



# Delivery Program Progress Report

Quarter 2  
December 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 (IPR) 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 Revised Delivery Program 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 Progress 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 Delivery Program Progress Report relates to quarters one and two of the 2019/2020 financial year.

The status is defined as:

<b>Green</b>	The action or milestone has been completed
<b>Amber</b>	The action or milestone is on schedule and is being actively managed
<b>Blue</b>	The action or target is not due to commence in the reporting period
<b>Purple</b>	The action is not progressing
<b>Red</b>	The action or milestone is behind schedule



## 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	The Richmond Valley Events Marketing Plan will follow the revamped Tourism Development Plan. In the meantime, 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.	Not Due To Commence	n
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	2020/2021	Sharon Davidson	The Richmond Valley Events Strategy is under review and will complement both the revamped Tourism Development Plan and Events Marketing Plan.	On Schedule	n
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.	On Schedule	n
PP1.1.4	Increase the promotion through organisers to promote Richmond Valley events across the region and as far and wide as possible	2019/2020	Sharon Davidson	Marketing manual under review. Organisers are required to promote RVC's branding, including prominently displaying pull up banners.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.5	Maintain the RVC website as a focused information resource for events	2019/2020	Sharon Davidson	Council's new website is easy to access and is maintained on a regular basis.	On Schedule	n
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.	On Schedule	n
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Sharon Davidson	To ensure local 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.	On Schedule	n

## 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	2019/2020	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.	On Schedule	n
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.	On Schedule	n

**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	Implementation of recommendations included in the Masterplans at Woodburn Riverside Casino Drill Hall, Casino Showgrounds subject to availability of funding	2019/2020	Andrew Leach	Masterplan elements completed with available funding.	Completed	n
PP1.3.2	Establish a framework to undertake community consultation with all relevant stakeholders to develop a draft Razorback Lookout Masterplan (dependent on availability of funding)	2019/2020	Andrew Leach	Community consultation process being undertaken to compile feedback on draft plan.	On Schedule	n
PP1.3.3	Complete service standards and levels for all open spaces	2019/2020	David Timms	This work was only partially completed prior to the Coordinator Open Spaces, Facilities and Cemeteries leaving the employment of council. Recruitment for a new Coordinator Open Spaces has commenced and the successful applicant will be tasked with reviewing the service standards once they commence in the role.	Behind Schedule	n
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Graeme Robertson	Inspections continue with maintenance requirements being adjusted accordingly.	On Schedule	n
PP1.3.5	Completion of capital works program	Annual	Andrew Leach	Capital works delivery projects on schedule.	On Schedule	n

PP1.3.6	Develop a strategy for sports field irrigation	2019/2020	David Timms	This strategy had not been progressed prior to the Coordinator Open Spaces, Facilities and Cemeteries leaving the employment of council. Due to other priorities and the workload of 'getting up to speed' it is unlikely that a new Coordinator will be able to complete this project prior to the end of the financial year.	Not Progressing	n
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	David Timms	The planning phase of this strategy will be the responsibility of the new Coordinator Open Spaces, once they've had an opportunity to review all the locations and are familiar with open spaces operations.	On Schedule	n



**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	2019/2020	Andrew Leach	Casino Draft Plan to be presented to Council in February 2020. Tender renewal process currently underway.	On Schedule	n
PP1.4.2	Manage current pool contracts	2019/2020	Graeme Robertson	This is ongoing, including new contractor tender process investigation.	On Schedule	n
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Annual	Graeme Robertson	Ongoing works have been prioritised and delivered subject to funding restraints.	On Schedule	n
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool site	2019/2020	Andrew Leach	Draft to be submitted to Council and works prioritised as per budget recommendations.	On Schedule	n

