

Richmond
Valley
Council



DRAFT Operational Plan 2019/2020
Public Exhibition 22 May 2019 to 19 June 2019

Richmond Valley Council recognises the people of the Bundjalung Nations as Custodians and Traditional Owners of this land and we value and appreciate the continuing cultural connection to lands, their living culture and their unique role in the life of this region in the past, present and future.

Richmond Valley Council

Casino Office:

Cnr Walker Street and Graham Place
(Locked Bag 10)
Casino NSW 2470

Phone: (02) 6660 0300

Fax: (02) 6660 1300

Evans Head Office:

Cnr Woodburn Street and School Lane
Evans Head NSW 2473

Phone: (02) 6660 0365

Fax: (02) 6682 4252

Email: council@richmondvalley.nsw.gov.au

Web: www.richmondvalley.nsw.gov.au



Contents

Connecting People and Places 3

PP1: Fresh and Vibrant Community 3

Service: Festivals and Events 3

Service: Sports Grounds, Parks and Facilities 5

Service: Swimming Pools 8

Service: Cemeteries 9

Service: Libraries 10

Service: Community Centres and Halls 14

Service: Emergency Management 15

PP2: Getting Around 16

Service: Building and Maintaining Roads 16

PP3: Working Together 24

Service: Community Engagement/Consultation and Communication 24

Service: Community Programs and Grants 28

Growing our Economy 29

EC1: Driving Economic Growth 29

Service: Tourism 29

Service: Town Planning and Development Services 31

EC2: Building on our strengths 35

Service: Quarries 35

Service: Northern Rivers Livestock Exchange 35

Service: Private Works 37

Looking after our Environment 38

EH1: Managing our Waste and Water 38

Service: Waste Management 38

Service: Stormwater Management 36

Service: Water Supplies and Sewerage Services 42

EH2: Promoting the Protection of the Environment 46

Service: Environmental Health 46

Service: Environmental Management 47

Making Council Great 51

CS1: Leading and Advocating for our Community 45

Service: Governance and Advocacy 45

CS2: Great Support..... 48

- Service: Customer Service*..... 54
- Service: Information and Technology Services*..... 55
- Service: People and Culture*..... 58
- Service: Work Health and Safety*..... 53
- Service: Financial Services*..... 553
- Service: Fleet Management*..... 65
- Service: Engineering Support and Asset Management*..... 66

DRAFT

Connecting People and Places

PP1: Fresh and Vibrant Community

Service: Festivals and Events

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.1.1.1	Continue to develop a marketing plan for community and local events	Hayley Hancock	Events and Public Art Officer	Richmond Valley Events Marketing Plan adopted
PP1.1.2.1	Work with the local indigenous communities to support and enhance the contribution indigenous arts and culture make to the Richmond Valley's unique lifestyle	Hayley Hancock	Events and Public Art Officer	Evidence of stakeholder engagement
PP1.1.3.1	Continue to promote events through multi-media platforms.	Hayley Hancock	Events and Public Art Officer	Number of promotional platforms
PP1.1.4.1	Build awareness of RVC events on other websites to encourage traffic to RVC's main site, and social media pages.	Hayley Hancock	Events and Public Art Officer	Number of people reached
PP1.1.5.1	Continue to update relevant events content on website	Hayley Hancock	Events and Public Art Officer	Website regularly updated
PP1.1.6.1	Continue to work with event organisers to identify funding opportunities	Hayley Hancock	Events and Public Art Officer	Number of funding applications
PP1.1.7.1	Review events manual to ensure RVC event practices are as accessible as possible	Hayley Hancock	Events and Public Art Officer	Events manual reviewed

PP1.2: Increase Brand Recognition

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.2.1.1	Ensure event organisers have the resources they need to be ambassadors	Hayley Hancock	Events and Public Art Officer	Visibility of council branding

Service: Sports Grounds, Parks and Facilities

PP1.4: Provide clean, safe and accessible open spaces and recreational services to the community and visitors

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.3.1.1	Delivery of elements of the Masterplans at Woodburn Riverside, Casino Drill Hall, Casino Showgrounds subject to availability of funding	Andrew Leach	Manager Asset Planning	Project milestones met
PP1.3.2.1	Building the contacts with the community and relevant stakeholders to develop a draft masterplan	Andrew Leach	Manager Asset Planning	Community consultation undertaken and draft completed
PP1.3.2.2	Continue to look for grant funding opportunities for the development of a Masterplan for Razorback Lookout	Andrew Leach	Manager Asset Planning	Funding applications submitted
PP1.3.2.3	Undertake community consultation to develop a scope of works and engage consultants to produce a draft	Andrew Leach	Manager Asset Planning	Consultation undertaken
PP1.3.3.1	Continue to deliver and review the level of service for Sports Grounds, Parks etc in conjunction with Operational staff	Graeme Robertson	Coordinator Asset Management	Service level prepared
PP1.3.3.2	Fortnightly and monthly inspections	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Inspections completed
PP1.3.3.3	CRM's completed within service level agreement	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	CRMs completed within agreed service levels
PP1.3.3.4	Service standards to be prioritised and implemented in accordance with budgetary constraints	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Service standards implemented

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.3.3.5	Implementation of the community survey	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Community survey developed
PP1.3.3.6	Determine the hierarchy of parks and open spaces facilities	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Priorities determined and scheduled
PP1.3.4.1	Regular inspections of all play spaces and undertaking preventative and reactive maintenance as required	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Playground inspections completed
PP1.3.4.2	Weekly inspections, monthly and quarterly internal reporting and annual compliance reporting on all play spaces including fitness stations	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Funding opportunities identified
PP1.3.4.3	Monthly playground inspections and repairs as required	Graeme Robertson	Coordinator Asset Management	Strategy developed
PP1.3.4.4	Explore any available funding to improve or create safe and active play spaces within the community	Graeme Robertson	Coordinator Asset Management	Grant applications submitted/received
PP1.3.4.5	Continue to develop and deliver "all age recreation spaces" where appropriate within Richmond Valley	Graeme Robertson	Coordinator Asset Management	Strategy developed
PP1.3.5.1	Regular review and update of progress within the capital works plan	Graeme Robertson	Coordinator Asset Management	Capital works updates provided quarterly
PP1.3.5.2	Delivery of capital works projects will be done in accordance with the approved programs and tracked using the corporate systems.	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Capital works program on time and on budget

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.3.6.1	Capital works program for Open Space prioritised and delivered within appropriate timeframes	Graeme Robertson	Coordinator Asset Management	Capital Works program completed on time and all funds expended
PP1.3.6.2	Sports field irrigation strategy to be developed.	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Strategy developed
PP1.3.7.1	Develop a strategy in conjunction with Open Spaces to determine ongoing operational and maintenance requirements	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Strategy developed in conjunction between Assets team and Open Spaces

Service: Swimming Pools**PP1.4: Provide safe and well-maintained Swimming Pools**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.4.1.1	Continue to develop strategic swimming pool document following business review by finance	Jono Patino	Financial Accountant	Strategy progressed
PP1.4.2.1	Assess contract renewal process as per business review	Jono Patino	Financial Accountant	Contract renewal process assessed and reviewed
PP1.4.3.1	Develop a list of priority works and carry out per budget allowance	Graeme Robertson	Coordinator Asset Management	Priority works identified
PP1.4.4.1	Development and implementation of an action plan from the Strategic Masterplan as finances allow	Graeme Robertson	Coordinator Asset Management	Action plan delivered in accordance with budget

