



GLEN INNES SEVERN DELIVERY PROGRAM

2022 - 2025



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1.0 Introduction

This document, the 2022-25 Delivery Program, is Council's response to the first three years of the implementation of the 2022-2032 Glen Innes Severn Community Strategic Plan (Community Strategic Plan) and should be read in conjunction with it. The Delivery Program identifies how Council will allocate all of its service activities, programs and projects (its Principal Activities) towards achieving the Community Strategic Plan's Goals over its three-year term. It also identifies who is responsible for their delivery, how the Council intends to improve its services and how it will work in partnership to achieve its Goals. The Delivery Program summarises Council's commitment to the community and establishes annual priorities and financial limits for the annual Operational Plan.

To ensure that the Community Strategic Plan reflected the views of the local community, the Council undertook community and stakeholder engagement in March 2022. This involved various workshops on the proposed Vision for the Glen Innes Severn Local Government Area (LGA), as well as the Strategic Objectives and their Goals required to achieve it. Council engaged with representatives from:-

- The local community in Deepwater, Emmaville, Glencoe, Glen Innes and Pinkett;
- The business, community, health and education sectors;
- The Aboriginal community; and
- Councillors and Council staff.

Further, in 2020, Council commissioned an independent consultant to conduct a statistically valid telephone survey of 400 + residents living within the LGA. The results of this survey are discussed in detail in the Community Strategic Plan.

In summary, the Community Strategic Plan, is a ten-year plan for the community (not simply the vision of the Council and its Councillors), which establishes the Vision, Strategic Objectives and their Goals, around which the Principal Activities as outlined in this Delivery Program are framed. The Council must ensure that the Delivery Program sets the priorities over the next three years, for the use of all of its resources across all of its functions whilst staying within its financial means (as established in the Long term Financial Plan), so that the intent of the Community Strategic Plan and its Goals are delivered.

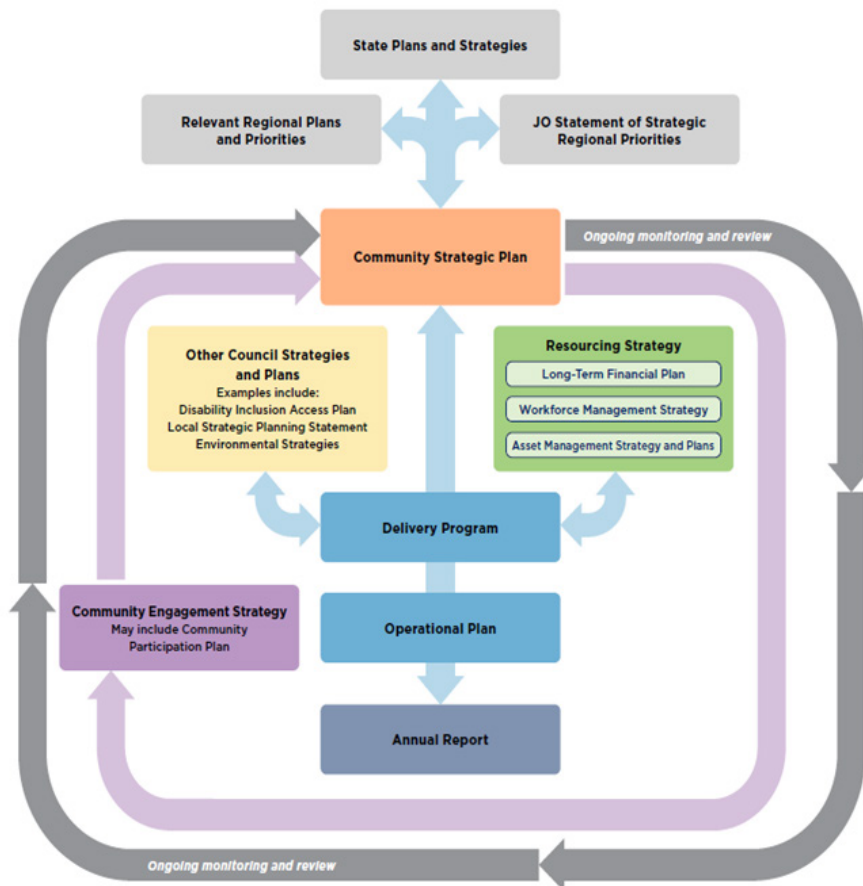
The General Manager reports on the progress of the Delivery Program every six months. It is reviewed every 12 months when the Operational Plan for the following year is being prepared. Where significant amendments to the Delivery Program are proposed, it must be placed on public exhibition to enable further community feedback before it can be altered.

THE DELIVERY PROGRAM AND THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

2.0 The Delivery Program and the Integrated Planning and Reporting Framework

As outlined in the Community Strategic Plan, the Delivery Program is a major component of the Integrated Planning and Reporting (IP&R) framework which is established by the Local Government Act 1993 and the Local Government (General) Regulation 2021. The IP&R framework's planning cycle aligns with the local government election cycle, with each outgoing and incoming elected council having a role to play in the cycle of community engagement, planning, reporting, monitoring and reviewing the suite of plans and strategies in the IP&R framework as shown in Figure 1.