**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	The lack of a Coordinator in Open Spaces has resulted in all non-essential capital works projects being suspended. The delivery of the projects will be re-assessed by the Manager Infrastructure Services and the new Coordinator Open Spaces, once recruited.	Behind Schedule	n
PP1.5.2	Develop service standards for cemeteries	2019/2020	David Timms	The service standards project has not progressed due to the lack of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing	n
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	David Timms	The project to review the cemetery strategies has not progressed due to the lack of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing	n
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	David Timms	Preparations for the planning of the expansion of the Casino Cemetery have been put on hold pending recruitment of a Coordinator Open Spaces, Facilities and Cemeteries.	Not Progressing	n



**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	Quarter 1 saw 291 programs conducted with very good attendance. Quarter 2 has seen 229 programs conducted with good attendance.	On Schedule	n

**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	2019/2020	Gary Ellem	Library Management System (LMS) continues with high functionality.	On Schedule	n

**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	Facility maintenance ongoing as projects identified.	On Schedule	n
PP1.8.2	Development of Masterplan at Casino Civic Hall (dependent on availability of funding)	2019/2020	Andrew Leach	Final draft to be submitted to Council in 3rd quarter.	On Schedule	n

**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 Council's 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.	On Schedule	n

## 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	2019/2020	Andrew Leach	Information from individual asset groups being compiled to allow a draft document to be prepared. Whilst the strategy is being prepared, both social media and community newsletters have been utilised to raise awareness of these issues within the community.	On Schedule	n
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2019/2020	Graeme Robertson	The PAMP is currently undergoing consultation.	On Schedule	n

## 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	2019/2020	Matthew Kinkead	The plan has been developed, currently awaiting funding for the project.	On Schedule	n
PP2.2.2	Introduce and Implement a road network condition survey	2019/2020	Andrew Leach	Survey completed as part of the 2018/2019 revaluation process. Information gained from survey being utilised in maintenance programming.	Completed	n
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual	Andrew Leach	Information from the survey used to program reseals, potholing, major patching and capital works candidates.	On Schedule	n
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Andrew Leach	Social media and community newsletters have been utilised to provide education on road management practices. To supplement this, council aims to develop community information fact sheets.	On Schedule	n
PP2.2.5	Completion of capital works program	Annual	David Timms	Roads, Drainage and Quarries Capital Works projects are being delivered in accordance with the schedule at this stage of the financial year and there are no concerns that any projects will not be delivered.	On Schedule	n

### 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	These programs are ongoing. Street lighting policy review to be referred to Council for adoption in the 3rd quarter.	On Schedule	n
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	Andrew Leach	Maintenance programs developed and delivery ongoing.	On Schedule	n
PP2.3.3	Advocate for expansion of public & community transport	Annual	Graeme Robertson	Council undertakes ongoing discussion with local transport operators and encourages involvement when pursuing grant funding. This forms part of the PAMP review.	On Schedule	n
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	David Timms	The Open Spaces team continues to maintain the existing tree plantings and make improvements to the town entrances where possible. New additions to the plan will be reviewed by the new Coordinator Open Spaces, once employment in the role has commenced.	On Schedule	n

## 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	Community engagement and consultation program	Annual	Sharon Davidson	New consultation program for end-of-term to be discussed.	Not Due To Commence	n
PP3.1.2	Conduct community surveys for relevant projects	Annual	Sharon Davidson	New surveys to be developed.	Not Due To Commence	n

### 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	Work being planned and undertaken to prepare for the event in May 2020.	On Schedule	n

### 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	Works ongoing through existing networks and records.	On Schedule	n
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.	On Schedule	n

**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	Ongoing through works with Aboriginal Interagency Meetings, and the project teams for Reconciliation Week and NAIDOC Week. Expanding the Aboriginal Education Consultative Group in 2020. Working with Council's People and Culture area to develop a cultural awareness program.	On Schedule	n
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	Tasks associated with this to begin in February 2020.	Not Due To Commence	n

