

A family of four (two adults and two children) are sitting on a rocky outcrop. The background features a large, craggy rock face with some greenery. The image is split diagonally: the top right is a solid teal color, and the bottom left is a solid orange color.

# DELIVERY PROGRAM 2025-2029

Shaping a stronger, more vibrant future together

The logo for Glen Innes Severn Council. It features a stylized graphic of a rising sun or a bridge above the text "GLEN INNES" in a bold, sans-serif font. Below this, "SEVERN COUNCIL" is written in a smaller, all-caps, sans-serif font.

**GLEN  
INNES**  
SEVERN COUNCIL



# ACKNOWLEDGEMENT OF COUNTRY

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



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# INTRODUCTION

Glen Innes Severn Council is pleased to present its *Delivery Program (DP) 2025-2029*.

The DP details Council's role in the delivery of projects and services for a four-year period to achieve long-term strategic goals.

The DP identifies the principal activities to be undertaken by Council to perform all its functions, including implementing the strategies established by the *Community Strategic Plan (CSP) 2025-2035*, using the resources identified in the Resourcing Strategy. It is a statement of commitment to the community from the newly elected Council.

In preparing the DP, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office. All plans, projects, activities and funding allocations are directly linked to this DP.

As outlined in the CSP, the DP is a major component of the Integrated Planning and Reporting Framework (IP&R) as determined by the Local Government Act 1993, the Local Government (General) Regulation 2021 and the Integrated Planning and Reporting Guidelines 2021.





## MAYOR'S MESSAGE

We're working together to build a healthier, more connected and resilient Glen Innes Severn—where our people thrive, local industries grow and our natural environment is protected for future generations. With strong leadership, thoughtful planning and meaningful partnerships across community, business and all levels of government, we're shaping a vibrant and inclusive future - together.

The 2025–2029 Delivery Program sets out 43 practical strategies to respond directly to the aspirations of the community and aligns with the five strategic priorities of our 2025–2035 Community Strategic Plan:

- **A Thriving and Connected Community**
- **A Prosperous and Diverse Economy**
- **Fit-for-the-Future Infrastructure**
- **A Protected and Enhanced Environment**
- **Open and Collaborative Leadership**

This Plan is both ambitious and grounded. It recognises the pressing need for Council to become more financially sustainable in order to continue delivering—and improving—the essential services and infrastructure our community depends on. After reviewing our Long-Term Financial Plan and understanding the real challenges ahead, Council is committed to reducing inefficiencies, cutting unnecessary costs and enhancing service delivery while ensuring value for money.

But this is only part of the picture. To meet the expectations of our community and deliver on this plan, Council will consider applying to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV), proposed for implementation in July 2026.

We know this is a difficult conversation—especially at a time when the rising cost of living is placing real pressure on households.

No one wants to see rates increase. However, achieving long-term financial sustainability is vital if we are to continue maintaining our infrastructure, delivering valued services and planning for a stronger future.

We're not alone in facing these challenges. More than 40% of councils across NSW are in similar positions, with many also considering SRVs to ensure they can continue serving their communities effectively.

Alongside our efforts to become more efficient, Council will continue to advocate strongly for Glen Innes Severn—pushing for better representation and support from both State and Federal governments. Our advocacy program is already well underway and will continue to grow in pace and purpose, with a focus on securing the resources needed to address the community's priorities—healthcare access, housing, economic opportunity and more.

Despite the challenges, there is so much to be optimistic about. Glen Innes Severn is defined by its proud culture, rich heritage and beautiful natural environment. Our climate supports strong growth in agriculture, agribusiness and tourism—and with the right planning, investment and partnerships, these sectors can offer real prosperity for the region.

The Delivery Program 2025–2029 is our roadmap—one that is realistic about our current position, but hopeful and determined about our future.

I look forward to working alongside Council, our community, businesses, and our government partners to bring this Plan to life. Together, we're planning smarter, investing wisely and building a stronger, more sustainable Glen Innes Severn—now and into the future.

Cr Margot Davis









## GENERAL MANAGER'S MESSAGE

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The Delivery Program identifies the principal activities to be undertaken by the Council to perform all its functions – including implementing the strategies established by the Community Strategic Plan.

Whether it's improving services, delivering key infrastructure, or advocating on behalf of the community, the Delivery Program is the point where the community's strategic goals are systematically translated into actions.

The Delivery Plan, in a very tangible way, is how Glen Innes Severn Council will be working towards its vision for the community - *Transforming today for a thriving tomorrow* - and outlines how the challenges we face will be met.

Every Council plan, project, activity and funding program will be in some way linked to the Council Delivery Plan, which in turn is a reflection of the community's aspirations outlined in the Community Strategic Plan.

They say that local government is the tier of government closest to the people. It has a real impact on the everyday lives of people with regard to the services it provides, can respond quickly, when necessary, but also plays a key role in creating a better tomorrow.

Whilst we have many opportunities, we also face many challenges. The structural issues in local government in NSW regarding financial sustainability are well recognised.

We, like the majority of councils in recent times, have recognised that we are financially unsustainable on the current trajectory.

The path to sustainability involves not only Council having a hard look at how it goes about its business to ensure it is as effective and efficient as possible, but also investigating all revenue options, including the level of rates it currently imposes.

Government is about priority setting and there are always more things on the to-do list than what can be funded, but at this point in time, even with organisational improvements and efficiencies, we cannot maintain our infrastructure and services to the required level – let alone improve services and deliver new infrastructure.

A key focus of this term of Council will be establishing long-term financial sustainability and ensuring the organisation continues to improve and develop, maintaining a supportive culture which ensures optimum outcomes for the community.

**Bernard Smith**





# COUNCILLORS

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**Margot Davis**  
Mayor



**Tim Alt**  
Councillor



**Carol Sparks**  
Deputy Mayor



**Max Elphick**  
Councillor



**Andrew Parsons**  
Councillor



**David Scott**  
Councillor



**Troy Arandale**  
Councillor

A full-page background image showing a person standing on a large rock, looking out over a vast, dense forest under a dramatic sunset sky. The sun is low on the horizon, creating a warm, golden glow and long shadows. A large rock formation is visible in the upper right corner.

