



Delivery Program Progress Report

Quarter 2
December 2018



**Richmond
Valley
Council**



Richmond Valley Council Integrated Planning Reporting Framework

Our Councillors have made a commitment to support our organisation and the community in making Richmond Valley a better place to live, work and visit. This Progress Report reports against the Delivery Program (4 year) within the NSW Government's Integrated Planning and Reporting (IP&R) framework.

The IPR framework aims to improve the sustainability of local communities by encouraging councils, residents and state agencies to work together to achieve the objectives set out within these long term plans.

To focus Council's attention to achieve this, Councillors have agreed to four Strategic Priorities – Connecting People and Places, Growing our Economy, Looking after our Environment and Making Council Great. The priorities are outlined in the Delivery Program (V2) 2017-2021, adopted by Council 26 June 2018, and in the Richmond Valley Made 2030 Community Strategic Plan, adopted 27 June 2017.

The Delivery Program report is presented in individual tables containing the progress towards completion of all Delivery Program activities and targets. The report also provides a status report on the progress against the Community Indicators outlined in the Community Strategic Plan for each community objective within the four priority areas.

The status is defined as:

Green: The action or milestone has been completed.

Amber: The action or milestone is on schedule and is being actively managed.

Blue: The action or target is not due to commence in the reporting period.

Purple: The action is not progressing.








Red: The action or milestone is behind schedule. The progress report relates to quarters one and two of the 2018/2019 financial year.





Connecting People and Places

PP1: Fresh and Vibrant Community








PP1.1: Support local Event Organisers and enhance marketing and promotion of events

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.1	Draft and implement a marketing plan	2020/2021	Sharon Davidson	Marketing plan nearing final draft.	On Schedule	
PP1.1.2	Review Richmond Valley Events Strategy	2020/2021	Sharon Davidson	Review underway.	On Schedule	
PP1.1.3	Conduct workshops with Community event and local organisers to improve their marketing and promotion of events	Annual	Sharon Davidson	Planning underway for a series of new workshops.	On Schedule	
PP1.1.4	Increase the promotion through Organisers to promote Richmond Valley events across the region and as far and wide as possible	2018/2019	Sharon Davidson	Events are promoted using various marketing disciplines such as email, social media, website, media releases and posters.	On Schedule	
PP1.1.5	Maintain the RVC website as a focused information resource for events	2018/2019	Sharon Davidson	Corporate website is updated daily.	On Schedule	
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Sharon Davidson	Council's Community Programs and Grants team host a number of Get That Grant! workshops.	On Schedule	
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Sharon Davidson	Event organisers are made aware of Richmond Valley Council's Disability Inclusion Action Plan.	On Schedule	





PP1.2: Increase Brand Recognition

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.2.1	Include branding as compulsory criteria to receive council support	2017/2018	Sharon Davidson	Organisations are required to acknowledge Council's contribution in all advertising and promotional material associated with the event. This means Council's logos should appear in a prominent position on any brochures, flyers, posters, press advertisements, invitations and programs associated with the event.	On Schedule	
PP1.2.2	Maintain a collection of current and appropriate footage and photographs from the Richmond Valley, which is available to Event Organisers and media	2017/2018	Sharon Davidson	Collection is growing by the day.	On Schedule	




PP1.3: Provide clean, safe and accessible open spaces and recreational services to the community and visitors

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.3.1	Development of Masterplans at Woodburn Riverside, Casino Drill Hall, Casino Showgrounds	2017/2018	Andrew Leach	Master plans completed and adopted by Council	Completed	
PP1.3.2	Development of Masterplans at Razorback Lookout at Evans Head	2018/2019	Andrew Leach	Consultation process initiated.	On Schedule	
PP1.3.3	Complete service standards and levels for all open spaces	2017/2018	David Timms	Draft document in process.	On Schedule	
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Andrew Leach	Playground safety inspections programmed and carried out on schedule.	On Schedule	
PP1.3.5	Completion of capital works program	Annual	Andrew Leach	Ongoing and as per the works program.	On Schedule	
PP1.3.6	Develop a strategy for sports field irrigation	2018/2019	David Timms	Joint Project with Parks and Gardens and Asset Area. Assets to set parameters of what is required.	Not Progressing	
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	David Timms	Open Spaces staff are working on strategies to upgrade town garden beds.	On Schedule	


PP1.4: Provide safe and well maintained Swimming Pools

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.4.1	Develop and implement a swimming pools strategic plan	2017/2018	Andrew Leach	Service review has been undertaken by Finance Area. This document is to be delivered to a working group to establish Pool Strategy moving forward.	On Schedule	
PP1.4.2	Manage current pool contracts	2019/2020	Andrew Leach	Officers in contact on a regular basis with Contractor to ensure appropriate delivery of services.	On Schedule	
PP1.4.3	Respond to Infrastructure reporting to ensure maintenance and operation of Swimming Pools.	Annual	Andrew Leach	Some works have been undertaken, however major decisions regarding future works are to be made following Casino Pool Master plan Review, and the delivery of the Pools Strategic Plan.	On Schedule	
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	2018/2019	Andrew Leach	Master plan has been placed on display and feedback from Community received. Final draft to be compiled in conjunction with Pools Strategy.	On Schedule	