**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	This is ongoing through engagement with various community groups and forums.	On Schedule	n
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Kate Olivieri	This Committee has been disbanded.	Completed	n
PP3.5.3	Development of Disability Inclusion Action Plan	2019/2020	Andrew Leach	Works to compile information for draft plan ongoing.	On Schedule	n



### 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.	On Schedule	n
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 are posted regularly to Facebook, and uploaded to the corporate website.	On Schedule	n
PP3.6.3	Grow our online community and engage through social media	Annual	Sharon Davidson	Followers of RVC's Facebook page continue to grow, now around 5210, with some posts having a reach of more than 40,000.	On Schedule	n
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.	On Schedule	n

### 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 completed with two more scheduled for February and March 2020.	On Schedule	n

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual	Kate Olivieri	Financial Assistance Program undertaken and approved by Council for distribution to approved applicants.	On Schedule	n
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Kate Olivieri	Staff continue to assist and deliver on grant funding applications with internal and external stakeholders.	On Schedule	n

## 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	Council's Project Management Office provides advice as necessary.	On Schedule	n
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Annual	Michael Perkins	Regional waste infrastructure stocktake continuing.	On Schedule	n

#### 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 support business chambers and advocate for local businesses. Have been involved in engaging and assisting businesses affected by bushfires.	On Schedule	n
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	Continue to develop and build on relationships with State Government through the Department of Planning, Industry & Environment (DPIE).	On Schedule	n
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 to investigate feasibility of Energy from Waste (EFW) including recent meetings with potential financiers of project.	On Schedule	n

### 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	Key priorities will be developed in consultation with tourism and events operators, and local businesses. Council's Events, Tourism and Economic Development teams will lead the discussions.	On Schedule	n
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Annual	Sharon Davidson	A fourth mural was completed in August 2019. Discussions are underway on an installation for Evans Head.	On Schedule	n

### 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	Work underway with planning section to assist established businesses remain in the Richmond Valley.	On Schedule	n

### 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	Richmond Valley Tourism Development Plan is under review. A new set of actions will be drafted, and will include the development of joint regional marketing initiatives.	On Schedule	n

## 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	2020/2021	Andrew Edwards	Council planning staff attended an ePlanning forum and training at Byron on 15 & 16 August 2019. ePlanning Concurrence and Referrals commenced for RVC DAs on 4 November 2019. A decision on when Council will start online application lodgements has been reserved until it sees how the Concurrence and Referral system works in practice, and it has undertaken some testing of the system in an online Test environment.	On Schedule	n
EC1.6.2	Develop a Development Information Package	Annual	Andrew Edwards	This action is ongoing. Factsheets have been written and further ones are being prepared.	On Schedule	n
EC1.6.3	Opening doors development project	Annual	Andrew Edwards	This item is not progressing.	Not Progressing	n
EC1.6.4	Ensure efficient planning and building application processing	Annual	Andrew Edwards	Continuously looking at improvements in the efficiency of development assessment.	On Schedule	n

### EC1.7: Provide flexible and innovative planning controls

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.7.1	Ongoing review of Development Control Policy	Annual	Andrew Edwards	Meetings are scheduled to be held with Planning and Environment staff in February 2020 to commence a review of the Development Control Policy.	On Schedule	n
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	n
EC1.7.3	Process applications for Certificates under relevant legislation	Annual	Andrew Edwards	Planning Certificates are continuously being monitored for statutory requirements and data accuracy.	On Schedule	n
EC1.7.4	Deliver good urban design outcomes through heritage management	Annual	Andrew Edwards	Site visits and pre-lodgement inspections are conducted and written advice supplied.	On Schedule	n
EC1.7.5	Contributions Plan Review	2017/2018	Andrew Edwards	The Contributions Plan review was commenced several years ago but requires a Schedule of works to be prepared. The review will be finalised upon completion of other Strategic projects, such as the LSPS.	Not Progressing	n

### 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 legislative requirements.	On Schedule	n
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	The Local Growth Management Plan (LGM) plan is currently being drafted with the preparation of the Local Strategic Planning Statement also underway.	On Schedule	n
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	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 legislative requirements.	On Schedule	n