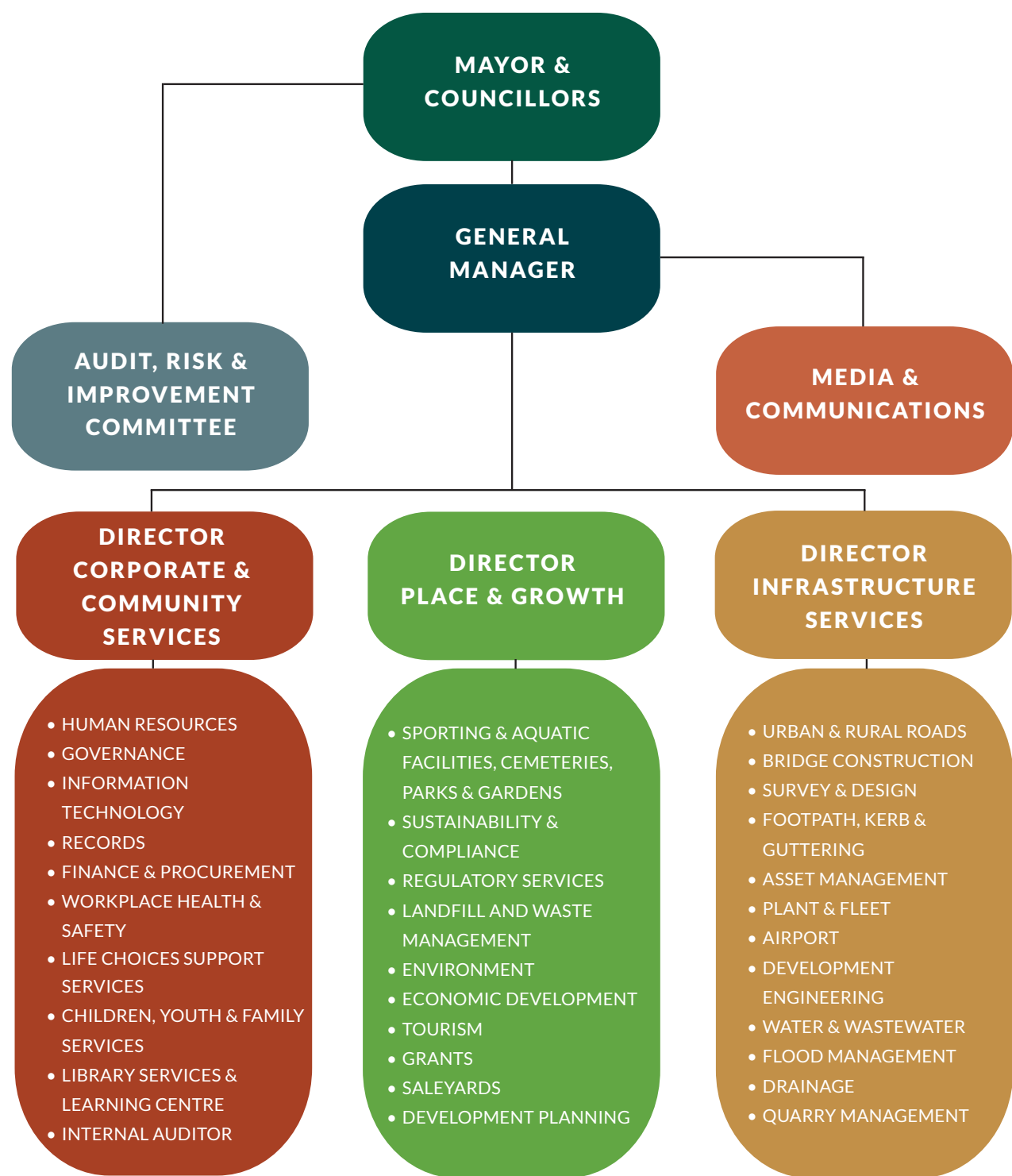
## OUR VISION

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*Transforming today for a thriving tomorrow*



# COUNCIL'S ORGANISATIONAL STRUCTURE



## Our Workforce

**189**  
total staff

**92** female  
**97** male

**113**  
full time

**24**  
part time

**52**  
casual

# GLEN INNES SEVERN REGION



**GRP**  
\$677.1 M

**8,836**  
population

**270K**  
yearly visitors

**1,109**  
businesses

**50**  
median age  
DP - 2025-2029

**3,266**  
people work in  
Glen Innes Severn

**Largest Industry**  
Agricultural, Forestry & Fishing



# GLEN INNES SEVERN AT A GLANCE

**5,487km<sup>2</sup>**  
Council area

**8,836**  
current  
population



**9,219**  
2041 projected  
growth

**10° - 20°**  
autumn average  
temperature

**2° - 14°**  
winter average  
temperature

**12° - 26°**  
summer average  
temperature



**9° - 20°**  
spring average  
temperature

**3,266**  
people work in Glen Innes Severn

**1,109**  
businesses



**53%**  
working full time

**8%**  
unemployed

**11%**  
who work at home

**25%**  
who volunteer



**\$677.1m**  
Gross Regional Product  
(GRP)

**\$360.9m**  
regional imports

**\$500m**  
regional exports

**\$57.8m**  
tourism output

**\$271.5m**  
local expenditure

# IF GLEN INNES SEVERN CONSISTED OF 100 PEOPLE



**49**  
MALE

**51**  
FEMALE

**6**

Aboriginal and  
Torres Strait Islander

**4**

born overseas

**1**

speaking languages other  
than English at home

**21**

0-19  
years old

**18**

20-39  
years old

**24**

40-59  
years old

**30**

60-79  
years old

**7**

80+  
years old



**10**

attending tertiary  
education



**24**

attending primary  
education

**18**

attending secondary  
education

**85**

occupied private  
dwellings

**15**

unoccupied private  
dwellings

**26**

who rent

**69**

who own or  
mortgage a house

**64**

living in  
families



**34**

living by  
themselves



# What our community values about our region

The 2023 Community Satisfaction Survey and the 2024 Towards 2034 Glen Innes Severn Community Engagement Program both gathered valuable feedback to guide the Community Strategic Plan. The 2023 survey, conducted by professional researchers, provided statistically valid insights to help improve services and set priorities.

Similarly, the 2024 survey, held from 11 April to 17 May, used online and paper-based methods, including listening posts, and was widely advertised through local radio and social media. Both surveys revealed common themes, offering Council key data to improving services and setting future priorities.