PP1.5: Increase customer satisfaction with Cemeteries in the Richmond Valley

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.5.1	Cemetery works as per capital works plan	Annual	David Timms	Casino and Evans Head Cemeteries Capital Works projects are on track for delivery.	On Schedule	
PP1.5.2	Develop service standards for cemeteries	2017/2018	David Timms	The Coordinator Open Spaces, Cemeteries and Facilities is working on reviewing service standards in consultation with other staff.	On Schedule	
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	David Timms	The Coordinator Open Spaces, Cemeteries and Facilities is working on reviewing the Strategy in consultation with other staff.	On Schedule	
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	David Timms	The Coordinator Open Spaces, Cemeteries and Facilities has started the planning for the expansion of the Casino Cemetery towards the south within the confines of the available land.	On Schedule	



PP1.6: Provide library programs across all ages and diverse interests

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.6.1	Development of new and/or enhance existing programs to meet community needs	Annually	Gary Ellem	Programs continue to attract people to the library with 434 programs so far.	On Schedule	


PP1.7: Library be innovative and provide equitable community access to all library resources

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.7.1	Implement and utilise Library Management System (LMS) through upgrades	2017/2018	Gary Ellem	LMS continues to function well. An upgrade was successfully installed during the 2nd quarter and a staff member attended a Libero User Group meeting.	On Schedule	

PP1.8: Undertake the repair and maintenance of council buildings



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.8.1	Maintain current levels of availability and condition	Annual	Andrew Leach	Inspections and Customer Relationship Management information used to ensure that maintenance is timely and responsive to ensure ongoing safe use.	On Schedule	
PP1.8.2	Development of Masterplan at Casino Civic Hall	2018/2019	Andrew Leach	Grant Funding confirmed. Quotes to be re-visited and awarded.	On Schedule	

PP1.9: Planning, preparedness, response and recovery to Emergency Services






Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.9.1	Coordinate Councils resources and commitment to Council and regional emergency response planning and resourcing	Annual	Angela Jones	Richmond Valley Council provides assistance to combat agencies and surrounding Council's when and where possible in the event of an emergency.	On Schedule	

PP2: Getting Around





PP2.1: Improve Road Management practices at Richmond Valley Council

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.1.1	Develop a Road Management Strategy which provides long term direction and information on sustainability of road network including assessment of bridges affected by load limits.	2018/2019	Andrew Leach	Use of Revaluation report and information to be used to finalise scope and draft proposal. Consultant sourcing to be undertaken.	On Schedule	
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2017/2018	Andrew Leach	Application has been submitted.	On Schedule	

PP2.2: Striving for consistent improvement



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.2.1	Create a strategic Plan for the rehabilitation of the Woodburn Coraki Road	2017/2018	Andrew Leach	Design and priority works established following Consultant design and investigation. Works being carried out as funding becomes available.	Completed	
PP2.2.2	Introduce and Implement a road network condition survey	2017/2018	Andrew Leach	Works undertaken as part of Road Revaluation Process.	Completed	
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual	Andrew Leach	Works undertaken and information compiled as part of Road Revaluation Process.	Completed	
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Andrew Leach	Project forms part of the Road Management Strategy and will be delivered in 2nd quarter 2019.	Not Progressing	
PP2.2.5	Completion of capital works program	Annual	David Timms	Roads, Drainage and Quarries Capital Works projects are being delivered ahead of schedule at this stage of the financial year.	On Schedule	

PP2.3: Create a sense of Civic Pride in the Community


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.3.1	Plan and implement public space safety and cleaning programs (street cleaning and street lighting)	Annual	Andrew Leach	Programs developed as part of the Budget Development process. Maintenance programs monitored through budget reporting quarterly.	On Schedule	
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	Andrew Leach	Programs developed as part of the Budget Development process. Maintenance programs monitored through budget reporting quarterly.	On Schedule	
PP2.3.3	Advocate for expansion of public & community transport	Annual	Andrew Leach	Seek support, community input and funding to progress projects whenever possible. Liaising with the Coordinator Community Programs and Grants.	On Schedule	
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	David Timms	Avenue Planting Projects and ongoing maintenance programs currently in progress.	On Schedule	

PP3: Working Together



PP3.1: Improve our Engagement/Consultation with the Community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.1.1	Rolling Program of listening tours	Annual	Sharon Davidson	New schedule is to be discussed.	On Schedule	
PP3.1.2	Conduct community surveys for relevant projects	Annual	Sharon Davidson	New surveys are under development.	On Schedule	