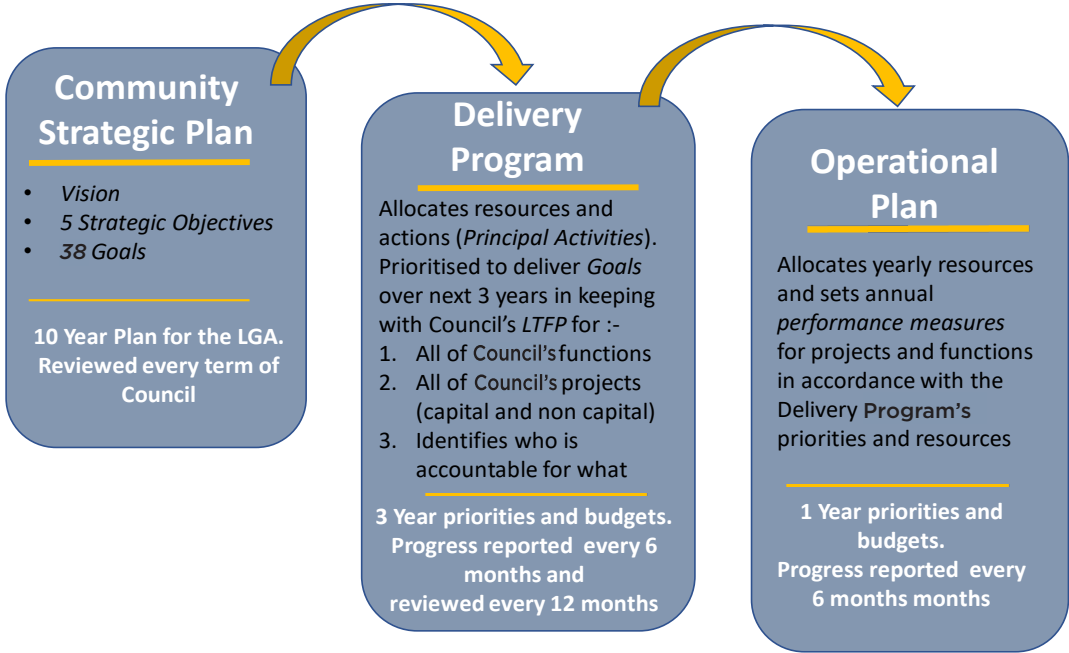
Fig 1. Integrated Planning and Reporting Framework



Source
NSW Office of Local Government's Integrated Planning and Reporting
Guidelines For Local Government in NSW - September 2021



Relationship Between the Community Strategic Plan, Delivery Program and the Operational Plan



3.0 Delivery Program - Partnerships

Whilst Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan and its Delivery Program on behalf of the LGA, it is not wholly responsible for its development and implementation. Many of its Goals recognise that it is only by working in partnership with others, that the community's aspirations can be met. Other partners, such as Federal and State agencies, statutory authorities, community organisations and investors in the area, also have interests and responsibilities within the same jurisdiction. Council will continue to apply leadership, engagement, governance and shared decision making with its partners and stakeholders, to harness their knowledge, strengthen connectivity and build the collaboration required to bring the shared vision for the LGA alive.

In dealing with its partners Council will uphold its values of Respect, Integrity, Courage, Honesty and Transparency.



Partnerships Relevant to the Community Strategic Plan

LOCAL COMMUNITY	STATE AND FEDERAL GOVERNMENT	REGIONAL PARTNERS
<p>The local community normally elects its Council every four years.</p> <p>The Council is obligated to provide leadership and sound governance and engage with its community to understand its aspirations and priorities for the future of the LGA.</p> <p>The Council must develop a Community Strategic Plan which sets the Vision, Strategic Objectives, Goals and Principal Activities to deliver these aspirations.</p> <p>Whilst keeping within its means, the Council must align all its resources, activities and advocacy, to bring its Community Strategic Plan to fruition and keep the community informed of its progress.</p>	<p>State and Federal Government agencies prepare plans at a regional level and provide regulations, policy settings, planning frameworks and a range of services and grants to the Glen Innes Severn LGA.</p> <p>The State Government requires every Council to implement the Integrated Planning and Reporting Framework. It also approves the rates that are levied by each Council, directly or through reviews undertaken by the Independent Pricing and Regulatory Authority. This influences the degree to which Council can implement its Community Strategic Plan.</p> <p>The State Government also develops a Regional Plan which is concerned with all facets of land use planning, including employment areas, town centres, housing and related infrastructure to the natural environment and future hazards such as climate change.</p> <p>The Council has a role to lobby other levels of government to provide the services and projects which are necessary for the achievement of the Community Strategic Plan.</p> <p>State and Federal governments provide funding for a range of projects and grant programs to local government and local community organisations and Council forms collaborative partnerships with them so they may be implemented to best achieve the Community Strategic Plan.</p>	<p>Regional partners have a significant role in the implementation of the Community Strategic Plan. They include:</p> <ul style="list-style-type: none"> ● Statutory Authorities such as the NSW Aboriginal Land Council, County Councils, Electricity Commission of NSW, New England Weeds Authority, Destination NSW etc. Statutory authorities are created under legislation and exist independently of government to coordinate local service delivery, undertake advocacy and/ or to promote best practice amongst Councils across the state, a region or part thereof. Some have regulatory powers. ● Research bodies and not for profit regional partners such as the Regional Australia Institute a think tank for regional development and the Northern Inland Academy of Sport. ● New England Joint Organisation of Councils which consists of seven Councils and one affiliate Council. <p>Its members collaborate to advocate, share service delivery, develop plans, procure services and share investment risk to either reduce operating costs or enhance quality of life within the region.</p>