Residents rate their quality of life either good, very good or excellent, with a further 9% rating it as fair.



Residents value the community friendliness, climate, rural lifestyle and peacefulness most about living in the LGA.



Most residents feel a part of and are proud of their community.

## HIGHEST RATED IN SATISFACTION



Library Services



Parks & Playgrounds



Events & Festivals



Sporting Facilities & Grounds



Sewerage Services



# What our community envisions for our region

## How would you like your community to be in 10 or more years?



Healthcare services enhanced



Improved community engagement and cultural development



Tourism and recreational facilities enhanced



Infrastructure improvement

## Priorities for Council to focus on over the next 10 years



Roads and infrastructure



Health care



Economic development, including supporting local business and jobs and attracting new business to the area



Fiscal management

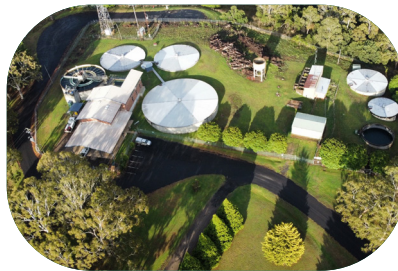


Facilities and services for the youth

## HIGHEST RATED IN IMPORTANCE



Long-Term Economic Planning



Water Supply



Supporting Local Business & Jobs



Condition/Maintenance of Sealed Roads



Attracting New Business to the Area



## FINANCIAL SUSTAINABILITY

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It is important for Council to remain financially sustainable for generations to come and maintain the regional infrastructure and services necessary to ensure Glen Innes Severn can support healthy, safe, prosperous and happy communities.

To ensure Council remains financially viable into the future, financial experts were engaged in 2024 to undertake an independent review of Council's financial position. A ten-year fully integrated forecasting model was developed, which included Council's available income and expenditure for services, asset and workforce requirements and a Long Term Financial Plan adopted by Council in November 2024.

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

To address Council's financial sustainability challenges, the following strategic actions were developed in 2024/2025 to inform cost savings and business improvement initiatives:

1. Council developed a Service Review Program to inform a council-wide improvement plan focusing on areas for potential service cost reductions.
2. Council reviewed the Waste (domestic and non-domestic), Water and Sewer Services Costs and Pricing. The aim of this review was to ensure that all costs (including appropriate overheads) were identified, and that Council implement a Pricing Strategy to ensure that waste, water and sewer fees and charges fund all these costs over time.
3. Council reviewed its Asset Management Strategy to address the asset backlog ratio of 8.0%.
4. Council created Elevate 360 Improvement Plan that aims to deliver further efficiencies, customer service improvements and savings, including annual service reviews.

These initiatives will ensure Council's General Fund operations are as efficient and effective as possible, however they are not likely to fully address Council's operating deficits or its declining cash entirely. To do this, Council considered permanent Special Rate Variation (SRV) options in addition to the rate peg, to increase revenue, and allow Council to fully fund the delivery of services and meet unexpected emergencies (such as droughts, fires and floods).

## WHAT ARE OUR OPTIONS?

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Council developed a Revised Long Term Financial Plan (LTFP) 2025-2035 in early 2025 alongside development of a new Draft Community Strategic Plan (CSP) 2025-2035, Draft Delivery Program (DP) 2025-2029 and Draft 2025-2026 Operational Plan and Budget. The Revised LTFP 2025-2035 modelled four financial scenarios to address Council's financial sustainability challenges. This modelling



included three SRV scenarios. All four financial scenarios were presented to the community during the public exhibition period and discussed over a six-week comprehensive community engagement program called, Shaping Tomorrow, which was held from 28 April to 6 June 2025.

### What Financial Options Were Presented to the Community?

As part of the Shaping Tomorrow community engagement program, Council presented the following four financial scenarios to the community: a Managed Decline scenario, a Sustainable Council two-year SRV scenario, a Growth and Prosperity two-year SRV scenario and a Growth and Prosperity three-year SRV scenario.

All options - except for the Managed Decline scenario - involved relatively similar overall rate increases, with the key difference being the number of years over which the increases would be applied.

Each of these financial scenarios were proposed to achieve Council's objective of being financially sustainable by 2028/29, with an ongoing surplus for the remainder of the LTFP forecast period:

- **Managed Decline** – no SRV, only the rate peg increases. LTFP forecast deficits of approximately \$4.7 million from 2025/2026
- **Sustainable Council (2-year)\*** – a cumulative permanent SRV of **55.49%** (including the rate peg) applied over 2 years from 2026/27
- **Growth and Prosperity (2-year)** – a cumulative permanent SRV of **61.75%** (including the rate peg) applied over 2 years from 2026/27
- **Growth and Prosperity (3-year)** – cumulative permanent SRV of **68.50%** (including the rate peg) applied over 3 years from 2026/27.

*\*The two-year Sustainable Council SRV scenario is similar to the two-year Growth and Prosperity SRV scenario.*

The Shaping Tomorrow program provided numerous opportunities for Glen Innes Severn residents and ratepayers to provide feedback on the Draft CSP 2025 - 2035, Draft DP 2025 – 2029, Revised LTFP 2025 - 2035 and the Draft OP and Budget 2025-2026. The four initial financial scenarios that were shared with the community, were outlined in detail in the Revised LTFP 2025-2035 and in the Draft DP 2025-2029.

Council received feedback on these scenarios from residents and ratepayers through a range of channels, including a phone survey, paper-based and online survey, face-to-face town hall meetings, virtual meetings, and email and postal submissions. The key community feedback expressed concern in relation to:

- Affordability
- Level of household income
- Cost of living crisis
- Council to continue to deliver current services
- Further cost savings.

Having listened to the community, Council carefully considered the feedback—particularly concerns about the community’s capacity to pay. As a result, Council made several adjustments to the Revised LFTP 2025–2035, including the adoption of a new SRV scenario – **Sustainability Revised scenario**.

