

Notice of Meeting and Meeting Agenda Governance Committee

Wednesday, September 7, 2016

1:30 PM

6th Floor Boardroom

J. Ranns (Chair), M. Alto (Vice Chair), D. Blackwell, A. Finall, D. Howe, W. McIntyre,
C. Plant, S. Price, G. Young, B. Desjardins (Board Chair, ex-officio)

1. Approval of Agenda

2. Adoption of Minutes

2.1. [16-868](#) Minutes of the July 6, 2016 Governance Committee Meeting

Recommendation: That the minutes of the July 6, 2016 Governance Committee meeting be adopted as circulated.

Attachments: [Minutes: 2016-07-06 Governance Committee](#)

3. Chair's Remarks

4. Presentations/Delegations

5. Committee Business

5.1. [16-792](#) Service Review Template

Recommendation: That the Governance Committee receive the service review template for information.

Attachments: [Staff Report: Service Review Template](#)

[Appendix A: Service Review Template](#)

[Reference: Excerpt of Minutes](#)

5.2. [16-794](#) Service Review Options

Recommendation: [The following motion was approved by the Committee on July 6, 2016 and was referred back to the Committee by the Board.]

The Governance Committee recommends to the Capital Regional District Board:
That the CAO be directed to carry out enhanced divisional service planning as part of the 2017 financial planning and budgeting process to identify potential service adjustments that would realign, reallocate or reduce service activities using a bottom up approach, with an aim to improve efficiency, internally or cross departmentally.

Attachments: [Staff Report: Service Review Options](#)

5.3. [16-887](#) Approval of Bylaw 4122; a Bylaw to amend Bylaw No. 3343 being "Officers', General Managers' and Management Staff's Bylaw No.1, 2006"

- Recommendation:** That the Governance Committee recommends to the CRD Board:
1. That Bylaw No. 4122, cited as "Officers', General Managers' and Management Staff's Bylaw No.1, 2006, Amendment Bylaw No.1, 2016" be introduced and read a first and second time.
 2. That Bylaw No. 4122 be read a third time.
 3. That Bylaw No. 4122 be adopted.

- Attachments:** [Staff Report: Update to Officers' Bylaw](#)
[Appendix 1: Bylaw 4122 Update Officers' Schedule](#)

5.4. [16-898](#) Board and Chair Performance Review and Self-Evaluation

6. New Business

7. Adjournment

Next Meeting: October 5, 2016

To ensure quorum, please advise Pat Perna (pperna@crd.bc.ca) if you or your alternate CANNOT attend.

Meeting Minutes

Governance Committee

Wednesday, July 6, 2016

1:30 PM

6th Floor Boardroom

PRESENT:

Directors: M. Alto (Vice Chair), D. Blackwell, A. Finall, B. Gramigna (for J. Ranns, Chair), D. Howe, W. McIntyre, C. Plant, G. Young, B. Desjardins (Board Chair, ex-officio)

Staff: R. Lapham, Chief Administrative Officer; R. Sharma, Acting Chief Financial Officer; B. Reems, Corporate Officer; P. Perna, Committee Clerk (Recorder)

ABSENT: Director S. Price and J. Ranns

The meeting was called to order at 1:30 pm.

1. Approval of Agenda

MOVED by Director Plant, **SECONDED** by Director Finall,
That the agenda for the July 6, 2016 Governance Committee meeting be approved as circulated.

CARRIED

2. Adoption of Minutes

2.1. [16-793](#) Minutes of the June 1, 2016 Governance Committee Meeting

MOVED by Board Chair Desjardins, **SECONDED** by Director Finall,
That the minutes of the June 1, 2016 Governance Committee meeting be adopted as circulated.

CARRIED

3. Chair's Remarks - None

4. Presentations/Delegations - None

5. Committee Business

5.1. [16-784](#) Meeting Procedures - Circulation of Amendments

B. Reems provided an overview of the report.

Discussion ensued on the following:

- * public circulation of proposed amendments
- * addressing several amendments with divided discussions
- * discussion and amendments done at the table

MOVED by Director Young, **SECONDED** by Director Blackwell,
That the Governance Committee recommend to the Capital Regional District Board:

That staff be directed to prepare an amendment to the CRD Procedures Bylaw to provide for a process of circulating proposed amendments in advance of a meeting by providing the Corporate Officer with written notice of the proposed amendment no later than 48 hours prior to the meeting.

