



Delivery Program Progress Report

Quarter 4
June 2020



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 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
- § Making Council Great

The priorities are outlined in the Revised Delivery Program 2017/2021, adopted by Council 23 June 2020, 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 the third and fourth quarters of the 2019/2020 financial year. 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



Connecting People and Places

PP1: Fresh and Vibrant Community

PP1.1: Support local event organisers and enhance marketing and promotion of events

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.1	Draft and implement a marketing plan	2020/2021	Sharon Davidson	Marketing plan complete	Completed	n
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	2020/2021	Sharon Davidson	Events strategy complete.	Completed	n
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Annual	Sharon Davidson	RVC's Events and Tourism teams continue to support local event organisers.	Completed	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 complete.	Completed	n
PP1.1.5	Maintain the RVC website as a focused information resource for events	2019/2020	Sharon Davidson	Corporate website is maintained on a regular basis.	Completed	n
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Sharon Davidson	RVC's Events, Tourism and Community Grants teams continue to provide support to local organisers seeking funding opportunities.	Completed	n
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Sharon Davidson	Event organisers are advised to refer to Richmond Valley Council's Disability Inclusion Action Plan. Requests by the community to improve accessibility are actioned.	Completed	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	RVC branding is prominently displayed at local events.	Completed	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	Work is underway on the development of a new photography and videography database to help showcase the region through marketing initiatives.	Completed	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	Draft Razorback Masterplan delivered to Council.	Completed	n
PP1.3.3	Complete service standards and levels for all open spaces	2019/2020	David Timms	With the change of staff in the Coordinator role of the Open Spaces area, the review was started but not completed. The new Coordinator Open Spaces is committed to the review process and it will be completed in 2020/2021.	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. All safety issues are identified and addressed successfully as part of playground inspection program.	Completed	n
PP1.3.5	Completion of capital works program	Annual	Andrew Leach	Capital works program completed with minimal carry overs.	Completed	n