## 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	Council will continue to provide flood blend gravel for internal works	Annual	David Timms	Products are available at Woodview Quarry and are being supplied to council projects as required.	On Schedule	n
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	2019/2020	David Timms	Quarry Solutions are abiding by the terms of the lease. They have indicated to council that they are interested in continuing their current lease past the current option period.	On Schedule	n

### 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	Project completed 5 March 2018.	Completed	n
EC2.2.2	Stage 2 upgrade of the NRLX	2019/2020	Ben Zeller	Project completed 15 December 2019 (including Administration Building).	Completed	n
EC2.2.3	Prepare a Business Plan	2017/2018	Brad Willis	Draft documents are well underway and it is anticipated that the draft will be finalised by 31 January 2020.	On Schedule	n

**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	Continue to provide estimates to perform private works as required and then perform works as engaged	Annual	David Timms	Council continues to seek out opportunities and is providing estimates for private works as required.	On Schedule	n

**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	Finalised Evans Health One sale. Canning Drive Estate being undertaken.	On Schedule	n
EC2.4.2	Undertake review of Council's existing land holdings and develop a strategy for the acquisition and disposal of Council land for economic benefit	2018/2019	Michael Perkins	This item is not yet due to commence.	Not Due To Commence	n

## 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	This action is not yet due to commence.	Not Due To Commence	n
EC2.5.2	Develop and market residential land estate	Annual	Michael Perkins	Construction contract for Canning Drive residential subdivision has been let with contractor starting early January 2020.	On Schedule	n
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Michael Perkins	This action is not yet due to commence.	Not Due To Commence	n
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Michael Perkins	This action is not yet due to commence.	Not Due To Commence	n
EC2.5.5	Acquisition of development site for residential subdivision	2019/2020	Michael Perkins	Completed previous year with the purchase of Canning Drive.	Completed	n

## 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.	On Schedule	n
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.	On Schedule	n
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces	2018/2019 and 2019/2020	Cherie Holdsworth	This ongoing activity has been progressing in collaboration with activities being developed through the Office of Small Business Commissioner and Service NSW Easy to do Business Program.	On Schedule	n
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.	On Schedule	n

## 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	A significant amount of work has been undertaken in the last quarter on developing the Waste Strategy/Road Map, despite the interruptions caused by the bushfires. A Draft Strategy is on track to be presented to the Executive in late March/early April.	On Schedule	n

#### 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	This task is largely completed as part of the budget preparation in February 2020 and is on track.	On Schedule	n

#### 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 and efficiencies are continually monitored by the Waste & Resource Recovery Overseer. A GPS trial is currently in place with one kerb side collection truck. It is unlikely that a system will be installed in all trucks this financial year, but the information from the trial will inform the specification for a required system to be delivered in 2020/2021.	On Schedule	n

#### 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	Bora Ridge Landfill capping works are well underway and are on track for completion in January 2020. Nammoona Landfill capping plans are largely completed, with some minor works required to modify the material specifications based on learnings from the Bora Ridge capping project.	On Schedule	n

#### 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	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	Opportunities for Waste Less Recycle More funding are continually being investigated and assessed by the Waste & Resource Recovery Team. Some remaining funds from carry over products were spent to purchase an asbestos testing gun to assist with identifying asbestos from bush fire affected properties. The test gun will also be useful for everyday operations at the waste facilities. Council was notified in late December 2019 that an Environmental Trust grant for the construction of a FOGO processing facility had been approved. The grant is for a total of \$240,720 and council has to contribute an equal amount to the project.	On Schedule	n