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.5.1.1	Implement and construction works as determined through capital funding	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Works completed in accordance with budget
PP1.5.2.1	Review the draft service levels for finalisation, adoption and implementation	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Service levels adopted
PP1.5.3.1	Review draft strategy Parks/Assets	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Strategy reviewed and adopted
PP1.5.4.1	Preliminary on the ground works to make the land for expansion available	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Preliminary works undertaken

Service: Libraries

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.6.1.1	Increase social media presence and marketing of library services	Gary Ellem	Manager Regional Library	Increase in website/Facebook traffic and social media options explored
PP1.6.1.2	Create engagement opportunities with the community	Gary Ellem	Manager Regional Library	Increase use of library services and programs
PP1.6.1.3	Review and develop existing schedule of programs	Sylvia Cooling	Coordinator Programs and Events	Program reviewed and developed as necessary
PP1.6.1.4	Continue existing Volunteer program	Gary Ellem	Manager Regional Library	Volunteers continue to support library services
PP1.6.1.5	Identify and create partnerships that could promote the development of a learning community	Sylvia Cooling	Coordinator Programs and Events	Ongoing stakeholder meetings/liaisons
PP1.6.1.6	Review and seek new partnerships aligning with community needs	Sylvia Cooling	Coordinator Programs and Events	Ongoing stakeholder meetings/liaisons
PP1.6.1.7	Maintain existing programs including author visits, leisure, activities, technology, children's programs, ease social isolation	Sylvia Cooling	Coordinator Programs and Events	Increase in library programs/attendance
PP1.6.1.8	Review and develop options for floor space at all branch libraries. Investigate funding opportunities	Gary Ellem	Manager Regional Library	Review completed and funding opportunities identified

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.6.1.9	Review layout and presentation of branch libraries collections	Gary Ellem	Manager Regional Library	Review completed
PP1.6.1.10	Target digitally excluded people with programs to help them to gain digital skills and better lives	Gary Ellem	Manager Regional Library	Programs delivered and evaluated
PP1.6.1.11	Review and develop a schedule for the delivery of adult programs/events	Sylvia Cooling	Coordinator Programs and Events	Programs reviewed and scheduled
PP1.6.1.12	Review and develop existing schedule of children/youth programs and events	Sylvia Cooling	Coordinator Programs and Events	Programs reviewed and scheduled
PP1.6.1.13	Review and profile the needs/expectations of the community through consultation	Gary Ellem	Manager Regional Library	Surveys and feedback evaluated
PP1.6.1.14	Review/identify resources needed for effective delivery of regional library programs/events (floor space, furniture, equipment, costs)	Gary Ellem	Manager Regional Library	Grant opportunities identified and budget reviewed annually
PP1.6.1.15	Review service, program/event monitoring evaluation methodologies	Sylvia Cooling	Coordinator Programs and Events	Post evaluation completed
PP1.6.1.16	Research and evaluate the program/events of other libraries	Sylvia Cooling	Coordinator Programs and Events	Research completed and evaluated
PP1.6.1.17	Provide a genuine public space and a safe and welcoming atmosphere	Gary Ellem	Manager Regional Library	Surveys feedback and visitation reviewed and acted upon
PP1.6.1.18	Contribute to the community cohesion	Gary Ellem	Manager Regional Library	Review program post evaluation and feedback and visitation rates

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.7.1.1	Continue to identify training opportunities for staff	Gary Ellem	Manager Regional Library	Training plan reviewed and developed
PP1.7.1.2	Continue to offer targeted customer service training	Gary Ellem	Manager Regional Library	Training implemented and delivered
PP1.7.1.3	Target digitally excluded people with programs to help gain digital skills and better lives	Gary Ellem	Manager Regional Library	Increase in library programs and attendance
PP1.7.1.4	Purchase library app for hosting of the Library Management System	Gary Ellem	Manager Regional Library	LMS being utilised to highest capacity
PP1.7.1.5	Investigate purchasing practices and outsourcing options for all collection materials	Sylvia Cooling	Coordinator Programs and Events	Review of Development Collection Policy completed
PP1.7.1.6	Introduce on-line library registrations	Gary Ellem	Manager Regional Library	On-line registrations introduced

*Service: Community Centres and Halls***PP1.8: Undertake the repair and maintenance of council buildings**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.8.1.1	Responding to CRMs and carrying out maintenance in accordance with budget	Graeme Robertson	Coordinator Asset Management	CRMs completed in accordance with budget
PP1.8.1.2	Routine compliance inspections i.e. Fire monitoring, lifts, security monitoring	Graeme Robertson	Coordinator Asset Management	Inspections completed in accordance with program
PP1.8.1.3	Review process and statutory responsibility of community hall management	Graeme Robertson	Coordinator Asset Management	Review completed
PP1.8.2.1	Delivery of Casino Civic Hall Masterplan following engagement of consultants and delivery of grant funding	Graeme Robertson	Coordinator Asset Management	Compliance inspections completed
PP1.8.2.2	Review process and statutory responsibility of community hall management	Andrew Leach	Manager Asset Planning	Management process reviewed

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP1.9.1.1	Emergency Management Plan (EMPlan) and associated Consequence Management Guides (CMG's) reviewed annually and updated as required, as endorsed by the Northern Rivers Local Emergency Management Committee (NRLEMC)	Angela Jones	Director Infrastructure and Environment	EMPlan prepared
PP1.9.1.2	Provide facilities for State Emergency Services (SES) and Rural Fire Service (RFS) as per State Government requirements	Angela Jones	Director Infrastructure and Environment	Facilities provided

PP2: Getting Around**Service: Building and Maintaining Roads****PP2.1: Improve Road Management practices at Richmond Valley Council**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.1.1.1	Continue to develop the Road Management Strategy and deliver recommendations from action plan as required	Andrew Leach	Manager Asset Planning	Road management Strategy Adopted by Council
PP2.1.2.1	Pedestrian Access Management Plan (PAMP) to be revised dependent on outcome of funding application	Graeme Robertson	Coordinator Asset Management	PAMP reviewed and adopted

PP2.2: Striving for consistent improvement

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.1.1	Deliver works on Woodburn-Coraki road as identified in the strategic plan as funding becomes available	Andrew Leach	Manager Asset Planning	Works delivered in accordance with Strategy
PP2.2.2.1	Use the information derived from the road condition survey to develop future road capital works programs	Andrew Leach	Manager Asset Planning	Capital works program developed

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.1.1	Deliver works on Woodburn-Coraki road as identified in the strategic plan as funding becomes available	Andrew Leach	Manager Asset Planning	Works delivered in accordance with Strategy
PP2.2.2.1	Use the information derived from the road condition survey to develop future road capital works programs	Andrew Leach	Manager Asset Planning	Capital works program developed
PP2.2.3.1	Maintenance program developed and delivered	Andrew Leach	Manager Asset Planning	Information from road survey compiled and utilised to produce maintenance priority works
PP.2.4.1	Community awareness program developed and implemented with facts generated from Road Strategy	Andrew Leach	Manager Asset Planning	Community awareness program developed and implemented
PP2.2.5.1	Construction Projects are delivered in accordance with plans provided by Assets and Planning	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Designed outcomes and objectives are consistently delivered, timeframes met and overall budget not exceeded - Pre and Post Project Walk Through - Monthly Reporting

