocation of \$40,000 in the Operational Plan and Budget for the 2021/2022 Financial Year for the implementation of the key actions as identified in the DMP.

An allocation of \$100,000 was provided in the 2021/2022 Operating budget which was \$50,000 less than the previous year presenting challenges to maintain momentum with our campaigns across the three (3) pillars of Visit, Live and Invest.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.2.9	Council to provide an annual allocation of \$40,000 in the Operational Plan and Budget for the 2021/2022 Financial Year for the implementation of the key actions as identified in the Destination Management Plan by 30 June 2022.	Manager of Economic Development	Completed	100%	Projects delivered against the budget include: Geotourism scoping studies; Highlands Hub Digital migration; Powerhouse Museum Expression of Interest; Goodness Gravel event incubation; DMP consultancy; Boulderling content; Glen Innes Highlands content and marketing consultancy; Part of Liveability Assessment; Community Wealth Building Capital Program.	Projects delivered against the budget include: Geotourism scoping studies; Highlands Hub Digital migration; Powerhouse Museum Expression of Interest; Goodness Gravel event incubation; DMP consultancy; Boulderling content; Glen Innes Highlands content and marketing consultancy; Part of Liveability Assessment; Community Wealth Building Capital Program.	Dennis McIntyre

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.2.10	Provide opportunities for local businesses and subscribers to leverage Glen Innes Highlands information, activity and opportunities.	Manager of Economic Development	Completed	100%	<p>Communication with GIH databases and social media audiences continued monthly via our email campaigns, articles on the GIH website news page and organic social media posts. The Highlands Hub - re-launched in May 2022 to add Community and Careers to Business.</p> <p>The Highlands Business funded under the Bushfire Local Economic Development Fund (BLER) with the fit-out in progress with an opening date of September 2022.</p> <p>The Community and Business Engagement Officer (CBEO) was appointed.</p>	<p>Regular newsletters are sent to databases sharing information on how local businesses can leverage the Glen Innes Highlands and the New England High Country Brands.</p> <p>The Highlands Hub digital platform was relaunched to include Business, Community and Careers.</p> <p>The Highlands Hub co-working space fit-out is well underway and will launch in September 2022.</p> <p>A Community and Business Engagement Officer (CBEO) was appointed out of grant funding on a contractual basis.</p>	Dennis McIntyre

ED 1.3.7: Monitor the New England and Gwydir Highway traffic numbers to provide perspective regarding the potential business flow.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.3.7.5	Arrange collection of traffic counts on the Gwydir Highway and New England Highway at fixed locations, to supplement periodic vehicle counts published on the Transport for NSW online Traffic Volume Viewer.	Manager of Infrastructure Delivery	Completed	100%	Traffic counts on both highways were completed in conjunction with the 2022 Australian Celtic Festival.	Traffic counts on both highways were completed in conjunction with the 2022 Australian Celtic Festival.	Keith Appleby

**ED 1.4: Advocate for the decentralisation of State Government agencies including the Roads and Maritime Services and Department of Primary Industries.**

ED 1.4.1: Advocate to the State and Federal Members of Parliament for further decentralisation of Government departments.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 1.4.1.5	Advocate and lobby the local State and Federal Members of Parliament for the decentralisation of Government departments to the LGA.	General Manager	Progressing	75%			Dennis McIntyre

## ***ED 2: Develop a strong brand for Glen Innes Severn Highlands.***

### **ED 2.1: Support and promote the new Glen Innes Highlands destination branding.**

#### **ED 2.1.1: Adopt an economic development brand.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 2.1.1.5	Ensure Glen Innes Highlands Brand is utilised to promote Glen Innes as a place to VISIT, LIVE, INVEST	Manager of Economic Development	Completed	100%	The Glen Innes Highlands (GIH) annual marketing plan was delivered to encourage people to Visit, Live and Invest with the following results achieve in leveraging our strengths, opportunities, and assets. Detailed results can be reviewed in the EOFY Economic Development Report attached.	The Glen Innes Highlands (GIH) annual marketing plan was delivered to encourage people to Visit, Live and Invest with the following results achieve in leveraging our strengths, opportunities, and assets. Detailed results can be reviewed in the EOFY Economic Development Report attached.	Dennis McIntyre

### ***ED 3: Facilitate growth and support business development.***

#### **ED 3.1: Be responsive and proactive to business interest/receptive to innovation and relocation.**

ED 3.1.1: Support "Business in Glen" and the "Glen Innes Severn Tourist Association" to ensure a consistent approach to encouraging development within the LGA, and to provide for a regular discussion opportunity with Council staff.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 3.1.2.5	Promote and seek applications by July 2021 to deliver the Local Economic Development Support Fund Policy and provide the community with access to financial assistance in alignment with the criteria.	Manager of Economic Development	Completed	100%	Council promoted the Local Economic Development Support Fund via all available channels.	Council promoted the Local Economic Development Support Fund via all available channels. Applications close on 31 July 2022 for the following financial year.	Dennis McIntyre

ED 3.1.4: Hold "Development Assessment Unit" meetings with developers to provide them with an opportunity to discuss their developments with key Council staff before the actual Development Applications are lodged.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 3.1.4.9	Provide the opportunity for a weekly Development Assessment Unit meeting to provide developers with the opportunity to discuss proposed developments prior to the lodgement of a Development Application.	Manager of Regulatory and Planning Services	Progressing	90%	Development Assessment Unit meetings are allocated each week on Thursdays with key Council staff, both face to face or digitally to provide development advice as requested prior to lodging applications.		Kane Duke

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 3.1.4.10	Promote Council's Development Assessment Unit as an opportunity for applicants to discuss proposed developments prior to the lodgement of a Development Application.	Manager of Regulatory and Planning Services	Completed	100%	DAU service is promoted on Council's website and through the Church Street office.		Kane Duke

ED 3.1.5: Provide a Planning and Accreditation Service.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 3.1.5.5	Maintain a minimum service level of 2.5 Full Time Equivalent (FTE) Accredited Building Surveyors and one (1) FTE Town Planner within the organisational structure.	Manager of Regulatory and Planning Services	Progressing	90%	Along with a fulltime employed building surveyor, the Ranger is currently applying for A4 Accreditation with the Department of Fair Trading to provide additional staffing. The Acting Director Development Planning and Regulatory Services has current A1 Accreditation to complete commercial certification required. The Acting Manager of Planning and Regulatory Services is a qualified Town Planning and the Town Planner has enrolled in a Town Planning Graduate Diploma course.		Kane Duke

***ED 4: Recognise and support the agricultural sector as the most significant local industry within the LGA.***

**ED 4.1: Have a particular focus on the maintenance and renewal of Council's rural local roads network.**

**ED 4.1.1: Develop and maintain advanced Asset Management Plans for the local road network.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.1.5	Develop and maintain advanced Asset Management Plans for public transport infrastructure, integrated with Council's Long Term Financial Plan.	Technical Services Coordinator	Completed	100%	The suite of asset management planning documents were fully reviewed and adopted by Council in accordance with IPRF requirements.	The suite of asset management planning documents were fully reviewed and adopted by Council in accordance with IPRF requirements.	Keith Appleby

## ED 4.1.2: Maintain a routine inspections program for the road network.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.2.5	Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets.	Manager of Infrastructure Delivery	Completed	100%	The annual inspection of the sealed road network has been completed by external providers ARRB. The road network has been further inspected due to floods in March, July and November. The road network will continue to be monitored due to the rapid change of road condition.	The annual inspection of the sealed road network has been completed by external providers ARRB. The road network has been further inspected due to floods in March, July and November. The road network will continue to be monitored due to the rapid change of road condition.	Keith Appleby

ED 4.1.3: Manage the maintenance and renewal of the rural sealed road network according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.3.9	Organise and implement the re-sealing and heavy patch program for Council's sealed road assets.	Manager of Infrastructure Delivery	Progressing	40%	Heavy patching and resealing were completed on Waterloo, Emmaville, Red Range and Ranger's Valley Roads. The heavy patch team has been diverted to flood recovery works.	Heavy patching and resealing were completed on Waterloo, Emmaville, Red Range and Ranger's Valley Roads. The heavy patch team has been diverted to flood recovery works.	Keith Appleby

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.3.10	Organise and implement a rehabilitation program, heavy patching program and reseal program for Council's road infrastructure to maintain and improve the road user's experience.	Manager of Infrastructure Delivery	Progressing	50%	An independent contractor has mapped out roads that need to be resealed, rehabilitated and heavy patched in preparation for the new delivery plan. The heavy patch team has progressed works on Maybole Road, Red Range Road and Rangers Valley Road. Resealing works have been completed on Waterloo Road and Emmaville Road. Rehabilitation works on Furracabad Road rehabilitation have commenced. Flood recovery efforts have delayed a number of capital projects.	An independent contractor has mapped out roads that need to be resealed, rehabilitated and heavy patched in preparation for the new delivery plan. The heavy patch team has progressed works on Maybole Road, Red Range Road and Rangers Valley Road. Resealing works have been completed on Waterloo Road and Emmaville Road. Rehabilitation works on Furracabad Road rehabilitation have commenced. Flood impacts have delayed a number of capital projects.	Keith Appleby

ED 4.1.4: Manage the maintenance and renewal of the rural unsealed road network according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.4.5	Maintain a network of roads that provide optimum access for livestock freight movements.	Manager of Infrastructure Delivery	Completed	100%	Council's Maintenance teams and contractors are working on roads across the LGA to provide access for landholders given the extraordinary seasonal conditions. Natural disaster funding has also been used to repair roads after four separate natural disaster events.	Council's Maintenance teams and contractors are working on roads across the LGA to provide access for landholders given the extraordinary seasonal conditions. Natural disaster funding has also been used to repair roads after four separate natural disaster events.	Keith Appleby

ED 4.1.5: Manage the maintenance and renewal of the rural road drainage network according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
ED 4.1.5.6	Maintain rural drainage network using a dedicated team comprising three (3) staff, two (2) backhoes and a tip truck.	Manager of Infrastructure Delivery	Completed	100%	The drainage team continues to be deployed in natural disaster recovery efforts.	The drainage team has largely been deployed in natural disaster recovery efforts. Drainage renewal and upgrade works were also undertaken in conjunction with road pavement rehabilitation projects.	Keith Appleby

### 3: Infrastructure Management

OBJECTIVE: AS A PRIORITY, PROVIDE ADEQUATE INFRASTRUCTURE AND FACILITIES FOR THE EXISTING AND FUTURE POPULATION.

#### *IM 1: Ensure there are optimal services.*

**IM 1.1: Continue to engage with the community through established Community Committees to ensure their needs are understood.**

IM 1.1.1: Support the existing Roads Committee and Access Committee.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.1.1.5	Facilitate the function of the Roads Consultative Committee.	Personal Assistant - Director Infrastructure Services	Completed	100%	Roads Consultative Committee meetings are productive and well-structured with actions being captured and tracked through Infocouncil. Agendas are produced and circulated well in advance and minutes are prepared promptly after each meeting to ensure accuracy of content.	Roads Consultative Committee meetings are productive and well-structured with actions being captured and tracked through Infocouncil. Agendas are produced and circulated well in advance and minutes are prepared promptly after each meeting to ensure accuracy of content.	Keith Appleby

IM 1.1.2: Support the existing Open Spaces Committee, Glen Innes and District Sports Council, Cemetery Committee, Australian Standing Stones Management Board, Emmaville and Deepwater Village Beautification Committees, and Emmaville Mining Museum committees.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.1.2.9	Council provides staff representation to the monthly Australian Standing Stones Management Board (ASSMB) meetings.	Director Development, Planning and Regulatory Services	Completed	100%	Cr L Gresham, Cr R Banham, Tourism and Events Officer delegated to attend Australian Standing Stones Management Board at Council meeting 11 January 2022 (8.01/22 Resolution).		Dennis McIntyre
IM 1.1.2.10	Council's delegate attends the Open Spaces, Glen Innes and District Sports Council, Glen Innes Severn Cemetery Committee, Emmaville and Deepwater Beautification Committee Meetings.	Manager of Recreation and Open Spaces	Completed	100%	Meetings are being attended as Required. There has been some impact on having meetings due to COVID-19 or lack of quorums.	Meetings are being attended as Required. There has been some impact on having meetings due to COVID or lack of quorums.	Kane Duke

**IM 1.2: Ensure there is timely response and clear communication regarding infrastructure customer service requests.**

IM 1.2.1: Maintain an up to date register of customer requests.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.2.1.5	Maintain customer requests for Infrastructure issues in a managed register and respond in a timely manner.	Personal Assistant - Director Infrastructure Services	Completed	100%	All written correspondence is tracked via ECM and verbal correspondence, received via telephone or in person, is registered in the directorate's Maintenance Works & Enquiries Register. All matters referred to senior staff in the infrastructure directorate are followed up until complete and accurate record keeping is practiced.	All written correspondence is tracked via ECM and verbal correspondence, received via telephone or in person, is registered in the directorate's Maintenance Works & Enquiries Register. All matters referred to senior staff in the infrastructure directorate are followed up until complete and accurate record keeping is practiced. Natural disaster issues have created an abnormal workload and response times have not been within normal KPI's for much of the year.	Keith Appleby