PP3.2: Encourage and support volunteerism to contribute to the Richmond Valley Community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.2.1	Sponsor and support national volunteer's week celebration and deliver training/ workshops to up-skill volunteers	Annual	Andrew Leach	National Volunteers Week falls in May 2019 - fourth quarter.	On Schedule	



PP3.3: Ensure that Council is reaching all target groups for relevant community issues

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.3.1	Developing contact lists for interest groups and towns	2017/2018	Andrew Leach	This is an ongoing process.	On Schedule	
PP3.3.2	Hosting and or supporting local community events	Annual	Sharon Davidson	Council's local events calendar has around 75 listed events, with varying degrees of support.	On Schedule	





PP3.4: Partnering with and supporting community organisations to achieve their aims

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.4.1	Strengthening our relationships with Aboriginal communities	Annual	Andrew Leach	This is an ongoing process. There has been good progress with community suggestion to have an Aboriginal Events Working Group for 2019 events - major ones are Reconciliation Week and NAIDOC Week but others may be added as the community wishes.	On Schedule	
PP3.4.2	Develop and build on partnership Activities with community organisations e.g. health initiatives, employment initiatives, social service initiatives, youth, education and others as identified by the community	Annual	Andrew Leach	This is an ongoing process.	On Schedule	


PP3.5: Develop partnership activities that promote and improve social services and inclusion and accessibility for people with disabilities, aged, early childhood and youth, disadvantaged and multicultural sectors.

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.5.1	Develop partnership activities which promote inclusion and accessibility	2017/2018	Andrew Leach	This is an ongoing process.	On Schedule	
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Andrew Leach	The committee's purpose is under review.	On Schedule	





PP3.6: Improve our communication with the community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.6.1	Publication and delivery of Council newsletter	Annual	Sharon Davidson	Monthly community newsletter delivered via Australia Post to 11,560 households.	On Schedule	
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts etc.	Annual	Sharon Davidson	Project videos are regularly posted to Facebook.	On Schedule	
PP3.6.3	Grow our online community and engage through social media	Annual	Sharon Davidson	Around 3670 people now 'like' Council's Facebook page. Some posts have a reach of more than 40,000.	On Schedule	
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	2017/2018	Sharon Davidson	The Richmond Valley Made logo is appearing on more items, including some local food products.	On Schedule	

PP3.7: Educate and support community groups to obtain grant funding

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.7.1	Schedule Grant writing workshops - two levels, introductory and intermediate	Annual	Andrew Leach	Two workshops are scheduled for March 2019 - one in Casino and one in Evans Head.	On Schedule	



PP3.8: Maximise opportunities for community and Council to apply for grant opportunities

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.8.1	Continue to disseminate Community grant information to community groups and relevant stakeholders	Annual	Andrew Leach	This is an ongoing process.	On Schedule	
PP3.8.2	Provide administration and promotion of ClubGRANTS	Annual	Andrew Leach	2019 process shortly to commence - February - March 2018.	On Schedule	
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual	Andrew Leach	Community Grants administrates the funding but it is not part of Community budget.	On Schedule	
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Andrew Leach	Round 2 for 2018/19 will open on 4 March 2019 and close on 1 April 2019.	On Schedule	




Growing our Economy

EC1: Driving Economic Growth


EC1.1: Review Council's existing businesses and investigate further business opportunities

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.1.1	Provide advice to Council business operations as required.	2018/2019 and 2019/2020	Ben Zeller	Advice provided as required.	On Schedule	
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Annual	Michael Perkins	Currently pursuing regional waste to energy proposal with Pacific Consultants.	On Schedule	


EC1.2: Actively lobby and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses.

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.2.1	Actively lobby, and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses.	Annual	Michael Perkins	Continue to work closely with both private enterprise and government departments including Department of Premier and Cabinet to identify and maximize new business opportunities.	On Schedule	
EC1.2.2	Collaborate across Federal, State and Local Governments and all stakeholder groups to ensure relationships are built, maintained and effective so as to ensure we rapidly respond to both economic and job opportunities.	Annual	Michael Perkins	Staff are engaging in regular interaction across all levels of Government to continue to maintain and foster relationships.	On Schedule	
EC1.2.3	Continue to work closely with prospective investors to capitalise on new technologies in the renewable energy and waste to energy sectors	Annual	Michael Perkins	Continuing work with Pacific Consultants and Utilitas to develop waste to energy proposals in the Richmond Valley.	On Schedule	


EC1.3: Align tourism, economic development and events to deliver economic outcomes for the Region

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.3.1	Develop synergistic outcomes from the "Richmond Valley Tourism Plan" and "A Guide to Economic Development in the Richmond Valley".	Annual	Sharon Davidson	A review of promotion and marketing is underway.	On Schedule	





EC1.4: Provide support to prospective developers regarding Council processes and requirements

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.4.1	Assist applicants of major developments to navigate Council processes via a case management approach to the lodgement and assessment of significant development applications	Annual	Michael Perkins	Continuing to work with Iron Gates and other significant developments to assist with Council processes.	On Schedule	