DEFEATED

OPPOSED: Alternate Director Gramigna, Directors Alto, Finall, Howe, McIntyre, Plant, and Board Chair Desjardins

MOVED by Alternate Director Gramigna, **SECONDED** by Director Finall,
That the Governance Committee recommend to the Capital Regional District Board:

That amendments to motions only be presented at a meeting.

CARRIED

OPPOSED: Director Young

5.2. [16-794](#)

Service Review Options

R. Lapham provided an overview of the report.

Discussion ensued on the following:

- * clarification on the bottom up service review with staff
- * template being a tool to facilitate discussion and used as a steering document
- * reporting out processes and time-frames
- * provision of incremental reports

MOVED by Director Plant, **SECONDED** by Director Finall,
That the Governance Committee recommend to the Capital Regional District Board:

That the CAO be directed to carry out enhanced divisional service planning as part of the 2017 financial planning and budgeting process to identify potential service adjustments that would realign, reallocate or reduce service activities using a bottom up approach, with an aim to improve efficiency, internally or cross departmentally.

CARRIED

5.3. [16-792](#)

Service Review Template

The chair opened the floor to any of the five areas in Appendix A of the Service Review Steps Template.

Discussion ensued on the following:

- * utilizing the template when performing the review process
- * addressing time and resources
- * business case or priority analysis of the impacts and implications

MOVED by Director Finall, **SECONDED** by Director Blackwell,
That staff refer to the five (5) questions on the service review template for their guidance and application, to return with a report reflecting these guidelines.

CARRIED

6. New Business - None

7. Adjournment

MOVED by Director Plant, **SECONDED** by Director Finall,
That the July 6, 2016 Governance Committee meeting be adjourned at 2:03 pm.
CARRIED

Chair

Recorder



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**REPORT TO GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, JULY 6, 2016**

SUBJECT **Service Review Template**

ISSUE

To provide a service review steps template for the Committee's consideration.

BACKGROUND

At its last several meetings the Governance Committee has discussed the subject of service review and has explored options to conduct a review of CRD services. Appendix A is a service review template to facilitate the Committee's ongoing discussion. The template sets out five key questions or issues that can be used to guide decision-making or discussion. The template is informed by the service review information provided by the Ministry of Community, Sport and Cultural Development, *Regional Service Reviews: An Introduction* and the service review information previously presented to the Committee.

CONCLUSION

The template is provided to facilitate the Governance Committee's ongoing service review discussion.

RECOMMENDATION

That the Governance Committee receive the service review template for information.

Submitted by:	Brent Reems, MA, LLB, Senior Manager Legislative & Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Attachments: Appendix A (Service Review Template)

Appendix A – Service Review Steps Template

1. Define the Problem. Determine the issues the review will address and the objectives of the review.

2. Approve the Scope of Review. Establish the scope of review in relation to the issues that need to be addressed and the services or divisions that will be included in the review.
 - A. *Scope of Review*

 - B. *Services to be Reviewed*

3. Time and resources. Determine how much time the review will take and the amount of resources that must be devoted (staff and monetary) relative to the scope and issues to be addressed.
 - A. *Timeline*

 - B. *Resources*

4. Determine Method of Review. Establish how the services are to be reviewed and determine whether the process will be bottom-up or consultant-led, and the level of stakeholder engagement.

5. Deliverables. Determine whether the Committee can, at this early stage, identify any concrete deliverables flowing from a review (examples might be a final report and recommendations).

MOVED by Director Young, **SECONDED** by Director Blackwell,
That the Governance Committee recommend to the Capital Regional District
Board:
That staff be directed to prepare an amendment to the CRD Procedures Bylaw to
provide for a process of circulating proposed amendments in advance of a
meeting by providing the Corporate Officer with written notice of the proposed
amendment no later than 48 hours prior to the meeting.

DEFEATED

OPPOSED: Alternate Director Gramigna, Directors Alto, Finall, Howe, McIntyre,
Plant, and Board Chair Desjardins

MOVED by Alternate Director Gramigna, **SECONDED** by Director Finall,
That the Governance Committee recommend to the Capital Regional District
Board:
That amendments to motions only be presented at a meeting.