**IM 1.3: Maintain appropriate levels of service across the LGA.**

IM 1.3.01: Implement Capital Roads infrastructure works according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.1.5	Implement and complete the Capital Works Program for the 2021/2022 financial year.	Manager of Infrastructure Delivery	Progressing	60%	The capital works program is underway however natural disaster events and contractor shortages have delayed progress. All works crews with the exception of the Construction team have been re-tasked to natural disaster recovery during the fourth quarter.	The capital works program is underway however natural disaster events and contractor shortages have delayed progress. New bitumen seals have been created on approximately 60km of previously unsealed roads.	Keith Appleby

IM 1.3.02: Implement Capital Bridge infrastructure works according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.2.4	Implement and complete all planned Capital Bridge Infrastructure works for the 2021/2022 financial year.	Manager of Infrastructure Delivery	Progressing	50%	A tender for supply of components has been accepted during the fourth quarter. Planning is underway for delivery of four bridges by Council's bridge team, while a local contractor continues to construct the Shannon Vale Rd bridge over the Mann River.	A small bridge on Rockadooie Creek was installed by Council's bridge team. Planning is underway for delivery of four major bridges by Council's bridge team, while a local contractor continues to construct the Shannon Vale Rd bridge over the Mann River. The bridge over the Mann River on Old Grafton Rd was opened to traffic in November 2021.	Keith Appleby

IM 1.3.03: Implement maintenance infrastructure works according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.3.5	Review the performance of maintenance works against the adopted levels of service and identify areas for improvement. Monitor and track progress of maintenance works.	Manager of Infrastructure Delivery	Completed	100%	Monitoring of the quality of work is undertaken by the works coordinator who reports to the MID for areas that need improving. Maintenance work progress is reported monthly to Council.		Keith Appleby

IM 1.3.04: Manage water functions according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.4.5	Manage water functions according to adopted service levels.	Manager of Integrated Water Services	Completed	100%	The water business unit has operated in accordance with all requirements, including 100% compliance with the Australian Drinking Water guideline requirement	The water business unit has operated in accordance with all requirements, including 100% compliance with the Australian Drinking Water guideline requirement	Keith Appleby

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.4.6	Manage Water Function according to adopted service levels.	Manager of Integrated Water Services	Progressing	40%	The on site visit by consultants developing the Integrated Water Cycle Management Plan has been completed with the majority of the data collection now obtained. The initial draft report is now being prepared for the first stage of this project which is planned over two years.	This project is a 2 year project. Initial delays for data collection were caused with the COVID restrictions, but this has now been completed. The contractor is preparing the first stage report for council to review and will continue progressing the project.	Keith Appleby

## IM 1.3.05: Manage wastewater functions according to adopted service levels.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.5.5	Operate the Glen Innes Sewer system in accordance with Environmental Protection Authority (EPA) licence conditions.	Manager of Integrated Water Services	Completed	100%	The wastewater system is functioning appropriately with 100% compliance with Environment Protection Authority (EPA) licence conditions. Recent wet weather has impacted the system at the moment and work has been completed to rectify this issue	The wastewater system is functioning appropriately with 100% compliance with Environment Protection Authority (EPA) licence conditions	Keith Appleby

IM 1.3.06: Provide adequate plant and fleet levels for excellence in service delivery.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.6.5	Manage the acquisition, maintenance and disposal of plant and fleet assets in accordance with Council policies and procedures, and adopted capital and operational budgets.	Manager of Asset Services	Progressing	90%	The plant and fleet capital procurement program is near complete. A number of items will not be delivered until approximately September 2022 due to supply issues.	The plant and fleet capital procurement program is near complete. A number of items will not be delivered until approximately September 2022 due to supply issues.	Keith Appleby

IM 1.3.07: Maintain an engineering oversight and customer service delivery function.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.7.5	Maintain a full complement of staff in the Department of Infrastructure Services' adopted structure.	Director of Infrastructure Services	Completed	100%	The Directorate is recruiting staff to vacant positions as required. The Manager Assets Services role has been vacant for an extended period as no applications were received in the recruitment process for a maternity relief position.	The Directorate is recruiting staff to vacant positions as required. An effort has been made throughout the year to reduce recruitment timeframes. Attracting a pool of qualified applicants remains a challenge particularly for short term roles such as maternity relief.	Dennis McIntyre

IM 1.3.08: Oversee Emergency Services within the LGA.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.8.10	Coordinate and provide administrative support for three (3) Local Emergency Management Committee meetings each year.	Technical Services Coordinator	Completed	100%	July, October, and February meetings were held successfully for the 2022 financial year.	July, October, and February meetings were held successfully for the 2022 financial year.	Keith Appleby

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.8.11	Provide support for the NSW Rural Fire Service (RFS) and State Emergency Service (SES) in accordance with legislative requirements and service level agreements.	Technical Services Coordinator	Completed	100%	Council provided support for RFS in accordance with the service level agreement.	Council provided support for RFS in accordance with the service level agreement.	Keith Appleby

IM 1.3.11: Deliver on the action plan of the Strategic Marketing Plan for branch libraries at Deepwater, Emmaville and Glencoe.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.11.5	Continue to survey the community for feedback on current and future services needs and satisfaction levels.	Manager of Library and Learning Centre	Completed	100%	Comments, feedback, evaluation of services and levels of satisfaction have been used in the Draft Glen Innes Severn Learning Strategic Plan 2022-2025.	Surveying the Glen Innes Severn community is a valuable strategic tool which allow us to continue to be informed about the changing environment and needs of the people we serve. The COVID Pandemic, droughts, fires, floods and economic downturn all impact on our communities and change their environment and needs, so it is important we stay informed and responsive to their needs.	Anna Watt

IM 1.3.12: Maintain and/or further develop advanced Asset Management Plans across all asset classes.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.3.12.4	Develop and maintain advanced Asset Management Plans across all asset classes, integrated with Council's Long Term Financial Plan.	Technical Services Coordinator	Completed	100%	The suite of asset management planning documents were fully reviewed and adopted by Council in accordance with IPRF requirements.	The suite of asset management planning documents were fully reviewed and adopted by Council in accordance with IPRF requirements.	Keith Appleby

**IM 1.4: Advocate for reliable telecommunications infrastructure across the LGA.**

IM 1.4.1: Submit mobile black spot funding applications when the opportunity arises.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 1.4.1.5	Review mobile telephone coverage and competition within the local government area, develop proposals, and submit applications for telecommunications Infrastructure funding under the Australian Government's Mobile Black Spots Program.	Manager of Economic Development	Completed	100%	MED advises advocating for Renewable Energy Zone (REZ) projects to include more benefit to local communities including funding of additional mobile towers and opportunities for consumer benefit to reduce energy household costs.	MED advises advocating for Renewable Energy Zone (REZ) projects to include more benefit to local communities including funding of additional mobile towers and opportunities for consumer benefit to reduce energy household costs.	Dennis McIntyre

## ***IM 2: Continue to systematically reduce the infrastructure backlog.***

### **IM 2.1: Pursue and deliver the Fit for the Future Action Plan.**

#### **IM 2.1.2: Identify and investigate opportunities for Council to supplement its Own Source Revenue.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 2.1.2.5	Identify and investigate opportunities for Council to extend its Own Source Revenue when preparing the 2022/2023 Annual Fees and Charges as part of the Annual Operational Plan and Budgeting process.	Chief Financial Officer	Progressing	60%	This needs to be a continual focus across council. Fees and charges need to be reviewed to ensure that where applicable cost recovery is achieved. Opportunities for own source revenue need to be identified and investigated.	This needs to be a continual focus across council. Fees and charges need to be reviewed to ensure that where applicable cost recovery is achieved. Opportunities for own source revenue need to be identified and investigated.	Anna Watt

IM 2.1.3: Target annual asset renewal expenditure to ensure the infrastructure backlog is addressed within the next 10 to 15 years.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 2.1.3.9	Target annual asset renewal expenditure to ensure the Infrastructure backlog is addressed within the next 10 years.	Chief Financial Officer	Completed	100%	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Anna Watt
IM 2.1.3.10	Ensure Operating Surpluses are sufficient to address Infrastructure backlog requirements.	Chief Financial Officer	Progressing	95%	Operating surplus projections monitored as part of QBR - need to complete the updating of the last QBR into Practical.	Operating surplus projections monitored as part of QBR	Anna Watt

**IM 2.2: Set and communicate the delivery of annual infrastructure backlog targets.**

IM 2.2.1: Develop and implement an Infrastructure Backlog Management Plan.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 2.2.1.4	Develop and implement an 'Infrastructure Backlog Management Plan'.	Technical Services Coordinator	Completed	100%	Condition data and modelling was completed in detail for the roads asset class. The Integrated Asset Management Strategy has been reviewed and adopted.	Condition data and modelling was completed in detail for the roads asset class. The Integrated Asset Management Strategy has been reviewed and adopted.	Keith Appleby

IM 2.2.2: Continue to achieve annual operating surpluses sufficient to meet the reduction in infrastructure backlog targets.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 2.2.2.5	Continue to achieve annual operating surpluses sufficient to meet the reduction in Infrastructure backlog targets, as determined by the Infrastructure Backlog Management Plan.	Chief Financial Officer	Completed	100%	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Anna Watt

### ***IM 3: Ensure proper management of infrastructure and assets.***

**IM 3.1: Optimise the management of assets, with a focus on Council's road network and drainage.**

IM 3.1.2: Provide a supply of affordable and optimal gravel for the sheeting of unsealed roads.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.1.2.5	Maintain adequate supplies of unsealed road gravel at various locations around the local government area to facilitate gravel road re-sheeting.	Quarry Manager	Completed	100%	This action will be ongoing and will fluctuate as material is moved out for road construction and replacement of that material is coordinated into the work plan.	Gravel supplies have been maintained over the last twelve months. New pits have been identified for upcoming work required on the road network but will require planning to coordinate with crushing at Glen Innes Aggregates.	Keith Appleby

IM 3.1.3: Return an annual profit from Glen Innes Aggregates to provide additional funding for the ongoing management of the local road network.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.1.3.5	Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit to provide funding for ongoing management of the road network.	Quarry Manager	Progressing	60%	See annual comment	Flood damage repair work has seen high demand for drainage rock and scalps material. Production difficulties were experienced with the unexpected loss of our contracted crushing operator in November 2021. Existing stockpiles have not been able to be accessed due to waterlogging resulting in short term supply issues.	Keith Appleby

**IM 3.2: Develop and implement best operational practices, including the empowerment of staff to take ownership of outcomes.**

IM 3.2.1: Develop and maintain a culture of community stewardship among field staff.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.1.5	Maintain regular meetings with team leaders to discuss working standards and expectations.	Manager of Infrastructure Delivery	Progressing	75%	Team leader meetings are held monthly. The meeting are a run down on the works schedule and a platform for the teams to voice issues or concerns that they might have.	Team leader meetings are held on a monthly basis. The meeting include a run down on the works schedule and provide a platform for the teams to voice current issues or raise suggestions for improved practices.	Keith Appleby

## IM 3.2.2: Implement best practice techniques for road management.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.2.9	Unsealed roads that are not remaining in a satisfactory condition between grades are prioritised for gravel re-sheeting and drainage upgrades to ensure water damage is not contributing to early failure of the Unsealed Road network..	Manager of Infrastructure Delivery	Completed	100%	Unsealed roads that are not remaining in satisfactory condition have been included in the 2022/2023 Operational Plan and Budget. These include Nine Mile Rd, Bullock Mountain Rd, Caerleon Rd and Haymarket Rd.	Unsealed roads that are not remaining in satisfactory condition have been included in the 2022/2023 Operational Plan and Budget. These include Nine Mile Rd, Bullock Mountain Rd, Caerleon Rd and Haymarket Rd.	Keith Appleby

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.2.10	The quality standards for maintenance staff are internally audited and maintained at best practice.	Manager of Infrastructure Delivery	Completed	100%	Regular audits are carried out on works staff to ensure best practice is kept. All teams have been recently audited by the Works Coordinator	Regular audits are carried out on works staff to ensure best practice is kept. All teams have been recently audited by the Works Coordinator	Keith Appleby

IM 3.2.3: Implement a street lighting maintenance program within Glen Innes and the villages.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.3.5	Manage the maintenance, renewal and upgrade of street lighting assets in accordance with service level agreements and operational plan budgets.	Manager of Asset Services	Completed	100%	Streetlighting reports from Essential Energy have been received and reviewed. Additional lights have been requested in Emmaville.	Streetlighting reports from Essential Energy have been received and reviewed. Additional lights have been requested in Emmaville.	Keith Appleby

IM 3.2.4: Implement the Asset Management Plan for carparks.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.4.5	Complete planned maintenance on car parks for the 2021/2022 financial year.	Manager of Infrastructure Delivery	Completed	100%	All council car parked are routinely monitored and maintained as required.	All council car parked are routinely monitored and maintained as required.	Keith Appleby

IM 3.2.5: Implement the Asset Management Plan for footpaths.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.5.5	Complete all planned maintenance and capital works involving footpaths for the 2021/2022 financial year.	Manager of Infrastructure Delivery	Completed	100%	The annual footpath inspections were completed in May 2022, and all required footpath maintenance grinding works completed in June.	The annual footpath inspections were completed in May 2022, and all required footpath maintenance grinding works completed in June.	Keith Appleby