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.5.2	Damage to road & street surfaces repaired to acceptable standard within required timeframes	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Standards are consistently met, timeframes met and overall budget not exceeded - Auditing of Works - Monthly Reporting
PP2.2.5.3	Pavement patching is performed in accordance with accepted standards to ensure a smooth surface and adequate life without failure	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Patching is performed to correct standard within timeframes required and within overall budget - Auditing of Works - Monthly Reporting
PP2.2.5.4	Resealing program including preparation works is delivered in accordance with relevant specifications	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Standards are consistently met, timeframes met and overall budget not exceeded - Detailed Pre-works Scoping - Surveillance of Works - Monthly Reporting
PP2.2.5.5	Road Markings are maintained as required to acceptable standards	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> Maintenance is performed to correct standard and within overall budget - Auditing of Works - Monthly Reporting

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.5.6	Kerb & Gutter is maintained as required to acceptable standards	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Maintenance is performed to correct standard and within overall budget - Detailed pre-works scoping
PP2.2.5.7	Footpath maintenance is performed as and when required in accordance with programs provided by Assets & Planning	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Maintenance is performed to the required standard within timeframes required and within overall budget - Surveillance of works - Monthly Reporting
PP2.2.5.8	Roadside and street furniture is maintained as required to acceptable standards and within required timeframes	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Maintenance is performed to correct standard within timeframes and within overall budget - Monthly Reporting
PP2.2.5.9	Shoulder Grading is performed in a manner whereby available funds are prioritised and works are done to the required standard	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Maintenance is performed to correct standard within timeframes required and within overall budget - Surveillance of works - Monthly Reporting

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.5.10	Unsealed grading works is performed to the required standard, according to the program	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Grading is performed to correct standard within time frames required and within overall budget
PP2.2.5.11	Urban and Rural Bridges are maintained in accordance with routine maintenance requirements provided by Assets & Planning	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	-Maintenance is performed to correct standard within timeframes required and within overall budget -Post works inspections
PP2.2.5.12	Drainage structures are maintained to required standards	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	- Maintenance is performed to correct standard within timeframes required and within overall budget - Monthly Reporting
PP2.2.5.13	Carparks are maintained as required to acceptable standards and within required timeframes	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Maintenance is performed to correct standard within timeframes and within overall budget
PP2.2.5.14	Routine Maintenance Council Contract (RMCC) Routine Services are performed in accordance with the requirements of RMS	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	- Services are performed to the required standard within timeframes required and within allocated budgets (Daily Running Sheets / Reflect Weekly Auditing,- Monthly Reporting (SPR), Quarterly Reporting (RMAP))

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.2.5.15	RMCC Ordered Works are performed in accordance with the requirements of RMS and any contract in place	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	<ul style="list-style-type: none"> - Detailed Project Plans - Services are performed to the required standard within timeframes required and within allocated budgets - Surveillance of Works - Auditing of works - Hold Point Release
PP2.2.5.16	Roads capital works program adopted and completed in accordance with budget	Andrew Leach	Manager Asset Planning	Roads Capital Works program adopted and completed in accordance with budget

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP2.3.1.1	Public safety and street lighting delivered as per policy subject to customer requests	Andrew Leach	Manager Asset Planning	Programs developed and delivered
PP2.3.2.1	Programs developed annually and delivered as per budget	Andrew Leach	Manager Asset Planning	Maintenance Programs undertaken ongoing
PP2.3.3.1	Partner with Community and Transport groups to lobby for additional transport services	Graeme Robertson	Coordinator Asset Management	Partnerships developed
PP2.3.4.1	Maintain town entrances, tree plantings and signs	Stuart Hall	Operations Coordinator Open Space Facilities and Cemeteries	Maintenance carried out in accordance with budget

PP3: Working Together**Service: Community Engagement/Consultation and Communication****PP3.1: Improve our Engagement/Consultation with the Community**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.1.1.1	Develop and deliver a consultation program	Sharon Davidson	Manager Communications, Events and Tourism	Consultation program developed and implemented
PP3.1.2.1	Prioritise and target surveys to reflect the community's identified priorities	Kate Olivieri	Coordinator Community Programs and Grants	Community priorities survey conducted

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.2.1.1	Acknowledge volunteers' contribution to the Richmond Valley community with an event or activity	Marie Cullen	Community Centre Operator/Grants Officer	Volunteer activity held and promoted
PP3.2.1.2	Identify appropriate up-skilling opportunities for volunteers	Kate Olivieri	Coordinator Community Programs and Grants	Ongoing stakeholder involvement

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.3.1.1	Develop and maintain contact lists for interest groups and towns, including through Aboriginal Interagency Meeting facilitation, Aged and Disability Advisory Committee, Richmond Valley-Kyogle Disability Interagency Meeting facilitation and the grants alert	Marie Cullen	Community Centre Operator/Grants Officer	Contact list developed, maintained and in use by staff

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.3.2.1	Compile program of local events	Hayley Hancock	Events and Public Art Officer	List reviewed and updated quarterly

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.4.1.1	Work with Events to identify appropriate community partner organisations / champions and support them to host Reconciliation Week and NAIDOC Week events	Kate Olivieri	Coordinator Community Programs and Grants	Partnership opportunities identified
PP3.4.2.1	Identify appropriate community partner organisations / champions and support them to host their events (International Women's Day, Seniors Week, Youth Week and International Day of People with Disability events)	Kate Olivieri	Coordinator Community Programs and Grants	Target groups, interested individuals and organisations are reached and their events and activities supported

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	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.5.1.1	Continue to develop partnership activities with relevant stakeholders for community events and activities throughout the year	Kate Olivieri	Coordinator Community Programs and Grants	Community events delivered in partnership

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.5.2.1	Facilitate Accessibility, Liveability and Aged Advisory Committee Meeting and support Mayor / General Manager to chair	Kate Olivieri	Coordinator Community Programs and Grants	Meetings held and attended
PP3.5.3.1	Ongoing review and implementation of Disability Inclusion Action Plan	Kate Olivieri	Coordinator Community Programs and Grants	Review completed
PP3.5.3.2	Annual reporting against stated objectives identified in the Disability Inclusion Action Plan	Kate Olivieri	Coordinator Community Programs and Grants	Annual reporting completed

PP3.6: Improve our communication with the community

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.6.1.1	Deliver a Richmond Valley community newsletter	Sharon Davidson	Manager Communications, Events and Tourism	Monthly newsletter distributed across the LGA
PP3.6.3.1	Encourage content sharing with other out posts, networks and influencers	Sharon Davidson	Manager Communications, Events and Tourism	No. of people reached on social media
PP3.6.4.1	Develop and implement Richmond Valley Made marketing plan	Sharon Davidson	Manager Communications, Events and Tourism	Marketing Plan implemented

Service: Community Programs and Grants

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.7.1.1	Facilitate and deliver introductory grant writing workshops	Marie Cullen	Community Centre Operator/Grants Officer	Increase in successful community grant applications