EC1.5: Increase visitors and overnight stayers in the Richmond Valley

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.5.1	Implement the Richmond Valley Tourism Development Plan	Annual	Sharon Davidson	Due to the nature of the tourism industry, the Richmond Valley Tourism Development Plan needs to be an evolving document. Thus, the document will be updated following consultation with our stakeholders.	On Schedule	



EC1.6: Improved customer satisfaction with the DA process

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.6.1	Collaborate with the State Government to introduce E-Planning	2017/2018	Andrew Hanna	Continue to liaise with Department of Planning and Environment, however, the Department needs to progress the program at their end before further inroads are made.	On Schedule	
EC1.6.2	Develop a Development Information Package.	2017/2018	Andrew Hanna	Factsheets have been written and further ones are being prepared.	On Schedule	
EC1.6.3	Opening doors development project	2018/2019	Andrew Hanna	No feedback or enquiries have been forwarded from Service NSW about the Café program and no further feedback regarding the footpath dining program and development of a state wide policy.	On Schedule	
EC1.6.4	Ensure efficient DA processing	Annual	Andrew Hanna	Statistics identify we are processing DA's efficiently with local DA's having a turn-around time of less than 25 days.	On Schedule	

EC1.7: Provide flexible and innovative planning controls



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.7.1	Development Control Policy review	2018/2019	Andrew Hanna	Emphasis is on strategic planning this financial year to enable development control policy review.	On Schedule	
EC1.7.2	Local Environmental Plan review	2020/2021	Andrew Hanna	Emphasis is on strategic planning this financial year to enable Local Environmental Plan.	On Schedule	
EC1.7.3	Certificates ie. Planning Certificates	Annual	Andrew Hanna	Planning certificates (149 certificates) are issued regularly within the requested timeframes.	On Schedule	
EC1.7.4	Heritage management	Annual	Andrew Hanna	Local heritage consultant visits once a month to provide advice on development applications in relation to heritage matters.	On Schedule	
EC1.7.5	Contributions Plan Review	2017/2018	Andrew Hanna	Liaising with Assets team to review priorities.	Behind Schedule	

EC1.8: Provide sustainable Urban Development Opportunities




Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.8.1	Implement the Local Growth Management Plan to provide for an adequate supply of residential land.	2019/2020	Andrew Hanna	Finalising the plan for Casino is the priority and is progressing.	On Schedule	
EC1.8.2	Develop growth management strategies as an input into the LEP for zoning land for the required residential, rural residential, commercial and industrial land uses whilst maintaining environmental sustainability.	2018/2019	Andrew Hanna	This is part of the emphasis being given to strategic planning matters at the moment and is progressing.	Behind Schedule	

EC2: Building on our strengths


EC2.1: Operate a financially sustainable business

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.1.1	Provide materials for Council works that are not available elsewhere.	Annual	David Timms	Woodview Quarry is providing flood blend to projects as required.	On Schedule	
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement.	2019/2020	David Timms	Peterson's Quarry is leased to Quarry Solutions and they are complying with the terms of the lease.	On Schedule	

EC2.2: The Northern Rivers Livestock Exchange returns a profit to the community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.2.1	Stage 1 upgrade of the NRLX (upgrade of receivables and sale areas)	2017/2018	Ben Zeller		Completed	
EC2.2.2	Stage 2 upgrade of the NRLX (upgrade of post-sale area)	2018/2019	Ben Zeller	Site works underway. Project is on time and on budget (June 2019 Completion).	On Schedule	
EC2.2.3	Prepare a Business Plan	2017/2018	Brad Willis	Focus has been on the \$14m upgrade to the facility. Draft Business Plan currently being prepared.	Behind Schedule	






EC2.3: Provide a service where appropriate to support niche community and business needs

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.3.1	Provide Private Works as required	Annual	David Timms	Council is providing and quoting on private works as requested. Demand has been higher than usual this financial year due to Pacific Highway works.	On Schedule	





EC2.4: Acquisition, management and disposal of Council land to realise commercial opportunities

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.4.1	Acquisition, management and disposal of Council Land to realise commercial opportunities	Annual	Michael Perkins	Development of the Evans Head Administration Office site to allow for the establishment of a HealthOne in Evans Head. Sale of Evans Head Aerodrome being pursued. Development of Canning Drive land - marketing of remaining lots in Casino industrial estate.	On Schedule	
EC2.4.2	Undertake review of Councils existing land holdings and develop a strategy for the acquisition and disposal of Council land for economic benefit	2018/2019	Michael Perkins		Not Due To Commence	

EC2.5: Develop Council business activities around commercial, industrial and residential land development