Partnerships Relevant to the Community Strategic Plan

LOCALLY BASED COMMUNITY ORGANISATIONS	PRIVATE SECTOR PARTNERS	EMPLOYEES OF COUNCIL
<p>Locally based, community organisations are vital to the wellbeing and quality of life of our people and place. They are significant partners in delivering the aspirations of the Community Strategic Plan. Most locally based community organisations are independently incorporated associations and reliant on volunteers, donations and grants for their operations.</p> <p>There are numerous locally based community organisations listed in the Glen Innes Severn Community Directory providing a range of counselling, sporting, recreational, cultural, environmental and business services to the LGA.</p> <p>The Council supports 21 community-based committees some of which act as advisory committees to it, whilst others have delegations to manage certain assets on behalf of Council. It also offers volunteering opportunities in support of its own service delivery obligations.</p> <p>The Council will continue to support its community organisations and provide, grants, accommodation and training support as appropriate in keeping with the Goals and their priorities established in the Community Strategic Plan.</p>	<p>The private sector has a major impact on the long-term viability of employment opportunities relating to the relevant Strategic Objective outlined in the Community Strategic Plan.</p> <p>To attract significant investment in farming, tourism, health and energy infrastructure etc., Council will develop a stable long-term strategy for the area's future and provide a reliable investment platform.</p> <p>Council will foster strategic partnerships with local and external business partners whilst balancing the social and environmental aspects of the community's aspirations.</p> <p>As well as bringing investment and employment to the area, the private sector also supplies goods and services to the Council. Where appropriate, long term supply contracts will be sought if they provide the best possible value for residents and maintain safe standards over time.</p>	<p>The Council employs 184 staff across a diverse range of departments and occupations.</p> <p>As both residents and those accountable for delivering Council services; employees are important partners for the success of the Community Strategic Plan and the achievement of its goals. Council will continue to develop the knowledge and skills base of its staff. It will consult with and empower them to improve the way that Council provides services to their customers in the most effective and efficient way and in keeping with the priorities established in the Community Strategic Plan and its Delivery Program.</p>

4.0 The Vision Mission and Values

Whilst Council is the custodian of the Vision on behalf of the local community and its partners, the way that it operates from day to day is critical to the success of the Delivery Program. The Mission of the Council and its values are listed below.

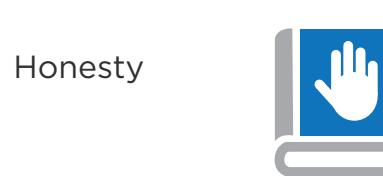


**Glen Innes Severn Local Government Area will be recognised as a :-
A Prosperous Connected Community that Nurtures
its People and Places**

Our Mission

Together we focus on our customers and partners to deliver the best possible local government services and projects at the best possible value now and into our shared future

Our Values



5.0 Strategic Objectives

As outlined in the Community Strategic Plan the Vision is supported by five Strategic Objectives and 38 Goals around which the Delivery Program is constructed.

The Five Strategic Objectives are:

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.

These Five Strategic Objectives are supported by 38 Goals



6.0 Delivery Program - Schedules of Principal Activities

1: Community Services

CS 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

CS 1.1: Encourage an Inclusive Active Lifestyle

To work in partnership to increase opportunities for all age groups and abilities to utilise sporting venues and active recreational settings and events.

CS 1.1.1: Provide and maintain suitable sporting fields for community use including the delivery of relevant aspects and review of the Glen Innes Sporting facilities Master Plan.

Primary Officer Position	Manager of Recreation and Open Spaces
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CS 1.1.2: Deliver Healthy Lifestyle Programs through Life Choices-Support Services.

Primary Officer Position	Manager of Community Services
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CS 1.1.3 : Provide and maintain adequate exercise and playground equipment in the LGA's parks and recreation areas.

Primary Officer Position	Manager of Recreation and Open Spaces
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CS 1.1.4: Deliver the aquatic centre services and facilities, including ongoing maintenance programs.

Primary Officer Position	Manager of Recreation and Open Spaces
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CS 1.1.5: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Primary Officer Position	Manager of Economic Development
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CS 1.1.6: Deliver the actions and tasks from the Destination Management Summary and Action Plan 2021-2025 relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Primary Officer Position	Manager of Economic Development
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CS 1.1.7: Review and Implement the Disability Inclusion Action Plan (DIAP) relating to CS 1.1 Encourage an Inclusive Active Lifestyle.

Primary Officer Position	Manager of Community Services
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DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

CS 1.1.8: Implement the Pedestrian Access and Mobility Plan.

Primary Officer Position

Manager of Infrastructure Delivery

CS 1.2: Encourage Community Connectivity and Cohesion

To work in partnership to increase the opportunities for the participation of those from all age groups and abilities to participate in appropriate passive recreational and learning opportunities and events.

CS 1.2.1: Deliver Library and Learning Centre Services to enhance the equity of access to information, education and recreation for all members of the community.

Primary Officer Position

Manager of Library and Learning Centre

CS 1.2.2: Deliver wellbeing and facilitation support to promote access to community-based programs.

Primary Officer Position

Manager of Community Services

CS 1.2.3: Deliver the Strategic Plan - Deepwater, Emmaville, Glencoe Library Services 2021-2025.