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
PP3.8.1.1	Send out minimum of eight Grants Alert emails	Kate Olivieri	Coordinator Community Programs and Grants	Grant Alerts sent out to community
PP3.8.3.1	Continue to administrate two rounds of Community Financial Assistance Program	Kate Olivieri	Coordinator Community Programs and Grants	Community Grant funding allocated in accordance with budget and policy
PP3.8.4.1	Provide ongoing support and assistance with Council grant applications	Kate Olivieri	Coordinator Community Programs and Grants	Successful grant applications
PP3.8.4.2	Develop, facilitate and deliver staff grant writing workshop	Kate Olivieri	Coordinator Community Programs and Grants	Staff grant writing workshop delivered
PP3.8.4.3	Provide advice and editing on applications to community groups	Kate Olivieri	Coordinator Community Programs and Grants	Editing advice provided

Growing our Economy

EC1: Driving Economic Growth

Service: Tourism

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.3.1.1	Develop and implement an agri-tourism plan	Sharon Davidson	Manager Communications, Events and Tourism	Plan developed and implemented
EC1.3.2.1	Evans Head 'Moments by the Sea' installation	Hayley Hancock	Events and Public Art Officer	Installation complete
EC1.3.2.2	Seeking funding opportunities to paint the South Casino water tower	Hayley Hancock	Events and Public Art Officer	Project complete
EC1.3.2.3	Overseeing the painting of a mural at the Rappville Showground	Hayley Hancock	Events and Public Art Officer	Mural complete
EC1.3.2.4	Ongoing work on the Simpsons Parade laneway project	Hayley Hancock	Events and Public Art Officer	Simpsons Parade lane way project complete

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.5.1.1	Installation of electronic storyboards	Sharon Davidson	Manager Communications, Events and Tourism	Installation complete
EC1.5.1.2	Continue to promote through relevant touring magazines	Sharon Davidson	Manager Communications, Events and Tourism	Ongoing promotion
EC1.5.1.3	Continue to promote the Coraki Riverside Caravan Park and Camping Grounds to encourage travellers	Sharon Davidson	Manager Communications, Events and Tourism	Ongoing promotion

Service: Town Planning and Development Services

EC1.6: Improved customer satisfaction with the DA process

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.6.1.1	Continue to liaise with State Government to introduce electronic lodgement of applications (CDC's, integrated referrals, DA's)	Tony McAteer	Coordinator Planning Services	No. meetings/liaisons
EC1.6.2.1	Disseminate information packages out to relevant stakeholders and make available on webpage. Continue to review and develop relevant information packages	Tony McAteer	Coordinator Planning Services	No. communications/ website updates
EC1.6.3.1	Develop a framework of services aimed at delivering business opportunities within the LGA, including information packages, fact sheets, pre-lodgement meetings, and a concierge service	Tony McAteer	Coordinator Planning Services	Improvement in customer satisfaction with DA process
EC1.6.4.1	Efficient processing of Planning Development Applications	Tony McAteer	Coordinator Planning Services	Development applications processed in accordance with legislative requirements
EC1.6.4.2	Efficient processing of Local Development Applications	Andrew Clark	Coordinator Building Services	Average processing of DA's within 28 days
EC1.6.4.3	Conduct residential swimming pool barrier inspections in accordance with program	Andrew Clark	Coordinator Building Services	Inspections completed in accordance with program
EC1.6.4.4	Respond to CRMs in accordance with service level agreements	Andrew Clark	Coordinator Building Services	CRMs processed in accordance with service levels
EC1.6.4.5	Carry out building inspections as requested	Andrew Clark	Coordinator Building Services	Inspection carried out in accordance with requests

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.6.4.6	Efficient assessment and processing of Construction Certificates	Andrew Clark	Coordinator Building Services	Construction certificates determined within service level agreement
EC1.6.4.7	Efficient determination of Complying Development Certificates	Andrew Clark	Coordinator Building Services	Complying Development Certificates determined within legislative timeframes
EC1.6.4.8	Market share of certification	Andrew Clark	Coordinator Building Services	Market share maintained

EC1.7: Provide flexible and innovative planning controls

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.7.2.2	Process requests for LEP Amendments	Tony McAteer	Coordinator Planning Services	Requests processed
EC1.7.3.1	Monitor & update Planning Certificate system, content and attributes/Efficient processing of planning certificates Efficient processing of Building Information Certificates and 735A notices and outstanding orders requests	Tony McAteer	Coordinator Planning Services	Certificate content current
EC1.7.4.1	Engage with Council's Heritage Advisor including dissemination of information to the community, organising site visits, preparing Annual Reports & Strategies	Tony McAteer	Coordinator Planning Services	Regular site visit and meetings are conducted and annual report submitted to OEH
EC1.7.4.2	Operate a Local Heritage Grants Scheme that promotes the positives of owning heritage listed properties and encourages ongoing maintenance through incentives	Tony McAteer	Coordinator Planning Services	Heritage grants are awarded and acquitted

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.7.4.3	Review the current role of Council's Heritage Advisor	Tony McAteer	Coordinator Planning Services	Council's Heritage Advisor role reviewed
EC1.7.5.1	Prepare a report on Contributions Plan Review	Tony McAteer	Coordinator Planning Services	Report Prepared
EC1.7.5.2	Prepare a Schedule of projects for the expenditure of contributions	Andrew Leach	Manager Asset Planning	Schedule of projects prepared

EC1.8: Provide sustainable Urban Development Opportunities

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC1.8.1.2	Monitor the supply and demand for residential land	Tony McAteer	Coordinator Planning Services	Annual Housing and Land monitor report submitted to Dept. Planning & Environment
EC1.8.2.1	Prepare a Local Growth Management Plan (LGMP) that identifies projected supply and demand targets for the supply of residential land, and undertakes constraints & opportunities mapping to identify potential locations for this growth to occur	Tony McAteer	Coordinator Planning Services	LGMP adopted
EC1.8.3.1	Preparation of a Local Strategic Planning Statement (LSPS) in accordance with Part 3 of the EP&A Act	Tony McAteer	Coordinator Planning Services	LSPS completed

EC2: Building on our strengths**Service: Quarries****EC2.1: Operate a financially sustainable business**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC2.1.1.1	Continue to hold regular safety and operational inspections in accordance with DPI requirements	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Inspections conducted
EC2.1.1.2	Manufacture products suitable for use on Council projects	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Availability of materials for Council projects
EC2.1.1.3	Continue to monitor inspections of contractor performance	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Inspections monitored
EC2.1.2.1	Negotiate further lease for Peterson's Quarry in accordance with option conditions in current lease (lease expires 30 June 2020)	David Timms	Manager Infrastructure Services	Lease negotiations completed

Service: Northern Rivers Livestock Exchange

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC2.2.2.1	Deliver project on time and on budget	Ben Zeller	Manager Projects & Performance	Budget delivered on time and on budget
EC2.2.3.1	Continue to work with North Coast Local Land Services to finalise and implement a Bio-Security Emergency Response Plan that meets the expectations and approval of North Coast Local Land Services.	Brad Willis	NRLX Redevelopment & Operations Manager	Bio-Security Response Plan delivered
EC2.2.3.2	Conduct a Bio-Security Response Drill in conjunction with relevant authorities prior to implementing the NRLX Bio-Security Plan and Emergency Response Plan	Brad Willis	NRLX Redevelopment & Operations Manager	Manual developed Bio-Security response drill activated
EC2.2.3.4	Ensure future growth of NRLX throughput to 105,000 head for 2019/2020 in line with the Strategic plan and NRLX budget	Brad Willis	NRLX Redevelopment & Operations Manager	No. of throughput
EC2.3.3.3	Develop and implement an NRLX Operational Manual	Brad Willis	NRLX Redevelopment & Operations Manager	Manual developed and implemented