PP1.3.6	Develop a strategy for sports field irrigation	2019/2020	David Timms	The Strategy was not completed this year due to changes with the Open Spaces Coordinator role. The Strategy will be completed in 2020/2021.	Behind Schedule	n
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	David Timms	The Strategy was not completed this year due to changes with the Open Spaces Coordinator role. The Strategy will be completed in 2020/2021.	Behind 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	Swimming pool contract let to new contractor, while masterplan for Casino being actioned. Works completed to upgrade Woodburn and Coraki.	Completed	n
PP1.4.2	Manage current pool contracts	2019/2020	Graeme Robertson	Tender process completed with new contractor engaged to start July 2020; the handover process is being managed.	Completed	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.	Completed	n
PP1.4.4	Develop a draft masterplan for future development of Casino Swimming Pool site	2019/2020	Andrew Leach	Masterplan delivered to Council and works proceeding for stage one associated with federal funding.	Completed	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	Changes in the Open Spaces Coordinator role meant that most of the capital works had to be suspended for the year. New plot and row signage at the Casino Lawn Cemetery were actioned prior to the end of the year. The remaining capital works projects have been carried forward and will be completed in 2020/2021.	Behind Schedule	n
PP1.5.2	Develop service standards for cemeteries	2019/2020	David Timms	The Cemeteries & Burial Policy which informs the development of the service standards for cemeteries was completed in 2019/2020. The service standards project was suspended due to the changes in the Coordinator Open Spaces role and will be actioned in 2020/2021.	Behind Schedule	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 changes in the Coordinator Open Spaces role. Now that the internal audit on cemeteries has been completed the strategy can be reviewed in 2020/2021.	Behind Schedule	n
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	David Timms	Preparations for the planning of the expansion of the Casino Cemetery were put on hold due to the changes in the Coordinator Open Spaces role. This work will be actioned in 2020/2021.	Behind Schedule	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	Due to COVID-19 there were no programs conducted in the libraries or with the Outreach programs within the fourth quarter. The library ran several online programs.	Completed	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) was well utilised with staff conducting a stocktake across all branches and also some collection enhancements. Due to COVID-19 there was a soft launch of the library app.	Completed	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 through maintenance inspections and customer feedback.	Completed	n
PP1.8.2	Development of masterplan at Casino Civic Hall (dependent on availability of funding)	2019/2020	Andrew Leach	Draft masterplan identifying future works to be presented to Council in October 2020.	Behind 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 continues to provide assistance to combat agencies and surrounding Councils when and where possible in the event of an emergency.	Completed	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	Behind schedule – this strategy is yet to be drafted. This project has been delayed due to COVID-19 related projects taking priority. Working group dedicated to Regional Road issues formed to establish draft hierarchy.	Behind Schedule	n
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2019/2020	Graeme Robertson	Final draft is currently being reviewed, Final document expected to be released in the near future.	Completed	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.	Completed	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	Road survey information used to program reseals, potholing, major patching and capital works candidates.	Completed	n
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Andrew Leach	Fact sheets not developed at this time. Works to be re-prioritised to complete within the next financial year. Information relevant to the Road Strategy will contribute to the fact sheet.	Behind Schedule	n
PP2.2.5	Completion of capital works program	Annual	David Timms	Roads, Drainage and Quarries Capital Works projects were delivered in accordance with the program for the financial year.	Completed	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.	Completed	n
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycleways and aerodromes)	Annual	Andrew Leach	Maintenance programs developed and delivery ongoing.	Completed	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.	Completed	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 maintained the existing tree plantings and made improvements to the town entrances where possible throughout the year.	Completed	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	Surveys are developed and shared on an as-needs-basis.	Completed	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	<p>The workshops were adapted to be provided online in accordance with COVID-19 safety measures - this was expanded in lieu of not being able to support a national volunteers' week celebratory event (although it was marked on Council's Facebook page).</p> <p>Community members reported that the workshops were a great learning opportunity.</p> <p>Additional community groups requested similar workshops to be held in 2020/2021.</p>	Completed	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	Our email list has grown to approximately 300 contacts and is invaluable for community consultation and contacting groups quickly as well as dissemination of relevant community grants. Community contacts with Aboriginal community were also crucial in April 2020 for COVID-19 response.	Completed	n