Primary Officer Position

Manager of Library and Learning Centre

CS 1.2.4: To actively seek grant opportunities to increase opportunities for connectivity and cohesion. (Strategic Marketing Plan - Glen Innes Severn Learning Centre - Action Plan - Sustainability.)

Primary Officer Position

Manager of Library and Learning Centre

CS 1.2.5: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.2 Encourage Community Connectivity and Cohesion.

Primary Officer Position

Manager of Economic Development

CS 1.2.6: Deliver the actions and tasks from the Destination Management Summary and Action Plan 2021-2025 relating to CS 1.2 Encourage Community Connectivity and Cohesion.

Primary Officer Position

Manager of Economic Development

CS 1.2.7: Implement the Youth Strategy and Action Plans and review as necessary.

Primary Officer Position

Manager of Community Services

CS 1.2.8: Deliver outcomes under individual National Disability Insurance Scheme (NDIS) plans.

Primary Officer Position

Manager of Community Services

CS 1.2.9: Deliver Children, Youth and Family Services including Out of School Hours (OOSH) Care, Playgroups, and Parenting programs and initiatives.

Primary Officer Position

Manager of Community Services

CS 1.2.10: Implement the Disability Inclusion Action Plan (DIAP) relating to CS 1.2 Encourage Community Connectivity and Cohesion.

Primary Officer Position

Manager of Community Services

CS 1.3: Encourage Opportunities for Cultural Expression

To work in partnership to increase opportunities for the participation of those from all age groups and abilities in appropriate cultural venues, events and commissions which showcase and celebrate the area's artistic talents across all cultural mediums.

CS 1.3.1: Promote Public Art in the LGA and encourage participation by local artists.

Primary Officer Position

Director Development, Planning and Regulatory Services

CS 1.3.2: To actively seek grant opportunities to increase opportunities for cultural expression. (Strategic Marketing Plan - Glen Innes Severn Learning Centre - Action Plan - Sustainability).

Primary Officer Position

Manager of Economic Development

CS 1.3.3: Deliver an annual cultural Harmony Day event and celebration.

Primary Officer Position

Manager of Community Services

CS 1.3.4: Implement the Cultural Plan and review as necessary.

Primary Officer Position

Manager of Community Services

CS 1.4: Increase Community Transport Access to Services

To work in partnership to advocate for accessible community transport options that connect the Hamlets and Villages to the Town and Regional Centres for access to medical, educational, recreational and cultural activities.

CS 1.4.1: Advocate for transport services with a focus on accessibility for village residents and linkage to major towns.

Primary Officer Position

General Manager

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

CS 1.4.2: Provide information to the Community on available transport options.

Primary Officer Position

Manager of Community Services

CS 1.5: Support the Voluntary and Not-For-Profit Sector to strengthen its capability

To work in partnership to provide appropriate support to the Voluntary and Not-For-Profit Sector which strengthens its capability to provide services.

CS 1.5.1: Provide assistance in an advisory capacity to community organisations seeking grant funding opportunities such as through identifying and communicating opportunities for Grant Funding by providing a regular community grants newsletter.

Primary Officer Position

Manager of Economic Development

CS 1.5.2: Support Volunteer Week and proactively encourage volunteering within the community.

Primary Officer Position

Manager of Community Services

CS 1.6: Support an Increase of housing options

To advocate for an increase in residential development to enable population growth including affordable housing options.

CS 1.6.1: Deliver the Housing Strategy and associated action plan/s.

(Subject to Council adoption of the Housing Strategy)

Primary Officer Position

Manager of Economic Development

CS 1.6.2: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.6 Support an Increase of housing options.

Primary Officer Position

Manager of Economic Development

CS 1.6.3: Leverage the Regional Activators Alliance and Regional Australia Institute programs and campaigns to drive population growth.

Primary Officer Position

Manager of Economic Development

CS 1.7: Support for improved medical services

To advocate for an increase in the provision of medical services to meet the changing health requirements of the community.

CS 1.7.1: Advocate for the provision of improved medical services.

Primary Officer Position

General Manager

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

CS 1.7.2: Support and promote initiatives for improved healthcare, workforce and service outcomes.

Primary Officer Position	General Manager
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CS 1.7.3: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to CS 1.7 Support for improved medical services.

Primary Officer Position	Manager of Economic Development
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2: Economic Development

ED 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.

ED 2.1: Support Agricultural Diversification and Resilience

To work in partnership to support and promote emerging research and technologies which enable the Agricultural sector's ability to improve productivity, to diversify and to improve resilience to changing markets and environmental conditions.

ED 2.1.1: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to ED 2.1 Support Agricultural Diversification and Resilience.

Primary Officer Position

Manager of Economic Development

ED 2.1.2: Delegate a Councillor and Council employee representative to attend GLENRAC meetings enabling collaboration and partnership opportunities.

Primary Officer Position

Manager of Economic Development

ED 2.1.3: Participate and support the Community Resilience Network (CRN) subject to full grant funding.

Primary Officer Position

Director of Infrastructure Services

ED 2.2: Support the Growth of the Visitor Economy

To work in partnership to expand the branding, promotion, attraction and opportunities in support of the growth of the visitor economy.

ED 2.2.1: Deliver the actions and tasks from the Destination Management Summary and Action Plan 2021-2025.