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EC2.3.1.1	Responding to private works requests and scheduling of works according to operational capacity	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	Delivery of private works as requested and within resourcing capability

DRAFT

Looking after our Environment

EH1: Managing our Waste and Water

Service: Waste Management

EH1.1: Waste and resource recovery future options

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.1.1	Develop and implement a waste strategy including long term waste and resource recovery options which are sustainable and affordable	Carla Dzenolet	Coordinator Waste and Resource Recovery	Waste Strategy adopted and action plan implemented

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.2.1.1	Annual fee structure review	Carla Dzenolet	Coordinator Waste and Resource Recovery	Fee structure reviewed and adopted

EH1.3: Waste Management domestic kerbside collections

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.3.1.2	Review collection runs	Carla Dzenolet	Coordinator Waste and Resource Recovery	Collection runs reviewed
EH1.3.1.3	Training and education in GPS tracking systems for key waste staff	Carla Dzenolet	Coordinator Waste and Resource Recovery	Training and education program delivered

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.3.1.4	Develop efficiency reports from GPS tracking system	Carla Dzenolet	Coordinator Waste and Resource Recovery	Efficiency reports developed and delivered

EH1.4: Close and cap completed waste facility cells

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.4.1.1	Ongoing development and staging of landfill capping	Carla Dzenolet	Coordinator Waste and Resource Recovery	Program milestones achieved
EH1.4.1.2	Continue to engage with regulatory stakeholders on legislative requirements	Carla Dzenolet	Coordinator Waste and Resource Recovery	Ongoing stakeholder engagement

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.5.1.1	Continue to seek grant opportunities for Waste Less Recycle More Program	Carla Dzenolet	Coordinator Waste and Resource Recovery	No. grant funding opportunities identified
EH1.5.1.2	Identify capital works projects that fit eligibility criteria for grant funding	Carla Dzenolet	Coordinator Waste and Resource Recovery	No. grant funding opportunities identified

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.6.1.1	Continue to deliver education programs to the community through various council activities	Carla Dzenolet	Coordinator Waste and Resource Recovery	No. education programs delivered

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.6.2.1	Deliver budgets in accordance with capital works program	Carla Dzenolet	Coordinator Waste and Resource Recovery	Capital works program delivered on time and on budget
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	David Timms	Manager Infrastructure Services	Increased diversion rates
EH1.6.3.1	Annual review of waste compliance program	Carla Dzenolet	Coordinator Waste and Resource Recovery	Waste compliance program reviewed

DRAFT

Service: Stormwater Management**EH1.7: Provide services which protect and enhance our natural and built environment**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.7.1.1	CRM's completed upon request	Michael Pontefract	Operations Coordinator Roads Drainage and Quarries	CRMs completed on time
EH1.7.1.2	Capital works on the network are scheduled in accordance with the plan	Graeme Robertson	Coordinator Asset Management	Capital works program completed as per budget

Service: Water Supplies and Sewerage Services

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.8.1.1	Delivery of Capital Program on time and on budget	Richard Davies	SCADA Engineer	Works program carried out on priorities developed by Assets (W&S) area
EH1.8.1.2	Delivery of the Operational Program within budget	Richard Davies	SCADA Engineer	Operational program delivered within budget
EH1.8.1.3	Development of stakeholder satisfaction survey	Richard Davies	SCADA Engineer	Stakeholder satisfaction survey developed
EH1.8.1.4	Maintain competitive mains replacement per unit (plant and labour rates)	Richard Davies	SCADA Engineer	Per mains replacement calculation
EH1.8.1.5	EPA Compliance Treatment Plants	Richard Davies	SCADA Engineer	No. of Conforming results per year
EH1.8.1.6	Continuous Development of Staff and Business processes	Richard Davies	SCADA Engineer	Staff consultation/contact time
EH1.8.1.7	Maintain safe working practices and minimal workplace incidents	Richard Davies	SCADA Engineer	No. of incidents per month
EH1.8.2.1	Prepare a Local Growth Management Plan that identifies projected supply and demand targets for the supply of residential land, and undertake constraints & opportunities mapping to identify potential locations for this growth to occur.	Johan Schoonwinkel	Water and Sewer Engineer	Local Growth Management Plan prepared
EH1.8.2.2	Perform catchment inspections in accordance with plan provided by Assets Planning	Richard Davies	SCADA Engineer	Inspections conducted in accordance with program

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.8.3.1	Develop and implements energy and carbon emission reduction policy and paperwork	Richard Davies	SCADA Engineer	Policy developed and implemented
EH1.8.4.1	Review issues and implement actions identified within the WS Strategic Document Review and IWCM	Johan Schoonwinkel	Water and Sewer Engineer	Development and implementation of sewer infrastructure improvement plan
EH1.8.5.1	Continue to identify funding sources to undertake investigations	Johan Schoonwinkel	Water and Sewer Engineer	No. funding opportunities identified
EH1.8.6.1	Undertake a stormwater infiltration study in priority catchments to identify illegal and faulty private plumbing connections connection stormwater/roof water to the sewer network	Richard Davies	SCADA Engineer	Catchment study completed
EH1.8.6.2	Undertake annual reviews of the Drinking Water Management System (DWMS) and continue to address the improvement actions identified in the DWMS	Richard Davies	SCADA Engineer	Review completed & improvement actions implemented
EH1.8.6.3	Incorporate supplementary information on condition and renewal requirements into the asset registers	Johan Schoonwinkel	Water and Sewer Engineer	Supplementary information recorded in the asset register
EH1.8.6.4	Undertake hydraulic modelling of the water supply and sewerage systems to identify system capacity limitations and required upgrades to achieve the adopted level of service.	Johan Schoonwinkel	Water and Sewer Engineer	System limitations identified through hydraulic modelling of the water supply and sewerage system
EH1.8.6.5	Continue to develop and Implement an inspection program to identify water and sewerage infrastructure requiring repair/replacement	Johan Schoonwinkel	Water and Sewer Engineer	Program completed

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH1.8.6.6	Review options for the protection of the water supply and sewerage assets in rural locations	Johan Schoonwinkel	Water and Sewer Engineer	Assets surveyed and markers installed
EH1.8.6.7	Implement the long-term strategy for the upgrade and renewal of the Casino sewerage network and the STP including trade waste management, phosphorous removal, sludge management, effluent reuse and wetland maintenance	Johan Schoonwinkel	Water and Sewer Engineer	Long-term strategy plan for Casino STP implemented
EH1.8.6.8	Implement a long-term strategy for Coraki STP	Johan Schoonwinkel	Water and Sewer Engineer	Long-term strategy plan for Coraki STP implemented
EH1.8.6.9	Continue to review the requirements for data collection and reporting of customer information, water consumption and billing to improve data available for strategic planning	Johan Schoonwinkel	Water and Sewer Engineer	Data required incorporated in water billing data collection
EH1.8.6.10	Continue to identify funding sources to undertake investigations on an alternative or emergency water source for Casino	Johan Schoonwinkel	Water and Sewer Engineer	Funding acquired
EH1.8.6.11	Contribute to a regional strategy relative to the risk of climate change on the water supply and sewerage assets and operations, particularly the security of Casino's water supply	Johan Schoonwinkel	Water and Sewer Engineer	Participation in Regional Strategy
EH1.8.6.12	Review and update the Drought Management Plan for Casino	Johan Schoonwinkel	Water and Sewer Engineer	Review and update of Casino DMP completed
EH1.8.6.13	Continue to address the improvements actions identified in the Recycled Water Management Plan (RWMP)	Johan Schoonwinkel	Water and Sewer Engineer	Installed recycled water improvements

