



*Love where we live and work*

# **Delivery Program Progress Report**

**Quarter 4**  
**June 2019**



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 (V3) 2017-2021, adopted by Council 25 June 2019, 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 three and four 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	Following a review of our marketing approach, it was decided to develop key priorities in consultation with tourism and events operators and local businesses. Council's Events, Tourism and Economic Development teams will lead the discussions.	Completed	
PP1.1.2	Review Richmond Valley Events Strategy	2020/2021	Sharon Davidson	The Richmond Valley Events Strategy is still under review; however, an event manual was written to address any issues arising from events, including protection of patron health and safety, and to minimise adverse environmental impacts and to protect Council's assets. The manual also helps identify the people event organisers may need to speak to in Council, as well as the documentation needed to hold an event in the Richmond Valley.	Completed	
PP1.1.3	Conduct workshops with Community event and local organisers to improve their marketing and promotion of events	Annual	Sharon Davidson	No workshops were held in the latter part of the year, however, RVC's Communications, Events and Tourism teams have helped promote local events via the RVC and Discover Richmond Valley websites, as well as media articles and social media posts.	Completed	
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	RVC's Communications, Events and Tourism teams help promote local events via the RVC and Discover Richmond Valley websites, as well as media articles, videos and social media posts.	Completed	
PP1.1.5	Maintain the RVC website as a focused information resource for events	2018/2019	Sharon Davidson	Local events are regularly promoted on the RVC and Discover Richmond Valley websites.	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Sharon Davidson	Get That Grant! workshops hosted by Council's Community Programs and Grants team proved highly popular with local organisations, with a number being successful with their funding applications.	Completed	
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Sharon Davidson	To ensure events are as inclusive and accessible as possible, organisers are advised to refer to Richmond Valley Council's Disability Inclusion Action Plan. Requests by the community to improve accessibility are actioned.	Completed	





## 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	There has been no opposition from any event organiser in the displaying of RVC branding. This includes prominently displaying our pull up banners.	Completed	
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	RVC has an extensive range of images and footage which we share on request.	Completed	





### 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	Landscape architect has been engaged and a draft plan will be created to enable public consultation with plan to be adopted by Council in the 2019/20 financial year.	Behind Schedule	
PP1.3.3	Complete service standards and levels for all open spaces	2017/2018	Stuart Hall	Service standards have been developed. Implementation has begun.	On Schedule	
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Graeme Robertson	Playground safety inspections programmed completed and on schedule.	Completed	
PP1.3.5	Completion of capital works program	Annual	Graeme Robertson	Ongoing and as per the works program.	Completed	
PP1.3.6	Develop a strategy for sports field irrigation	2018/2019	Stuart Hall	Joint Project with Open Spaces and Asset Area. Strategy will be developed by June 2020.	On Schedule	
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	David Timms	Open Spaces continue to look at options to upgrade town garden beds.	Completed	


#### 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	Information Report presented to Council in August which will highlight the proposed forward planning for Casino Swimming Pool. Draft contract document being prepared for approval by executive for pool operations post season 2020.	Behind Schedule	
PP1.4.2	Manage current pool contracts	2019/2020	Graeme Robertson	Officers in contact on a regular basis with Contractor to ensure appropriate delivery of services.	Completed	
PP1.4.3	Respond to Infrastructure reporting to ensure maintenance and operation of Swimming Pools.	Annual	Graeme Robertson	This is ongoing - 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.	Completed	
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	2018/2019	Andrew Leach	Information Report presented to Council in August which will highlight the proposed forward planning for Casino Swimming Pool. Draft contract document being prepared for approval by executive for pool operations post season 2020.	Behind 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.	Completed	
PP1.5.2	Develop service standards for cemeteries	2017/2018	David Timms	Draft standards developed. Strategy will be reviewed by June 2020.	On Schedule	
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	David Timms	Under further consideration between Manager and Coordinator Open Space, Facilities and Cemeteries.  Cemetery staffing has changed completely in the last 6 months with two new staff members having been employed.	On Schedule	
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	David Timms	The Coordinator Open Space, Facilities and Cemeteries has started the planning for the expansion of the Casino Cemetery towards the south within the confines of the available land.	Completed	



**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 be popular with 907 programs conducted throughout the year. Staff are encouraged to think outside the box	Completed	