Primary Officer Position

Manager of Economic Development

ED 2.2.2: Deliver the annual Australian Celtic Festival in alignment with the Australian Celtic Festival Strategic Plan 2021-2025.

Primary Officer Position

Manager of Economic Development

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

ED 2.2.3: Deliver the annual Minerama Fossicking, Gem and Jewellery Show in collaboration with the Minerama Festival Committee.

Primary Officer Position

Manager of Economic Development

ED 2.2.4: Deliver the annual Christmas in the Highlands event.

Primary Officer Position

Manager of Economic Development

ED 2.2.5: Provide an event support service to the community.

Primary Officer Position

Manager of Economic Development

ED 2.2.6: Provide an Australian Visitor Information Centres (AVIC) accredited Visitor Information Centre (VIC).

Primary Officer Position

Manager of Economic Development

ED 2.2.7: Partner with the New England High Country (NEHC) Tourism Group to deliver programs, campaigns and content for the Destination Brand.

Primary Officer Position

Manager of Economic Development

ED 2.2.8: Deliver the annual marketing and promotional program for Glen Innes Highlands to encourage visitation.

Primary Officer Position

Manager of Economic Development

ED 2.3: Enable an Attractive Industry Investment Environment

To work in partnership to create an environment and policy platform that attracts and encourages partners from across diversified employment sectors to invest with confidence in the LGA.

ED 2.3.1: Deliver the applicable actions, projects and initiatives from the 2020-2040 Economic Development Strategy and 2020-2025 Action Plan.

Primary Officer Position

Manager of Economic Development

ED 2.4: Support Skills Development for Existing, Expanding and Emerging Industries

To work in partnership to grow skills development, training and support opportunities for existing, expanding and emerging industries.

ED 2.4.1: Collaborate with TAFE Glen Innes on skill shortages and industry requirements for skills to enable a local skilled workforce to meet industry needs.

Primary Officer Position

Manager of Economic Development



DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

ED 2.4.2: Deliver key actions and initiatives from the Glen Innes Severn Council – Future Jobs Growth and local skills Gap Research – Workforce Attraction and Retention Strategy

(Subject to Council adoption of the Workforce Attraction and Retention Strategy)

Primary Officer Position

Manager of Economic Development

ED 2.5: Support Workforce Attraction and Retention

To work in partnership to support the attraction and retention of a workforce with the required skills to support targeted industry requirements.

ED 2.5.1: Deliver the applicable actions, projects and initiatives from the 2020-2040 Economic Development Strategy and 2020-2025 Action Plan.

Primary Officer Position

Manager of Economic Development

ED 2.6: Optimise Returns from Council Trading Enterprises

To operate Council's trading enterprises with an optimum profit returned to Council after full cost attribution.

ED 2.6.1: Deliver the Glen Innes Saleyards Services to a break-even or profitable level.

Primary Officer Position

Director Development, Planning and Regulatory Services

ED 2.6.2: If Item ED 2.6.1 is not being delivered, determine the ongoing viability of and strategy for the Glen Innes Saleyards.

Primary Officer Position

General Manager

ED 2.6.3: Deliver the program of services at Glen Innes Aggregates to optimise returns including gravel extraction and crushing, material testing, retail and wholesale marketing and customer relations whilst adhering strictly to mine safety management.

Primary Officer Position

Quarry Manager

ED 2.6.4: Deliver the key actions and initiatives from the Economic Development Strategy 2020-2040 and Action Plan 2020-2025 relating to ED 2.6 Optimise Returns from Council Trading Enterprises.

Primary Officer Position

Manager of Economic Development

3: Infrastructure Management

IM 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

IM 3.1: Construct or renew capital works projects and programs to quality, time and budget

To design, quality assure, schedule, cash flow and construct, fully accessible capital works projects and programs for each asset class to agreed asset management policies, standards, time and budget.

IM 3.1.1: Implement Capital Roads Infrastructure works according to adopted service levels.

Primary Officer Position	Manager of Infrastructure Delivery
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IM 3.1.2: Implement Capital Bridge infrastructure works according to adopted service levels.

Primary Officer Position	Manager of Infrastructure Delivery
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IM 3.1.3: Maintain an engineering oversight and customer service delivery function.

Primary Officer Position	Director of Infrastructure Services
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IM 3.1.4: Implement the Infrastructure Backlog Management Plan and review as necessary.

Primary Officer Position	Director of Infrastructure Services
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IM 3.1.5: Maintain a Survey and Design and Road Safety customer service delivery function.

Primary Officer Position	Manager of Infrastructure Delivery
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IM 3.1.6: Pursue Grant Funding opportunities where viable, considering lifetime costs.

Primary Officer Position	Manager of Economic Development
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IM 3.1.7: Assess need for Open Spaces and Parks and Gardens assets construction or renewal.

Primary Officer Position	Manager of Recreation and Open Spaces
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DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

IM 3.2: Maintain Council's infrastructure assets to adopted standards, time and budget

To maintain Council's infrastructure assets for each infrastructure asset class, to agreed asset management policies, design standards, time and budget in accordance with approved, costed, prioritised and time -lined Maintenance Schedules.

IM 3.2.1: Implement Maintenance infrastructure works according to adopted service levels.

Primary Officer Position	Director of Infrastructure Services
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IM 3.2.2: Provide adequate plant and fleet levels for excellence in service delivery.

Primary Officer Position	Manager of Asset Services
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IM 3.2.3: Maintain and/or further develop advanced Asset Management Plans across all asset classes.