CARRIED

OPPOSED: Director Young

5.2. 16-794

Service Review Options

R. Lapham provided an overview of the report.

Discussion ensued on the following:

- * clarification on the bottom up service review with staff
- * template being a tool to facilitate discussion and used as a steering document
- * reporting out processes and time-frames
- * provision of incremental reports

MOVED by Director Plant, **SECONDED** by Director Finall,
That the Governance Committee recommend to the Capital Regional District
Board:

That the CAO be directed to carry out enhanced divisional service planning as
part of the 2017 financial planning and budgeting process to identify potential
service adjustments that would realign, reallocate or reduce service activities
using a bottom up approach, with an aim to improve efficiency, internally or
cross departmentally.

CARRIED

5.3. 16-792

Service Review Template

The chair opened the floor to any of the five areas in Appendix A of the Service
Review Steps Template.

Discussion ensued on the following:

- * utilizing the template when performing the review process
- * addressing time and resources
- * business case or priority analysis of the impacts and implications

MOVED by Director Finall, **SECONDED** by Director Blackwell,
That staff refer to the five (5) questions on the service review template for their
guidance and application, to return with a report reflecting these guidelines.

CARRIED

6. New Business - None



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REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, JULY 6, 2016

SUBJECT Service Review Options

ISSUE

To consider options for a service review including enhanced divisional service planning as part of the 2017 financial planning and budgeting process.

BACKGROUND

The Capital Regional District (CRD) has an established Financial Planning process that includes the preparation of annual Service Plans that are reviewed by Commissions, Committees and the Board to inform and guide the development of annual budgets and enable long term financial, work program and work force planning.

The CRD Service Plans outline core service information including key service drivers such as trends, service levels, workforce considerations and performance measures. These plans also highlight divisional initiatives and implications for the overall work program and budget for a specific area. The process provides the opportunity to review work programs and make service amendments as necessary and financial implications are identified as either having an annual or continuous impact, increasing or decreasing the cost of service delivery.

The *Local Government Act* requires the CRD to approve an updated 5 year Financial Plan and annual budget prior to the end of March each year. Therefore, the timing of the review of Service Plans needs to occur early in the planning cycle to provide for the necessary approvals and the preparation of budget estimates. Fees and charges bylaws developed in consultation with Commissions and rate payers also need to be amended and adopted at the beginning of each year to enable the collection of adjusted operating revenue.

At its meeting of April 6, 2016 the Governance Committee received a comprehensive report detailing methods for conducting service reviews. The guide for informal service reviews published by the Ministry of Community, Sport and Cultural Development (the "Ministry"), "*Regional Service Reviews: An Introduction*" was provided, together with other information on how other regional districts have undertaken service reviews. A list of the CRD services and their functions (indicating whether they are mandated) was also included. The Committee subsequently received a presentation from Dr. Robert Bish on his research for "*Governing Greater Victoria: The Role of Elected Officials and Shared Services*" and from Mr. Paul Thorkelsson on how the Regional District of Nanaimo conducted an informal service review.

At the June 1, 2016 meeting of the Governance Committee the CRD CAO was directed to report back on options for the Committee's focus to perform a service review. The direction was suggested in consideration of the length of time, staff time, resources and general capacity required to perform a review and discussion about what areas of the organization might be ready for a broader or more focused review. The Committee also requested a template to help focus the discussion with the aim of clarifying what the Committee is hoping to achieve.

ALTERNATIVES

Alternative 1:

That the Governance Committee recommend to the Capital Regional District Board:

That the CAO be directed to carry out enhanced divisional service planning as part of the 2017 financial planning and budgeting process to identify potential service adjustments that would realign, reallocate or reduce service activities using a bottom up approach, with an aim to improve efficiency, internally or cross departmentally.

Alternative 2:

That the Governance Committee recommend to the Capital Regional District Board:

That the Committee direct staff to prepare a terms of reference to retain a consultant to complete a comprehensive service review and report back on staff time, financial and process implications.