## IM 3.2.6: Implement the Asset Management Plan for bridges.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 3.2.6.5	Complete all works identified in the asset management plan for bridges in the 2021/22 financial year.	Manager of Infrastructure Delivery	Progressing	50%	Some bridge projects are behind schedule due to supply issues including Mount Mitchell Road - Mann River Bridge and Mount Mitchell Road - Yarrow Creek Bridge. Rockadooie Bridge is complete, Shannon Vale over Mann is underway with an expected completion pushed out to December 2022.	Some bridge projects were delayed due to supply issues. These included Mount Mitchell Road - Mann River Bridge and Mount Mitchell Road - Yarrow Creek Bridge. Rockadooie Bridge was completed, Shannon Vale over Mann is underway with an expected completion pushed out to December 2022.	Keith Appleby

### ***IM 4: Strive for adequate funding for infrastructure and assets.***

#### **IM 4.1: Optimise funding and service delivery.**

IM 4.1.2: Consider implementing a "Special Rate Variation" if surpluses generated do not provide sufficient funds to meet the community's expectations.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 4.1.2.5	Determine the ability of Council to meet service levels expected of the community particularly in the area of roads maintenance and renewal.	Chief Financial Officer	Completed	100%	Additional Rate Variation (ARV) applied for and received. Consideration needs to be given to an SRV in future years. Given the current level of inflation it is unlikely that Council will have sufficient funds to meet service levels.	ARV applied for and received. Consideration needs to be given to an SRV in future years. Given the current level of inflation it is unlikely that Council will have sufficient funds to meet service levels.	Anna Watt

### ***IM 5: Ensure proper freight transport planning.***

#### **IM 5.1: Optimise the road network for freight access to adopted service levels.**

IM 5.1.1: Identify key heavy transport routes within the LGA and also those connecting the area externally, including key works and pinch points that need to be addressed.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
IM 5.1.1.4	National Heavy Vehicle Regulator requests for approval of over-mass and over-dimension vehicles are processed in a timely manner.	Manager of Infrastructure Delivery	Completed	100%	The MID role has routinely scheduled NHVR database work every work day to ensure approvals are completed without delay.	The MID role has routinely scheduled NHVR database work every work day to ensure approvals are completed without delay.	Keith Appleby

## 4: Environment Heritage

OBJECTIVE: MANAGE THE NATURAL VALUES OF OUR LOCAL AREA AND CONSERVE OUR HERITAGE TO ENSURE THAT IT IS ENJOYED BY THE COMMUNITY, VISITORS AND FUTURE GENERATIONS.

### *EH 1: Continue to be a leader in environmental sustainability.*

#### **EH 1.1: Maintain road side environmental areas.**

EH 1.1.2: Continue to maintain environmental weed control on "High Conservation Value" roadsides.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.1.2.5	Maintain environmental weed control on 10 kilometres of "High Conservation Value" roadsides.	Manager of Regulatory and Planning Services	Completed	100%	Council have engaged the services of New England Weeds Authority to completed environmental weed control with in the Glen Innes Severn Council Local Government Area.		Kane Duke

**EH 1.2: Develop a Waste Management Strategy with a particular focus on green waste and promoting industry accepted best recycling practices.**

EH 1.2.3: Decrease contamination levels in existing recycling to an acceptable industry standard.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.2.3.9	Decrease contamination levels in existing recycling to an acceptable industry standard of eight percent (8%) by 30 June 2022.	Manager of Regulatory and Planning Services	Completed	100%	A Waste Management Strategy was adopted by Council at February 2022 (resolution number 26.02/22) Council meeting. Recycling contamination is being reported by JR Richards in a monthly report for action.		Kane Duke

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.2.3.10	Collaborate with JR Richards and Sons to identify areas within the Local Government Area where high levels of recycling contamination exists and provide a stronger education and enforcement presence within these areas.	Manager of Regulatory and Planning Services	Completed	100%	Quarterly meeting are conducted to raise any issues with the garbage and recycling service provided by JR Richards. A monthly report is provided to Council to provide details on any contamination that may be caused in the recycling collection area.		Kane Duke

EH 1.2.4: Develop and promote a waste education and a recycling program within the LGA.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.2.4.4	Develop a Waste Management Strategy incorporating future landfill and recycling requirements within the LGA that is adopted by Council by 31 December 2021.	Manager of Regulatory and Planning Services	Completed	95%	The Waste Management Strategy was adopted by Council on the 24 February 2022.		Kane Duke

**EH 1.4: Promote energy efficiency and the use of renewable resources across Council facilities and assets.**

EH 1.4.2: Investigate Council fleet vehicles that are suitable for replacement with hybrid and/or electric vehicles.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.4.2.7	Consider the acquisition of hybrid and/or electric vehicles for Council's vehicle fleet, subject to effectiveness and a review of life-cycle costs, and within available resources.	Manager of Asset Services	Completed	100%	Council's first electric vehicle has been procured. Hybrid vehicles have also been selected to replace a number of Life Choices support vehicles and are awaiting delivery.	Council's first electric vehicle has been procured. Hybrid vehicles have also been selected to replace a number of Life Choices support vehicles and are awaiting delivery.	Keith Appleby

EH 1.4.4: Continue to monitor and audit energy use across Council facilities.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 1.4.4.5	Implement a minimum of one (1) key short term action identified in the adopted Renewable Energy Action Plan by the 30 June 2022.	Manager of Regulatory and Planning Services	Completed	100%	All lighting at the Emmaville Mining Museum has been replaced with LED lights in accordance with the short term action plan in the Renewable Energy Action Plan 2020.		Kane Duke

## ***EH 2: Support conservation efforts in relation to heritage.***

**EH 2.2: Better utilise existing heritage grant budget provisions and advocate for additional funding and/or supplement funding from Council's funds.**

EH 2.2.1: Provide/lobby for additional heritage funding for the upgrade of heritage facades in the Glen Innes CBD.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 2.2.1.8	Continue to provide heritage funding for the upgrade of heritage facades in the Glen Innes CBD.	Manager of Regulatory and Planning Services	Completed	100%	3 applications were funded in the 2021-2022 annual heritage assistance program with a value of \$5,750 distributed between the three projects.		Kane Duke

**EH 2.3: Monitor the built environment around existing heritage places.**

EH 2.3.1: Ensure that an adequate number of planning and compliance staff are employed by Council.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 2.3.1.5	Ensure all works undertaken on heritage items are carried out in accordance with the provisions of the NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan 2012.	Manager of Regulatory and Planning Services	Completed	100%	100% of all DA's lodged on heritage listed sites were referred to Council's Heritage Advisor to ensure all works undertaken on heritage items are carried out in accordance with the provisions of the NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan 2012.		Kane Duke

### ***EH 3: Improve opportunities for passive recreation around our natural and heritage assets.***

#### **EH 3.2: Advocate for the development of a rail trail to promote pedestrian and cycle connectivity.**

EH 3.2.1: Engage with the community and the New England Rail Trail Group (Guyra) to undertake a review of the feasibility, cost and economic benefit to develop a rail trail in the LGA.

The Trail Plan and Business Case for the New England Rail Trail were completed and funding received for the construction of the Glen Innes to Ben Lomond Section secured.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 3.2.1.5	Engage with Armidale Regional Council, the community and the New England Rail Trail Group (Guyra) to advocate for the Rail Trail.	Manager of Economic Development	Completed	100%	The NSW Rail Trails Framework was released in June 2022 which helps clarify the process for establishing a Rail Trail, the proposal, Planning pathways and approval processes, as well as providing guidance for its operation and maintenance. The NSW Rail Trails Evaluation Summary Report released at the same time details lessons learned from the two pilot projects, key social and economic outcomes and avenues to optimise the success of future Rail Trail projects.	The amendment to the Transport Administration Act 1988 (no 109) was tabled to Parliament in June 2022 and Council await an outcome prior to progressing with the Funding Deed. Council will need to review the NSW Rail Trails Framework and Evaluation Summary released in June 2022 and ensure alignment.	Dennis McIntyre

***EH 4: Work with existing organisations to enhance the environment.***

**EH 4.1: Identify opportunities to collaborate with local and regional environmentally focused organisations.**

**EH 4.1.1: Maintain membership of GLENRAC.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 4.1.1.4	Council provides staff representation to GLENRAC Executive meetings so as to ensure Council has input into environmental initiatives in the Local Government Area (LGA).	Director Development, Planning and Regulatory Services	Completed	100%	Meetings attended as required - subject to staff availability.		Dennis McIntyre

***EH 5: Further pursue the creation of innovative public art attractions and the establishment of an artistic culture and ambiance within Glen Innes.***

**EH 5.1: Liaise and work with the Glen Innes arts community to establish a Master Plan for future public art locations and themes.**

**EH 5.1.1: Continue membership and support of Arts North West.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 5.1.1.5	Continue financial membership and support of Arts North West, ensuring that Council continues to be represented on the Board of Arts North West.	Director of Corporate and Community Services	Completed	100%	Council's Director of Corporate and Community Services is Council's representative to the Arts North West Strategic Advisory Committee (SAC); from this forum Anna has been elected by the SAC to the Arts North West Board. Council has paid its 2021/2022 membership to Arts North West. Anna attended the Board meetings held in May 2022. At the Annual General Meeting held in May 2022 Anna was re-elected as the Chair of the Board.	Council's Director of Corporate and Community Services is Council's representative to the Arts North West Strategic Advisory Committee (SAC); from this forum Anna has been elected by the SAC to the Arts North West Board. Council has paid its 2021/2022 membership to Arts North West. Anna attended the Board meetings held in August and November 2021 as well as February and May 2022. At the Annual General Meeting held in May 2022 Anna was re-elected as the Chair.	Dennis McIntyre

***EH 6: Improve the entrances to Glen Innes and villages that are representative of its proud and environmentally conscious community.***

**EH 6.1: Provide for the necessary budgetary provisions to upgrade and maintain all the entrances to Glen Innes and for villages beautification.**

**EH 6.1.1: Develop entrance landscape plans for the four (4) main approaches to Glen Innes.**

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 6.1.1.5	Implement the adopted entrance landscape and maintenance plans for the four (4) main approaches to Glen Innes.	Manager of Recreation and Open Spaces	Completed	100%	The entrances into Glen Innes are being maintained through the use of a Contractor for the mowing of the road verges where accessible. The areas immediately around the entrance signs to Glen Innes are being maintained by Council Open Space & Recreation Staff.	The entrances into Glen Innes are being maintained through the use of a Contractor for the mowing of the road verges where accessible. The areas immediately around the entrance signs to Glen Innes are being maintained by Council Open Space & Recreation Staff.	Kane Duke

## EH 6.1.2: Further develop the beautification plans for Emmaville and Deepwater.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
EH 6.1.2.11	Complete the implementation of the 2021/2022 Beautification Program as adopted by the Emmaville Beautification Committee.	Manager of Recreation and Open Spaces	Not Progressing	0%	No committee has been organised at Emmaville to oversee the organisation of the beautification projects at Emmaville for 2021-2022. The monies from this year were reassigned to the Glen Innes and District Sports Council.	No committee has been organised at Emmaville to oversee the organisation of the beautification projects at Emmaville for 2021-2022. This committee will be done in the upcoming 2022-2023 as monies has been allowed in the new operational Plan for Emmaville Beautification. The monies from this year were reassigned to the Glen Innes and District Sports Council.	Kane Duke
EH 6.1.2.12	Complete the implementation of the 2021/2022 Beautification Program as adopted by the Deepwater Beautification Committee.	Manager of Recreation and Open Spaces	Progressing	85%	The mural was completed on the toilet block in Apex Park Deepwater, due to supply issues the display boards were not received but this will continue into the 2022-2023 operational year projects plan. After discussion with the committee several dead trees were removed from the log park at the southern entrance to Deepwater preparing for new plantings in summer 2022.	The mural was completed on the toilet block in Apex Park Deepwater, due to supply issues the display boards were not received but this will continue into the 2022-2023 operational year projects plan. After discussion with the committee several dead trees were removed from the log park at the southern entrance to Deepwater preparing for new plantings in summer 2022.	Kane Duke

## 5: Council Sustainability, Transparency and Communication

OBJECTIVE: CONTINUE TO BE A SUSTAINABLE AND INDEPENDENT COUNCIL, AND FOSTER TRANSPARENCY THROUGH CLEAR COMMUNICATION WITH BOTH INTERNAL AND EXTERNAL CUSTOMERS.