**The following amendments have been made to the Revised LFTP 2025-2035:**

- **A remodelled Sustainability Revised scenario has been included** as an option for a permanent cumulative SRV of 48.3% spread over 3 years to ease the annual impact on ratepayers. This includes a 21.5% increase in 2026/27, a further 12% increase in 2027/28, and a final 9% increase in 2028/29 (all include the rate peg). This option allows Council to report a modest surplus and achieve financial sustainability one year later than previously anticipated in 2029/30. It reduces the rate increase impact on the community and directly addresses the feedback received during the engagement period.
- The pensioner concession to be increased to \$300—an additional voluntary \$50 increase on top of the current \$250 concession—to address community concerns about affordability for pensioners.
- Following the feedback from the Town Hall meetings in Emmaville and Deepwater, Council will increase its focus on improvements in the villages and proceed with the “Our Towns” improvement programs of up to \$200k per year – with the development of precinct plans in 2025/26 for Red Range, Deepwater, Emmaville and Glencoe, which will identify the improvement programs to be completed in subsequent years.
- Deferred expenditure on commencement of the Glen Innes Town Hall improvements until suitable grant funding becomes available.
- Additional business improvements and savings of \$65,000 per year have been identified raising total annual savings to \$165k over five years.
- Investment reduced in Economic Development, Health and Housing programs from \$500k to \$300k per annum. This still enables Council to address the key barriers to population retention and growth, as well as drive a longer term incremental increase in the rates base to spread rate burden among more people.
- The bottom line has been improved by \$350k per year through a review of depreciation.



## THE 5 FINANCIAL SCENARIOS

SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4	SCENARIO 5
Managed Decline: No rate increase above the rate peg	A Sustainable Council 2 years	Growth and Prosperity 2 years	Growth and Prosperity 3 years	Sustainability Revised 3 Years
<p>The long term financial forecast tells us that without an increase in rates Council faces deficits of approximately \$4.7 million from 2025/2026.</p> <p>This option includes implementation of cost cutting strategic actions outlined in the LTFP, applying the rate peg but no SRV increase.</p> <p>This option is not financially sustainable.</p>	<p>Implementation of cost cutting strategic actions plus a cumulative permanent SRV of <b>55.49%</b> applied over two years (including the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>28.5% (rate peg + SRV) in FY26/27</li> <li>21.0% (rate peg + SRV) in FY27/28 which is the second and final year of the rate variation</li> </ul> <p>This increase to rates will ensure that Council continues to break even financially while continuing to provide the current level of services and maintain infrastructure. This increase will provide a degree of response to emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of <b>61.75%</b> over 2 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>31.50% (rate peg + SRV) in FY26/27</li> <li>23.0% (rate peg + SRV) in FY27/28 which is the second and final year of the SRV</li> </ul> <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level and respond to emergencies as required and implement some economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.</p>	<p>Implementation of the cost cutting strategic actions plus a cumulative permanent SRV of <b>68.50%</b> over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>26.5% (rate peg + SRV) in FY26/27</li> <li>20.0% (rate peg + SRV) in FY27/28</li> <li>11.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV</li> </ul> <p>This increase to rates would allow Council a modest General Fund surplus to provide Council with the ability to deliver services and infrastructure maintenance to the current level, respond to emergencies as required and implement economic development and our towns initiatives as identified in the Towards 2034 Community Engagement Program.</p>	<p>Implementation of the cost cutting strategic actions plus additional expenditure cuts and a cumulative permanent SRV of <b>48.3%</b> over 3 years (which includes the rate peg) applied as follows:</p> <ul style="list-style-type: none"> <li>21.5% (rate peg + SRV) in FY26/27</li> <li>12.0% (rate peg + SRV) in FY 27/28</li> <li>9.0% (rate peg + SRV) in FY28/29 which is the third and final year of the SRV.</li> </ul> <p>This increase to rates would allow Council a modest General Fund surplus to continue to provide the current level of services and infrastructure maintenance and provide some degree of response in emergencies and other events that cannot be predicted (e.g. drought, bush fire, flood responses).</p>

**To learn more, please refer to Council's Revised Long Term Financial Plan 2025-2035.**

## COUNCIL'S FOUR-YEAR BUDGET

Financial Year Ending	2025	2026	2027	2028
Year Type	Budget	Budget	Forecast	Forecast
Rates & Charges	\$8,120	\$8,630	\$8,983	\$9,309
Special Rates	\$0	\$0	\$0	\$0
Ordinary Rate SRV	\$0	\$0	\$0	\$0
Annual Charges	\$5,865	\$7,064	\$7,263	\$7,468
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>	<b>\$13,985</b>	<b>\$15,694</b>	<b>\$16,246</b>	<b>\$16,777</b>
User Charges and fees	\$8,875	\$9,562	\$9,802	\$10,048
Other revenues	\$593	\$560	\$574	\$588
Interest and Investment Income	\$1,228	\$1,194	\$1,152	\$1,232
Other Income	\$482	\$433	\$444	\$455
Initiatives Revenue	\$0	\$0	\$602	\$1,447
<b>TOTAL OWN SOURCE REVENUE</b>	<b>\$25,164</b>	<b>\$27,443</b>	<b>\$28,820</b>	<b>\$30,547</b>
Grants & Contributions - Operating Purposes	\$10,581	\$10,054	\$10,306	\$10,565
Grants & Contributions for Capital Purposes	\$13,000	\$7,880	\$7,880	\$7,880
Gains from disposal assets	\$0	\$0	\$398	\$398
<b>TOTAL INCOME FROM CONTINUING OPERATIONS</b>	<b>\$48,745</b>	<b>\$45,377</b>	<b>\$47,404</b>	<b>\$49,390</b>
Employee Benefits	\$13,673	\$14,233	\$14,590	\$14,957
Materials and Contracts	\$14,808	\$16,040	\$16,515	\$17,007
Borrowing Costs	\$477	\$469	\$709	\$655
Depreciation & Amortisation	\$9,622	\$10,086	\$10,225	\$10,463
Other Expenses	\$912	\$912	\$935	\$958
Initiatives Expenses	\$0	\$114	\$106	\$260
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$39,492</b>	<b>\$41,854</b>	<b>\$43,081</b>	<b>\$44,301</b>
<b>OPERATING RESULT (Excl. Capital)</b>	<b>-\$3,747</b>	<b>-\$4,357</b>	<b>-\$3,556</b>	<b>-\$2,791</b>
<b>OPERATING RESULT (Excl. Capital and Asset Sales)</b>	<b>-\$3,747</b>	<b>-\$4,357</b>	<b>-\$3,954</b>	<b>-\$3,188</b>
<b>OPERATING RESULT (Incl. Capital)</b>	<b>\$9,253</b>	<b>\$3,523</b>	<b>\$4,324</b>	<b>\$5,089</b>