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.5.1	Implement strategy for the acquisition and disposal of Council land for economic benefit	Annual	Michael Perkins		Not Due To Commence	
EC2.5.2	Develop and market residential land estate	Annual	Michael Perkins	Canning Drive residential development being designed with release of land targeted for mid 2019.	On Schedule	
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Michael Perkins		Not Due To Commence	
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Michael Perkins		Not Due To Commence	
EC2.5.5	Acquisition of development site for residential subdivision	2019/2020	Michael Perkins		Not Due To Commence	


EC2.6: Build and nurture relationships with Business Chambers and the business community at large

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.6.1	Business engagement	Annual	Michael Perkins	Business engagement is an ongoing activity for the Economic Development team. The team uses face-to-face meetings, events held by Council, and networking opportunities at regional events to facilitate linkages and collaborative opportunities for business and promote the Richmond Valley.	On Schedule	
EC2.6.2	Interact with local Business Chambers and work regionally with the NSW Business Chamber	Annual	Michael Perkins	Engagement with Chambers is an ongoing activity which is being undertaken regularly. Strong relationships are in place with both local Chambers and Northern Rivers NSW Business Chamber representatives.	On Schedule	
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces.	2018/19 and 2019/2020	Michael Perkins		Not Due To Commence	
EC2.6.4	Maintain the database of businesses operating in the LGA and utilise this data to open communication directly with businesses.	Annual	Michael Perkins	The database of businesses is an ongoing activity which is being constantly updated and maintained.	On Schedule	


Looking after our Environment

EH1: Managing our Waste and Water


EH1.1: Waste and resource recovery future options

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.1.1	Develop and implement a waste strategy including long term waste and resource recovery options which are sustainable and affordable	2017/2018	David Timms	In conjunction with the Executive the decision was made to change the requirement for a Waste Strategy to a Business Plan. The Business Plan has been drafted and is being reviewed by Management.	On Schedule	


EH1.2: Operate waste and resource recovery as a business, including kerbside collection options for businesses

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.2.1	Review costs, resources and options for businesses and set a new fee structure	2017/2018	David Timms	Some work has been done as part of the Business Plan that's been drafted, however the remainder will be completed during the budget preparation.	On Schedule	


EH1.3: Waste Management domestic kerbside collections

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.3.1	Review collection run frequencies and efficiencies including investigating GPS tracking systems and options	2018/2019	David Timms	Collection run frequencies are being reviewed and truck drivers have been moved around the different runs to benchmark run times. Preparations are being made to advertise an EOI for GPS tracking systems and technologies.	On Schedule	



EH1.4: Close and cap completed waste facility cells

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.4.1	Develop and implement capping plans	Annual	David Timms	Capping Plan for Bora Ridge has been finalised and tendered. An assessment of the tenders is being undertaken. The Capping Plan for Nammoona is in the final stages of drafting prior to submission to the EPA for approval.	On Schedule	


EH1.5: Seek and utilise grant funding to support waste infrastructure needs and new projects in line with the NSW Water Avoidance and Resource Recovery Act and Strategy

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.5.1	Research and secure Waste Less Recycle More EPA and Environmental Trust funding	Annual	David Timms	The Waste & Resource Recovery Team is continually exploring opportunities for innovative ways to use the funding for beneficial projects and access additional funding for projects that have been identified in master plans.	On Schedule	







EH1.6: Deliver environmentally sustainable waste collection, disposal and recycling programs and services to the community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.1	Education delivered to the community through various activities	Annual	David Timms	The Educator Waste Avoidance & Collections continues to focus on presenting information to the community on the changes in recycling, FOGO - Food Organics and Garden Organics (Business) and other waste related matters. The role also works closely with other waste educators in the NEwaste Group (North East Waste) on regional programs and initiatives.	On Schedule	
EH1.6.2	Delivery of capital works projects	Annual	David Timms	There have been delays in the works associated with Cell 6 design, however all other Waste & Resource Recovery Capital Works projects are on track.	On Schedule	

EH1.7: Provide services which protect and enhance our natural and built environment


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.7.1	Implement the revised stormwater management plan	2018/2019	David Timms	Capital and maintenance works delivery are on schedule.	On Schedule	

EH1.8: Provide compliant, continuous and cost effective water supplies and sewerage services


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.1	Continue to provide safe and secure water and sewerage networks through the implementation of Integrated Water Management Plans	Annual	David Timms	Water from the Casino Water Treatment Plant is being supplied in accordance with all EPA and Drinking Water Standards requirements. Sewerage networks and treatment facilities are operating in accordance with all EPA requirements and management plans.	On Schedule	
EH1.8.2	Work through network and camera surveys to develop a long term strategic works program for water and sewer assets.	Annual	Andrew Leach	Data from in-house works and contractor feedback being compiled to develop works and maintenance programs	On Schedule	
EH1.8.3	Implement an energy and carbon emission reduction program	2017/2018	David Timms	The 100kW Solar Power Generation system at the Casino Water Treatment Plant is complete.	Completed	
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Andrew Leach	Information is being compiled from maintenance records, breakage and blockage data, valuation process and development applications to provide a future works program.	On Schedule	
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019	Andrew Leach	Delayed pending regional future water security funding application/investigation. State requested postponing the funding application, pending regional funding application outcome.	Behind Schedule	
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan		Andrew Leach	Strategies and actions from within the Integrated Water Cycle Management (IWCM) Plan being implemented in development and delivery of Maintenance and Capital Works programming.	On Schedule	