## 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 Officer continues to provide a valuable education service to the Richmond Valley community. In the December quarter this position worked with the People & Culture team to deliver initiatives at the staff health & wellbeing day, promoting recyclable food containers with all the vendors at the Great Eastern Fly In and meeting with other education officers from the NE Waste region. The Officer continues to produce monthly reports which are provided to management.	On Schedule	n
EH1.6.2	Delivery of capital works projects	Annual	David Timms	The planning for the construction of Cell 6 at Nammoona Landfill continues to be a challenging project, but all other capital works projects are either being worked on or on track to be delivered by the end of the financial year.	On Schedule	n
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Annual	David Timms	Compliance with EPA and legislative requirements is being achieved across the waste & recovery area. Staff have been actively working with the EPA concerning licencing matters, particularly in relation to the Front End Resource & Recovery Facility which was put under pressure with additional waste as a result of changes that had to be made because of the fire at the Lismore City Council facility.	On Schedule	n



### 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	Operational budgets for stormwater works are set in accordance with the Revised Stormwater Management Plan and are delivered each financial year.	Annual	David Timms	Stormwater capital works are delivered in accordance with funding provided in the Delivery Program.	On Schedule	n

### 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, NSW Health and Drinking Water Standards requirements, despite the quality of raw water deteriorating with the drought conditions. Sewerage networks and treatment facilities are operating in accordance with all EPA requirements and management plans.	On Schedule	n
EH1.8.2	Work through network and camera surveys to develop a long-term strategic works program for water and sewer assets	Annual	Johan Schoonwinkel	This action is on schedule for completion.	On Schedule	n
EH1.8.3	Energy and Carbon emission reduction program will be investigated within Water & Sewer and implemented if proven to be beneficial	2017/2018	David Timms	Water & Sewer staff continue to investigate the viability of solar power installations at a range of council owned facilities. In relation to water & sewer facilities, work is progressing on a solar power system for the Casino Raw Water Pump Station.	On Schedule	n
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Johan Schoonwinkel	Review of 30-year Capital Works Program currently being finalised.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019	Johan Schoonwinkel	Funding was secured for the investigation which will commence in February 2020.	On Schedule	n
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan		Johan Schoonwinkel	This item is on schedule.	On Schedule	n

## 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	This action is ongoing and on schedule.	On Schedule	n

### EH2.2: Upgrade to the Jabiru Geneebeinga Wetlands

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.2.1	Assist with the development of Jabiru Geneebeinga Wetlands Masterplan	2020/2021	Andrew Edwards	Discussions carried out with stakeholders/community groups and development of master plan is currently underway by the community.	On Schedule	n

### 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.	On Schedule	n

**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	Flying Fox Management Plan implemented and management ongoing as required.	Completed	n
EH2.4.2	Conduct Food Shop Inspections	Annual	Andrew Edwards	This item is ongoing.	On Schedule	n
EH2.4.3	Skin Penetration inspections	Annual	Andrew Edwards	This item is ongoing and is being carried out in accordance with requirements.	On Schedule	n
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Andrew Edwards	Water Quality Inspections Schedule maintained.	On Schedule	n
EH2.4.5	Prompt response to general enquires	Annual	Andrew Edwards	All enquiries and concerns are dealt with in accordance with set timeframes.	On Schedule	n
EH2.4.6	Liquid Trade Waste Program	Annual	Andrew Edwards	2019/2020 will see the renewal of Liquid Trade Waste approvals after inspections undertaken.	On Schedule	n
EH2.4.7	Public Health Registers and Response	Annual	Andrew Edwards	Register maintained and updated as required.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.8	Conduct OSMS audits	Annual	Andrew Edwards	This item is ongoing.	On Schedule	n
EH2.4.9	Caravan Park licensing program approvals		Andrew Edwards	Currently behind schedule due to shortfall in staffing. Program proposed to be in place within the coming months.	Behind Schedule	n

## 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	2020/2021	Andrew Edwards	Not proposed to be carried out in 2019/2020.	Not Progressing	n