**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. In June 2019 the LMS went to a hosted environment.	Completed	

**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.	Completed	
PP1.8.2	Development of Masterplan at Casino Civic Hall	2018/2019	Andrew Leach	Draft Master Plan to be provided to Council by October 2019 following community consultation and compilation of feedback.	Behind 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 Councils when and where possible in the event of an emergency.	Completed	








## 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	Project running behind schedule. Draft to be prepared prior to end of 2019.	Behind Schedule	
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2017/2018	Graeme Robertson	Waiting on result of funding application, which is expected to be August/September 2019.	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	Matthew Kinhead	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 the 2019/20 financial year.	On Schedule	



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.2.5	Completion of capital works program	Annual	David Timms	<p>All Capital Works Projects were started before the end of the financial year; 5 projects were carried over as there were only partially complete:</p> <ul style="list-style-type: none"> <li>- Terminal Parade (Concrete Laneway funded over 2 years; always planned to be done in June/July/August)</li> <li>- MR 145 (Lees Lane) - REPAIR Program (Reconstruction funded over 2 years; always planned to be done in June/July/August)</li> <li>- HW 16 (Piora) - Poor design provided by RMS and wet weather have provided significant obstacles to completing this project</li> <li>- Naughtons Gap Road - Black Spot Funded Project (wet weather prevented this being completed by June 30)</li> <li>- Yarran Lane (Drainage Improvements) - highlighted in March that this project would only be partially complete by June 30 due to design and plan preparation</li> </ul>	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.	Completed	
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.	Completed	
PP2.3.3	Advocate for expansion of public & community transport	Annual	Graeme Robertson	Seek support, community input and funding to progress projects whenever possible. Liaising with the Coordinator Community Programs and Grants.	Completed	
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	Stuart Hall	Plantings continued and conducted on the Lismore and Tenterfield entries. Trees purchased for the Coraki town entries 2018/19 and will be planted in Spring 2019.	Completed	

## 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	The CSP and signature projects listening tours proved popular with the community. A new schedule will be discussed for 2019-2020.	Completed	
PP3.1.2	Conduct community surveys for relevant projects	Annual	Sharon Davidson	New surveys to be developed.	Completed	



### 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 upskill volunteers	Annual	Kate Olivieri	Organised delivery of free CPR workshops for community groups and individuals - 4 have now been completed and final 2 in next financial year.	Completed	



### 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	Kate Olivieri	This is an ongoing process with lists being updated regularly.	Completed	
PP3.3.2	Hosting and or supporting local community events	Annual	Sharon Davidson	RVC's strong program of events is essential in activating and enlivening our town centres and public spaces. We believe in supporting our community, and believe local events are one of the best ways to do that.	Completed	





#### 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	Kate Olivieri	This is an ongoing process. An Aboriginal Events Committee has been established and is working well together planning for 2019 events - major events are Reconciliation Week and NAIDOC Week but others may be added as the community wishes	Completed	
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	Kate Olivieri	This is an ongoing process.	Completed	


#### 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	Kate Olivieri	Where possible there is a focus on applying for accessible public recreation infrastructure.	Completed	
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Kate Olivieri	The committee's role and responsibilities are under review and a number of its members are no longer involved due to changing jobs and/or relocation from the area.	Completed	





### 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	RVC's community newsletters were distributed to all residents across the local government area via Australia Post. Newsletters are distributed every four-to-five weeks throughout the year in order to keep residents up to date with the services Council provides, as well as upcoming events and key projects updates.	Completed	
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts etc.	Annual	Sharon Davidson	A number of new videos featuring staff and highlighting different areas of Council were posted to Facebook and uploaded to the corporate website. Weekly blog for corporate website under review.	Completed	
PP3.6.3	Grow our online community and engage through social media	Annual	Sharon Davidson	RVC's Facebook page has an impressive 4319 followers, with some posts having a reach of more than 40,000.	Completed	
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	2017/2018	Sharon Davidson	Review of Richmond Valley Made marketing plan to include key priorities in consultation with tourism and events operators and local businesses.	Completed	

### 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	Kate Olivieri	Two workshops were held - one in Casino on 05/03/19 and one in Evans Head on 12/03/19. Great attendance at both with around 15 attendees each from ten different organisations (30 attendees / 20 organisations in total). Excellent feedback. Planning has commenced for 2019/20 grant writing workshops.	Completed	