PP3.3.2	Hosting and or supporting local community events	Annual	Sharon Davidson	RVC's Events team continues to support local event organisers, as well as host key signature events.	Completed	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	Second and third Aboriginal Interagency Meeting of the calendar year (fifth and sixth of financial year) held via Skype to comply with COVID-19 safety measures. Wonderful feedback from attendees at third meeting that they really appreciated Council continuing to hold the meetings throughout COVID-19 as a space to connect, share information, network, get contacts, exchange program information and match clients with services. This feeds into other events, activities and opportunities for Council and is an important method of communication and supporting local Aboriginal community projects and activities.	Completed	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	We support activities and events on an as-requested basis by the community and community organisations, in line with the approach that the most effective projects are community-initiated and community-led. Although no events were able to be put on in Quarter 4 due to COVID-19 safety measures, there is a Youth Connections partnership with Momentum Collective and the Primary Health Network which will allow Council to undertake community consultations with Youth in 2020/2021. Council has also supported Momentum Collective's Oakes Centre initiative which provides all of the services listed, and separately, the domestic violence action group's women's march. Staff have received positive feedback that support for community initiatives is much appreciated.	Completed	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	Research undertaken into requirements for review period for next Disability Inclusion Action Plan and Integrated Planning and Review. This will now need to be undertaken in 2020/2021 as part of Community Strategic Plan / Integrated Planning and Review preparation (this overall process was delayed by a year due to pushback of NSW local government elections).	Completed	n
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Kate Olivieri	This committee was wound up in 2019/2020.	Completed	n
PP3.5.3	Development of Disability Inclusion Action Plan	2019/2020	Andrew Leach	Information updating to Disability Inclusion Action Plan and statutory reporting to CSP as required has been undertaken.	Completed	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 monthly community newsletter is distributed to all residents across the local government area via Australia Post. We also email newsletters to events, tourism and business groups, as well as NRLX stakeholders.	Completed	n
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts etc.	Annual	Sharon Davidson	RVC's Communications, Events and Tourism teams make good use of both traditional and social media to broadcast Council activities.	Completed	n
PP3.6.3	Grow our online community and engage through social media	Annual	Sharon Davidson	A grant from the Bushfire Community Resilience and Economic Recovery Fund will see the CET team engage with a marketing company to create and launch a campaign to promote the Richmond Valley.	Completed	n
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	2017/2018	Sharon Davidson	A grant from the Bushfire Community Resilience and Economic Recovery Fund will see the CET team engage with a marketing company to create and launch a campaign to promote the Richmond Valley. Working with a professional company ensures our messaging is on point.	Completed	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 provided in June 2020 with positive feedback from community group and individual participants.	Completed	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	<p>Round 2, 2019/2020 is complete with almost three times the level of requests to available funding (i.e. \$38,000 available, \$104,000 worth of applications).</p> <p>Great opportunity with Drought Recovery Programme to fund some of the halls' requests. Great idea to look at hall funding and relationship management separately.</p>	Completed	n
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Kate Olivieri	A huge year for grants with additional funding for flood recovery, drought recovery and bushfire recovery projects.	Completed	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	2019/2020	Ben Zeller	The PMO provides advice as required.	Completed	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	RVC has led a project to review existing, proposed and potential waste infrastructure opportunities on the North Coast, being the North Coast Region Waste Investment Report. This report has now been completed and will inform future decisions regarding investments in waste facilities for the North Coast.	Completed	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	Over the past 12 months RVC has continued our involvement in local business chambers and advocated for funding and assistance to support local businesses. We have been involved in engaging and assisting businesses affected by drought, bushfires and COVID-19.	Completed	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	Over the past 12 months we have continued to develop and build on relationships with State Government through Regional NSW, Department of Planning, Industry & Environment (DPIE), AUSIndustry and Regional Development Australia. This has led to opportunities to access funding and assistance for both Council and commercial projects.	Completed	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
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	Have continued to investigate feasibility of EFW including recent meetings with potential financiers of project and have completed North Coast Waste Investment Review to inform opportunities in this area	Completed	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	Planning underway on a branding and marketing project to incorporate Discover Richmond Valley and Richmond Valley Made objectives.	Completed	n
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Annual	Sharon Davidson	The art program in the Richmond Valley continues to be popular among tourists. An art trail is being developed to encourage tourists to visit multiple towns in the area.	Completed	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	This is an on-going service provided to potential applicants. Throughout the year we have worked with numerous proponents to provide assistance with investigating projects within RVC.	Completed	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	Planning is underway for a new Richmond Valley Destination Plan.	Completed	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	Ongoing liaison. Implementation due July 2021.	Completed	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.	Completed	n
EC1.6.3	Opening doors development project	Annual	Andrew Edwards	This item is not progressing, but continuously improving the development system and streamlining the application process are embraced by Projects EC1.6.4 and EC1.6.2.1.	Not Progressing	n
EC1.6.4	Ensure efficient planning and building application processing	Annual	Andrew Edwards	The review and implementation of the new Development Principles and DAP Policy has given clear direction to staff on how we want to promote development in RVC. Review of the current DCP and its eventual implementation will aid in this process.	Completed	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	DCP currently being reviewed by DA planners. Presentation at Councillors in July 2020 will give indication of direction to take on residential component of DCP. Completion date within 6-12 months.	On Schedule	n