## 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 provided during these times.	On Schedule	n
EH2.6.2	Increase in the number of de-sex animals from the previous years statistics	Annual	Andrew Edwards	Dogs/cats being released from the pound are advised to be desexed. Council cannot force owners to desex the animals but can reduce sustenance fee or release fee for compliance. All animals going to rescue are desexed.	On Schedule	n
EH2.6.3	Decrease in the number of roaming animals	Annual	Andrew Edwards	This is ongoing - certain problem dogs and owners are dealt with regularly. Education and advice provided.	On Schedule	n
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	Andrew Edwards	Inspections and audits are ongoing and up to date.	On Schedule	n
EH2.6.5	Maximise the rehousing rates in the Richmond Valley	Annual	Andrew Edwards	This item is ongoing.	On Schedule	n

## 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	Vaughan Macdonald	This is an ongoing process.	On Schedule	n
CS1.1.2	Develop and conduct a Councillor training program	Annual	Vaughan Macdonald	Office of Local Government (OLG) guidelines have been issued. A councillor training program is to be developed and implemented.	On Schedule	n
CS1.1.3	Implementation of the Integrated Planning and Reporting Framework	Annual	Vaughan Macdonald	Integrated Planning and Reporting Framework obligations being met - for example, complying Annual Report completed on schedule.	On Schedule	n



**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	Vaughan Macdonald	Risk Register currently being reviewed in line with Business Impact Analysis (BIA) sessions.	On Schedule	n
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Vaughan Macdonald	AON insurance program in place.	On Schedule	n
CS1.2.3	Implementation of a corporate compliance program	Annual	Vaughan Macdonald	A compliance register has been implemented and steps are being taken to integrate into both the delegations database and risk register.	On Schedule	n

**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	Two more Internal Audit meetings have been held in quarter 2; one to ratify Council's financial statements, and another regular meeting where a review was tabled on our Development Application process. The committee also discussed a response to the OLG on a proposed internal audit framework that's most significant point was a requirement for independent committee members.	On Schedule	n

**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	2019/2020 reporting is underway with second quarterly report to council to be made in February 2020.	On Schedule	n
CS1.4.2	Coordination and management of major projects	Annual	Ben Zeller	The PMO have finalised the NRLX, Woodburn Riverside and Drill Hall projects in the last quarter. Currently projects nearing completion include, QE Park, Bora Ridge Cell Capping and Evans Head Beachfront.	On Schedule	n
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Ben Zeller	PMO provides advice where required. We are currently developing a Corporate Measures report for managers to provide analysis and predict trends on certain metrics.	On Schedule	n

## 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	The customer service team have consistently exceeded the standards as set out in the Customer Service Framework & Charter.	On Schedule	n
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Kelly Moroney	Customer service provision is monitored on a daily basis, the Manager of Customer Experience discusses the service provided and ways that it can be improved with coordinators and managers to ensure that we are meeting our service levels with departments.	On Schedule	n

**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	Operational program for TechOne continues on schedule. During the quarter, 30 Property and Rating issues, 26 Financial issues, 16 ECM issues and 12 Intramaps issues were raised. There were a total of 136 issues raised during the quarter and 133 issues closed during the quarter.	On Schedule	n
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Scott Walters	WHS requirements have driven a review and field test of Samsung tablets. Review has proven the equipment is valid for filling in forms when on the road, documenting staff have attended WHS training and understand items discussed, and bought policies, procedures and safe work statements. Rollout of 2-in-1 laptops is continuing. Telstra agreement for mobile services has been reviewed and agreement has been drawn up.	On Schedule	n
CS2.2.3	Working documents, spreadsheets etc are stored in an accessible document repository. Records have appropriate metadata, precis and are tagged to appropriate categories in the records management system. All email is stored in the corporate email archive.	2017/2018	Scott Walters	Water Sewer documents are now being recorded within ECM against the associated property. IT Strategy is reviewing file storage across the organisation, particularly personal drives and common drives with intent to simplify and centralise these while working within goal of having information available via mobile devices (laptops, tablets etc).	On Schedule	n