**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	Kate Olivieri	This is an ongoing process. The main form of communication is via the monthly Grants Alert email which is a careful selection of the best community grants available. Grants Officer and Coordinator Community Programs and Grants also keep a short list of groups with project ideas looking for funding and contact when appropriate grant rounds become available.	Completed	
PP3.8.2	Provide administration and promotion of ClubGRANTS	Annual	Kate Olivieri	2019 funding round has now closed and meeting date to assess applications has been set for 23 July 2019 (in 2019-20 financial year as appropriate).	Completed	
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual	Kate Olivieri	Round Two 2018/19 applications have now been assessed and funds transferred to successful applicants. Total of \$85,159.64 allocated to 37 community groups across the two rounds in 2018/2019.	Completed	
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Kate Olivieri	Round Two 2018/19 applications have now been assessed and funds transferred to successful applicants. Total of \$85,159.64 allocated to 37 community groups across the two rounds in 2018/2019.	Completed	




## 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	Ongoing support is provided by the PMO to various sections of Council.	Completed	
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Annual	Michael Perkins	Have made substantial progress with NSW Government assistance in continuing to progress work with Pacific Consultants to progress regional Energy from Waste (Efw) project	Completed	

#### 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 maximise new business opportunities. These currently include Poultry Processing facility, medicinal cannibas, Pacific Consultants and FEDC.	Completed	
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.	Completed	
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.	Completed	




### 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	Following a review of our marketing approach, it was decided to develop key priorities in consultation with tourism and events operators and local businesses. Council's Events, Tourism and Economic Development teams will lead the discussions.	Completed	





### 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 the proponents of significant developments to assist with Council processes for example, Iron Gates residential development in Evans Head.	Completed	






### 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	As part of a review of the Richmond Valley Tourism Development Plan, new set of actions will be drafted. These will include the development of joint regional marketing initiatives.	Completed	



**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 Edwards	Continue to liaise with Department of Planning and Environment. The department needs to progress the program further before Council can implement E-Planning to our businesses.	Completed	
EC1.6.2	Develop a Development Information Package.	2017/2018	Andrew Edwards	Factsheets have been written and further ones are being prepared.	Completed	
EC1.6.3	Opening doors development project	2018/2019	Andrew Edwards	Council participated in the 'Open Doors' project with Service NSW.	Completed	
EC1.6.4	Ensure efficient DA processing	Annual	Andrew Edwards	We are continuously looking at improvements in the efficiency of development assessment. Processing times are down on previous years while application numbers are up.	Completed	

## 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 Edwards	DCP Review is not required until 2020. LEP review will flow into DCP review.	On Schedule	
EC1.7.2	Local Environmental Plan review	2020/2021	Andrew Edwards	The LEP Review has commenced and a list of items to be amended has been compiled.	On Schedule	
EC1.7.3	Certificates	Annual	Andrew Edwards	Planning Certificates are continuously being monitored for statutory requirements and data accuracy.	Completed	
EC1.7.4	Heritage management	Annual	Andrew Edwards	Council's Heritage Advisor attended Council on 10-Jul, 14-Aug, 25-Sept, 4-Dec 2018, 29-Jan 2019, 2-April 2019 and 14 May 2019. Site visits and prelodgement inspections were conducted and written advice supplied. Council also completed a Heritage Annual Report which was submitted to Office of Environment and Heritage (OEH) in early May 2019 to recoup Local Government Heritage Incentives Grant.	On Schedule	
EC1.7.5	Contributions Plan Review	2017/2018	Andrew Edwards	The Section 94A Contributions Plan has been reviewed. A new schedule of works needs to be compiled. The aim is to have the works schedule completed by the end of 2019 and the plan exhibited early 2020.	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 Edwards	Progressing with the drafting of the Casino Local Growth Management Plan (LGM) plan.  Currently preparing the Local Strategic Planning Statement (LSPS) which is the strategic priority due to legislation requirements.	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 Edwards	Progressing with the drafting of the Casino Local Growth Management Plan (LGM) plan.  Currently preparing the Local Strategic Planning Statement (LSPS) which is the strategic priority due to legislation requirements.	On 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 provided all Flood Blend for maintenance and resheeting this year. Other products supplied included various road bases, gabion and other rock products, overburden and sandstone.	Completed	
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement.	2019/2020	David Timms	Quarry Solutions has a five-year lease with additional options. Staff will continue to liaise with Quarry Solutions regarding their future intentions.	Completed	