***STC 1: Continue to improve Council communication with the community, including celebrating successes and achievements.***

**STC 1.1: Consistently communicate the role of Council to the community (i.e. what Council does and does not do).**

STC 1.1.1: Provide regular, timely media releases on topical issues as they arise to ensure the community is informed.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.1.1.5	Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.	Media and Communications Officer	Completed	100%	This is an ongoing action which has been improved by reading through the Business Paper prior to the Council meeting, preparing a list of potential media items, attending the meeting to obtain information first-hand, and preparing media releases in accordance with the outcome of meetings.	The process in respect of media releases will be boosted with the new trading terms negotiated with the Glen Innes Examiner - they agree to publish up to four (4) media releases per month in addition to the weekly OUR COUNCIL feature. Council therefore has a guarantee that the GIE will publish prepared releases. The attendance at Council meetings by the MCO, the preparation of a list of potential media items from the Business Paper prior to the meeting, are improvements to the process for ensuring media releases are prepared.	Dennis McIntyre

STC 1.1.2: Provide four (4) quarterly resident newsletters per year.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.1.2.5	Provide four (4) quarterly resident newsletters during the year.	Media and Communications Officer	Completed	100%			Dennis McIntyre

**STC 1.2: Provide clear messaging of Council's achievements, strategic objectives and actions.**

STC 1.2.1: Provide access to the Community Strategic Plan, Delivery Program, Annual Operational Plan and Budget (along with associated resourcing documents) on Council's website for viewing or downloading by the public.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.2.1.5	Provide access to the Community Strategic Plan, Delivery Program and Annual Operational Plan and Budget (along with associated resourcing documents) on Council's website for viewing or downloading by the public.	Director of Corporate and Community Services	Completed	100%	All of Council's Integrated Planning and Reporting Framework documents are available on Council's website.	All of Council's Integrated Planning and Reporting Framework documents are available on Council's website.	Dennis McIntyre

STC 1.2.2: Provide quarterly updates to the community on progress against the Delivery Program and Annual Operational Plan objectives and actions, and report on Council's achievements.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.2.2.5	Provide bi-annual updates to the community on its progress against the Delivery Program and annual Operational Plan objectives and actions, as well as report on Council's achievements.	Director of Corporate and Community Services	Completed	100%	This action has been changed from quarterly to bi-annual. During June 2022, staff are updating the commentary on their actions for a report to be prepared for Council in August 2022.	This action has been changed from quarterly to bi-annual. A report was presented to Council in February 2022 for the first six months of the year. During June 2022, staff are updating the commentary on their actions for the second half of the year as well as an annual comment. A report with the later information is being prepared for Council in August 2022.	Dennis McIntyre

**STC 1.3: Further develop social media as a key messaging platform, supported by Council's website.**

STC 1.3.1: Focus increasingly on using social media as a communication tool with the community for Council announcements.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.3.1.5	Focus on using Council's Facebook site as a communication tool to update the community.	Media and Communications Officer	Completed	100%			Dennis McIntyre

**STC 1.4: Provide greater transparency around rates, revenue and expenditure including detail on where the funds are spent (urban, village and rural).**

STC 1.4.1: Mail an information pamphlet to residents as part of the annual Operational Plan development process.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.4.1.5	Mail an information pamphlet to residents as part of the annual Operational Plan process, communicating points of interest from the Operational Plan and Budget for the 2022/2023 Financial Year.	Chief Financial Officer	Completed	100%	Pamphlet was prepared and distributed May/June 2022.	Pamphlet was prepared and distributed May/June 2022.	Anna Watt

**STC 1.7: Strive for excellence in all customer service areas.**

STC 1.7.2: Upgrade ICT systems and associated procedures to streamline and further improve internal and external customer service, in accordance with actions set out in Council's ICT Strategic Plan.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.31	Maintain an ICT helpdesk support service that is responsive to Council's and employees' needs.	Manager of Administration and Human Resources	Completed	100%	Council continues to receive excellent service from its external ICT helpdesk provider, with no significant issues or complaints highlighted.	Council continues to receive excellent service from its external ICT helpdesk provider, with no significant issues or complaints highlighted.	Anna Watt
STC 1.7.2.32	Upgrade / replace all desktop computers, mobile ICT devices and associated equipment in accordance with identified needs.	Manager of Administration and Human Resources	Completed	100%	All desktop computers, mobile ICT devices and associated equipment were replaced at the required intervals throughout the year.	All desktop computers, mobile ICT devices and associated equipment were replaced at the required intervals throughout the year.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.33	Engage an independent consultant to conduct penetration / phishing attack testing of Council's internal IT network to identify security vulnerabilities. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	CTRL Cyber Security completed website penetration testing and phishing / vishing testing in June 2022. The results of the testing will be available in July.	CTRL Cyber Security completed website penetration testing and phishing / vishing testing in June 2022. The results of the testing will be available in July.	Anna Watt
STC 1.7.2.34	Organise and deliver end user security training to all staff who use computers and mobile ICT equipment, as part of Council's annual Corporate Training Plan. (Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	This training was delivered by totalCyber in mid June and was attended by almost 70 staff and councillors. The program will be ongoing and will resume in 2022/2023.	This training was delivered by totalCyber in mid June and was attended by almost 70 staff and councillors. The program will be ongoing and will resume in 2022/2023.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.35	Develop and implement comprehensive approval processes to grant access to ICT systems for staff who are commencing, exiting or changing roles, and equivalent systems to remove users. (Enterprise Risk Management)	Manager of Administration and Human Resources	Progressing	60%	This is already happening to a large degree, with checklists generated and distributed to ensure that new and exiting staff have their access to systems granted or removed. Further work needs to be done with employees who are changing roles. Council's new Policy Lite system, scheduled to be finalised soon, will provide a much more structured framework around this.	This is already happening to a large degree, with checklists generated and distributed to ensure that new and exiting staff have their access to systems granted or removed. Further work needs to be done with employees who are changing roles. Council's new Policy Lite system, scheduled to be finalised soon, will provide a much more structured framework around this.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.36	Develop an internal training program based on Council's new Policy Lite system for computer and mobile device users and deliver the training to staff. (Enterprise Risk Management)	Manager of Administration and Human Resources	Progressing	50%	Council has yet to adopt the Policy Lite system, with the final workshop held on 4 March 2022. A few questions remain to be answered before the policy system can be finalised and put to Council for adoption, which has been delayed by the demands on staff time created by the Community Strategic Plan process and the roll out of Open Office. Given the delays, this training will not be held until the new financial year.	Council has yet to adopt the Policy Lite system, with the final workshop held on 4 March 2022. A few questions remain to be answered before the policy system can be finalised and put to Council for adoption, which has been delayed by the demands on staff time created by the Community Strategic Plan process and the roll out of Open Office. Given the delays, this training will not be held until the new financial year.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.37	Implement Azure Disaster Recovery and cloud backups and / or upgrade Council's main tape backup system with a new tape drive and tapes capable of dealing with current data levels. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	Azure Disaster Recovery / cloud backup has been fully implemented to protect all of Council's critical data. Although not strictly necessary, a new tape drive has also been purchased and will be installed, adding another layer of protection.	Azure Disaster Recovery / cloud backup has been fully implemented to protect all of Council's critical data. Although not strictly necessary, a new tape drive has also been purchased and will be installed, adding another layer of protection.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 1.7.2.38	Upgrade equipment at the Glen Innes Severn Library / William Gardner Conference Room to include a managed system for both public and secure wi-fi systems and current video conferencing equipment. (ICT Strategic Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	Three new wi-fi access points have been installed and configured, one (1) in the William Gardner Conference Room, another in the general Library area, and a third in the Library staff area. Both public and secure wi-fi systems have been configured for greater security and to allow them to be remotely managed by Council's network support service. A new conference trolley has been purchased, with an 85" smart TV, audio visual conference bar and dedicated PC.	Three new wi-fi access points have been installed and configured, one (1) in the William Gardner Conference Room, another in the general Library area, and a third in the Library staff area. Both public and secure wi-fi systems have been configured for greater security and to allow them to be remotely managed by Council's network support service. A new conference trolley has been purchased, with an 85" smart TV, audio visual conference bar and dedicated PC.	Anna Watt

**STC 2: Ensure ongoing organisational sustainability.****STC 2.1: Continue to be a financially sustainable and independent Council.**

STC 2.1.01: Ensure that the Long Term Financial Plan includes all identified savings and revenue and expenditure increases and identifies a profit before and after capital items.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.1.9	Ensure that the Long Term Financial Plan (LTFP) is annually reviewed and updated to include all identified savings and revenue increases and has an operating profit before and after capital items.	Chief Financial Officer	Completed	100%	The LTFP was prepared and passed by Council in May 2022. No submissions were received during public exhibition. The format will be changed to LG Solutions during the 2022-23 year.	The LTFP was prepared and passed by Council in May 2022. No submissions were received during public exhibition. The format will be changed to LG Solutions during the 2022-23 year.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.1.10	Review the Long Term Financial Plan to include all identified savings and revenue increases and identifies an operating profit before and after capital items for each year.	Chief Financial Officer	Completed	100%	LTFP updated in May/June and passed by council resolution 9/5/2022. There were no public submissions. The LTFP will need to be converted to the LG Solutions software in 2022/23	LTFP updated in May/June and passed by council resolution 9/5/2022. There were no public submissions. The LTFP will need to be converted to the LG Solutions software in 2022/23	Anna Watt

STC 2.1.03: Pay Debt Guarantee Fees from the Water, Sewer and Quarry Funds to the General Fund in accordance with National Competition Principles and best practise guidelines.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.3.5	Ensure maximum allowable water and sewer dividends are transferred to the General Fund and that the Integrated Water Cycle Management Plan (IWCM) and Best Practice Requirements are completed.	Chief Financial Officer	Not Due To Start	0%	CFO needs to have further discussions with DIS on this matter during the Financial Statement preparations.	CFO needs to have further discussions with DIS on this matter during the Financial Statement preparations.	Anna Watt

STC 2.1.04: Ensure that fees and charges are set based on cost recovery where allowable and reasonably affordable.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.4.5	Review fees and charges annually as part of the Operational Plan and Budget process to ensure that they are set based on cost recovery where allowable and reasonably affordable.	Chief Financial Officer	Completed	100%	Fees and Charges have been adopted for the 2022/23 year. Planning department need to put some late changes to Council at the July meeting. These will need to go on Public Exhibition before adoption.	Fees and Charges have been adopted for the 2022/23 year. Planning department need to put some late changes to Council at the July meeting. These will need to go on Public Exhibition before adoption.	Anna Watt

STC 2.1.05: Budget for ongoing capital expenditure over and above the required amount to continue addressing the infrastructure backlog.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.5.5	Ensure that the amount budgeted each year for capital expenditure is such that it addresses the Infrastructure backlog.	Chief Financial Officer	Completed	100%	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Annual Asset renewal expenditure has been impacted by multiple flood events. Borrowings have been included as part of the LTFP to help address infrastructure backlog.	Anna Watt

STC 2.1.06: Use the Local Infrastructure Renewal Scheme funding of \$5million to address the entire bridge infrastructure backlog and \$1million in road infrastructure backlog.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.6.4	Complete identified bridge capital works in accordance with the funding guidelines for the Local Infrastructure Renewals Scheme (LIRS).	Director of Infrastructure Services	Completed	100%			Dennis McIntyre

STC 2.1.07: Review the existing financial accounting software and investigate potential alternative software solutions to ensure that the finance system meets requirements in respect of organisational reporting and asset management.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.7.4	Start the implementation of Council's new integrated computer management system.	Director of Corporate and Community Services	Completed	100%	Council is moving to the Open Office software platform.	Council is moving to the Open Office software platform.	Dennis McIntyre

STC 2.1.10: Strengthen working relationships and cooperation with neighbouring councils by understanding opportunities associated with the proposed New England Joint Organisation (NEJO) in terms of (1) Regional Strategic Planning and Priority Setting, (2) Intergovernmental Collaboration, and (3) Regional Leadership, and potentially (4) Strategic Capacity Building, (5) Shared Service Delivery and (6) Other Functions.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.10.5	Regularly attend meetings of and participate in the New England Joint Organisation's functions with the view of identifying opportunities for potential cost savings for Council and better regional collaboration and advocacy.	General Manager	Progressing	75%			Dennis McIntyre

STC 2.1.11: Strengthen working relationships and cooperation with neighbouring councils by maintaining and nurturing relationships with State and Federal Government agencies, NEGOC/NEJO member councils, and Northern Inland Regional Development Australia (RDANI).

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.11.5	Attend meetings of and participate in the activities of the New England Joint Organisation on a regular basis; through which contact with Government Agencies and Regional Development Australia within the regional context will be maintained.	General Manager	Progressing	75%			Dennis McIntyre

STC 2.1.12: Be a leading NSW Council with regard to procurement strategies and processes.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.12.5	Ensure that Council and the Procurement Committee are well informed of Local Government Procurement (LGP) initiatives and maintain close relationships with Local Government Procurement staff.	Chief Financial Officer	Completed	100%	Procurement statistics were reported monthly to the Management Executive Team (MANEX).	Procurement statistics were reported monthly to the Management Executive Team (MANEX).	Anna Watt

STC 2.1.13: Implement Council's Enterprise Risk Management System.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.13.5	Provide ongoing training and support to staff in the use of the Pulse Enterprise Risk Management system to promote the effective use of the system.	Manager of Governance, Risk and Corporate Planning	Completed	100%	Support was provided to the Governance, Risk and Corporate Planning Officer (GRCPO) during the quarter.	Throughout the year various one on one and small team workshops were held to assist in the ongoing training of ERM.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.13.6	Provide a Risk Management training and workshop day focusing on risk identification, assessment, causes, consequences, mitigation and controls and understanding the Risk Matrix. (GHCAP2 - 2.1 Risk Management)	Manager of Governance, Risk and Corporate Planning	Progressing	10%	This action has been deferred. A Governance, Risk and Corporate Planning Officer (GRCPO) was employed and has been engaged in a project to review ERM and Council's enterprise risk maturity rating and then determine a strategy and action plan to improve Council's risk maturity rating based on realistic objectives. This will likely involve a complete overhaul of ERM and multiple workshops will be required.	This action has been deferred. A Governance, Risk and Corporate Planning Officer (GRCPO) was employed and has been engaged in a project to review ERM and Council's enterprise risk maturity rating and then determine a strategy and action plan to improve Council's risk maturity rating based on realistic objectives. This will likely involve a complete overhaul of ERM and multiple workshops will be required. With the Manager of Governance, Risk and Corporate Planning (MGRCP) now in the Interim General Manager role, and the GRCPO acting in the MGRCP role a timeline for completion of this new project is yet to be determined.	Anna Watt

