



Delivery Program 2022-2025

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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CS 1.1.8: Implement the Pedestrian Access and Mobility Plan.

Primary Officer Position	Manager of Infrastructure Delivery
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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
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CS 1.2.2: Deliver wellbeing and facilitation support to promote access to community-based programs.

Primary Officer Position	Manager of Community Services
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CS 1.2.3: Deliver the Strategic Plan - Deepwater, Emmaville, Glencoe Library Services 2021-2025.

Primary Officer Position	Manager of Library and Learning Centre
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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
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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
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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
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CS 1.2.7: Implement the Youth Strategy and Action Plans and review as necessary.

Primary Officer Position	Manager of Community Services
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CS 1.2.8: Deliver outcomes under individual National Disability Insurance Scheme (NDIS) plans.

Primary Officer Position	Manager of Community Services
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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
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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
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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
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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
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CS 1.3.3: Deliver an annual cultural Harmony Day event and celebration.

Primary Officer Position	Manager of Community Services
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CS 1.3.4: Implement the Cultural Plan and review as necessary.

Primary Officer Position	Manager of Community Services
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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
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CS 1.4.2: Provide information to the Community on available transport options.

Primary Officer Position	Manager of Community Services
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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
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CS 1.5.2: Support Volunteer Week and proactively encourage volunteering within the community.

Primary Officer Position	Manager of Community Services
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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
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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
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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
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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
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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
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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
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ED 2.1.3: Participate and support the Community Resilience Network (CRN) subject to full grant funding.

Primary Officer Position	Director of Infrastructure Services
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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

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

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
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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
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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
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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
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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
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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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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

IM 3.2.5: Deliver Property Management and Geographic Information System (GIS) internal customer service functions.

Primary Officer Position

Manager of Asset Services

IM 3.2.6: Deliver Best Practice Road Management Functions.

Primary Officer Position

Manager of Infrastructure Delivery

IM 3.2.7: Monitor the street lighting maintenance program within Glen Innes and the villages.

Primary Officer Position

Director of Infrastructure Services

IM 3.2.8: Deliver a Rural Addressing Register Customer Service Function.

Primary Officer Position

Manager of Asset Services

IM 3.2.9: Implement the Asset Management Plan for footpaths and review as necessary.

Primary Officer Position

Director of Infrastructure Services

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

Primary Officer Position	Manager of Integrated Water Services
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IM 3.3.3: Implement the Drought Management Plan and review as necessary.

Primary Officer Position	Manager of Integrated Water Services
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IM 3.3.4: Continue the Rural Drainage program.

Primary Officer Position	Director of Infrastructure Services
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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
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IM 3.4.2: Manage wastewater functions according to adopted service levels.

Primary Officer Position	Manager of Integrated Water Services
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IM 3.4.3: Implement the Water Asset Management Plan and review as necessary.

Primary Officer Position	Director of Infrastructure Services
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IM 3.4.4: Implement the Sewer Asset Management Plan and review as necessary.

Primary Officer Position	Director of Infrastructure Services
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IM 3.4.5: Implement the Integrated Water Cycle Management Plan and review as necessary.

Primary Officer Position	Manager of Integrated Water Services
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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
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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

IM 3.6.2: Implement the Corporate Property Policy

Primary Officer Position

Manager of Asset Services

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
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EH 4.1.2: Provide Industrial Land availability.

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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EH 4.1.4: Implement the Community Participation Plan and review as necessary.

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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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
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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
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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
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EH 4.5.2: Implement the Renewable Energy Action Plan.

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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EH 4.6.2: Investigate the expansion of the existing landfill.

Primary Officer Position	Director Development, Planning and Regulatory Services
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EH 4.6.3: Review and implement the Landfill Environmental Management Plan

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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EH 4.9.2: Provide Food Regulation and Safety services to adopted customer service standards.

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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EH 4.9.4: Provide Town Planning services to adopted customer service standards.

Primary Officer Position	Director Development, Planning and Regulatory Services
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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
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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
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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
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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

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

Primary Officer Position	Manager of Governance, Risk and Corporate Planning
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STC 5.2.10: Implement the Enterprise Risk Management Framework and Plan.

Primary Officer Position	Manager of Governance, Risk and Corporate Planning
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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
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STC 5.3.2: Ensure Council meets its Tax compliance requirements.

Primary Officer Position	Chief Financial Officer
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STC 5.3.3: Deliver Rates notification and collection services to adopted customer service standards.

Primary Officer Position	Chief Financial Officer
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STC 5.3.4: Deliver an Accounts Payable service to adopted customer service levels.

Primary Officer Position	Chief Financial Officer
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STC 5.3.5: Deliver an Accounts Receivable service to adopted customer service levels.

Primary Officer Position	Chief Financial Officer
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STC 5.3.6: Implement the Long Term Financial Plan.

Primary Officer Position	Chief Financial Officer
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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
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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
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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
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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
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STC 5.5.2: Deliver (Church Street) Customer Service functions to adopted customer service levels.

Primary Officer Position	Director Development, Planning and Regulatory Services
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STC 5.5.3: Deliver a Complaints Management Service to adopted customer service standards.

Primary Officer Position	Manager of Governance, Risk and Corporate Planning
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STC 5.5.4: Implement the Continuous Improvement Plan.

Primary Officer Position	Manager of Governance, Risk and Corporate Planning
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STC 5.5.5: Implement the Communication Strategy and Action Plans.

Primary Officer Position	General Manager
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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
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