## 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	Completed	
EC2.2.2	Stage 2 upgrade of the NRLX (upgrade of post-sale area)	2018/2019	Ben Zeller	Project is on schedule for a September 2019 completion. Several variation works were commissioned which extended the original completion date.	On Schedule	
EC2.2.3	Prepare a Business Plan	2017/2018	Brad Willis	Focus has continued on the redevelopment and construction works of NRLX during this period. There has also been a significant focus on improving day to day operations on the ground while also gaining a better understanding of the NRLX business, the operational challenges and complexities. This process is enabling a much more defined and accurate approach when composing the NRLX Strategic Plan. The draft Strategic Business Plan is underway and taking shape.	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	<p>Council is providing and quoting on private works as requested. Demand has been higher than usual this financial year due to Pacific Highway works.</p> <p>Awaiting on final design plans for the Broadwater Quarry Road intersection upgrade from Pacific Complete; have been advised that the works is ours – it is about a \$1.3 million project</p>	Completed	





#### 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	Sale of the Evans Head Administration Office site to allow for the establishment of a HealthOne in Evans Head completed. Sale of Evans Head Aerodrome being pursued. Development of Canning Drive land and sale of lot in Casino Industrial Estate.	Completed	
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	This has been put off to next financial year due to work being undertaken on Energy from Waste project.	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 until review completed	Not Due To Commence	
EC2.5.2	Develop and market residential land estate	Annual	Michael Perkins	Design of Canning Drive residential development completed. Construction expected October with release of land targeted for late 2019.	Completed	
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Michael Perkins	Not due to commence until 20/21 financial year	Not Due To Commence	
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Michael Perkins	Not due to commence until 20/21 financial year	Not Due To Commence	
EC2.5.5	Acquisition of development site for residential subdivision	2019/2020	Michael Perkins	This was completed last financial year due to opportunity to purchase Canning Drive	Completed	

## 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	Cherie Holdsworth	Business engagement is an ongoing activity for the Economic Development team who use 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.	Completed	
EC2.6.2	Interact with local Business Chambers and work regionally with the NSW Business Chamber	Annual	Cherie Holdsworth	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.	Completed	
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces.	2018/19 and 2019/2020	Cherie Holdsworth	Work has been undertaken being shop window wraps which has been successful in reducing vacant shops.	On Schedule	
EC2.6.4	Maintain the database of businesses operating in the LGA and utilise this data to open communication directly with businesses.	Annual	Cherie Holdsworth	The database of businesses is an ongoing activity which is being constantly updated and maintained.	Completed	




## 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	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.	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	New fee structure and charges have been developed as part of the Budget for 2019/20. A considerable amount of work has been done behind the scenes to ensure that the fees are based on accurate data and the real costs of managing the community's waste and recyclables.	Completed	


#### 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 have been reviewed and collection runs have been analysed to increase their efficiency with the different drivers. The documentation, in preparation for release of the EOI for the GPS tracking systems/telematics is currently being developed and is on track for release October 2019.	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	Contractors have been selected for the construction of the Bora Ridge Landfill capping. This project will now extend into the 2019/20 financial year, with construction unlikely to commence until August 2019. This delay is due to a potentially significant cost savings currently being investigated. The revision of the specifications for materials for the Nammoona landfill capping are progressing ensuring that the procurement phase of the project runs smoothly.	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.	Completed	






**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 and 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.	Completed	
EH1.6.2	Delivery of capital works projects	Annual	David Timms	There continues to be delays with the design of Nammoona Cell 6. Council Officers, after meeting with technical staff from the EPA, are waiting for some modified designs from the consultants which may have significant cost savings and alternative staging for the Cell 6. Evans Head facility weighbridge is complete and fully operational as of 1 July 2019.	Behind 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.	Completed	


### 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.	Completed	
EH1.8.2	A review of the CCTV Inspection and Survey Program will be undertaken	Annual	Johan Schoonwinkel	Inspection program has been updated	Completed	
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 has been completed.	Completed	
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Johan Schoonwinkel	Water & sewer infrastructure replacement program were reviewed and capital works program updated	Completed	
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019	Johan Schoonwinkel	Funding application submitted to Department of Industry to undertake this work.	Completed	