STC 2.1.15: Pursue the strategic and operational actions within the Work Health and Safety Plan to further improve Council's WHS standards and ensure a safe and productive work environment.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.15.22	Commission a three (3) year legal compliance and WHS management review by external WHS legal experts to assess compliance of the Glen Innes Severn Council WHS management system against WHS laws and best practice (including a review of the Due Diligence Framework). Distribute the report to Officers as soon as practicable after completion. (WHS Management Plan)	Manager of Administration and Human Resources	Completed	100%	Audit completed by StateCover during June 2022. The report will be available in August or September 2022.	Audit completed by StateCover during June 2022. The report will be available in August or September 2022.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.15.23	Review Council's Emergency Preparedness Plan(s) in accordance with AS 3745 "Planning for Emergencies in Facilities", identifying all potential emergency situations throughout Council and specifying procedures, equipment, training and other relevant information. (WHS Management Plan)	Manager of Administration and Human Resources	Progressing	70%	This project is taking longer to complete than expected and is dependent on the external consultant completing the preparation of emergency plans for the works depot. Despite delays at this site, the plans for all other sites are also due for review and work hasn't commenced on these at this stage. Council does, however, have existing plans in place at other permanent worksites.	This project is taking longer to complete than expected and is dependent on the external consultant completing the preparation of emergency plans for the works depot. Despite delays at this site, the plans for all other sites are also due for review and work hasn't commenced on these at this stage. Council does, however, have existing plans in place at other permanent worksites.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.15.24	Review the Personal Protective Equipment (PPE) Policy and Procedures to ensure that PPE is suitable for the nature of the work and associated hazards, fits well and is comfortable, is maintained, repaired and replaced to keep it in good condition, and is worn and used when necessary.	Manager of Administration and Human Resources	Completed	100%	The Personal Protective Equipment (PPE) Policy and Procedures were updated and adopted by Council in November 2021.	The Personal Protective Equipment (PPE) Policy and Procedures were updated and adopted by Council in November 2021.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.15.25	Improve job and work task design for all high risk workers in Council's mature age workforce category (50+), through sound ergonomic management and the elimination or mitigation of poor work practices that lead to injury. (Mature Age Workforce Program / WHS Management Plan)	Manager of Administration and Human Resources	Completed	100%	The contractor Recovre was engaged to complete this work in June. It will include plant ergonomics, task assessments (including seating), Job Demand Analyses, and exercises. The initial focus will be on outdoor staff, with up to 30 staff in the mature age bracket. SafeWork NSW will also assist Council to implement the PErforM program as an ongoing program for hazardous manual tasks.	The contractor Recovre was engaged to complete this work in June. It will include plant ergonomics, task assessments (including seating), Job Demand Analyses, and exercises. The initial focus will be on outdoor staff, with up to 30 staff in the mature age bracket. SafeWork NSW will also assist Council to implement the PErforM program as an ongoing program for hazardous manual tasks.	Anna Watt

STC 2.1.16: Pursue the strategic and operational actions within the Records Strategic / Operational Plan to further improve Council's record keeping procedures and achieve compliance with required standards.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.16.14	Provide an effective records management service, including the effective management of electronic and hard copy records and the provision of timely and knowledgeable service to customers. (Records Strategic / Operational Plan)	Manager of Administration and Human Resources	Completed	100%	The records management service continues to be delivered effectively, with monthly reports now going to MANEX to highlight achievements or areas for closer scrutiny.	The records management service continues to be delivered effectively, with monthly reports now going to MANEX to highlight achievements or areas for closer scrutiny.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.16.15	Develop and implement a formal program to monitor / audit record keeping compliance, addressing shortfalls identified in Council's Final Internal Audit Report: Information Security - Records Management Process (ECM). (Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	Auditing of record keeping is happening on an ongoing basis and the results are being reported to MANEX monthly. This process is highlighting any deficiencies or exceptions, which are being addressed through follow up by the Records Supervisor and ongoing targeted training.	Auditing of record keeping is happening on an ongoing basis and the results are being reported to MANEX monthly. This process is highlighting any deficiencies or exceptions, which are being addressed through follow up by the Records Supervisor and ongoing targeted training.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.16.16	Develop and deliver an ongoing program of record keeping training and staff awareness and education initiatives, which will aim to address shortfalls identified in Council's Final Internal Audit Report: Information Security - Records Management Process (ECM). (Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	All new employees currently receive copies of Council's 'ECM Hints and Tips' manual and the 'Records Management Policy'. They also receive face-to-face training in records management principles and ECM use. Training for existing staff is also provided on an ad hoc or as needed basis. This training is updated as required to keep it current.	All new employees currently receive copies of Council's 'ECM Hints and Tips' manual and the 'Records Management Policy'. They also receive face-to-face training in records management principles and ECM use. Training for existing staff is also provided on an ad hoc or as needed basis. This training is updated as required to keep it current.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.1.16.17	Develop a comprehensive operational training manual for all records management tasks including the administration of ECM. (Enterprise Risk Management)	Manager of Administration and Human Resources	Completed	100%	An 'ECM Hints and Tips' manual has been developed and is issued to staff, which covers standard ECM user requirements. An administrator's manual has also been completed and distributed to relevant staff.	An 'ECM Hints and Tips' manual has been developed and is issued to staff, which covers standard ECM user requirements. An administrator's manual has also been completed and distributed to relevant staff.	Anna Watt

**STC 2.2: Pursue the attraction of external grants (in addition to FAGs, R2R or block grant funding) in order to improve services, infrastructure and initiatives otherwise not attainable.**

STC 2.2.1: Seek funding opportunities to assist in offsetting annual Operational Plan expenditure.

Grant funding awarded include:

2017-2018 - 12 grants approved to the value of \$1,051,535

2018-2019 - 29 grants approved to the value of \$11,005,216

2019-2020 - 11 grants approved to the value of \$4,504,252

2020-2021 - 20 grants approved to the value of \$25,495,688

2021-2022 - 0 grants approved to date (21.10.2021)

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 2.2.1.5	Council's Grants officer seeks funding opportunities to assist in offsetting annual Operational Plan expenditure.	Manager of Economic Development	Progressing	75%	Overall, across all Council departments the 2021/2022 Financial Year has been a busy and successful period for grants and funding activity. Twenty-one (21) grant applications that were submitted by Council were approved for a total of \$14,181,465 Ex GST. Council is currently awaiting decision on a further two (2) applications to the value of \$3,285,298 Ex GST. Council was unsuccessful with three (3) grant applications for a total of \$1,011,369 Ex GST potential funding.	Across all Council departments the 2021/2022 Financial Year has been a busy and successful period for grants and funding activity. Twenty-one (21) grant applications that were submitted by Council were approved for a total of \$14,181,465 Ex GST. Council is currently awaiting decision on a further two (2) applications to the value of \$3,285,298 Ex GST. Council was unsuccessful with three (3) grant applications for a total of \$1,011,369 Ex GST potential funding.	Dennis McIntyre

**STC 3 : Attract, retain and value a highly skilled and committed workforce.**
**STC 3.1: Engage and empower staff to develop ownership and responsibility for outcomes with a 'can do' attitude.**

STC 3.1.1: Undertake two (2) "all of staff" meetings annually where information from Manex members can be relayed to the full staff complement.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.1.5	Undertake two (2) "all of staff" meetings during the year, where information from Manex members is relayed to the full staff complement.	Director of Corporate and Community Services	Completed	100%	An all of staff meeting was held on Wednesday, 1 June 2022.	Three all of staff meetings was held during the year, in November, March and June.	Dennis McIntyre

STC 3.1.2: Distribute six (6) bi-monthly staff newsletters each year with topical information about current projects and new/departing staff members.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.2.5	Distribute six (6) informative bi-monthly staff newsletters each with topical information about current / upcoming projects and new or departing staff members.	Manager of Administration and Human Resources	Progressing	85%	Five newsletters were produced and distributed to staff throughout the year. Due to unexpected staff shortages in the first half of the year, one newsletters was missed.	Five newsletters were produced and distributed to staff throughout the year. Due to unexpected staff shortages in the first half of the year, one newsletters was missed.	Anna Watt

STC 3.1.3: Pursue the strategic and operational actions within the Workforce Plan to further establish Council as an employer of choice.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.35	Implement and review the approved staff well-being program (efficiency, effectiveness and appropriateness), ensuring that the program is informed by critical WHS, workers compensation, injury management and well-being issues and focused on education and awareness. (Workforce Plan)	Manager of Administration and Human Resources	Completed	100%	The staff well-being program has been carried over from 2020/2021 and is continuing to be rolled out; however, action on this item has slowed due to staff shortages in the HR team. It will be picked up again in 2022/2023 now that vacancies within the team have been filled.	The staff well-being program has been carried over from 2020/2021 and is continuing to be rolled out; however, action on this item has slowed due to staff shortages in the HR team. It will be picked up again in 2022/2023 now that vacancies within the team have been filled.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.36	Review recruitment and induction / onboarding procedures to ensure that they are culturally appropriate and meet the targets and actions set out in Council's Aboriginal Employment Strategy. (Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Not Due To Start	0%	This action is no longer required, due to Council rescinding the Aboriginal Employment Strategy; however, Council will continue to review its induction and onboarding processes to ensure that they meet the needs of all new staff.	This action is no longer required, due to Council rescinding the Aboriginal Employment Strategy; however, Council will continue to review its induction and onboarding processes to ensure that they meet the needs of all new staff.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.37	Provide information sessions on the Aboriginal Employment Strategy and cross cultural awareness training for all sections of Council. (Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Not Due To Start	0%	This action is no longer relevant, due to Council rescinding the Aboriginal Employment Strategy; however, Council will continue to deliver cultural awareness training in future years.	This action is no longer relevant, due to Council rescinding the Aboriginal Employment Strategy; however, Council will continue to deliver cultural awareness training in future years.	Anna Watt
STC 3.1.3.38	Review Council's procedures for conducting probationary performance reviews to ensure that the process is consistent, timely and effective. (Enterprise Risk Management / Workforce Plan)	Manager of Administration and Human Resources	Completed	100%	Processes have been put in place to ensure that reviewers are reminded when reviews fall due. The review form itself has been reviewed and is now delivered in an electronic format, making it easier for reviewers to complete and submit. This process will be subject to continued refinement.	Processes have been put in place to ensure that reviewers are reminded when reviews fall due. The review form itself has been reviewed and is now delivered in an electronic format, making it easier for reviewers to complete and submit. This process will be subject to continued refinement.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.39	Provide training in bullying / harassment prevention, dealing with grievances and implementing EEO for supervisors and all staff. (EEO Management Plan / Enterprise Risk Management)	Manager of Administration and Human Resources	Not Due To Start	0%	Due to competing work demands, this training will not be rolled out in the current year. Instead, it has been included as part of Council's 2022-2023 training plan.	Due to competing work demands, this training will not be rolled out in the current year. Instead, it has been included as part of Council's 2022-2023 training plan.	Anna Watt
STC 3.1.3.40	Develop training plans and registers for each individual directorate and integrate the information into the Pulse Human Capital Management Learning Module. (Workforce Plan)	Manager of Administration and Human Resources	Completed	100%	A detailed Training Plan for 2022-2023 has been developed and adopted by Council in conjunction with the Annual Operational Plan and Budget, which identifies training by Directorate. This information will be loaded into Pulse HCM if required.	A detailed Training Plan for 2022-2023 has been developed and adopted by Council in conjunction with the Annual Operational Plan and Budget, which identifies training by Directorate. This information will be loaded into Pulse HCM if required.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.41	Provide ongoing training in leadership / management and review the eligibility criteria to ensure that EEO target groups have equal access to such training and are assisted to participate. (Workforce Plan / EEO Management Plan / Aboriginal Employment Strategy)	Manager of Administration and Human Resources	Not Due To Start	0%	The first group of participants in Council's leadership program have progressed satisfactorily; however, there is no specific budget item for this training to continue in 2021-2022 or 2022-2023. Therefore this program will not be completed this year.	The first group of participants in Council's leadership program have progressed satisfactorily; however, there is no specific budget item for this training to continue in 2021-2022 or 2022-2023. Therefore this program will not be completed this year.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.42	Review Council's Grievance Resolution Policy and Grievance Resolution Procedures to ensure that they provide an effective mechanism for addressing internal workforce grievances. (EEO Management Plan)	Manager of Administration and Human Resources	Not Due To Start	0%	Due to unexpected work interruptions in the final weeks of the year, the review of the Grievance Resolution Policy and Grievance Resolution Procedures has been delayed and will be completed in 2022/2023.	Due to unexpected work interruptions in the final weeks of the year, the review of the Grievance Resolution Policy and Grievance Resolution Procedures has been delayed and will be completed in 2022/2023.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.43	Review Council's Equal Employment Opportunity plans, policies and programs to ensure that they meet legislative requirements and are effective in facilitating EEO across Council's operations. (Workforce Plan / EEO Management Plan)	Manager of Administration and Human Resources	Not Due To Start	0%	Due to unexpected work interruptions in the final weeks of the year, the review of the Equal Employment Opportunity Management Plan has been delayed and will be completed in 2022/2023.	Due to unexpected work interruptions in the final weeks of the year, the review of the Equal Employment Opportunity Management Plan has been delayed and will be completed in 2022/2023.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.44	Conduct a survey within the mature age workforce target group to determine how many employees intend to retire over the next one to five years, five to 10 years, etc., and what occupations will be most affected by reported retirement intentions. (Mature Age Workforce Program)	Manager of Administration and Human Resources	Progressing	50%	The survey has been conducted; however, the results are yet to be analysed and actioned. This action will be carried over to 2022/2023 and completed then.	The survey has been conducted; however, the results are yet to be analysed and actioned. This action will be carried over to 2022/2023 and completed then.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.45	Establish a Re-Entry Employment Policy and Register to cater for former employees who are interested in future temporary, casual or contracted employment opportunities, open to interested former employees of all ages and particularly targeting skilled retirees. (Mature Age Workforce Program)	Manager of Administration and Human Resources	Progressing	30%	A survey of the mature age workforce has been conducted to determine requirements; however, work has yet to commence on the Policy and Register. The intention was to have this action completed by 30 June 2022; however, it will need to be carried over to 2022-2023 due to competing work priorities.	A survey of the mature age workforce has been conducted to determine requirements; however, work has yet to commence on the Policy and Register. The intention was to have this action completed by 30 June 2022; however, it will need to be carried over to 2022-2023 due to competing work priorities.	Anna Watt