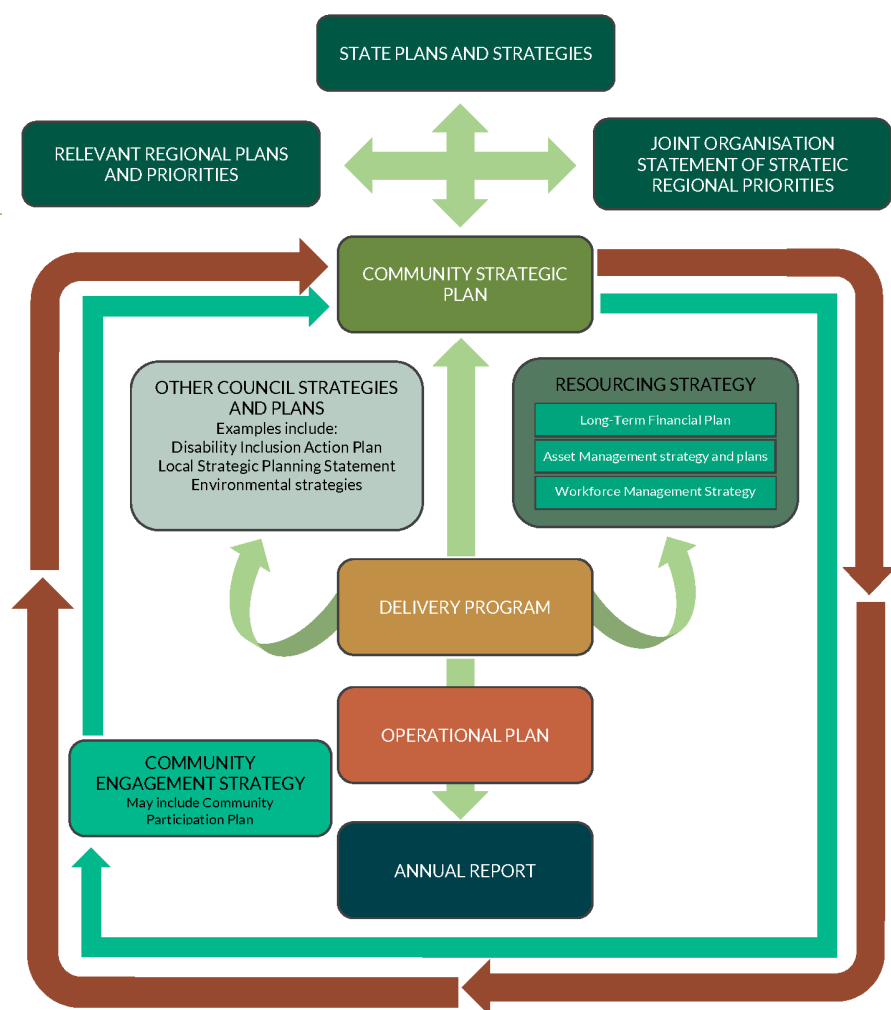
## INTEGRATED PLANNING & REPORTING (IP&R)

All NSW Councils are required to develop and report on a set of plans and strategies which assist in identifying and responding to the community's vision, priorities and goals for the future.

This framework is known as the Integrated Planning and Reporting (IP&R) Framework and aims to:

- Integrate and streamline statutory planning and reporting
- Strengthen strategic focus
- Align with national sustainability frameworks
- Ensure accountability and responsiveness to local communities

The key plans and reports under the IP&R framework are outlined below. All documents are guided by, and developed in consultation with, our community.



Duration / Renewal timeframe	Key Plan/Report	Outputs	Description
10 years	Community Strategic Plan	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through community engagement
4 years	Delivery Program	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Strategic Plan
4 years	Resourcing Strategy: <ul style="list-style-type: none"> <li>• Long-Term Financial Plan</li> <li>• Asset Management Strategy</li> <li>• Workforce Management Plan</li> </ul>	Council Resources: <ul style="list-style-type: none"> <li>Finances</li> <li>Assets</li> <li>People</li> </ul>	A set of Plans and Strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly
1 year	Operational Plan	Council Actions	An annual plan of actions that support the Delivery Program initiatives
1 year	Annual Report	Reporting: <ul style="list-style-type: none"> <li>Delivery Program</li> <li>Operational Plan</li> </ul>	An annual report to the community on the progress of the Delivery Program and Operational Plan





# THE DELIVERY PROGRAM 2025-2029

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*The Delivery Program 2025-2029* outlines the strategies that Glen Innes Severn Council will undertake to help achieve the goals of the *Community Strategic Plan 2025-2035*.

The Delivery Program is Council's commitment to the community for the duration of the Councillor Elected Term.

The Community Strategic Plan and the Delivery Program were developed by Council over a series of workshops, giving consideration to the Towards 2034 Community Engagement Program outcomes and the 2023 Community Satisfaction Survey.

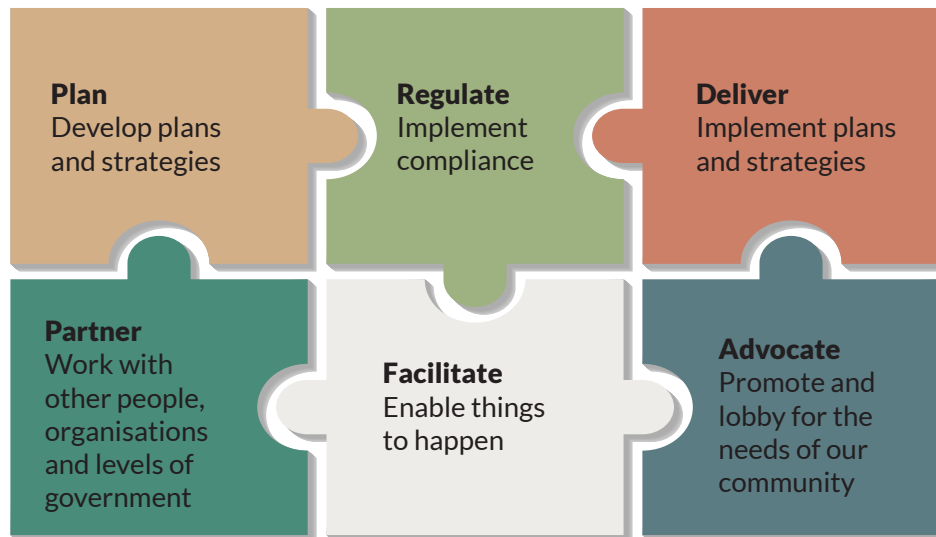
This document should be read in conjunction with the *Long-Term Financial Plan 2025-2035* and the annual Operation Plans which detail the actions and services provided in each year of the four-year Delivery Program.