EH2: Promoting the Protection of the Environment

Service: Environmental Health

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.1.1.1	Continue to look for grant opportunities to enable council to work collaboratively to implement programs to protect the natural and built environment	Andrew Edwards	Coordinator Environment and Regulatory Services	No. of grants applied/successful
EH2.1.1.2	Continue to engage with Stakeholders to develop programs for environmental improvements (examples are Beachwatch, Richmond River Governance Framework, Friends of the Koala, Clean up Australia Day, Illegal Dumping)	Andrew Edwards	Coordinator Environment and Regulatory Services	Regular meetings/liaisons
EH2.1.1.3	Undertake a review of the Richmond River Coastal Zone Management Plan and convert to Coastal Management Plan format in accordance with Coastal Management Act 2016	Andrew Edwards	Coordinator Environment and Regulatory Services	Coastal Zone Management Plan reviewed
EH2.1.1.4	Prepare a Coastal Management Plan for the Evans coastline and estuary in accordance with Coastal Management Act 2016	Andrew Edwards	Coordinator Environment and Regulatory Services	Coastal Management Plan completed

EH2.2: Upgrade to the Jabiru Geneebeinga Wetlands

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.2.1.1	Ongoing stakeholder engagement to work towards developing a masterplan for the Jabiru Geneebeinga Wetlands	Andrew Edwards	Coordinator Environment and Regulatory Services	Regular meetings/liaisons

Service: Environmental Management

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.3.1.1	Respond to CRM's within service level agreement	Andrew Edwards	Coordinator Environment and Regulatory Services	Targets met
EH2.3.1.2	Report environmental incidences to the EPA as necessary	Andrew Edwards	Coordinator Environment and Regulatory Services	Compliance obligations met

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	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.4.1.1	Continue to monitor and implement management practices to reduce the environmental impact of flying foxes	Andrew Edwards	Coordinator Environment and Regulatory Services	Ongoing monitoring and reporting to Council
EH2.4.1.2	Continue to liaise with stakeholders to work on environmental public health solutions	Andrew Edwards	Coordinator Environment and Regulatory Services	Regular meetings/liasons
EH2.4.2.1	Complete Food Shop inspections in accordance with NSW Food Authority requirements and report annually	Andrew Edwards	Coordinator Environment and Regulatory Services	Inspections conducted in accordance with inspection program
EH2.4.3.1	Complete Skin Penetration inspections in accordance with Council's inspection program	Andrew Edwards	Coordinator Environment and Regulatory Services	Inspections conducted in accordance with inspection program

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.4.4.1	Complete swimming pool inspections of public pools in accordance with Council's inspection program	Andrew Edwards	Coordinator Environment and Regulatory Services	Inspections conducted in accordance with inspection program
EH2.4.5.1	CRM's completed within agreed service levels	Andrew Edwards	Coordinator Environment and Regulatory Services	Targets met
EH2.4.6.1	Complete liquid trade waste program in accordance with council's program	Andrew Edwards	Coordinator Environment and Regulatory Services	Inspections conducted in accordance with inspection program
EH2.4.7.1	Update and maintain public health register as required	Andrew Edwards	Coordinator Environment and Regulatory Services	Register regularly updated
EH2.4.7.2	Monitor and respond to blue green algae outbreaks as per state guidelines	Andrew Edwards	Coordinator Environment and Regulatory Services	Compliance with monitoring and reporting
EH2.4.7.3	Development and implementation of a Contaminated Land Register	Andrew Edwards	Coordinator Environment and Regulatory Services	Register developed and implemented
EH2.4.8.1	Continue to work with stakeholders to educate the community about environmental awareness and public health of Onsite sewage Management	Andrew Edwards	Coordinator Environment and Regulatory Services	Regular meetings/liasons
EH2.4.8.2	Continue to assess development applications against best environmental practice in relation to Onsite Sewage Management	Andrew Edwards	Coordinator Environment and Regulatory Services	Best practice benchmarks established and benchmarks monitored
EH2.4.9.1	Continue to inspect and issue caravan park approvals	Andrew Edwards	Coordinator Environment and Regulatory Services	Caravan park approvals issued in accordance with legislative requirements

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.5.1.1	Long term Animal Shelter strategy to be developed and reported to Council	Andrew Edwards	Coordinator Environment and Regulatory Services	Strategy developed and reported to Council
EH2.5.1.2	Investigate grant funding opportunities and funding from Council to implement Long Term Animal Shelter Strategy	Andrew Edwards	Coordinator Environment and Regulatory Services	No of grants applied/successful

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
H2.6.1.2	Respond to dog attack incidents in accordance with Service Level agreement and regulatory requirements	Andrew Edwards	Coordinator Environment and Regulatory Services	Compliance with response to dog attacks
EH2.6.2.1	Continue to educate and liaise with the community about the benefit of de-sexing their pets	Andrew Edwards	Coordinator Environment and Regulatory Services	No. community education programs implemented
EH2.6.2.2	Investigate grant funding opportunities for de-sexing programs	Andrew Edwards	Coordinator Environment and Regulatory Services	No. grants applied/successful
EH2.6.3.1	Continue to educate the community on responsible pet ownership	Andrew Edwards	Coordinator Environment and Regulatory Services	No. community education programs implemented
EH2.6.3.2	Continue to patrol known hot spots for roaming animals	Andrew Edwards	Coordinator Environment and Regulatory Services	Ongoing monitoring
EH2.6.3.3	Continue to deliver microchip program to the community	Andrew Edwards	Coordinator Environment and Regulatory Services	Program delivered

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
EH2.6.4.1	Complete dangerous dog audits in accordance with Council's register and program	Andrew Edwards	Coordinator Environment and Regulatory Services	Audit program completed in accordance with program
EH2.6.5.1	Continue to run rehousing program in accordance with Companion Animals Strategy	Andrew Edwards	Coordinator Environment and Regulatory Services	Rehousing program conducted
EH2.6.5.2	Completion of action plan in accordance with Companion Animal Strategy	Andrew Edwards	Coordinator Environment and Regulatory Services	Companion Animals Strategy action plan completed as per plan