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.1.3.46	Develop a Voluntary Reduced Job Level Policy and Procedures for retirees, providing options to voluntarily work in a job at a lower level as a flexible retirement option. (Mature Age Workforce Program)	Manager of Administration and Human Resources	Progressing	30%	A survey of the mature age workforce has been conducted to determine potential requirements; however, work has yet to commence on the Policy and Procedures. The intention was to have this action completed by 30 June 2022; however, it will need to be carried over into 2022-2023 due to competing work priorities.	A survey of the mature age workforce has been conducted to determine potential requirements; however, work has yet to commence on the Policy and Procedures. The intention was to have this action completed by 30 June 2022; however, it will need to be carried over into 2022-2023 due to competing work priorities.	Anna Watt

**STC 3.2: Instill with staff the culture to deliver quality work the first time; for things to be done once and done right – acknowledging the impact of budgetary constraints on this policy direction.**

STC 3.2.2: Introduce regular Quality Audits across community services to ensure compliance with all standards in order to meet funding and support requirements.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.2.2.5	Encourage Life Choices - Support Services (LC-SS) staff to reference and remain compliant with the LC-SS Procedure Manual within their daily duties. With regular audits completed monthly to ensure compliance.	Manager of Community Services	Completed	100%	The procedure manual has been reviewed following the November 2021 International Standards Audit. Recommendations from the auditor and other relevant changes will be included in a revised copy of the manual which is currently under preparation.	LC-SS staff reference the Procedure manual as a matter of course within their daily duties. The LC-SS Administration and Quality Officer has prepared a Quality Policy for LC-SS which will compliment the Procedure Manual and provide additional guidance for staff.	Anna Watt

STC 3.2.3: Improve the quality and quantity of work completed by the Directorate of Infrastructure Services teams by holding them accountable.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 3.2.3.6	Improve the quality and quantity of work being completed by the Infrastructure Services department by holding work teams accountable for their actions.	Director of Infrastructure Services	Completed	100%	Staff performance is monitored through regular review by supervisors. Customer feedback is regularly received and reviewed.	Staff performance is monitored through regular review by supervisors. Customer feedback is regularly received and reviewed.	Dennis McIntyre

### ***STC 5: Optimise the use of Council's main administrative buildings.***

#### **STC 5.1: Explore options relating to the potential consolidation of the administration offices and the redevelopment of the Town Hall.**

STC 5.1.1: Investigate the upgrade and refurbishment of the Town Hall, maximising the existing office space and the potential of co-locating the Church Street Office to the Town Hall Office.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 5.1.1.5	Construction has commenced on the preferred option to co-locate staff from the Church Street, Life Choices and Town Hall offices by 30 June 2022.	Director Development, Planning and Regulatory Services	Not Progressing	0%	A Councillor Workshop was held on 16 September 2021 to present an option for Council offices in the Mackenzie building. Councillors were not supportive of this proposal so this action is unable to progress until such time as Council decides on a co-location option. Awaiting further information about NSW State Government 358 Grey Street, Glen Innes is available as an option.		Dennis McIntyre

STC 5.1.4: Undertake an investigation on the potential to refurbish the Town Hall so as to create greater community use and accessibility, in conjunction with the co-location of offices.

Action Code	Action Name	Responsible Officer Position	Status	Progress	Comments	Annual Comment	Authorising Officer
STC 5.1.4.2	1. Establish a community based working group by the 30 September 2021 to develop a long term plan for the future use and refurbishment of the Town Hall. 2. The Working Group provides Council a long term plan for the future use of the Town Hall for Council's consideration by 30 March 2022.	Director Development, Planning and Regulatory Services	Not Progressing	0%	Expression of interest for the Working Group were called on two (2) occasions with only three (3) community representatives expressing an interest in participating. Council minutes 28.10/21 resolved to await for Council staff to develop a list of options for the Co-location. Awaiting further information about NSW State Government 358 Grey Street, Glen Innes is available as an option.		Dennis McIntyre



2021/2022

# Annual Report: Appendix B

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

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

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

Total number of applications received
3

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

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

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	0	0	0	0	0	0	0	1	33%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	1	0	1	0	0	0	0	0	2	67%
Total	2	0	1	0	0	0	0	0	3	
% of Total	67%	0%	33%	0%	0%	0%	0%	0%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	2	0	1	0	0	0	0	0	3	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	2	0	1	0	0	0	0	0	3	
% of Total	67%	0%	33%	0%	0%	0%	0%	0%		

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

Table C: Invalid applications

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	2	100%
Invalid applications that subsequently became valid applications	2	100%

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

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

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	1	50%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	2	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	3	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	3	

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

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

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

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

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

Table I: Applications transferred to other agencies.

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



2021/2022

# Annual Report: Appendix C

*Embracing Change,  
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# End of Term Report - 2021

## 1 Community Services

### CS 1 Grow the population to 10,000 residents over the next 10 years

CS 1.1 Engage and encourage young people to later return to the Local Government Area (LGA) to raise their families, work in the area, work remotely from this area or establish their own business and or industries in the area.

Comment	Status	Progress
<p>The Glen Innes Highlands brand was extended to include another brand pillar that represented Economic Development - Progressive Country. A prospectus was produced and circulated to local businesses and available at Council offices and the Visitor Information Centre. This activity was completed in 2018 and then incorporated into the new Glen Innes Highlands Website under the 'INVEST' section which formed part of the marketing strategy of VISIT, LIVE, INVEST.</p> <p>Annual marketing activity has been delivered against Operational Plan budgets to promote the town with assets being provided to local businesses to utilise on their websites and social platforms. The Business Incentive Fund merged with the Incentives to Attract General Practitioners Policy with financial assistance being provided to the two local practices to the value of \$5,000 each. This funding was to compensate recruitment and training costs. In 2021 the Business Incentive Fund, Event Prioritisation Fund and funding allocated to Business In Glen and Glen Innes Highlands Visitor Association were collated into one 'Local Economic Development Support Fund' which set a criteria for Council financial assistance relevant to the Economic Development Strategy and Action Plan.</p> <p>Letters were sent annually to Year 12 students encouraging them to consider moving back to the Glen Innes Highlands community later in their lives.</p>	Ongoing	50%

CS 1.2 Attract the population segment looking for a lifestyle change (branding for tree changers).

Comment	Status	Progress
<p>Economic Development: Glen Innes highlands (GIH) 'LIVE' video was launched via digital and social channels with one-off opportunities taken - and example being during the NRL football 10 September 2021 and 11 September 2021. This Workforce Attraction Strategy has been completed and will now be socialised to the Council and the business community to utilised in their resource planning. A GGITT was conducted to commence on the delivery of the action to develop a 'Local Jobs Program' which is in development and will require funding to implement later in the year. Highlands Hub - Education and Jobs programs and Initiatives- Grant funding has been secured to deliver programs and workshops for its first year of operation commencing from June 2022. The optimised online Highlands Business Hub with its new career and community functionality and capability will be an enabler of connecting, sharing, and fulfilling local jobs, volunteering opportunities and more. Remote-Ready programs will form part of the program development of the new Highlands Hub Co-working space once launched. The space will provide access to offices, meeting rooms and a training room to facilitate local training and development as well as a place where businesses can utilise office space in a creative and nurturing environment. The space will also provide a place to go for remote access workers and/or the travelling workforce.</p> <p>Five (5) major Art Projects were funded and delivered by 30 June 2021 in consultation with the Public Art Reference Group.</p> <p>The Destination Management Plan Summary and Background Analysis was adopted by Council at the July 2021 Ordinary Council Meeting.</p>	Completed	100%

### CS 1.3 Ensure there are adequate facilities for the ageing population.

Comment	Status	Progress
<p>Council have initiated a Housing Assessment and Future Strategy which will be completed by June 2022, following a draft presented and discussed with the GROW Glen Innes THINK TANK in January/February 2022. The final draft will go to Council for adoption and will include recommendations on the housing supply gaps and potential investment opportunities for Council to diversify their investment portfolio.</p> <p>Glenwood Gardens and Roseneath Nursing Home have both had major improvements and expansion to their facilities.</p> <p>Information of the various services available to the aging population are included in the new resident packs; advertised within various Council media forums such as the Life Choices - Support Services bi-monthly newsletter, Council's Facebook Page, Our Council section within the local newspaper as well as in the Resident Newsletters when appropriate.</p>	Ongoing	50%

### CS 2 Ensure that land use planning supports the vision and role of each village and town.

#### CS 2.1 Review and update the existing Land Use Strategy and implement any changes through the Local Environmental Plan (LEP).

Comment	Status	Progress
<p>A consultant is undertaking a review of the Glen Innes Severn Land Use Strategy.</p> <p>In the reporting period, three (3) Planning Proposals were completed resulting in two (2) approved changes to the LEP. A third Planning Proposal is currently in process.</p> <p>Council's Housing Assessment and Future Strategy will provide insight and guidance as to the rezoning opportunities for the next LEP and to assist in opening up development opportunities for the LGA.</p>	Ongoing	80%

### CS 3 Ensure community service levels meet the need of a diverse community with a focus on inclusion of youth, children and families, people who are older and people with a disability.

#### CS 3.1 Advocate for family violence support including a women's refuge service.

Comment	Status	Progress
<p>Council has advocated to the State Government to establish a women's refuge within the LGA, however no commitment has been made from them.</p> <p>Council staff continue to collaborate with community groups such as Glen Innes Safe in Our Town (SIOT) to raise public awareness of domestic violence and providing free promotional material and advertising so that people are aware of where they can seek support and assistance.</p>	Completed	100%

#### CS 3.2 Advocate for the retention and upgrading of existing health facilities and new health services across the LGA.

Comment	Status	Progress
<p>Following the success of the EOI for the "Attract, Connect, Stay" Healthcare Workforce Pilot the first co-design workshop was conducted on 30 September 2021 to establish the governance and management of the program. Funding secured for the program to 30 September 2021 is \$24,202 which includes: \$15,000 for NEJO; \$9,798 from Council pending full funding of the position in year one (1) and \$1,000 from Rob Banham. The gap in funding equates to \$25,798 and it will be the remit of the governance group formed to secure that remaining funding required to commence recruitment of the Healthcare Workforce and Recruitment Connector role. Council have also commissioned research into a potential framework for Healthcare Service Gaps to enable local access to specialist healthcare services.</p> <p>Council is also establishing ideas and potential solutions to create opportunities for our aging population to move into communal retirement whilst also addressing our future housing gaps and future jobs and skills gaps.</p> <p>A mental health support worker attends the Youth Booth on a monthly basis to provide support, skills and information.</p>	Ongoing	75%

### CS 3.3 Advocate for and continue to develop a network of youth facilities across the community.

Comment	Status	Progress
<p>After extensive communication with the NSW PCYC Council was told that until our population reaches 10,000 it is unlikely that a PCYC would be funded in Glen Innes.</p> <p>Therefore, Council established and opened the "Youth Booth" which provides a safe space for local youth after school to have afternoon tea, do their homework, do games activities both indoor and out. Several projects have been developed with the youth at their request such as gardening and recycling. The space is also available during school holidays.</p> <p>During the week services are offered at the Youth Booth for youth that have left school and are 25 or under to assist with employment information, resume building, budgeting, cooking or such like that may be requested.</p> <p>The establishment of an Escape Rooms with Mystery Rooms awarded the project to establish an Escape Rooms in Glen Innes. \$145,000 (including GST) was funded by the National Bushfire Agency via their Regional Tourism Bushfire Recovery Grant Program. This will create another 'thing to do' for local youth, visitors and an intention to establish a STEM program for local youth to participate in.</p>	Ongoing	15%

### CS 3.4 Develop Master Plan/s for all sporting grounds.

Council adopted a Sporting Facilities Review and Master Plans in June 2018.	Completed	100%
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CS 3.5 Advocate for the extension and improvement of Children and Family Services, including early intervention programs and coordination between Council, school run services and parenting programs.