IMPLICATIONS

In accordance with the guidelines provided by the Ministry, the CAO's observations and recommendations are as follows:

Defining the Problem:

The Committee has not defined the problem or what is to be included in a potential review, and has requested options to narrow the focus from the CAO.

It has been noted that Service Plans and the subsequent budget and staffing impacts are currently evaluated by Commissions and Standing Committees without formal direction from the Board to influence recommendations. Discussion at the Governance and Finance Committee acknowledges that CRD *Local Services* and *Sub-Regional Services* benefit from the more direct involvement of participants and rate payers who have varying degrees of delegated authority from the Board. New direction from the Finance or Governance Committees in the established process and mandate of sub-regional or electoral area Commissions would likely require reconsideration of the delegated authority that has been granted. The current process allows the Board to accept or reject Committee or Commission recommendations when the preliminary or final service plans and budget are brought forward for approval.

For the services reporting through Standing Committees, as the Chairs of Committees form the Finance Committee, financial and budgetary objectives raised at the Finance Committee are able to be brought forward by staff working with the Chairs when Service Plans and financial implications are discussed. Focused work on Service Plans and the budget generally occurs within the 4th quarter with year- end adjustments in the 1st quarter prior to final budget approval in March.

The most timely and manageable approach to enhancing the review of services would be to direct Department General Managers to engage with all of their staff to identify potential service adjustments beyond the current scope of service planning. The objective would be to identify ways to realign, reallocate or reduce service activities using a bottom up approach, with an aim to improve efficiency, internally or cross departmentally. An additional level of analysis would be included in the Service Plan template to be completed in the 3rd quarter. As with the existing service planning process, recommendations would be vetted by the Executive Leadership Team. The regional CAOs, who meet regularly, and potentially others sourced through the Local Government Management Association would be invited to contribute ideas from their experience,

to support the review. The work and progress would also be discussed at the Labour Management Committee prior to Commission and Committee review in the 4th quarter.

Constructing Fact Sheets:

The Committee has received a list of CRD Services identifying participants and requisitions as well as a list of Establishment Bylaws. All of the CRD Service Plans are circulated to the Committees and Board annually together with a series of Annual Reports.

Developing Options:

In addition to the option of enhancing the existing service planning process, other options such as a consultant led core service review, stakeholder or community driven process, or targeted area review process are available. These other processes would require a significant commitment of staff time or other resources, a comprehensive terms of reference describing the process, roles and scope as well as considerable length of time to plan, carryout and implement. The other alternative is to maintain the status quo, which is the existing service review and financial planning process.

An enhanced service planning process could be implemented within the current service review and financial planning cycle without a significant impact on staff resources.

Evaluating Options:

In considering the options available it has been recognized that the CRD is currently engaged in a number of large initiatives, placing a significant demand on staff resources. In addition, the Provincial Government is undertaking work on the 'Capital Integrated Services and Governance Initiative' which is gathering facts, engaging stakeholder organizations and facilitating dialogue between local governments on service delivery in the region.

The existing service review process provides a framework that can accommodate a more detailed analysis of service delivery without placing too significant a burden on staff resources and would be effective and timely. Enhancing this process to use more of a bottom up approach could identify ways to improve efficiency, internally or cross departmentally.

Reaching a Decision:

As the existing service review process informs the 5 year Financial Plan and budget, in order to be implemented within the current financial planning cycle, the enhanced process needs to be approved by the Board. To enable bottom up participation across the organization, the recommendations should be brought forward from this report. Alternatively, it is likely that a different approach would not be implemented until the next financial planning cycle.

Documenting the Results:

The existing service review process is documented year over year, and integrates a response to Board and Corporate Priorities. The process also identifies the resources necessary to maintain core services apart from new initiatives. The enhanced process could highlight potential adjustments that would identify ways to realign, reallocate or reduce service activities.

ORGANIZATIONAL AND FINANCIAL IMPLICATIONS

A service review will require time and money and will have a significant impact on the allocation of resources and organizational performance. As outlined in this report, the Provincial Government has commenced a consultation process and study about the integration of services and governance in the CRD. Therefore, defining the problem or issue through a public survey or stakeholder engagement about CRD services could lead to confusion about the purpose and

intent of the work. In addition, based on experience of other local governments, while a consultant-lead review would be independent, it could be costly and is unlikely to be completed within the current financial planning cycle. As it appears the focus of the Committee is on an informal review rather than a statutory review of services, it is recommended that a bottom up review be directed operationally by the CAO in response to the goals and objectives of the Board. This option would not require significant financial resources or a budget amendment.