EH2: Promoting the Protection of the Environment


EH2.1: Provide services and programs which protect and enhance our natural and built environment

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.1.1	Budgets allocated to support services and programs	Annual	Andrew Hanna	This is an ongoing process.	On Schedule	








EH2.2: Upgrade to the Jabiru Geneebeinga Wetlands



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.2.1	Develop Jabiru Geneebeinga Wetlands Masterplan	2020/2021	Andrew Hanna	Community Group management plan is yet to be received at Council.	Not Due to Commence	

EH2.3: Develop and use regulatory instruments to protect and manage the environment


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.3.1	Respond to Environmental Incidents	Annual	Andrew Hanna	Incidents responded to as a priority.	On Schedule	

EH2.4: Develop programs in consultation with the community and stakeholders to minimise environmental harm through Council's own environmental practices






Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.1	Flying Fox Management	Annual	Andrew Hanna	Information signs about flying fox are finished and will be erected in McAuliffe Park over coming week. Heatwave conditions in January required a response between Council and wildlife care groups in event of a die off. Fortunately there was no die off.	On Schedule	
EH2.4.2	Conduct Food Shop Inspections	Annual	Andrew Hanna	On target	On Schedule	
EH2.4.3	Skin Penetration inspections	Annual	Andrew Hanna	On target	On Schedule	
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Andrew Hanna	On target	On Schedule	
EH2.4.5	Prompt response to general enquires	Annual	Andrew Hanna	On target	On Schedule	
EH2.4.6	Liquid Trade Waste Program	Annual	Andrew Hanna	On target, however, some larger food manufacturers need following up and will be part of program over next 6 months.	On Schedule	
EH2.4.7	Public Health Registers and Response	Annual	Andrew Hanna	Updated as required.	On Schedule	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.8	Conduct On Site Sewerage Management System (OSMS) audits	Annual	Andrew Hanna	On target	On Schedule	
EH2.4.9	Caravan Park approvals		Andrew Hanna	Issued as required.	On Schedule	

EH2.5: Develop a long term strategic plan for the Animal Shelter

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.5.1	Draft a long term strategic plan for the Animal Shelter	2018/2019	Andrew Hanna	Emphasise needs to be increased on this project to ensure delivery of the plan.	On Schedule	





EH2.6: Implement Council's adopted Companion Animals Management Strategy

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.6.1	Decrease in the number of dog attacks	Annual	Andrew Hanna	On schedule.	On Schedule	
EH2.6.2	Increase in the number of de-sex animals from the previous years statistics	Annual	Andrew Hanna	Social media releases have been finalised on Councils Facebook and webpage.	On Schedule	
EH2.6.3	Decrease in the number of roaming animals	Annual	Andrew Hanna	This is an ongoing process.	On Schedule	
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	Andrew Hanna	This is an ongoing process.	On Schedule	
EH2.6.5	Rehousing rates	Annual	Andrew Hanna	On schedule.	On Schedule	




Making Council Great

CS1: Leading and Advocating for our Community


CS1.1: Improve decision making by engaging stakeholders and taking community input into account

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.1.1	Encourage participation in council meetings/committee meetings	Annual	Deborah McLean	This is an ongoing process.	On Schedule	
CS1.1.2	Provide business papers in accordance with Code of meeting Practice	Annual	Deborah McLean	Business paper delivered in accordance with Code of Meeting Practice.	On Schedule	
CS1.1.3	Develop and conduct a Councillor training program	Annual	Deborah McLean	Office of Local Government (OLG) guidelines have been issued. To be workshopped at a future Information session, prior to development of training program.	On Schedule	
CS1.1.4	Communicate Council's achievements, strategic objectives and actions		Deborah McLean	Annual report and Mid-Term Report published. Bi-annual Progress Report on Delivery Program to be presented to the February 2019 Council meeting.	On Schedule	




CS1.2: Facilitate Council's compliance with legal and governance requirements, including risk and insurance

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.2.1	Develop a risk management program which identifies and controls Council's Enterprise Risks	Annual	Deborah McLean	Risk register currently being reviewed and migrated across to PULSE.	On Schedule	
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Deborah McLean	AON insurance program has commenced. A review of key assets has been carried out as part of our risk management program to review the current insurance valuation methodology.	On Schedule	
CS1.2.3	Implementation of a corporate compliance program	Annual	Deborah McLean	A compliance register has been implemented and is currently being integrated into both the Delegations database and Risk Register.	On Schedule	