# HOW TO READ THIS DOCUMENT



## COUNCIL'S ROLES AND RESPONSIBILITIES

Council's role in each Delivery Program strategy is outlined in the following sections:



To meet services levels and community expectations, some delivery program strategies will require additional financial contributions through a Special Rate Variation. These strategies are marked with the following **SRV**



- Community satisfaction surveys and Have Your Say portal
- Visitor numbers
- Meeting key performances ratios
- Service reviews
- Audited financial statements
- Compliance with State and Federal government legislation
- Population growth
- Gross regional product
- Monitoring demographic statistics



# STRATEGIC OBJECTIVES

## THRIVING & CONNECTED COMMUNITY

*Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.*

### Goal 1

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

### Goal 2

Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.

### Goal 3

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

## PROSPEROUS & DIVERSE ECONOMY

*A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.*

### Goal 1

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

### Goal 2

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

### Goal 3

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.



## FIT FOR THE FUTURE INFRASTRUCTURE

*Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.*

### Goal 1

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

### Goal 2

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

### Goal 3

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

## PROTECTED & ENHANCED ENVIRONMENT

*Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.*

### Goal 1

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

### Goal 2

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

### Goal 3

Leverage our pilot status as a GeoRegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.

## OPEN & COLLABORATIVE LEADERSHIP

*Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.*

### Goal 1

Encourage active participation by the community, business and industry in decision making processes that shape our region.

### Goal 2

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

### Goal 3

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.



# THRIVING & CONNECTED COMMUNITY

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*Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.*

## **GOAL 1.1**

Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.

## **GOAL 1.2**

Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.

## **GOAL 1.3**

Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.

## THRIVING & CONNECTED COMMUNITY

Where residents have access to essential services, economic opportunities, social connections and a high quality of life, regardless of their location. A place where people feel safe, engaged, supported and empowered to thrive in their daily lives.

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Community Strategic Plan Goals		Delivery Program Strategies	Council's Role	Responsible Directorate	Year of Delivery			
					1	2	3	4
T1.1	Facilitate and support access to essential services with reliable healthcare, education, public transport, emergency services and digital connectivity.	T1.1.1 Strengthen access to healthcare and emergency services access through the attraction and retention of professionals, expanded telehealth services, increased funding for local facilities and community-led initiatives.	Plan Advocate Partner	General Manager's Office, Corporate & Community Services				
		T1.1.2 Facilitate investment in education infrastructure and resources, strengthen early-childhood and school readiness programs whilst engaging community and businesses to develop school-to-work pathways.	Plan Advocate Partner	Corporate & Community Services				
		T1.1.3 Improve access to public and community transport including expanded bus routes and on-demand transport to improve connectivity within the local government area (LGA) and region.	Plan Advocate Partner Deliver	Corporate & Community Services				
		T1.1.4 Advocate for the expansion of digital connectivity and technology access through NBN expansion, mobile tower upgrades and broadcast accessibility to eliminate black spots and facilitate digital hubs and community Wi-Fi-zones.	Plan Advocate	Place & Growth, Infrastructure				
T1.2	Facilitate and strengthen social community networks by fostering a sense of belonging including engagement through events, cultural activities, volunteer programs and support services.	T1.2.1 Support, organise, facilitate and/or incubate community events and cultural activities. <b>SRV</b>	Plan Deliver Partner	Place & Growth, Corporate & Community Services				
		T1.2.2 Strengthen volunteerism and community-led initiatives supporting inter-generational programs, including reward and recognition.	Plan Facilitate Deliver	Place & Growth, Corporate & Community Services				
		T1.2.3 Maintain support services for social inclusion ensuring accessibility for all residents alongside creating community leadership and advocacy programs to support community-driven and civic initiatives.	Advocate Plan Facilitate	Corporate & Community Services				
T1.3	Encourage active and healthy lifestyles through sport, fitness, healthy eating, mental health support and outdoor recreation ensuring overall wellbeing.	T1.3.1 Maintain access to sport and recreation through investing in local facilities whilst providing support to community-driven initiatives and programs that promote active and healthy lifestyles.	Facilitate Plan Deliver	Place & Growth, Infrastructure				
		T1.3.2 Expand outdoor and nature-based activities through the development of geotrails, adventure activities and accessible green spaces.	Plan Advocate Partner Deliver	Place & Growth, Infrastructure				
		T1.3.3 Strengthen wellbeing support through community wellbeing programs, multi-use spaces, local employer programs and social cohesion activities. <b>SRV</b>	Partner Facilitate Deliver	Corporate & Community Services				



How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Growing population	8,836	9,219 (REMPPLAN 2041 projection)	REMPPLAN / Australian Bureau of Statistics (ABS)	T1.1, T1.2, T1.3
Number of people employed	47.1%	Increase	ABS	T1.1, T1.2, T1.3
Visitor numbers	270,000	Increase by 10%	Destination NSW	T1.1, T1.2







# PROSPEROUS & DIVERSE ECONOMY

*A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.*

## **GOAL 1.1**

Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.

## **GOAL 1.2**

Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.

## **GOAL 1.3**

Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.