Primary Officer Position	Manager of Asset Services
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IM 3.2.4: Implement an advanced Building Asset Maintenance Program.

Primary Officer Position	Director Development, Planning and Regulatory Services
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IM 3.2.5: Deliver Property Management and Geographic Information System (GIS) internal customer service functions.

Primary Officer Position	Manager of Asset Services
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IM 3.2.6: Deliver Best Practice Road Management Functions.

Primary Officer Position	Manager of Infrastructure Delivery
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IM 3.2.7: Monitor the street lighting maintenance program within Glen Innes and the villages.

Primary Officer Position	Director of Infrastructure Services
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IM 3.2.8: Deliver a Rural Addressing Register Customer Service Function.

Primary Officer Position	Manager of Asset Services
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IM 3.2.9: Implement the Asset Management Plan for footpaths and review as necessary.

Primary Officer Position	Director of Infrastructure Services
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DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

IM 3.2.10: Implement the Bridges Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.2.11: Implement the Buildings and Other Structures Asset Management Plan and review as necessary.

Primary Officer Position

Director Development, Planning and Regulatory Services

IM 3.2.12: Implement the Plant and Fleet Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.2.13: Implement the Urban Drainage Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.2.14: Implement the Roads Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.2.15: Implement the Cemetery Management Plan and review as necessary.

Primary Officer Position

Manager of Recreation and Open Spaces

IM 3.2.16: Develop and implement a plan for Open Spaces and Parks and Gardens assets maintenance.

Primary Officer Position

Manager of Recreation and Open Spaces

IM 3.2.17: Deliver Cleaning Services for Council's assets as required and to adopted service levels.

Primary Officer Position

Manager of Recreation and Open Spaces

IM 3.3: Build Resilience and maintain capability to repair Council's infrastructure assets following extreme weather damage

To work in partnership, to strengthen an appropriate response capability to repair damage caused by extreme weather conditions.

IM 3.3.1: Oversee Emergency Services within the LGA.

Primary Officer Position

Director of Infrastructure Services

IM 3.3.2: Deliver Flood Management and Storm Water Drainage Services to adopted service levels.

Primary Officer Position

Manager of Integrated Water Services



DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

IM 3.3.3: Implement the Drought Management Plan and review as necessary.

Primary Officer Position

Manager of Integrated Water Services

IM 3.3.4: Continue the Rural Drainage program.

Primary Officer Position

Director of Infrastructure Services

IM 3.4: Design, maintain, manage and improve water and sewerage services

To ensure that water and sewerage services are designed, implemented and maintained in accordance with the adopted Integrated Water Cycle Management Plan to meet the requirements of the town and villages.

IM 3.4.1: Manage water functions according to adopted service levels.

Primary Officer Position

Manager of Integrated Water Services

IM 3.4.2: Manage wastewater functions according to adopted service levels.

Primary Officer Position

Manager of Integrated Water Services

IM 3.4.3: Implement the Water Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.4.4: Implement the Sewer Asset Management Plan and review as necessary.

Primary Officer Position

Director of Infrastructure Services

IM 3.4.5: Implement the Integrated Water Cycle Management Plan and review as necessary.

Primary Officer Position

Manager of Integrated Water Services

IM 3.5: Strengthen the digital and communication footprint covering the LGA

To work with partners, to enhance communication, internet, Wi-Fi and smart city technology access and availability across the LGA.

IM 3.5.1: Advocate for continued improvements of the communication footprint in the LGA.

Primary Officer Position

General Manager

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES



IM 3.6: Optimise Underutilised Assets

To work in partnership and across the organisation, to optimise the use of existing public assets (as identified by the Disused Asset Audit) for community and industry purposes.

IM 3.6.1: Continue to investigate options for increased utilisation of the Airport, whilst maintaining current service levels.

Primary Officer Position	Director of Infrastructure Services
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IM 3.6.2: Implement the Corporate Property Policy

Primary Officer Position	Manager of Asset Services
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4: Environment Heritage

EH 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

EH 4.1: Land use planning instruments and Policies regulate and support the LGA's Vision and encourage population growth

To revise planning instruments and policies so that population growth, in the LGA is supported with well-planned housing and business investment.

EH 4.1.1: Review and update Planning Documents including the Development Control Plan and the Land Use Strategy.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.1.2: Provide Industrial Land availability.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.1.3: Provide Urban and Rural Environmental and Development Planning services to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.1.4: Implement the Community Participation Plan and review as necessary.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.2: Support the protection, conservation, enhancement, accessibility and interpretation of the cultural heritage of habitation sites

To work with partners, to encourage, the protection, conservation, enhancement, interpretation and accessibility of Indigenous (as appropriate), European and Asian cultural sites of habitation, streetscapes and public places of significance, as identified in the updated Aboriginal Heritage Study and State and Local Heritage Registers.

EH 4.2.1: Apply for Heritage grant funding to support the maintenance and upgrade of heritage buildings.

Primary Officer Position

Manager of Regulatory and Planning Services

EH 4.3: Support the protection, conservation, enhancement accessibility and interpretation of World Heritage National Parks

To work with partners, to encourage, appropriate protection, conservation, enhancement, interpretation and accessibility of the local World Heritage National Parks, including the interpretation of flora, fauna, Indigenous (as appropriate) and European cultural heritage.