CS1.3: Ensure transparency and accountability in council's operations



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.3.1	Internal audit committee meetings	Annual	Ben Zeller	Three of five Internal Audit meetings have been held. Four internal audit reviews and the acceptance of the Financial Statements have been presented.	On Schedule	

CS1.4: Provide high level financial and business analysis advice to monitor performance




Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.4.1	Monitor capital works performance	Annual	Ben Zeller	Weekly monitoring occurs. Progress is reported monthly to managers. Executive Assistant is assisting officers to update the reporting tool.	On Schedule	
CS1.4.2	Coordination and management of major projects	Annual	Ben Zeller	Signature project management continues - the Drill Hall, Woodburn Riverside and NRLX Stage 2 have all started.	On Schedule	
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Ben Zeller	The Project Management Office monitors capital works delivery, overtime performance and leave balance trends. These are reported to managers' meetings and discussed with relevant staff.	On Schedule	

CS2: Great Support


CS2.1: Ensure the ongoing delivery of a quality customer service oriented organisation

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.1.1	Ensure that Council continues to meet the expectations of the community in delivering quality customer service	Annual	Kelly Moroney	This is an ongoing process	On Schedule	
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Kelly Moroney	This is an ongoing process	On Schedule	


CS2.2: Staff have the technology and information systems required to deliver the outcomes expected by the community

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.2.1	Implement application upgrades, configuration changes, data entry screens, reports, and workflow within Council's core applications	Annual	Scott Walters	This quarter has seen updates required to support various TechOne projects such as single touch payroll, employee self-service, timesheets, etc.	On Schedule	
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Scott Walters	Mobile phone rollout for select field staff complete with a few outstanding devices due to leave.	On Schedule	
CS2.2.3	RVC documents project delivers records and document management and workflow capabilities	2017/2018	Scott Walters	Document Management system (ECM) has been implemented. Various business processes are now supported through the connected content tools. This enables documents stored within other TechOne products to be held within ECM.	Completed	



CS2.3: Technology in the community which promotes economic growth and community safety

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.3.1	Manage and maintain CCTV and public Free Wi-Fi systems	Annual	Scott Walters	Plan to migrate from existing CBD Free Wifi system to a combined CCTV/Free Wifi solution is underway. Some issues concerning security are still to be resolved by the end of planning phase.	On Schedule	





CS2.4: Efficiency and value from IT investments

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.4.1	Systems are maintained within one version of currently released product	Annual	Scott Walters	Microsoft System Center being used to ensure all server systems are up to date.	On Schedule	
CS2.4.2	Management of network performance.	Annual	Scott Walters	Internal corporate network has been upgraded with new network switches.	On Schedule	
CS2.4.3	Security and data protection	Annual	Scott Walters	Sophos endpoint server protection has been removed from servers. Microsoft Defender is being deployed to all new PC's.	On Schedule	





CS2.5: Efficient records processes

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.5.1	Efficient processing of incoming correspondence.	Annual	Scott Walters	Service level agreement is being met.	On Schedule	
CS2.5.2	Efficient processing of information requests.	Annual	Scott Walters	Service level agreement is being met.	On Schedule	







CS2.6: Place-based employer of choice attracting a diverse workforce

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.1	Streamline recruitment process	Annual	Caroline Redwood	Multiple interventions made in 2018-2019. Candidates are brought on the recruitment journey with multiple touch points from the Support Officer - Talent. Job ads are targeted with friendlier language. EEO questions added to applications.	On Schedule	
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Caroline Redwood	On-boarding software to be purchased for staff induction prior to commencing at Council. Manager Communications creating videos for recruitment that will be placed on our website showing our People and our Culture.	On Schedule	
CS2.6.3	Implement internal initiatives that boost morale	Annual	Caroline Redwood	Field staff are visited on-site multiple times a year by Manager Infrastructure Services and Manager People & Culture, boosting bottom-up communication. Peer-to-peer awards commenced in the Corporate Support group. Health & Wellbeing day to be an annual event. Fitness Passport has been implemented.	On Schedule	
CS2.6.4	Update on-boarding process	Annual	Caroline Redwood	Content currently being collated to launch digital onboarding. This will have videos, relevant policies and an assessment to show that compliance has been achieved. Software to be purchased this financial year.	On Schedule	








CS2.7: Develop and retain an engaged and performing workforce

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.1	Implement a 12-24 month leadership and culture plan	2018/2019	Caroline Redwood	Overseers and leading hand leadership training is due for completion February 2019. Management are currently beginning their leadership training. Coordinator leadership training will consist of a mix of overseer and Management training - to commence next financial year.	On Schedule	
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Caroline Redwood	Health & Wellbeing program designed and implemented, including morning stretches and weekly Yoga classes.	On Schedule	
CS2.7.3	Manage strategy for YES trainees including those that have graduated by designing an emerging leaders program	Annual	Caroline Redwood	2019 apprentices, trainees and school-based trainees commence a new program 2019. Newly recruited People Development Officer will be tasked with an Emerging Leaders program.	On Schedule	
CS2.7.4	Manage staff survey strategy	Annual	Caroline Redwood	Engagement Survey is conducted each quarter with interventions being put in place to increase ratings.	On Schedule	