Making Council Great

CS1: Leading and Advocating for our Community

Service: Governance and Advocacy

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS1.1.1.1	Introduce monthly email blast to promote Council meeting agenda	Sharon Davidson	Manager Communications, Events and Tourism	Email blasts introduced
CS1.1.1.2	Establish a blog on the website's homepage to showcase the many different projects underway across the LGA	Sharon Davidson	Manager Communications, Events and Tourism	Website blog established
CS1.1.1.3	Develop and provide quarterly reports on progress against the Delivery Program and annual Operational Plan and Council's achievements and report to the community	Deborah McLean	Manager Governance and Risk	Quarterly reports developed and provided
CS1.1.1.4	Implementation of web streaming of Council meetings	Deborah McLean	Manager Governance and Risk	Web streaming commenced
CS1.1.2.1	Develop an annual Councillor training program in accordance with OLG Councillor Induction and Professional Development Guidelines	Deborah McLean	Manager Governance and Risk	Councillor training program developed
CS1.1.2.2	Develop a Councillor induction program for implementation following LG elections	Deborah McLean	Manager Governance and Risk	Induction Program developed
CS1.1.2.3	Report Councillor Professional Development in accordance with regulations	Deborah McLean	Manager Governance and Risk	Professional Development Program developed
CS1.1.3.1	Progress report to council bi-annually	Deborah McLean	Manager Governance and Risk	Bi-annual report to Council

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS1.1.3.2	Develop a community satisfaction survey	Deborah McLean	Manager Governance and Risk	Survey developed
CS1.1.3.3	Coordinate the development of Council's annual Operational Plan	Deborah McLean	Manager Governance and Risk	Operational Plan developed and adopted by Council

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS1.2.1.1	Annual review of Corporate risk register	Deborah McLean	Manager Governance and Risk	Risk register reviewed and reported to internal audit committee
CS1.2.1.2	Review of Business Continuity Plan	Deborah McLean	Manager Governance and Risk	Plan reviewed and adopted
CS1.2.2.1	Annual review of council's insurance program to incorporate a review of council's actual and residual risks	Deborah McLean	Manager Governance and Risk	Council's insurance program reviewed and variations identified and provided in Council's budget
CS1.2.2.2	Preparation of Insurance Tender for 2020/2021 insurance period	Deborah McLean	Manager Governance and Risk	Tender options considered and tender process in place
CS1.2.3.1	Annual review of delegations and policies register	Deborah McLean	Manager Governance and Risk	Review of delegations and policies register completed

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS1.3.1.1	Internal Audit committee plan developed	Ben Zeller	Manager Projects & Performance	Internal Audit plan developed
CS1.3.1.2	Internal Audit action plan recommendations integrated into Risk Management Program	Ben Zeller	Manager Projects & Performance	Action plans updated quarterly

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS1.4.1.1	Capital Works projects reported to Council	Ben Zeller	Manager Projects & Performance	Quarterly capital works report provided to Council
CS1.4.2.1	Project management plans developed for all signature council projects	Ben Zeller	Manager Projects & Performance	Plans developed for all signature Council projects
CS1.4.3.1	Development of reports according to analysis of performance improvements	Ben Zeller	Manager Projects & Performance	Regular reports to managers

CS2: Great Support**Service: Customer Service****CS2.1: Ensure the ongoing delivery of a quality customer service-oriented organisation**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.1.1.1	Provide quarterly reports to Council outlining performance against Council's customer service charter	Kelly Moroney	Coordinator Customer Service & Support	Quarterly report provided to Council
CS2.1.1.2	Conduct quarterly customer service surveys	Kelly Moroney	Coordinator Customer Service & Support	Quarterly customer service surveys completed
CS2.1.2.1	Review the Customer Service Charter to ensure it meets the Community and organisation needs	Kelly Moroney	Coordinator Customer Service & Support	Service levels reviewed
CS2.1.2.2	Review Service Level Agreements and implement change where required	Kelly Moroney	Coordinator Customer Service & Support	Annual Reports prepared and distributed
CS2.1.2.3	Undertake a skills analysis of Customer Service & Support Staff and implement training plans where required	Kelly Moroney	Coordinator Customer Service & Support	Develop a customer service induction program for new staff

Service: Information and Technology Services**CS2.2: Staff have the technology and information systems required to deliver the outcomes expected by the community**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.2.1.1	Implement projects using TechOne product suite that meets business priorities and demands	Scott Walters	Manager Information and Technology Services	Project meetings held and actions prioritised and implemented

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.2.2.1	The TechOne User Group comprising organisational subject matter experts meets at least quarterly to identify risks and prioritise TechOne product improvements.	Scott Walters	Manager Information and Technology Services	Meetings held and risks identified and recorded
CS2.2.2.2	Implement an Integrated IT and mobile strategy	Scott Walters	Manager Information and Technology Services	Action plan completed in accordance with strategy
CS2.2.2.3	All users have access to a device where they can access RVC systems such as email, TechOne, HR, etc	Scott Walters	Manager Information and Technology Services	All users have access to mobile devices
CS2.2.2.4	Review, maintain and manage CCTV systems across the organisation	Scott Walters	Manager Information and Technology Services	Maintain uptime CCTV
CS2.2.3.1	Cyber Security. Implement controls and systems which manage risk of cyber security incidents at RVC	Scott Walters	Manager Information and Technology Services	Core applications, infrastructure and software are current

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.3.1.1	Ensure CCTV camera are online and delivering a video feed to the Casino Police Station	Scott Walters	Manager Information and Technology Services	Service level agreements met

CS2.4: Efficiency and value from IT investments

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.4.1.1	Implement 3 year rolling Penetration Testing to identify potential cyber security issues and respond where weaknesses are identified	Scott Walters	Manager Information and Technology Services	Penetration testing implemented

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.4.1.2	Implement Council Meeting streaming	Scott Walters	Manager Information and Technology Services	Upgrade completed
CS2.4.1.3	Upgrade meeting room audio and video facilities per asset replacement plan. New room should support video conferencing	Scott Walters	Manager Information and Technology Services	Upgrade completed
CS2.4.3.1	Implement a compliance program to meet as far as possible meet the Aust Signals Directorate Top 4 mitigation strategies to protect data and security	Scott Walters	Manager Information and Technology Services	Compliance program maturity level improved

CS2.5: Efficient records processes

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.5.1.1	Incoming correspondence is processed within agreed service levels and if required directed to the appropriate area for action	Lisa Caban	Records and Information Coordinator	Service level agreements reached
CS2.5.2.1	Respond to information requests concerning corporate records within agreed service levels or statutory requirements	Lisa Caban	Records and Information Coordinator	Service levels met

Service: People and Culture

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.6.1.1	Implementing on-boarding system enabling new starters to access essential content e.g. policies, Code of Conduct prior to the first day on the job.	Caroline Redwood	Manager People & Culture	Implementation completed
CS2.6.1.2	Design first 90 days for staff inclusive of training requirements	Caroline Redwood	Manager People & Culture	Design completed
CS2.6.2.1	New initiatives to be packaged and part of the new 'Working with Us' section on the recruitment website	Caroline Redwood	Manager People & Culture	Initiatives packaged
CS2.6.3.1	Streamline the requirements for leader communication inclusive of coaching, performance management and giving feedback	Caroline Redwood	Manager People & Culture	Implemented
CS2.6.3.2	Implement HBDI to office staff, enabling a non-threatening language to acknowledge strengths and areas of development	Caroline Redwood	Manager People & Culture	Implemented
CS2.6.3.3	Implement smaller optional initiatives for staff	Caroline Redwood	Manager People & Culture	Implemented

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.7.1.1	Organisational wide Values Campaign with workshop and tangible outcomes, pointing to behaviours that encourage active participation and innovation	Caroline Redwood	Manager People & Culture	Values campaign implemented
CS2.7.1.3	Implement teamwork/initiatives program	Caroline Redwood	Manager People & Culture	Implementation completed