Comment	Status	Progress
<p>Internal and external extensions have been made to the "Pool House" on West Avenue where Children and Family Services are delivered from. This has allowed the Out of School Hours (OOSH) and Vacation Care services to lift its capacity to 30 children a day.</p> <p>Successful Family Picnic Days have been held annually, which are a great opportunity to provide a "free" fun and interactive day for children to spend with their parents, carers or grandparents while also being able to receive information on the various services available in the community for this demographic.</p> <p>Council has remained a member of the Northern Tableland Cooperative Library Services. Which is a collaboration between five (5) libraries across four (4) local government areas which work together to improve access to more resources, online databases and networking initiatives.</p> <p>The Friends of the Library successfully applied for a waterproof and sun proof sail at the library from the White Rock Wind Farm Community Fund, which has allowed for 'new' outdoor activities to be facilitated.</p>	Completed	100%

### CS 3.6 Advocate for increased and improved medical services in Glen Innes.

Comment	Status	Progress
Following the success of the EOI for the "Attract, Connect, Stay" Healthcare Workforce Pilot the first co-design workshop was conducted on 30 September 2021 to establish the governance and management of the program. Funding secured for the program to 30 September 2021 is \$24,202 which includes: \$15,000 for NEJO; \$9,798 from Council pending full funding of the position in year one (1) and \$1,000 from Rob Banham. The gap in funding equates to \$25,798 and it will be the remit of the governance group formed to secure that remaining funding required to commence recruitment of the Healthcare Workforce and Recruitment Connector role. Council have also commissioned research into a potential framework for Healthcare Service Gaps to enable local access to specialist healthcare services.	Ongoing	65%

### CS 3.7 Complete actions within the Disability Inclusion Action Plan 2017/21.

Comment	Status	Progress
<p>The mobility brochure remains current and is included in the new resident packs as well as being available on Council's website.</p> <p>Council has an Accessible Tourism Guide which was developed and delivered in 2018 which outlines accessible places to visit.</p> <p>Various staff have received training related to the employment of persons with a disability.</p> <p>Council's websites are set up to assist navigation by people that are blind, so that they can click on an article and it will be read aloud.</p> <p>Tactical Ground Surface Indicators, to assist people who are blind or vision impaired cross the road safely, have been installed in Grey Street and Church and Meade Streets.</p>	Completed	100%

### CS 3.8 Work with the community to address drug and alcohol issues.

Comment	Status	Progress
<p>Council has continued to be an active participant of the Community Drug Action Team (CDAT). Staff regularly attend meetings whilst also offering administration support.</p> <p>The committee is very proactive in the community and provides free advice and products to increase awareness and prevention of drug and alcohol use.</p>	Completed	100%

### CS 4 Promote transport accessibility, between villages and towns, particularly for vulnerable groups.

#### CS 4.1 Advocate for increased transport services within the LGA.

Comment	Status	Progress
<p>Community information boards have been installed in the branch libraries so that information about transport (and other information) can be made readily available to the community.</p> <p>Due to the NSW and Regional lock downs initiated by the State Government, there was a significant reduction in travelers and residents using this service. Trainlink operational variations during travel restrictions has affected arrival times, resulting in Council maintaining daily timetable checks to give customers correct information. Trainlink bus services from Grafton to Brisbane have been suspended and towns in between are also affected.</p> <p>The pedestrian pathway across the railway line near Bourke Street has been upgraded so is safe and fit for purpose.</p>	Completed	100%

## CS 5 Celebrate and encourage community committees (volunteerism).

### CS 5.1 Promote partnerships between the community and Council in achieving this objective.

Comment	Status	Progress
<p>The GROW Glen Innes THINK TANK was established and now has 51 community members registered. The VIC volunteer drive is ongoing and is advertised on the GIH website, GIH and Council social media pages, Tourism and Events newsletter, VIC window display and has been communicated to Council's Communication and Media officer for inclusion in any relevant media opportunities.</p> <p>A Grants Officer working a minimum of three (3) days per week remains a funded position in Council's Organisational Structure. A gap was created due to staff turnover and the position was absorbed by the Manager Economic Development during those times. The Grants Officer compiles a monthly digital Grants and Funding Newsletter - 'Bid-Blast' promoting applicable LGA funding opportunities. Distribution channels include Glen Innes Highlands news page; emailed to 355 committees of Council; Councilors; All staff; email to community organisation database.</p> <p>In partnership with GLENRAC annual training workshops have been held for members of Council's Section 355 Committee members; where possible invitations have been extended to the wider community to participate.</p>	Completed	100%

## CS 6 Promote community spirit and foster pride.

### CS 6.1 Promote community events, including family-oriented entertainment, culture and arts.

Comment	Status	Progress
<p>Council provides annual Christmas decorations including a dedicated Christmas. Christmas in the Highlands and the Christmas lights were facilitated by Council and Council has secured a partnership regarding the donation of additional lights for 2021.</p> <p>There have been increased family and youth activities and events at the Glen Innes Severn Library Learning Centre. These activities and events have been advertised via the Library Facebook Page and the new television behind the service desk at the Library which advertises Council and community events.</p>	Completed	100%

### CS 6.2 Pursue the Tidy Towns initiative and be supportive of the 'Clean Up Australia' initiative.

Comment	Status	Progress
<p>The Tidy Town awards are no longer being offered. The replacement program is the "Blue Star Sustainability Awards".</p> <p>Councils Open Spaces Committee monitor this program to determine if Council has any suitable projects to nominate.</p>	Completed	100%

## CS 7 To have a safe community.

### CS 7.1 Provide safe community spaces.

Comment	Status	Progress
Council has a full team in Regulatory Services that assist in providing safe community spaces. The addition of the surveillance trailers that can be discreetly placed at spaces to monitor activity assist in providing safe spaces. Some spaces in Grey Street have CCTV.	Completed	100%

### CS 7.2 Lobby for adequate Police services.

Comment	Status	Progress
Council has a full team in Regulatory Services that assist in providing safe community spaces. The addition of the surveillance trailers that can be discreetly placed at spaces to monitor activity assist in providing safe spaces. Some spaces in Grey Street have CCTV.	Completed	100%

## CS 8 To have a healthy community.

### CS 8.1 Encourage the community to be more physically active.

Comment	Status	Progress
<p>New playground and exercise equipment, fencing, landscaping, a picnic shelter, BBQ, lights and CCTV were completed at Melling Park through a Stronger Country Community Fund Grant.</p> <p>A shared pathway from Melling Park has been constructed to link the western side of Glen Innes to the CBD.</p> <p>Regular messages promoting sport and participation have been placed on Councils Facebook page. It is also a subject discussed at the 355 Glen Innes Sports Council meetings on how to create greater participation and attraction to sports available in our area.</p>	Completed	100%

## 2 Economic Development

### ED 1 Facilitate market and business opportunities.

ED 1.1 Update the existing GISC Economic Development Strategy to reflect the current economic climate and opportunities (understanding gaps in the market and opportunities).

Comment	Status	Progress
The Economic Development Strategy 2020-2040 and the Action Plan 2020-2025 was adopted by Council at the March 2021 Ordinary Council Meeting.	Completed	100%

ED 1.2 Maintain the Significant Development Committee as an important gateway to listen to and welcome new business proposals.

Comment	Status	Progress
The Significant Development Committee met with external parties when requested. Regular opportunities are provided for Development Assessment Unit meetings every Thursday.	Completed	100%

ED 1.3 Review tourism opportunities and promotion with a particular focus on strengthening accessibility and providing incentives to draw visitors into the Glen Innes Highlands.

Comment	Status	Progress
<p>The Visitor Information Centre (VIC) retained all permanent and permanent part-time employees throughout the NSW COVID-19 travel restrictions and lockdowns.</p> <p>Council is continuing to develop partnerships for new events through the Tourism and Events Newsletter, Glen Innes Highlands website, social media channels, Glen Innes Severn Council website and direct contact with new tourism product businesses and adventure groups.</p> <p>Council has provided funding in the annual Operational Plan and Budget to promote advertising campaigns across the three (3) pillars of Visit, Live and Invest.</p> <p>Electric Charging stations were installed at the rear of the VIC and at the rear of Town Hall.</p>	Completed	100%

ED 1.4 Advocate for the decentralisation of State Government agencies including the Roads and Maritime Services and Department of Primary Industries.

Comment	Status	Progress
<p>This action is ongoing. The Member for the Northern Tablelands is regularly advocated to by both the General Manager and the Mayor regarding the decentralisation of State Government agencies to the Glen Innes Severn LGA. This advocacy will continue once the new Council is elected in December 2021.</p>	Ongoing	50%

### ED 1.5 Actively support the establishment of a Flight School at the Glen Innes Airport.

Comment	Status	Progress
<p>This project has not progressed due the developers being unable to secure the required funding to develop the Flight School.</p> <p>Council will take on the development of the Airport Master Plan funded under the Bushfire Recovery Agency with a deadline of 30 June 2022.</p>	Deferred	0%

## ED 2 Develop a strong brand for Glen Innes Severn Highlands.

### ED 2.1 Support and promote the new Glen Innes Highlands destination branding.

Comment	Status	Progress
<p>The Glen Innes Highlands brand was extended to include Economic Development, being 'Progressive Country' in 2018. promotion has been developed based on the Visit, Live, Invest theme.</p> <p>Annual marketing activity has been delivered against Operational Plan budgets to promote the Local Government Area with assets being provided to local businesses to utilise on their websites and social platforms.</p>	Completed	100%

### ED 3 Facilitate growth and support business development.

#### ED 3.1 Be responsive and proactive to business interest/receptive to innovation and relocation.

Comment	Status	Progress
<p>Council provided an annual budget allocation to support Business In Glen and Glen Innes Highlands Visitor Association until 2021.</p> <p>In 2021 the Business Incentive Fund, Event Prioritisation Fund and funding allocated to Business In Glen and Glen Innes Highlands Visitor Association were collated into one 'Local Economic Development Support Fund' which set a criteria for Council financial assistance relevant to the Economic Development Strategy and Action Plan.</p> <p>Business In Glen operated until 2020 and is in caretaker mode due to a lack of local business memberships and engagement.</p> <p>The Highlands Hub platform, programs and co-working space initiatives provide an alternative to the traditional form of chamber of commerce and industry association frameworks.</p> <p>Council also held a Highlands Hub Awards program in 2020 where 12 local businesses benefited from a digital content package delivered in 2021 by Council in partnership with local content and marketing businesses.</p>	Completed	100%

#### ED 4 Recognise and support the agricultural sector as the most significant local industry within the LGA.

##### ED 4.1 Have a particular focus on the maintenance and renewal of Council's rural local roads network.

Comment	Status	Progress
Council has implemented a significant program of works on the rural road network. An unsealed road re-sheeting program has been established whereby high-quality material is crushed to a uniform standard and applied to full lengths of road. Roads treated in this manner include Strathbogie, Pinkett, Mt Mitchell, Glen Legh, West Furracabad, Yarraford, Glen Elgin, Costellos, Waterloo, Morven, Tent Hill, Rangers Valley, Pretty Valley, Old Grafton and Nant Park Roads. The benefit of these works has been extended by the receipt of grant funding to seal 104km of roads including Old Grafton, Strathbogie, Pinkett, Yarraford, Mt Mitchell, Ten Mile, West Furracabad, Maybole and Tent Hill roads.	Ongoing	100%

##### ED 4.2 Investigate the current role of the Saleyards contributing to the local economy on a direct and indirect basis.

Comment	Status	Progress
As part of the successful grant of \$1.25M for the saleyards upgrade a comprehensive business case was developed include the economic benefits of the saleyards to the Glen Innes community.  Council also considered the matter in March 2018 with a confidential Discussion Paper on the on-going viability of the saleyards was presented to Council.	Completed	100%

ED 4.3 Based on the outcome of ED 4.2 above, develop a capital works masterplan for the Saleyards.

Comment	Status	Progress
Council was successful in obtaining a \$1.25M grant for upgrades to the Glen Innes Saleyards. This incorporated new 5,000 head sheep selling facility, upgrade to the canteen and agents' room, and an upgrade and sealing of a portion of the car park with new signage.	Completed	100%
No further work is proposed due to the lack of regular cattle sales since the 2019 drought.		

### 3 Infrastructure Management

#### IM 1 Ensure there are optimal services.

IM 1.1 Continue to engage with the community through established Community Committees to ensure their needs are understood.

Comment	Status	Progress
Manger of Recreation and Open Spaces has supported and attended all meetings of the required Committees as required including Sports Council, Open Spaces, Beautification and Cemetery Committees.	Completed	100%

IM 1.2 Ensure there is timely response and clear communication regarding infrastructure customer service requests.

Comment	Status	Progress
Council has implemented an infrastructure maintenance management process that has substantially improved the level of customer service. External surveys have shown a large improvement in the perception of Council's customer service function during the term of Council.	Completed	100%

IM 1.3 Maintain appropriate levels of service across the LGA.

Comment	Status	Progress
A new shelter was completed at the Emmaville Aquatic Centre with a new rainwater tank installed.  A new shelter was completed at the Emmaville Caravan Park with two (2) new BBQ's and solar lighting installed.	Completed	100%

#### IM 1.4 Advocate for reliable telecommunications infrastructure across the LGA.

Comment	Status	Progress
Council has taken every opportunity to advocate for improved telecommunications coverage within the local government area. To date, this advocacy has not been met with a satisfactory response from industry or other levels of government.	Ongoing	100%

#### IM 2 Continue to systematically reduce the infrastructure backlog.

##### IM 2.1 Pursue and deliver the Fit for the Future Action Plan.

Comment	Status	Progress
Several new fees have been added to Council's Fees and Charges during the period. Council's infrastructure backlog will remain a focus in the future until it has been reduced further.	Completed	100%

##### IM 2.2 Set and communicate the delivery of annual infrastructure backlog targets.

Comment	Status	Progress
Council set a schedule of annual infrastructure backlog targets through the adoption of an infrastructure backlog management plan in 2018. These targets have been consistently met with annual capital works budgets allocated in accordance with the requirements of the plan.	Completed	100%

### IM 3 Ensure proper management of infrastructure and assets.

#### IM 3.1 Optimise the management of assets, with a focus on Council's road network and drainage.

Comment	Status	Progress
Council continues to optimise the management of road assets through independent data capture of the sealed road network by the independent organisation ARRB. This annual data collection enables Council to observe the rate of deterioration of the sealed network over time, enabling treatment options to be targeted. Council has continued to levy a drainage charge to specifically address the backlog of drainage works that has developed over decades of previous inaction. A drainage team has been established to implement works required on an ongoing basis.	Ongoing	100%

#### IM 3.2 Develop and implement best operational practices, including the empowerment of staff to take ownership of outcomes.