CS2.8: Creating a contemporary workplace

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.8.1	Review current values and behaviours	Annual	Caroline Redwood	This will be reviewed as per the performance reviews preparation for 2018/19.	On Schedule	
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Caroline Redwood	Onboarding (PULSE) and payroll (ESS) are currently in the process of being digitised. Work Health & Safety app (ChemWatch) is also being purchased to assist in the most up-to-date information on chemicals and plants requirements. VAULT a new incident management system is purchased and currently being tested.	On Schedule	
CS2.8.3	Manage training plan	Annual	Caroline Redwood	Training Plan developed.	Completed	
CS2.8.4	Develop OD team to be 'match-fit' that supports a contemporary workforce	2018/2019	Caroline Redwood	Team has been restructured to support an innovative and forward thinking Council.	Completed	
CS2.8.5	Manage and review policies and procedures	Annual	Caroline Redwood	WHS Policies are the current focus for People & Culture.	On Schedule	
CS2.8.6	Educate staff on PULSE and review process yearly	Annual	Caroline Redwood	Great annual review process this year. Intense education focus for our People leaders inclusive of 'how to have the conversation with staff'.	Completed	



CS2.9: Proactive management of WHS systems to minimise safety risks

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.1	Continue to coordinate Council's Incident Reporting system	Annual	Deborah McLean	New incident reporting system has been implemented. Currently in testing phase with the People and Culture team to roll out following testing.	On Schedule	
CS2.9.2	Annual review of Safety Management Plan	Annual	Caroline Redwood	Safety Management Plan under review in consultation with Executive Management.	On Schedule	
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Caroline Redwood	Audit and Inspection Schedule (Including remedial Action Planner) created for 2018-19.	On Schedule	
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Caroline Redwood	Lung Bus completed. Noise reduction scheduled. New drug testing kits ordered and received. Alcohol kits still to be delivered.	On Schedule	
CS2.9.5	Facilitate Health and Safety Committee	Annual	Caroline Redwood	Health & Safety Representatives are currently enrolled to do refresher training. Meetings attended by People & Culture.	On Schedule	
CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Caroline Redwood	Training Program (Toolbox and Take 5s) created for the next two years. Areas covered include: manual handling, office safety, snake awareness etc.	On Schedule	
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Caroline Redwood	This is an ongoing process.	On Schedule	


CS2.10: Provide an effective injury management program

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.10.1	Develop and implement a Return to work program	Annual	Caroline Redwood	Annual review is in progress.	On Schedule	
CS2.10.2	Develop relationships with Stakeholders to assist in managing Workers Compensation claims	Annual	Caroline Redwood	Strong relationships with our insurer have been established by People & Culture. Strong relationships with staff are also established and maintained.	On Schedule	
CS2.10.3	Reporting of injury management results to council	Annual	Caroline Redwood	Results currently being calculated for Council.	On Schedule	


CS2.11: Examine all revenue and expenditure reduction opportunities within legislative powers

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.11.1	Complete review of council revenue	Annual	Ryan Gaiter	Revenue review completed in 2017/2018.	Completed	
CS2.11.2	Ensure council's procurement practices deliver best value for money	Annual	Ryan Gaiter	Council still remains an active member of the Noroc JO Regional Procurement Group and has recently commenced implementing the Vendor Panel as procurement software.	On Schedule	
CS2.11.3	Examine the opportunity to share regional services with other local government agencies.	Annual	Ryan Gaiter	Council continues to be involved in the Noroc JO Regional Procurement Group consisting of Tweed Shire Council, Ballina Shire Council , Lismore City Council, Byron Shire Council, Kyogle Council and Richmond Valley Council.	On Schedule	
CS2.11.4	Investigate different investment options to maximise Councils return on investments	2017/2018	Ryan Gaiter	Council staff are continually looking for opportunities to improve portfolio performance.	On Schedule	


CS2.12: Ensure compliance with Accounting Standards and Local Government Legislation

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.12.1	Manage Council's finances in accordance with legislative requirements	Annual	Ryan Gaiter	Financial decisions are made in-line with Ministerial Orders, Legislative Guide lines and Councils adopted Investment Policy.	On Schedule	

CS2.13: To sustainably and strategically manage council's fleet program

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.13.1	Complete fleet procurement in accordance with the plant replacement program	Annual	Ryan Gaiter	Ongoing procurement of Council fleet in-line with Councils replacement plan.	On Schedule	

CS2.14: Maintain Strategic Asset Management focus, and provide inspection and technical information for the development of design and Capital works programs

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.14.1	Development of design and Capital works programs Annually.	Annual	Andrew Leach	Capital Works Program developed as part of the budget formulation stage in March each year.	Completed	



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