**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	Review of CCTV cameras found a number of issues such as faded lenses, cameras needing repositioning etc. These issues have been raised for a security vendor to resolve. CBD Wifi is currently transitioning from the system originally implemented by VTSiT to an upgraded system.	On Schedule	n

#### 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	Systems are current. License issue required us to remove Microsoft SCCM from our servers however it still maintains software versions on desktops and laptops. Windows 7 is currently at end of supported life, RVC have moved most desktops and laptops to Windows 10 however still have some Windows 7 systems running for legacy applications. These will be migrated by 30 June 2020. Core applications are being patched in line with vendor requirements.	On Schedule	n
CS2.4.2	Management of network performance.	Annual	Scott Walters	Backbone upgrade has been completed for Casino Offices and will be extended to other sites by end of March 2020. Migration of all data links from Telstra ADSL to NBN services is ongoing. Woodburn and Kyogle are complete. Evans Head Office has a new link being installed in January 2020. Coraki and Casino planning has been completed and implementations is expected to be completed by 30 June 2020.	On Schedule	n
CS2.4.3	Security and data protection	Annual	Scott Walters	Essential 8 strategies for mitigation of cybersecurity threats roadmap has been reviewed for inclusion in IT Strategy. Penetration Testing will be put out to tender by end of March 2020.	On Schedule	n

**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	95% of all incoming letters and emails to Council are registered into ECM and allocate to appropriate staff member for action within agreed timeframes.	On Schedule	n
CS2.5.2	Records team responds to information requests within agreed service levels or statutory requirements	Annual	Lisa Caban	95% of information requests are processed within agreed timeframes.	On Schedule	n

## 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 and on-boarding process	Annual	Caroline Redwood	On-boarding software to be implemented in Quarter 3. Recruitment letter has been redesigned to contain more relevant and clearer information. Improvements have been made to Council's website.	On Schedule	n
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Caroline Redwood	Council won the 2019 Outstanding Employer of Choice Award for the Northern Rivers. This is evidence of steps taken to make Council an attractive employer. Recruitment at Council has been completely rebranded with a friendly and inclusive voice. Further, we showcase all the great internal initiatives that we have.	Completed	n
CS2.6.3	Implement internal initiatives that boost morale	Annual	Caroline Redwood	The survey results showed that staff want immediate and positive feedback from their supervisors, rather than a peer-to-peer recognition program. This has been discussed with management, therefore, coordinators will begin training on this in early 2020. As a result of the survey, a peer-to-peer program will not be implemented. People & Culture continue to consider the Bright Ideas program.	On Schedule	n



## 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	The Leadership Program for 2020 consists of: Leading Teams for Managers, HBDI for Coordinators, Leading High Performing Teams for Coordinators, Mentor Program, Emerging Leaders Program and Leadership Camp. The strategy is currently at a high level and time line stage only.	On Schedule	n
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Caroline Redwood	The 2018-2019 strategy has been completed. The 2020 Health and Wellbeing Strategy will be finalised by February 2020. Currently initiatives being considered are: toastmasters (for employee confidence), yoga, meditation, health & wellbeing day, skin cancer checks, ergonomic checks, nutrition, manual handling, sleep and fatigue. People & Culture would like to implement a positive psychology program for staff to attend - the program focuses on effective tools to assist with self-awareness, conscious living and creating positive relationships (this should be operational in the next financial year).	On Schedule	n

CS2.7.3	Manage strategy for YES	Annual	Caroline Redwood	People & Culture have undertaken the following steps: held a Career's Expo, opened applications for students, reviewed applications, held a 'Get to Know You' session, held interviews, organised training requirements with TAFE, sent correspondence and organised medicals in time for 17 young people to start with Council in 2020.	On Schedule	n
CS2.7.4	Manage staff survey strategy	Annual	Caroline Redwood	Next survey to be released 3 February 2020. Further surveys have been developed to delve a bit deeper into some of the questions. Specifically recognition, as staff do not want a formal recognition program.	On Schedule	n