## PROSPEROUS & DIVERSE ECONOMY

*A diverse local economy that is resilient, inclusive and adaptive, ensuring economic prosperity for all residents by providing a broad range of employment opportunities, industry sectors and business environments.*

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Community Strategic Plan Goals		Delivery Program Strategies	Council's Role	Responsible Directorate	Year of Delivery			
					1	2	3	4
P1.1	Support industry diversity and economic resilience through a mix of existing industries and emerging sectors.	<b>P1.1.1</b> Enable sustainable and regenerative economic practices through investment in circular economy models, renewable energy projects, local supply chains, and ethical business practices to future-proof the economy. <b>SRV</b>	Advocate Partner Facilitate Deliver	Place & Growth				
		<b>P1.1.2</b> Strengthen traditional industries through value-added production to boost manufacturing and processing, promoting responsible resource management and enhancing retail and service sectors to reduce local economic leakage. <b>SRV</b>	Advocate Plan Partner Deliver Regulate	Place & Growth				
		<b>P1.1.3</b> Facilitate strategic investment attraction through land use planning, development concierge services and promotion to investors and businesses as an attractive place for innovation, business expansion and lifestyle-based employment. <b>SRV</b>	Advocate Plan Partner Deliver Regulate	Place & Growth				
P1.2	Support and facilitate workforce development and employment pathways aligned with industry best practice whilst retaining talent within the community.	<b>P1.2.1</b> Improve access to quality tertiary education through advocating for increased funding for TAFE and university hubs and create pathways for apprenticeships, vocational training and work placements to support youth engagement and career growth.	Advocate Facilitate	General Manager's Office				
		<b>P1.2.2</b> Support workforce inclusion and diversity through first nations employment pathways, facilitation of inclusive and flexible employment pathways and encouraging workforce mobility.	Advocate Facilitate Partner	Corporate & Community Services				
P1.3	Increase the diversity and availability of housing whilst maintaining affordable access to accommodation that meets the needs of the whole community.	<b>P1.3.1</b> Encourage housing diversity including mixed-use developments, key worker accommodation, adaptable and accessible and sustainable and off-grid housing solutions.	Advocate Plan Facilitate Partner	General Manager's Office				
		<b>P1.3.2</b> Improve housing affordability through policy and incentives including fast-track approvals, land-use reforms and zoning adjustments, purpose-build rentals and community-led housing solutions. <b>SRV</b>	Plan Advocate Facilitate Partner Deliver	Place & Growth, Infrastructure				
		<b>P1.3.3</b> Invest in Infrastructure to support housing development to open new residential areas with well-planned amenities and services ensuring vibrant, walkable neighbourhoods. <b>SRV</b>	Plan Facilitate Regulate Partner	Infrastructure				

How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Growth in gross regional product	\$677.1m	Increase	ABS	P1.1
Number of local businesses	1,109	Increase	ABS	P1.1 & P1.2
Number of new houses	4,207 current private dwellings	Increase	ABS	P1.3









# FIT FOR THE FUTURE INFRASTRUCTURE

*Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.*

## **GOAL 1.1**

Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.

## **GOAL 1.2**

Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.

## **GOAL 1.3**

Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.

# FIT FOR THE FUTURE INFRASTRUCTURE

*Maintain our existing infrastructure and ensure that we are actively investing in sustainable and economic infrastructure, ensuring long-term growth, resilience and prosperity.*

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Community Strategic Plan Goals		Delivery Program Strategies	Council's Role	Responsible Directorate	Year of Delivery			
					1	2	3	4
F1.1	Provide sustainable and resilient infrastructure including water and sewer services, road and transport networks that provide best-practice service delivery and support growth.	F1.1.1 Ensure the community is provided with safe, secure and reliable water and maintain quality sewage treatment infrastructure.	Plan Deliver	Infrastructure				
		F1.1.2 Construct, renew and maintain Council's infrastructure assets to enhance the region's connectivity, resilience and presentation of street network.	Advocate Plan Deliver	Infrastructure				
		F1.1.3 Deliver high-quality urban and rural drainage to reduce environmental impacts, enhance resilience and protect communities from extreme weather events.	Plan Deliver	Infrastructure				
F1.2	Lead precinct and activation master planning to develop vibrant, well-designed public spaces that enhance liveability, preserve heritage assets and strengthen regional appeal.	F1.2.1 Develop a precincts and activation vision that balances economic, cultural, environmental and social priorities to reflect the unique character of towns and villages in the LGA.	Plan Partner Deliver	Place & Growth, General Manager's Office				
		F1.2.2 Create vibrant and well-designed public spaces including well-maintained parks, recreation facilities, footpaths and gathering places promote physical activity, community engagement and wellbeing. <b>SRV</b>	Plan Deliver Regulate	Place & Growth, Infrastructure				
		F1.2.3 Preserve and utilise local infrastructure and historical landmarks leveraging place-making, community wealth building and place-based capital principles and solutions.	Advocate Plan Facilitate Deliver	Place & Growth, General Manager's Office				
F1.3	Facilitate public and social infrastructure that supports the needs and diversity of the population now and into the future to ensure equitable access and protection of the community.	F1.3.1 Ensure disaster resilience and emergency preparedness for natural disasters and access to recovery support that can adapt and thrive in the face of challenges.	Advocate Plan Deliver Regulate	Infrastructure, Corporate & Community Services				
		F1.3.2 Secure sustainable funding and long-term planning through public-private partnerships, access to state and federal funding and community-led planning to ensure infrastructure investments align with local priorities.	Advocate Plan Deliver	Place and Growth, Infrastructure				
		F1.3.3 Build climate-resilient and sustainable infrastructure that is inclusive and accessible and provides the opportunity to provide family-friendly 'things to do'. <b>SRV</b>	Plan Deliver	Infrastructure, Place and Growth				



## How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Community Satisfaction	Mean score of 3.04 or 29%	Mean score of 3.22 or 37%	GISC Community Satisfaction Survey	F1.1
Masterplans Approved	<ul style="list-style-type: none"> <li>Sports Facilities Masterplan</li> <li>Precinct Masterplans</li> <li>Landscape Plan for Glen Innes Sports Stadium</li> </ul>	Approved and endorsed	GISC Operational Plan Performance Reports	F1.2
New public infrastructure constructed	Glen Innes Skate Park	Glen Innes Pump Track developed. Glen Innes Skate Park extension completed	GISC Operational Plan Performance Reports	F1.3







# PROTECTED & ENHANCED ENVIRONMENT

*Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.*

## **GOAL 1.1**

Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.

## **GOAL 1.2**

Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.

## **GOAL 1.3**

Leverage our pilot status as a GeoRegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.