EH 4.3.1: Advocate for increased signage and other advertising for the World Heritage listed National Parks within the LGA.

Primary Officer Position

Manager of Economic Development

EH 4.4: Support the protection, conservation, enhancement accessibility and interpretation of Sites of High Conservation Value

To work with partners, to encourage, appropriate protection, conservation, enhancement, interpretation and accessibility of nominated sites of high environmental conservation value including, biodiversity corridors, water tables, waterways and freshwater fish habitats as identified by the NSW Department of Planning Industry and Environment and the NSW Department of Primary Industry and Council.

EH 4.4.1: Deliver an Environmental Management Function and service.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.5: Encourage the community's use of renewable energy in the LGA and reduce Council's carbon footprint and energy costs

To work with partners, to promote the use of renewable energy across the LGA and minimise Council's carbon footprint and energy costs.

EH 4.5.1: Implement the Climate Risk Assessment and Adaptation Plan.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.5.2: Implement the Renewable Energy Action Plan.

Primary Officer Position

Director Development, Planning and Regulatory Services

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

EH 4.6: Encourage waste minimisation and recycling and regulate waste management practices to protect the environment

To work with partners, to manage waste minimisation and recycling and regulate the communities waste management practices to protect the environment, whilst reducing Council's own waste generation and management practices.

EH 4.6.1: Deliver Waste and Recycling Services to the Community to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.6.2: Investigate the expansion of the existing landfill.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.6.3: Review and implement the Landfill Environmental Management Plan

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.6.4: Implement initiatives to decrease contamination levels in recycling, increase recycling diversion rates to minimise waste going into the landfill, and to promote a waste education and recycling program.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.7: Support Weed Management and Control

To work with partners, to support weed management control and regulate the community's weed management practices, in waterways, landscapes, habitats and corridors across the LGA.

EH 4.7.1: Provide a noxious weed management function and service and continue to maintain environmental weed control on "high Conservation Value" roadsides.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.8: Strengthen Resilience to the Negative Impacts of Extreme Weather

To work with partners to prepare for and lessen the catastrophic impacts, including hazard and flood mitigation from extreme weather and natural disasters on our built and natural environments.

EH 4.8.1: Convert priority roads from unsealed to sealed surface as funding allows to mitigate storm erosion and maintenance issues during drought.

Primary Officer Position

Director of Infrastructure Services

EH 4.8.2: Improve drainage to reduce road pavement damage during future storm events.

Primary Officer Position

Director of Infrastructure Services

EH 4.9: Regulatory Services are provided to support the health, safety and wellbeing of the community.

To ensure that regulatory services are provided in compliance with and in the spirit of relevant legislation and are aimed at providing a benefit to the wellbeing of the community.

EH 4.9.1: Provide Building Control services to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.9.2: Provide Food Regulation and Safety services to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.9.3: Provide Regulatory and Public Health Safety services to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.9.4: Provide Town Planning services to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.9.5: Provide a companion animals register and Ranger functions to adopted customer service standards.

Primary Officer Position

Director Development, Planning and Regulatory Services

EH 4.10: Encourage Cultural Practices

To consult with Aboriginal communities and collaborate with appropriate Agencies to support cultural practices in land management relating to cultural burning, weed management, advice from Indigenous Protection Area (IPA) rangers, protection of biodiversity and bush tucker medicines, signage for protected areas, cultural trails and joint naming ventures.

5: Council Sustainability, Transparency and Communication

STC 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

STC 5.1: Maintain the focus, importance and relevance of the CSP

To regularly communicate and consult with the Community, Councillors, Partners and Staff on the importance and progress of the 2022 - 32 Community Strategic Plan and its Delivery Programs and ensure contributing strategies and plans are current with a clear line of sight to all of Council's functions, projects, budgets and performance assessment methodologies.

STC 5.1.1: Deliver the Integrated Planning and Reporting Framework (IPRF) requirements.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.1.2: Develop an integrated framework so that budget management responsibility, project delivery, and operational plan delivery are all combined into Council's Performance Management systems through both objective data and a capability framework that has full line of sight to the Delivery Program and Community Strategic Plan.

Primary Officer Position

Director of Corporate and Community Services

STC 5.2: Councillors and employees demonstrate appropriate Capabilities and Behaviours

To maintain and reinforce, a culture of compliance with the expected behaviours and regulatory requirements for public leaders and officials as articulated in Council's Code of Conduct, Values and Governance Framework.

STC 5.2.1: Deliver a 10-point rating increase through implementation of the Governance Health Check Assessment and Action Plans.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.2.2: Formalise the Governance Framework and deliver compliance across all governance areas.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

STC 5.2.3: Deliver a program of Councillor Inductions and continued Professional Development.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.2.4: Implement the Fraud Control Plan.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.2.5: Implement the Work Health and Safety Management Plan.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.2.6: Deliver a Public Interest Disclosure (PID) service within Council in line with legislation.

Primary Officer Position

Director of Corporate and Community Services

STC 5.2.7: Deliver ICT administrative support services across Council to adopted customer service standards.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.2.8: Provide a Records Management Function in accordance with relevant legislation.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.2.9: Implement the Privacy Management Plan and review as necessary.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.2.10: Implement the Enterprise Risk Management Framework and Plan.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.3: Councillors and staff uphold budget and financial accountability

To maintain budgeting and financial management disciplines required to establish and adjust the longer term and annual budget forecasts so that managers of functional cost centres and projects are held accountable for their delivery.