Other options for the focus of a review would be to consider regional services versus sub-regional and local services. The focus of the review could be limited to regional services or corporate services, as for the most part sub-regional and local services have Commissions advising on service levels and budgets with delegated authority from the Board. CRD regional and corporate services are evaluated with performance and priority setting directed through Standing Committees.

CONCLUSION

Enhancing the existing service review and budgeting process utilizing a more 'bottom up approach' with an aim to improve efficiency, internally or cross departmentally, could be implemented immediately and provide recommendations within the current financial planning cycle. This process would utilize the existing processes and reporting and minimize the impact on staff and financial resources. The enhanced process would include the opportunity for ideas to be generated from CAOs in the region and possibly from other parts of BC.

The CRD Finance Committee could provide overall direction leading into the service plan review process for 2017 by endorsing recommendations from the CAO to implement an enhanced process including bottom up engagement with all staff and discussion with regional CAOs. An alternative approach would require preparation of terms of reference including clear identification of scope, purpose and objectives, the amount of resources and budget to be allocated, a timeline and deliverables.

RECOMMENDATION

That the Governance Committee recommend to the Capital Regional District Board:

That the CAO be directed to carry out enhanced divisional service planning as part of the 2017 financial planning and budgeting process to identify potential service adjustments that would realign, reallocate or reduce service activities using a bottom up approach, with an aim to improve efficiency, internally or cross departmentally.

Submitted by:	Robert Lapham, MCIP, RPP, Chief Administrative Officer
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**REPORT TO CRD GOVERNANCE COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 7, 2016**

SUBJECT **Approval of Bylaw 4122; a Bylaw to amend Bylaw No. 3343 being “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006”**

ISSUE

To update Bylaw No. 3343, *Officers’, General Managers’, and Management Staff’s Bylaw No. 1, 2006*, following the appointment of the Chief Financial Officer (CFO)

BACKGROUND

The CRD Board appointed Nelson Chan as CFO in July, 2016. In accordance with the *Local Government Act*, Bylaw 3343 establishes the CRD’s Officer positions and titles. The CFO title and role is new in the organization and the Bylaw must be amended to formally establish it as an Officer position.

Through the CRD Delegation Bylaw (No. 2864), the CRD Board has delegated powers, duties and functions of the Board to CRD Officers by title. The CFO role is new and no specific powers have been delegated to the CFO through the Delegation Bylaw. The Delegation Bylaw does delegate powers, duties and functions to the General Manager, Corporate Services, which was the role that was formerly responsible for the CRD’s financial administration.

The CAO and the CFO will review the Delegation Bylaw following the CFO’s arrival and will make recommendations on changes and alignment. Until then, it is recommended that Bylaw 3343 be amended to formally establish the CFO role and also to designate the CFO as the General Manager, Corporate Services, so that the CFO can take on the powers, duties and functions of the GM, Corporate Services without the need for immediate changes to the Delegation Bylaw. This will provide the CAO and the CFO the opportunity to review the Delegation Bylaw and bring back changes and recommendations following that review.

The Officer positions and titles are set out in Schedule A to Bylaw 3343. Bylaw 3343 was last amended in 2009. Further amendments are necessary to reflect the recent changes in Officer positions. The amendment bylaw, Bylaw No. 4122 attached (Appendix 1), incorporates the following updates:

- 1) establishing the role of *Chief Financial Officer* and also providing that role the responsibilities of the *General Manager, Corporate Services*;
- 2) retitling *General Manager, Environmental Sustainability* to *General Manager, Parks and Environmental Services*;
- 3) establishing the role of *General Manager, Technology and Initiatives*; and
- 4) removing *General Manager, Parks and Community Services* as it is no longer in place.

In addition to the above, the amendment bylaw includes two minor changes to update a reference to a section of the *Local Government Act* and to specifically provide that the Chief Administrative Officer may appoint acting officers (in addition to appointing an acting Chief Administrative Officer).