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan		Johan Schoonwinkel	Strategies and actions from within the W&S Strategic Plan/ Integrated Water Cycle Management (IWCM) Plan being implemented in development and delivery of Maintenance and Capital Works programming.	Completed	

## 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 Edwards	Ongoing.	Completed	










### 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 Edwards	Currently in the hands of the community group developing the plan, a southern cross university student is undertaking an integrated project in the wetland undertaking soil and water sampling.	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 Edwards	Ongoing and meeting expectations.	Completed	






**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 Edwards	Completed.	Completed	
EH2.4.2	Conduct Food Shop Inspections	Annual	Andrew Edwards	Awaiting final results from customer service; school canteens do not appear to have been inspected.	On Schedule	
EH2.4.3	Skin Penetration inspections	Annual	Andrew Edwards	Completed and on target.	Completed	
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Andrew Edwards	Completed and on target.	Completed	
EH2.4.5	Prompt response to general enquires	Annual	Andrew Edwards	Ongoing. Team is meeting service level expectations.	Completed	
EH2.4.6	Liquid Trade Waste Program	Annual	Andrew Edwards	2019/2020 will see the renewal of LTW approvals after inspections undertaken.	Completed	
EH2.4.7	Public Health Registers and Response	Annual	Andrew Edwards	Currently up to date.	Completed	
EH2.4.8	Conduct OSMS audits	Annual	Andrew Edwards	Completed and on target.	Completed	
EH2.4.9	Caravan Park approvals		Andrew Edwards	Ongoing program.	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 Edwards	Due to other priorities, a draft will be prepared in the 2019/2020 year.	Behind 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 Edwards	Rangers continue to deal with dog attacks, education given during these times.	On Schedule	
EH2.6.2	Increase in the number of de-sex animals from the previous years statistics	Annual	Andrew Edwards	Dogs and cats being released from the pound are advised to be desexed. We cannot make them desex the animals but can reduce sustenance fee or release fee. All animals going to rescue are desexed. There is some discount/funding via Northern Rivers Animal Services for desexing - approximately \$2000 which goes straight to the vet.	On Schedule	
EH2.6.3	Decrease in the number of roaming animals	Annual	Andrew Edwards	Ongoing - certain problem dogs and owners are dealt with regularly. Education and advice provided.	Completed	
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	Andrew Edwards	Inspections for the financial year have been completed.	Completed	
EH2.6.5	Rehousing rates	Annual	Andrew Edwards	Rehousing rates are good, compilation of statistics underway- due end of August 2019.	Completed	






## 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	Council meetings advertised in accordance with legislative requirements. In addition, regular Facebook posts to encourage community participation.	Completed	
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.	Completed	
CS1.1.3	Develop and conduct a Councillor training program	Annual	Deborah McLean	Training needs identified for the 2019/2020 year. Training currently being sourced and training plan drafted.	On Schedule	
CS1.1.4	Communicate Council's achievements, strategic objectives and actions		Deborah McLean	Quarter 4 2018/2019 Delivery Program Progress report currently being compiled and is due to be delivered to the August Council meeting. Quarter 2 Progress Report presented to the February 2019 Council meeting. Mid-term Report completed in September 2019 and delivered to the community.	Completed	




## 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	<p>Council's risk management program is an ongoing process.</p> <p>2018/19 saw the implementation of the following developments:</p> <ul style="list-style-type: none"> <li>- Implementation of PULSE Risk Module and integration of Enterprise Risk Register</li> <li>- Engagement of AON Risk Solution to prepare a review of Council's Business Continuity Plan in 2019/2020</li> <li>- Insurance program reviewed and insurance's placed</li> <li>- Review of Council's Risk Management Policy</li> </ul>	Completed	
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Deborah McLean	Insurances placed for the 2019/2020 financial year.	Completed	
CS1.2.3	Implementation of a corporate compliance program	Annual	Deborah McLean	This is an ongoing process which is being facilitated through annual reviews of Council's Risk Register and Delegations/Policy database.	Completed	

**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	Completed in accordance with the agreed schedule.	Completed	

**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	Ongoing. Reported when required and monthly adjustments made.	Completed	
CS1.4.2	Coordination and management of major projects	Annual	Ben Zeller	Ongoing and cover all of Council areas.	Completed	
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Ben Zeller	Ongoing and as required.	Completed	