## PROTECTED & ENHANCED ENVIRONMENT

*Where natural resources, landscapes and built heritage are preserved, sustainably managed and showcased to strengthen community identity, attract visitors and support long-term ecological and economic benefits.*

Light Shade = Planning Phase

Dark Shade = Delivery Phase

Community Strategic Plan Goals		Delivery Program Strategies	Council's Role	Responsible Directorate	Year of Delivery			
					1	2	3	4
E1.1	Foster a sustainable region by minimising environmental impacts and safeguarding ecosystems through conservation, innovation and environmental risk management.	E1.1.1 Deliver responsible and innovative waste management solutions that embrace the circular economy, drive sustainability and create local industry and job opportunities. <b>SRV</b>	Plan Advocate Facilitate Partner	Place & Growth				
		E1.1.2 Implement sustainable biosecurity measures and proactive environmental risk management strategies to ensure the long-term health of ecosystems, protect native flora and fauna, and strengthens community resilience against environmental threats. <b>SRV</b>	Plan Advocate Partner	Place & Growth				
		E1.1.3 Take proactive steps to adapt to and mitigate the impacts of climate change while accelerating the transition to renewable energy sources and creating opportunity through the Renewable Energy Zone (REZ) to secure meaningful community investment.	Advocate Plan Partner	Place & Growth, Infrastructure				
E1.2	Ensure the protection of our rural landscapes and unique heritage by encouraging sustainable agricultural practices, supporting heritage conservation efforts and maintaining policies that safeguard the character and cultural significance of our region for future generations.	E1.2.1 Work alongside local sustainability groups and government bodies to promote and implement sustainable agricultural practices, supporting farmers and landowners through education, resources and collaborative initiatives that enhance noxious weed eradication, soil health, water conservation and biodiversity.	Advocate Partner Promote Deliver	Place & Growth				
		E1.2.2 Support heritage conservation efforts by providing advisory services and grant assistance to protect and restore historically and culturally significant sites, ensuring the preservation of our region's unique identity. <b>SRV</b>	Advocate Partner Deliver	Place & Growth				
		E1.2.3 Enhance existing development control plans to preserve the distinct character of rural landscapes and historic sites, ensuring future development respects cultural significance, environmental sustainability and community identity. <b>SRV</b>	Advocate Partner Deliver	Place & Growth				
E1.3	Leverage our pilot status as a GeoRegion to lead a collaborative regional ambition to become an aspiring UNESCO Global Geopark.	E1.3.1 Advocate for geotourism to create a regional point of difference aligned to transformative and nature-based travel trends and the holistic framework of the National Geotourism Strategy.	Advocate Partner Deliver	Place & Growth, General Manager's Office				
		E1.3.2 Showcase our natural, historic and cultural assets through experience design and development that leverages physical, digital and interactive opportunities to engage residents and visitors.	Advocate Plan Partner Facilitate Regulate	Place & Growth				

## How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Geopark and geotrails recognised and activated	No visitor numbers identified for geotourism	Visitor numbers for geopark and geotrails identified and growing	Destination NSW Geotourism Australia	E.1.2
Compliance with Protection of the Environment Operations Act 1997 (POEO)	Compliance with EPA	Compliance with environmental standards	EPA	E1.1
Visitor numbers	270,000	Increase by 10%	Destination NSW	E1.3









# OPEN & COLLABORATIVE LEADERSHIP

*Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.*

## **GOAL 1.1**

Encourage active participation by the community, business and industry in decision making processes that shape our region.

## **GOAL 1.2**

Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.

## **GOAL 1.3**

Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.

## OPEN & COLLABORATIVE LEADERSHIP

*Fostering an environment of innovation, collaboration and mutual respect, where diverse perspectives shape strategic planning, governance and problem-solving, while ensuring accountability and financial sustainability for current and future generations.*

Light Shade = Planning Phase

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Community Strategic Plan Goals		Delivery Program Strategies	Council's Role	Responsible Directorate	Year of Delivery			
					1	2	3	4
O1.1	Encourage active participation by the community, business and industry in decision making processes that shape our region.	O1.1.1 Inform, engage and involve the community to participate in positive change that unifies the region and empowers community-driven initiatives. <b>SRV</b>	Plan Facilitate Deliver	Corporate & Community Services, Place and Growth, Infrastructure				
		O1.1.2 Support open, effective and transparent governance for the benefit of the community and in alignment with modern interpretations of community engagement strategies and policies.	Plan Facilitate Deliver	General Manager's Office, Corporate & Community Services				
O1.2	Ensure Council's long term financial sustainability and maintain services and infrastructure to the community's satisfaction, and to strengthen financial governance.	O1.2.1 Apply to IPART for a Special Rate Variation in 2026 for implementation in Financial Year 2026-2027.	Facilitate Deliver	General Manager's Office, Corporate & Community Services			N/A	
		O1.2.2 Ensure the submission of financial statements are within required legislative timeframes supported by fit-for-purpose financial systems and resourcing model.	Deliver	General Manager's Office, Corporate & Community Services				
		O1.2.3 Leverage alternative sources of capital for investment and delivery of Council and community assets that improve amenity.	Plan Facilitate Deliver	General Manager's Office				
O1.3	Ensure strong governance, strategic resource management, and impactful advocacy to support the region's long-term sustainability and enhance quality of life.	O1.3.1 Champion a robust advocacy agenda to ensure our community receives the necessary investment, resources and policy support to drive sustainable growth, improve liveability and address key social, economic and environmental challenges. <b>SRV</b>	Deliver	General Manager's Office, Corporate & Community Services				
		O1.3.2 Manage public resources (financial and assets) responsibly and efficiently by implementing leading practices, systems and technologies.	Deliver	Corporate & Community Services				
		O1.3.3 Continually improve and optimise organisational culture and effectiveness by fostering a high-performance, values-driven workplace that supports innovation, accountability and collaboration while delivering efficient and responsive services to the community.	Deliver	Corporate & Community Services				



How do we know we've arrived?

	Baseline	Target Trend	Source	Goal
Population Growth	8,935	9,219 (REMPPLAN 2041 projection)	ABS / REMPLAN / NEMA	O1.1
Financial Sustainability	Current Council Long Term Financial Plan (2025-2035) shows deficit trend	Council meets Key Financial Performance Indicators	Audited Financial Statements 2026-27	O1.2
Gross Regional Product	\$677.1m	Increase	ABS	O1.3