## 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	Leading Teams has assisted guiding the management team with regard to the behaviours we do and do not accept within the organisation. Coordinators will commence training early in 2020. It is our intention to push the values component to the following financial year (once the Leadership Strategy is complete). Staff will have a better understanding as to the direction Council will be heading as we will be leading from the top.	On Schedule	n
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Caroline Redwood	Measures completed. Additional systems above measures are currently being implemented.	Completed	n
CS2.8.3	Manage training plan	Annual	Caroline Redwood	Training Plan complete, training for staff is underway.	Completed	n
CS2.8.4	Manage and review policies and procedures	Annual	Caroline Redwood	Current policies and procedures finalised or with a review underway include: WHS Fair Play Matrix, Training and Development Procedure and Relocation Policy.	On Schedule	n
CS2.8.5	Educate staff on PULSE and review process yearly	Annual	Caroline Redwood	Second workshop to be held June 2020.	On Schedule	n

### 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	Monthly report sent to Managers and to be discussed in Management meetings	Completed	n
CS2.9.2	Annual review of Safety Management Plan	Annual	Caroline Redwood	Review has been completed for this financial year.	Completed	n
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Caroline Redwood	Schedule designed and audits and hazards are inspected by Safety Team on a regular and rolling basis. Reports are contained within Vault.	On Schedule	n
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Caroline Redwood	Ergonomic and Skin Cancer Tests to be scheduled for 2020; provided by our insurer, State Cover. A strategy for 2020 is currently being developed.	On Schedule	n
CS2.9.5	Facilitate Health and Safety Committee	Annual	Caroline Redwood	This Committee is managed by Council's Safety Support Officer. Meetings have set tasks and actions to be carried out by representatives. Members of the management team are invited to HSR meetings.	On Schedule	n

CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Caroline Redwood	Per the training plan approximately \$90,000 has been spent on Work Health & Safety this financial year. In addition, the Safety team visits staff worksites to check in and to provide updates on relevant safety information. Additional training is delivered as a result of continuous improvement. The Safety Team continues to train staff in the Vault system to encourage self reporting (in favour of reporting via customer experience staff).	Completed	n
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Caroline Redwood	WHS practices require continual improvement, however the current foundations are solid and set Council up for success when it comes to monitoring and improving WHS.	Completed	n

**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	Injury Management program is established and constantly reviewed under the guidance of our insurer.	Completed	n
CS2.10.2	Develop relationships with Stakeholders to assist in managing Workers Compensation claims	Annual	Caroline Redwood	Solid working relationships have been established with our insurers. Further, our Safety Support Officer has a good working relationships with the Vault IT team and our People Safety Coordinator has also developed strong relationships with our insurer. In addition, the People & Culture team have established relationships with our EAP providers, local doctors and medical professionals.	Completed	n
CS2.10.3	Reporting of injury management results to council	Annual	Caroline Redwood	Injury Management reported as part of General Manager's KPIs to Council.	On Schedule	n

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.11.1	Complete review of council revenue	Annual	Ryan Gaiter	Complete revenue review performed in 2017/2018, also internal audit of revenue department performed. Revenue sources reviewed whilst collating Council annual revenue policy.	Completed	n
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.	On Schedule	n
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 Rivers Joint Organisation procurement group. Council also participates in joint tenders with Clarence Valley Council, Regional Procurement Australia and Local Government Procurement.	On Schedule	n
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 Council's return on monies invested. Changes have been made last financial year which has lead to Council exceeding its interest earned budget for 2018/2019. Council's Finance staff also use an investment platform which compares investments which allows staff to place Council's funds in the most advantageous investments.	On Schedule	n

**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.	On Schedule	n

**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	Procurement of Council's Fleet Replacement Program has started and is within allocated budget.	On Schedule	n

**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	Future Capital Works programs development ongoing as asset information and CRMs compiled.	On Schedule	n





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