## 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	In accordance with the recently reviewed customer service framework and charter, Council meets the expectation of the community. This can be measured by survey results via phone and mystery shoppers with the customer service and support team exceeding industry set benchmarks.	Completed	
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Kelly Moroney	The provision of customer service is monitored on a daily, weekly and monthly basis via quality control processes in place as well as reporting against benchmarks, if any room for improvement or feedback can be provided this occurs to the relevant team area or workgroup as soon as possible.	Completed	




## 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	Updates, patching and reports have been completed according to plan.	Completed	
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Scott Walters	Mobile phone roll-out for field staff leaders and heavy vehicle operators complete. Upgrade of managers mobile phones in progress and will be completed early in 19/20 FY. Set a standard for replacing iPads with a PC 2-in-1 laptop has been deployed successfully this will continue into 19/20 FY. Staff now have access to Employee Self Service through mobile devices. Staff have access to RVC's document management system when on mobile. Some staff have access to RVC's business continuity plan via mobile.	Completed	
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	Program for the year was completed. Monitoring of equipment in the CCTV network has been improved. Problems this year were around construction work on private premises which we use to house some equipment resulted in CCTV being unavailable at various times in certain locations. RVC will set a plan to move equipment to non-private premises as funds and time permit. Free CBD WiFi was reviewed at end of current agreement and will continue to operate. A hardware refresh is planned for the Free CBD WiFi network.	Completed	


### 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	Desktop system are now managed by a centralised tool to ensure software is always up to date. Server software remains fully supported by vendors.	Completed	
CS2.4.2	Management of network performance.	Annual	Scott Walters	Network is meeting performance expectations.	Completed	
CS2.4.3	Security and data protection	Annual	Scott Walters	Security controls are now in place. IT Policy has been approved.	Completed	

### 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	Lisa Caban	Service level agreement is being met.	Completed	
CS2.5.2	Efficient processing of information requests.	Annual	Scott Walters	Service level agreement is being met.	Completed	


### 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	<p>The recruitment process has had a large overhaul in the past 12 months. The team will continue to improve process as areas of improvement are identified.</p> <p>Advertising ROI has been completed.</p> <p>Website has been updated.</p> <p>Applicant experience has been refined.</p> <p>Job Advertisements are written in a friendly and inviting manner.</p> <p>Application questions have been improved and now include EEO questions.</p> <p>Role and responsibilities checklist has been implemented.</p>	On Schedule	



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Caroline Redwood	<p>Recruitment has had a complete overhaul.</p> <p>Questions have been modernised.</p> <p>Applicants are now contacted on the phone.</p> <p>The website details many benefits that one gets whilst working at Richmond Valley.</p> <p>There has been a big focus on the kind of language that is used to present on organisation consisting of positive psychology and a culture of safety and wellbeing.</p>	Completed	
CS2.6.3	Implement internal initiatives that boost morale	Annual	Caroline Redwood	<p>Multiple Initiatives have been implemented. Peer-to-peer is conducted in team meetings and ad-hoc as someone identifies a colleague that deserves recognition. The team would like to do a greater peer-to-peer campaign embodying the entire organisation. All staff have been encouraged to review their areas of work and reflect on projects and put forward ideas to make things more efficient.</p>	On Schedule	
CS2.6.4	Update on-boarding process	Annual	Caroline Redwood	<p>Purchase of PULSE an online onboarding platform has occurred. Building the content will occur next financial year.</p>	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	<p>Six-month frontline leadership training was designed has been completed by frontline leaders.</p> <p>Topics included:</p> <ol style="list-style-type: none"> <li>1. Stepping into Supervising</li> <li>2. Dealing with Conflict and Complaints</li> <li>3. Creating Culture</li> <li>4. Managing Productivity</li> </ol> <p>Management Team: HBDI debriefs conducted, HBDI workshop complete, multiple requests from Managers to have their teams done.</p>	Completed	







Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Caroline Redwood	<p>The initiatives in the Health &amp; Wellbeing program have been implemented.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Fitness Passport implemented</li> <li><input type="checkbox"/> Yoga implemented</li> <li><input type="checkbox"/> Leave Management Policy implemented</li> <li><input type="checkbox"/> Domestic and Family Violence policy and training implemented</li> <li><input type="checkbox"/> Mental Health First Aid x 3 sessions implemented</li> <li><input type="checkbox"/> Wellbeing &amp; You implemented for men</li> <li><input type="checkbox"/> Women in the Workplace implemented for women explaining the importance resilience, emotional intelligence and looking after yourself.</li> <li><input type="checkbox"/> Yard stretches implemented</li> <li><input type="checkbox"/> Promotion of Men's Health Week – staff were visited on the field and given important info and fruit</li> <li><input type="checkbox"/> Lung Bus implemented</li> <li><input type="checkbox"/> Flu shots organised and implemented</li> <li><input type="checkbox"/> Antiseptic Dispensers purchased and installed</li> <li><input type="checkbox"/> Bullying and Harassment poster designed and implemented</li> <li><input type="checkbox"/> New Employee Assistance Program implemented enabling greater reach</li> <li><input type="checkbox"/> Self Defence for six weeks implemented</li> </ul>	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.3	Manage strategy for YES trainees including those that have graduated by designing an emerging leaders program	Annual	Caroline Redwood	<p>YES staff are developing well in their roles. Career Expo's were conducted and successful. 17 candidates were taken on this financial year.</p> <p>Next Career Expo is due August 27. Have engaged Premier and Cabinet to widen the opportunities for the young people of Casino.</p>	On Schedule	
CS2.7.4	Manage staff survey strategy	Annual	Caroline Redwood	Survey is reviewed and improved after each collection of data. Improvements are ongoing.	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	Programmed for 2019/2020.	Not Progressing	
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Caroline Redwood	Systems implemented this financial year:  ESS Single Touch Payroll SCOUT Vault	On Schedule	
CS2.8.3	Manage training plan	Annual	Caroline Redwood	Ongoing management of the plan and budget.	On Schedule	
CS2.8.4	Develop OD team to be 'match-fit' that supports a contemporary workforce	2018/2019	Caroline Redwood	P&C is a now high functioning and people- centred team. All roles have been fully recruited.	Completed	
CS2.8.5	Manage and review policies and procedures	Annual	Caroline Redwood	Ongoing review.	On Schedule	
CS2.8.6	Educate staff on PULSE and review process yearly	Annual	Caroline Redwood	Workshop conducted with reviewers covering leadership, conversations, feedback and development.  PULSE questions updated to understand where staff want to be in 2 years - enabling P&C to consider long term development opportunities and to find our quiet achievers.	On Schedule	


## 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	Caroline Redwood	A new system will be completely rolled out in the first half of 2019/2020.	On Schedule	
CS2.9.2	Annual review of Safety Management Plan	Annual	Caroline Redwood	Completed. Plan reviewed.	Completed	
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Caroline Redwood	Ongoing audit results received. Action list to be developed as items to be completed FY19-20	On Schedule	
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Caroline Redwood	New Program to be designed for 2019-2020	Behind Schedule	
CS2.9.5	Facilitate Health and Safety Committee	Annual	Caroline Redwood	New committee to be nominated. P&C is facilitating both election, meetings and HSR training.	On Schedule	
CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Caroline Redwood	Officer training organised for Management Team August 2019.	On Schedule	
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Caroline Redwood	Ongoing	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	Developed and communicated to frontline staff	Completed	
CS2.10.2	Develop relationships with Stakeholders to assist in managing Workers Compensation claims	Annual	Caroline Redwood	Work closely with insurer to ensure we are compliant to both worker, organisational and insurance needs. People & Culture has strong relationships with stakeholders from StateCover.	Completed	
CS2.10.3	Reporting of injury management results to council	Annual	Caroline Redwood	Reports delivered as required.	Completed	

## 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 Northern Rivers Joint Organisation (NRJO) Procurement Group. Council has also recently implemented Vendor Panel procurement software, which allows for greater reach in sourcing quotations.	Completed	
CS2.11.3	Examine the opportunity to share regional services with other local government agencies.	Annual	Ryan Gaiter	Council is an active member of the Northern River Joint Organisation procurement group.	Completed	
CS2.11.4	Investigate different investment options to maximise Councils return on investments	2017/2018	Ryan Gaiter	Council staff are continually looking for investment options which maximise Councils return on monies invested. Changes have been made this financial year which has led to Council exceeding its budget for 2018/2019.	Completed	


**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	Council's Investment Policy is updated annually, monthly reports are presented to Council confirming all investments are made within legislative guidelines.	Completed	

**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	Fleet procurement completed for 2018/2019.	Completed	

**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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