ALTERNATIVES

Alternative 1

That the Governance Committee recommends to the CRD Board:

1. That Bylaw No. 4122, cited as “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006, Amendment Bylaw No.1, 2016” be introduced and read a first and second time.
2. That Bylaw No. 4122 be read a third time.
3. That Bylaw No. 4122 be adopted.

Alternative 2

That Bylaw No. 4122, cited as “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006, Amendment Bylaw No.3, 2016” not be approved and that staff be directed to provide a revised amendment Bylaw.

IMPLICATIONS

FINANCIAL IMPLICATIONS

There are no financial implications to Alternative 1 or Alternative 2.

ORGANIZATIONAL IMPLICATIONS

Alternative 1

The amendments are administrative and do not change any intent of the Officers defined by the CRD Board. Further, Bylaw No. 4122 now clarifies the practice and expectation that ‘acting’ appointments are not CRD Officers.

Alternative 2

Currently the Officer titles are out of date in Schedule A and will require amending in accordance with Section 234 of the Local Government Act.

CONCLUSION

Schedule A of Bylaw No. 3343, most recently updated by Bylaw No. 3649, details Officer positions of the CRD as required of the Local Government Act. With recent organizational and title changes, this Bylaw requires updating. The legislation provides that Officer positions must be established by Bylaw. Bylaw No. 4122 captures the necessary updates.

RECOMMENDATION

That the Governance Committee recommends to the CRD Board:

1. That Bylaw No. 4122, cited as “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006, Amendment Bylaw No.1, 2016” be introduced and read a first and second time.
2. That Bylaw No. 4122 be read a third time.
3. That Bylaw No. 4122 be adopted.

Submitted by:	Chris Neilson, MBA, CHRP, Senior Manager Human Resources
Concurrence:	Brent Reems, LLB, Senior Manager Legislative and Information Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Appendix 1: Bylaw No. 4122, cited as “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006, Amendment Bylaw No.1, 2016”

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4122

A BYLAW TO AMEND BYLAW NO. 3343 BEING "OFFICERS', GENERAL MANAGERS' AND MANAGEMENT STAFF'S BYLAW NO.1, 2006"

WHEREAS Bylaw No. 3343, "Officers', General Managers' and Management Staff's Bylaw No.1, 2006" establishes Officer positions of the Capital Regional District;

AND WHEREAS position titles for Officer positions may change from time to time, and may be amended by Bylaw, most recently by Bylaw No. 3649, "Officers', General Managers' and Management Staff's Bylaw No.1, 2006, Amendment No. 1, 2009";

AND WHEREAS Acting appointments may be made from time to time without that appointment being deemed an Officer of the Capital Regional District;

NOW THEREFORE the Board of the Capital Regional District, in open meeting assembled, enacts as follows:

1. Bylaw No. 3343, "Officers', General Managers' and Management Staff's Bylaw No.1, 2006", is amended as follows:
 - a. by deleting Schedule "A" in its entirety and replacing it with Schedule "A" attached to and forming part of this bylaw;
 - b. by deleting the reference to "s.197" in section 9(a) and replacing it with "s. 235"; and
 - c. by adding the words "and Acting Officers" in section 9(d) immediately following the words "Acting Chief Administrative Officer".
2. This bylaw may be cited as "Officers', General Managers' and Management Staff's Bylaw No.1 2006, Amendment Bylaw No.3, 2016."

READ A FIRST TIME THIS	day of	2016
READ A SECOND TIME THIS	day of	2016
READ A THIRD TIME THIS	day of	2016
ADOPTED THIS	day of	2016

CHAIR

CORPORATE OFFICER

SCHEDULE "A"

OFFICERS

Role

In accordance with Sections 234 and 235 of the *Local Government Act*.

Chief Administrative Officer

In accordance with Sections 234 and 237 of the *Local Government Act*.

Chief Financial Officer and General Manager, Corporate Services

In accordance with Section 234 and 236 of the *Local Government Act*.

Corporate Officer / Senior Manager, Legislative and Information Services

In accordance with Section 234 of the *Local Government Act*.

General Manager, Integrated Water Services

General Manager, Parks and Environmental Services

General Manager, Planning and Protective Services

General Manager, Technology and Initiatives