STC 5.3.1: Provide financial and budget compliance reporting to Council and the community.

Primary Officer Position

Chief Financial Officer



DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

STC 5.3.2: Ensure Council meets its Tax compliance requirements.

Primary Officer Position

Chief Financial Officer

STC 5.3.3: Deliver Rates notification and collection services to adopted customer service standards.

Primary Officer Position

Chief Financial Officer

STC 5.3.4: Deliver an Accounts Payable service to adopted customer service levels.

Primary Officer Position

Chief Financial Officer

STC 5.3.5: Deliver an Accounts Receivable service to adopted customer service levels.

Primary Officer Position

Chief Financial Officer

STC 5.3.6: Implement the Long Term Financial Plan.

Primary Officer Position

Chief Financial Officer

STC 5.3.7: Provide an Audit Risk and Improvement Committee in line with the Office of Local Government Risk Management Framework and Internal Audit Guidelines and ensure it has sufficiently resourced secretariat support to function optimally.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.3.8: Provide an Independent Internal Audit Function in line with the Office of Local Government Risk Management Framework and Internal Audit Guidelines.

Primary Officer Position

Director of Corporate and Community Services

STC 5.4: Responsible custodianship of the community's assets

To ensure appropriate policies and standards for the management of Council's assets which optimises their use, leverages optimal resources from partners and commercial activities and maintains their upkeep, whilst balancing competing priorities in keeping with Community aspirations, known risks and Council's financial means.

STC 5.4.1: Provide a Corporate Property Management service to oversee Council property assets.

Primary Officer Position

Manager of Asset Services

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

STC 5.4.2: Ensure Council's Investment and Borrowings Policies and practices meet the requirements of STC 5.4 Responsible custodianship of the community's assets.

Primary Officer Position

Chief Financial Officer

STC 5.4.3: Provide a centralised, standardised and regulated Procurement service across Council to adopted customer service levels, with procurement policies and guidelines in compliance with the Fraud Control Plan.

Primary Officer Position

Chief Financial Officer

STC 5.4.4: Provide a Stores service that provides efficiencies to Council Operations.

Primary Officer Position

Chief Financial Officer

STC 5.4.5: Seek funding opportunities to assist in offsetting annual operational plan expenditure, whilst considering the whole of life costs of any new asset acquisition or development.

Primary Officer Position

Manager of Economic Development

STC 5.4.6: Ensure risk management practices are employed across Council including acquiring adequate insurance cover.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.4.7: Provide a viable plan to co-locate the Church Street and Town Hall offices.

Primary Officer Position

General Manager

STC 5.5: Enhance an ethos of customer service

To enhance a customer service ethos across all of Council's internal and external service functions, by establishing a range of customer satisfaction measures, to be used for service improvement and performance assessment methodology.

STC 5.5.1: Deliver (Town Hall) Customer Service functions to adopted customer service levels.

Primary Officer Position

Chief Financial Officer

STC 5.5.2: Deliver (Church Street) Customer Service functions to adopted customer service levels.

Primary Officer Position

Director Development, Planning and Regulatory Services

DELIVERY PROGRAM - SCHEDULES OF PRINCIPAL ACTIVITIES

STC 5.5.3: Deliver a Complaints Management Service to adopted customer service standards.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.5.4: Implement the Continuous Improvement Plan.

Primary Officer Position

Manager of Governance, Risk and Corporate Planning

STC 5.5.5: Implement the Communication Strategy and Action Plans.

Primary Officer Position

General Manager

STC 5.6: Deliver best value services

To develop a methodology and train and empower staff to undertake a rolling program of best value service reviews across Council's services, designed to improve customer service and efficiencies, using staff involvement, customer service data, process analysis, cost data, and innovation.

STC 5.6.1: Develop and deliver a program of service reviews.

Primary Officer Position

General Manager

STC 5.7: Recruit, empower, assess and develop employees whilst maintaining accountability

To develop a consistently applied capability framework and training program, for all people managers and their staff, which supports recruitment, performance management, staff development and an empowered culture of accountability.

STC 5.7.1: Implement the Workforce Strategy and Plan

Primary Officer Position

Manager of Administration and Human Resources

STC 5.7.2: Staff training and development is integrated into the performance management framework and is visibly connected to a "line of sight" in delivering the Community Strategic Plan.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.7.3: Deliver a Human Resources function to adopted customer service standards.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.8: Information Technology Systems are integrated, resilient and support customer service and efficiency

To ensure Council's Information technology architecture and systems are fit for operational requirements (including remote staff access), interoperable, reliable, recoverable in the event of a disaster and support customer service, performance reporting and service improvement.

STC 5.8.1: Deliver the Information Communications Technology (ICT) Strategic Plan and review as necessary.

Primary Officer Position

Manager of Administration and Human Resources

STC 5.9: Collaborate with partners to deliver the Community Strategic Plan's Goals and Priorities

To engage with local representatives, government ministers and agencies, private and not for profit sector partners, who are critical to the successful implementation of the Community Strategic Plan; to understand their views and seek their commitment to its implementation.

STC 5.9.1: Engage with local representatives, government ministers and agencies, private and not for profit sector partners, who are critical to the successful implementation of the Community Strategic Plan; to understand their views and seek their commitment to its implementation.

Primary Officer Position

General Manager





Please address written correspondence to:

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