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.7.2.2	Implement a variety of initiatives for staff to attend focussing on their overall health and wellbeing	Caroline Redwood	Manager People & Culture	Initiatives implemented
CS2.7.3.1	Review and refine mentoring program	Caroline Redwood	Manager People & Culture	Mentoring program reviewed
CS2.7.4.2	Encourage participation via field trips and engaging staff face-to-face	Caroline Redwood	Manager People & Culture	Survey participation results

CS2.8: Creating a contemporary workplace

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.8.2.2	Digitise WHS	Caroline Redwood	Manager People & Culture	Implementation completed
CS2.8.3.1	Budget to be separated into Compliance and Professional Development training opportunities	Sue Franey	People Engagement Coordinator	Training budget completed
CS2.8.4.1	Review existing procedures to ensure they support a contemporary workforce and offer staff the information they require	Caroline Redwood	Manager People & Culture	Processes reviewed and developed as necessary
CS2.8.5.1	Review data input and reviews, manage training by organisational need, assist reviewers in having positive conversations to get the best out of their staff	Caroline Redwood	Manager People & Culture	PULSE reviews completed

Service: Work Health and Safety

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.9.1.1	Implement Vault and utilise to full capacity	Caroline Redwood	Manager People & Culture	Implementation and utilisation of VAULT
CS2.9.2.1	Update all recommendations as per May 2019 audit	Caroline Redwood	Manager People & Culture	Recommendations actioned/implemented
CS2.9.3.1	Develop schedule of workplace inspections/audits	Luke Fleming	People Safety Coordinator	Matrix developed
CS2.9.3.2	Complete audit and hazard inspections in accordance with matrix	Luke Fleming	People Safety Coordinator	Audit program conducted in accordance with matrix
CS2.9.3.3	Develop reporting regime on audit/workplace inspection findings and provide reports to relevant stakeholders as per agreed service levels	Luke Fleming	People Safety Coordinator	Reports provided to management in a timely manner following inspections
CS2.9.4.1	Maintain a WHS risk and hazard register and monitor the effectiveness of controls	Luke Fleming	People Safety Coordinator	Risk and hazard register monitored and maintained
CS2.9.4.2	Prepare schedule for health monitoring initiatives and programs	Caroline Redwood	Manager People & Culture	Schedule prepared
CS2.9.4.3	Review and implement manual handling program	Luke Fleming	People Safety Coordinator	Review completed
CS2.9.5.1	Develop and implement annual HSR refresher training	Luke Fleming	Manager People & Culture	Training delivered
CS2.9.6.1	Deliver annual WHS training for Supervisors	Luke Fleming	People Safety Coordinator	WHS training delivered
CS2.9.6.2	Deliver induction training for new staff and develop and implement a refresher training program for existing staff	Caroline Redwood	Manager People & Culture	Induction training delivered

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.9.7.1	Review of all WHS procedures and processes	Luke Fleming	People Safety Coordinator	Review completed
CS2.9.7.2	Review SWMS/SOPs	Luke Fleming	People Safety Coordinator	Review completed
CS2.9.7.3	Participate in annual self-audit assessment with insurer	Luke Fleming	People Safety Coordinator	Annual self-assessment audit completed and recommendations included in workplan

CS2.10: Provide an effective injury management program

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.10.1.1	Coordinate a Return to work program and liaise with all stakeholders	Sue Franey	People Engagement Coordinator	Review completed
CS2.10.2.1	Complete annual wage declaration	Sue Franey	People Engagement Coordinator	Wage declaration completed
CS2.10.2.2	Quarterly claims reviews with insurer	Sue Franey	People Engagement Coordinator	Claims reviews held
CS2.10.3.1	Maintain statistics for appropriate reporting to council	Caroline Redwood	Manager People & Culture	Statistics maintained

Service: Financial Services

CS2.11: Examine all revenue and expenditure opportunities that will improve Council's financial sustainability

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.11.1.1	Ensure all Pensioner information is instantly accessible as requested by Centrelink. Also ensuring all information from the Community is up to date and correct	Kate Flynn	Revenue Coordinator	Information accessible and up to date
CS2.11.1.3	Water Tariffs - To ensure correct reporting for both budgeting and water/sewer consumption reports	Kate Flynn	Revenue Coordinator	Water Tariffs completed
CS2.11.1.4	Review all Revenue Policies	Kate Flynn	Revenue Coordinator	Review completed
CS2.11.2.1	Implementation of Council's contract management procedures	Daniel Parker	Coordinator Purchasing and Stores	Procedures implemented
CS2.11.2.2	Security Service review and tender	Daniel Parker	Coordinator Purchasing and Stores	Security tender completed
CS2.11.2.3	Review of required stock levels and minimum stock levels for stores	Daniel Parker	Coordinator Purchasing and Stores	Review completed
CS2.11.2.4	Stores review of slow-moving stock items	Daniel Parker	Coordinator Purchasing and Stores	Review completed
CS2.11.2.5	Training and awareness of Councils current E-Procurement platform (VendorPanel) and procurement procedures	Daniel Parker	Coordinator Purchasing and Stores	Training delivered and compliance achieved

CS2.11.3.1	Develop contacts and tenders in collaboration with surrounding regional councils	Daniel Parker	Coordinator Purchasing and Stores	Contacts and tenders developed
CS2.11.4.1	Review of Council's contracts	Daniel Parker	Coordinator Purchasing and Stores	Council contracts reviewed

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

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.12.1.1	Preparation and adoption of Council's financial statements	Dean Fordham	Principal Accountant	Statements prepared in accordance with legislative requirements
CS2.12.1.2	Preparation and adoption of Council's Operational Plan and Financial Estimates	Dean Fordham	Principal Accountant	Operational Plan and Financial Estimates prepared in accordance with legislative requirements
CS2.12.1.3	Preparation and adoption of Council's quarterly budget review statements	Dean Fordham	Principal Accountant	Quarterly budget review statements reported to Council

Service: Fleet Management**CS2.13: To sustainably and strategically manage council's fleet program**

Action Code	Action Name	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.13.1.1	Plant and vehicles will be procured as per the replacement plan for 2019/20, which is part of the larger 10-year replacement program	David Timms	Manager Infrastructure Services	Plant purchased in accordance with program
CS2.13.1.2	The Action Plan developed from the Fleet review will be delivered with the assistance of the relevant staff from Finance and Workshops & Fleet	David Timms	Manager Infrastructure Services	Action plan delivered

Service: Engineering Support and Asset Management

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	Responsible Officer	Responsible Officer Position	Performance Measure
CS2.14.1.1	Capital Works Program Developed	Andrew Leach	Manager Asset Planning	Capital works delivered in accordance with budget
CS2.14.1.2	Annual Delivery of Design and survey program	Matthew Kinkead	Coordinator Project Development and Design	Program delivered
CS2.14.1.3	Develop and implement the road network reseal program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.4	Develop and implement a storm water drainage program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.5	Develop and implement a kerb and gutter program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.6	Develop and implement a footpath program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.7	Review and delivery of the bridge replacement program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.8	Review and delivery of the road renewal program	Graeme Robertson	Coordinator Asset Management	Program delivered
CS2.14.1.9	Review land acquisition for capital works projects as required	Matthew Kinkead	Coordinator Project Development and Design	Acquisitions completed