Comment	Status	Progress
Council has implemented some initiatives that have proven to be very effective in restoring condition to the road network. These include the gravel re-sheet program using quality crushed material in bulk campaigns and the introduction of graded aggregate seals for a low-cost conversion of unsealed roads. Staff have been allocated to teams that are given the responsibility and resources to perform works in an efficient and productive manner.	Completed	100%

#### IM 3.3 Focus on the renewal and proper maintenance of building assets.

Comment	Status	Progress
Council has created a new position employing a permanent trades person (builder) to manage building maintenance. This position has benefited Council greatly and provided extensive support to Council building projects.	Ongoing	100%

#### IM 3.4 Complete the upgrade of Grey Street between Meade and Ferguson Streets.

Comment	Status	Progress
The upgrade of Grey Street between Meade and Ferguson Streets has been completed in the same style as the remainder of the CBD.	Completed	100%

#### IM 4 Strive for adequate funding for infrastructure and assets.

##### IM 4.1 Optimise funding and service delivery.

Comment	Status	Progress
A special infrastructure levy was investigated, however not pursued. A Special Rate Variation has been discussed each year with Councillors when compiling the Annual Operational Plan and Budget and updating the 10 Year Long Term Financial Plan; however, has not been further pursued.	Completed	100%

#### IM 4.2 Advocate for more external funding from both State and Federal Governments.

Comment	Status	Progress
<p>Monthly reports are provided in the Departmental Monthly Report and the Quarterly Economic Development Progress Report. The following provides a summary of grant information for the year to date compared to the past four (4) years:</p> <p>2017-2018: 12 grants approved at a total value of \$1,051,535</p> <p>2018-2019: 29 grants approved at a total value of \$11,005,216 and six (6) grants unsuccessful to the total value of \$1,837,753</p> <p>2019-2020: 11 grants approved at a total value of \$4,504,252 and four (4) grants unsuccessful to the total value of \$1,880,691</p> <p>2020-2021: 20 grants approved at a total value of \$25,495,688 and 10 grants unsuccessful to the total value of \$8,389,359</p> <p>2021-2022: 3 grants approved at a total value of \$1,536,710</p>	Completed	100%

#### IM 5 Ensure proper freight transport planning.

##### IM 5.1 Optimise the road network for freight access to adopted service levels.

Comment	Status	Progress
Council has maintained freight access across the LGA in accordance with the National Heavy Vehicle Regulator approval process.	Completed	100%

## IM 6 Ensure continued good management of the Glen Innes Water Treatment Plant.

### IM 6.1 Optimise the usage and operations at the Glen Innes Water Treatment Plant.

Comment	Status	Progress
The Glen Innes Water treatment plant has operated in full compliance with the Australian Drinking Water Guidelines requirements. A drinking water quality management plan is in place, and water quality has been significantly improved with the completion of the Eerindi Ponds off stream storage. That facility has virtually eliminated age old problems with Manganese contamination that used to be endemic in the supply. Brown water complaints are now infrequent and restricted to pipeline issues.	Completed	100%

## 4 Environment Heritage

### EH 1 Continue to be a leader in environmental sustainability.

#### EH 1.1 Maintain road side environmental areas.

Comment	Status	Progress
Council is now a formal member of the New England Weeds Authority (NEWA) which undertake Councils weeds functions, including environmental weed control on roadsides designated High Conservation Value.	Completed	100%

#### EH 1.2 Develop a Waste Management Strategy with a particular focus on green waste and promoting industry accepted best recycling practices.

Comment	Status	Progress
Impact Environmental Consulting have been contracted to undertake the waste management strategy. A Councillor Workshop was held in March 2021 advising Council of the delays in delivering the strategy. The strategy will be completed by 31 December 2021.	Ongoing	85%

### EH 1.3 Investigate the usage and recycling capability at the village landfills.

Comment	Status	Progress
Cardboard, glass and cans recycling being undertaken at rural landfills and being transported to Glen Innes Severn Council recycling center. Metal is collected from the site and recycled on a need's basis. E-waste cages are located at all village landfills and collected when required.	Completed	100%

### EH 1.4 Promote energy efficiency and the use of renewable resources across Council facilities and assets.

Comment	Status	Progress
Lighting is upgraded to LED when the existing lighting fails.  Solar panels are installed on several Council buildings, Town Hall building is being considered for solar panels, but is waiting on the Council office relocation decision before installation.  A Renewable Energy Action Plan was adopted by Council in June 2020 which identifies and prioritizes future renewable energy projects for Council buildings and properties.	Completed	100%

## EH 2 Support conservation efforts in relation to heritage.

### EH 2.1 Maintain heritage values.

Comment	Status	Progress
Development applications lodged are considered for heritage significance when being assessed. Additional financial support is provided from Council if the proposal meets minimum requirements.	Completed	100%

EH 2.2 Better utilise existing heritage grant budget provisions and advocate for additional funding and/or supplement funding from Council's funds.

Comment	Status	Progress
A Heritage Assessment Officer is employed one day a month to consider any heritage related applications.	Completed	100%

EH 2.3 Monitor the built environment around existing heritage places.

Comment	Status	Progress
Development applications lodged are considered for heritage significance when being assessed.	Completed	100%

**EH 3 Improve opportunities for passive recreation around our natural and heritage assets.**

EH 3.1 Improve signage for the benefit of the local community and visitors.

Comment	Status	Progress
An LGA-wide signage renewal audit was conducted and implemented.	Completed	100%

### EH 3.2 Advocate for the development of a rail trail to promote pedestrian and cycle connectivity.

Comment	Status	Progress
Council was successful in obtaining funding for the New England Rail Trail Stage One (1) - Glen Innes to Ben Lomond.  The project is progressing to finalise a funding deed and activity schedules.	Completed	100%

### EH 4 Work with existing organisations to enhance the environment.

#### EH 4.1 Identify opportunities to collaborate with local and regional environmentally focused organisations.

Comment	Status	Progress
Council has worked closely with GLENRAC and New England Weeds Authority (NEWA) during the reporting period. As an example, a major project has been the Communities Combating Pest and Weed Impacts During Drought Program - Biosecurity Management of Pests and Weeds. The project assisted landholders in identifying new and emerging weeds.  Secondly, the project aims to reduce the environmental and economic impact of weedy grass species through roadside control programs	Completed	100%

**EH 5 Further pursue the creation of innovative public art attractions and the establishment of an artistic culture and ambiance within Glen Innes.**

EH 5.1 Liaise and work with the Glen Innes arts community to establish a Master Plan for future public art locations and themes.

Comment	Status	Progress
<p>Council reviewed and adopted the Public Art Policy and Guidelines in August 2018. The reviewed documents identified a number of potential locations for the installation of public art.</p> <p>During the reporting period six (6) public art installations were installed and commissioned in the Local Government area.</p> <p>Council has remained as a contributing member of Arts North West.</p>	Completed	100%

**EH 6 Improve the entrances to Glen Innes and villages that are representative of its proud and environmentally conscious community.**

EH 6.1 Provide for the necessary budgetary provisions to upgrade and maintain all the entrances to Glen Innes and for villages beautification.

Comment	Status	Progress
<p>The entrance plans for Glen Innes were endorsed by the Open Spaces Committee and an allocation provided in the Operational Plan and Budget.</p> <p>Four (4) year beautification plans have been adopted for both Emmaville and Deepwater.</p> <p>Emmaville has only partly progressed with their implementation due to a lack of community interest in participating on the Committee.</p>	Completed	100%

## 5 Council Sustainability, Transparency and Communication

### STC 1 Continue to improve Council communication with the community, including celebrating successes and achievements.

STC 1.1 Consistently communicate the role of Council to the community (i.e., what Council does and does not do).

Comment	Status	Progress
Media releases and Resident Newsletters have been distributed regularly.	Completed	100%

STC 1.2 Provide clear messaging of Council's achievements, strategic objectives and actions.

Comment	Status	Progress
Council has provided consistent and regular updates through several channels to ensure that the community is continually updated, engaged and consulted.	Completed	100%

STC 1.3 Further develop social media as a key messaging platform, supported by Council's website.

Comment	Status	Progress
Council has provided regular content and information utilising its website and Facebook pages; as well as other available GISC channels from the various teams within Council.	Completed	100%

STC 1.4 Provide greater transparency around rates, revenue and expenditure including detail on where the funds are spent (urban, village and rural).

Comment	Status	Progress
Annually, as part of the Operational Plan and Budget process when the relevant documents are on public exhibition, a budget newsletter is printed and distributed by mail to all residents. The newsletter highlights the major changes and projects for the year ahead as well as provides details on how to put in a submission to Council on the Operational Plan and Budget.	Completed	100%

STC 1.5 Communicate funding (grant) opportunities with/for community organisations.

Comment	Status	Progress
The Grants Officer compiles a monthly digital Grants and Funding Newsletter - 'Bid-Blast' promoting applicable LGA funding opportunities. Distribution channels include Glen Innes Highlands news page; emailed to 355 committees of Council; Councillors; All staff; email to community organisation database.	Completed	100%

STC 1.6 Liaise with village community bodies.

Comment	Status	Progress
Liaison with community bodies takes place during the consultation process of the Community Strategic Plan guided by the Community Engagement Strategy.	Completed	100%

### STC 1.7 Strive for excellence in all customer service areas.

Comment	Status	Progress
The 2020 External Customer Survey found that 76% of residents were at least 'somewhat satisfied' with the performance of Council over the last 12 months. This had strengthened since the last survey was completed in 2018.	Completed	100%

## STC 2 Ensure ongoing organisational sustainability.

### STC 2.1 Continue to be a financially sustainable and independent Council.

Comment	Status	Progress
Council has remained financially sustainable and independent.	Completed	100%

### STC 2.2 Pursue the attraction of external grants (in addition to FAGs, R2R or block grant funding) to improve services, infrastructure and initiatives otherwise not attainable.

Comment	Status	Progress
Council has been very successful in obtaining additional grant funding for infrastructure projects under number of schemes, including Fixing Local Roads (Rounds 1 (\$980K), Round 2 (\$3.1M) and Round 3 (\$1.38M)) and Fixing Country Bridges (\$4.3M).	Completed	100%

### STC 3 Attract, retain and value a highly skilled and committed workforce.

#### STC 3.1 Engage and empower staff to develop ownership and responsibility for outcomes with a 'can do' attitude.

Comment	Status	Progress
<p>Whole of staff meetings and internal staff newsletters are held / distributed frequently to engage staff and give awareness of what is happening within Council.</p> <p>Council adopted a Workforce Plan in 2017, which spans the period from 2017 to 2021. The Plan addresses many issues and identifies priority areas. Objectives and actions from the Plan are included each year in Council's Operational Plans and are rolled out in consultation with the Staff Consultative Committee. This process has contributed to the empowerment and engagement of Council's workforce and will be ongoing.</p> <p>Council conducted a Staff Engagement Survey in June 2020. The survey was conducted by independent consultants, Voice Project, and surveyed the opinions of staff on a wide range of issues. A series of workshops followed the survey, which focused on priority areas identified by employees. The results of the survey and workshops were translated into an action plan to address shortfalls, which is currently being implemented, with quarterly updates to Council's Management Executive Team and the elected Council.</p>	Completed	100%

#### STC 3.2 Instill with staff the culture to deliver quality work the first time; for things to be done once and done right – acknowledging the impact of budgetary constraints on this policy direction.

Comment	Status	Progress
Council's values and the House Rules provide staff with a culture and positive direction to work within.	Completed	100%

## STC 4 Improve communication within the organisation.

### STC 4.1 Promote effective interdepartmental communication.

Comment	Status	Progress
<p>The Management Executive Team (MANEX) meet fortnightly to discuss matters across all departments of Council and to make management decisions that drive improvements.</p> <p>Council has implemented and provided training on Microsoft 365, including Microsoft Teams, a digital software suite designed for collaboration and effective interdepartmental communication. The adoption of the various technologies within this suite has gone a long way to achieving this objective.</p> <p>Council holds regular All of Staff Meetings where questions may be raised and discussed. All staff newsletters keep everyone posted of important announcements, outcomes and achievements. All staff are encouraged to contribute from their departments information for the newsletter which comes out bi-monthly.</p> <p>Other committees meet that aim to improve communication across departments, generally and on key areas, such as the monthly Management Meetings, Staff Consultative Committee and Work Health and Safety Consultative Committee.</p>	Completed	100%

## STC 5 Optimise the use of Council's main administrative buildings.

STC 5.1 Explore options relating to the potential consolidation of the administration offices and the redevelopment of the Town Hall.

Comment	Status	Progress
Council has had several co-location options presented to them for consideration. These options have included the Property NSW building on the corner of Ferguson and Grey Streets, the Mackenzie building and Town Hall. The co-location has been deferred until after the 2021 Council elections.	Deferred	25%