EC1.7.2	Local Environmental Plan review	2020/2021	Andrew Edwards	An LEP Health Check was commenced but has been delayed pending completion of the Local Strategic Planning Statement (LSPS). Some issues raised in the Health Check will be included as actions in the LSPS.	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.	Completed	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.	Completed	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 need to be redone and a schedule of works provided by Assets, however, this can't be attended to until completion of several strategic projects.	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	With completion of the LSPS & CPP this is will be reviewed.	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	Preparation of a Local Growth Management Strategy is an important strategic document, but its preparation has been delayed due to competing strategic projects. Now that the LSPS has been completed this project will be prioritised to hopefully be completed by mid-2021.	On Schedule	n
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	2019/2020	Andrew Edwards	This action has been completed.	Completed	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	Flood blend gravel was consistently available from the Quarry for council works throughout the year.	Completed	n
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	2019/2020	David Timms	Council continues to lease Petersens Quarry as per the conditions of the original lease.	Completed	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	Action completed.	Completed	n
EC2.2.2	Stage 2 upgrade of the NRLX	2019/2020	Ben Zeller	Action completed.	Completed	n
EC2.2.3	Prepare a Business Plan	2017/2018	Brad Willis	The Business Plan was presented to Councillors in April 2020. The Business Plan is a comprehensive document that communicates the NRLX journey. The document outlines the new direction NRLX has taken as a five day a week business and has identified opportunities to support that and the sustainability of the business.	Completed	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	Private works were quoted on and works completed as opportunities arose throughout the year.	Completed	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	Health One site at Evans Head, sale of industrial land at Irving Drive and Canning Grove Residential Estate have been completed.	Completed	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 action is due to commence in the next financial year.	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 was not due to commence this financial year.	Not Due to Commence	n
EC2.5.2	Develop and market residential land estate	Annual	Michael Perkins	Stage 1 Canning Grove Residential Estate completed and sold.	Completed	n
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Michael Perkins	This action was not due to commence this financial year.	Not Due to Commence	n
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Michael Perkins	This action was not due to commence this financial year.	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.	Completed	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.	Completed	n
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces	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.	Completed	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.	Completed	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	The Draft Strategy was completed prior to the end of the year and the final version will be put to Council for adoption in July 2020.	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	New fee structure was considered as part of the budget process for 2020/2021.	Completed	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 efficiencies were continually monitored throughout the year and changes made as required. The GPS trial has been beneficial and has informed the drafting of specifications for new side arm trucks.	Completed	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	Capping of the Bora Ridge Landfill was completed. The capping plans for Nammoona are undergoing a review process by the consultants designing Cell 6 to ensure that they match the final landform design for the cell.	Completed	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 to maximise Waste Less Recycle More funding were taken throughout the year and carry over funds were used to purchase an asbestos testing gun which has proven to be very useful to the operational staff. An Environmental Trust grant for the construction of a FOGO processing facility was also successful to the value of \$240,720.	Completed	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	It's been another successful year for the Educator Waste Avoidance and Collections Officer with a wide range of initiatives being worked on and delivered to the community about recycling, contamination and green re-usable products.	Completed	n
EH1.6.2	Delivery of capital works projects	Annual	David Timms	Capital works projects delivered as required with the assistance of the Project Management Office (PMO). The PMO is now delivering the design and construction of Cell 6 for the Waste & Resource Recovery Department.	Completed	n
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Annual	David Timms	The Waste & Resource Recovery team continues to have a productive and transparent relationship with the EPA and is working with them proactively to ensure licence compliance across all sites.	Completed	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 have been delivered in accordance with funding provided in the Delivery Program.	Completed	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 has been supplied in accordance with all EPA, NSW Health and Drinking Water Standards requirements. Sewerage networks and treatment facilities are operating in accordance with all EPA requirements and management plans.	Completed	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	Three year works program updated for water main replacements and sewer relining capital works.	Completed	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 continued to investigate the viability of solar power installations at a range of council owned facilities. In relation to water & sewer facilities the solar power system for the Casino Raw Water Pump Station and responsibility for the delivery of this project has been transferred to the PMO.	Completed	n
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Johan Schoonwinkel	Continue to review the current water and sewer networks, identifying issues that impact service levels and placing recommended improvements in the capital works program.	Completed	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 obtained through NSW SSWP - the project is on track and expected to be completed by May 2021. The review is done in conjunction with NSW DPIE using updated climate change data to model the secure yield of the Richmond River and verify the required storage capacity and the need for an emergency 2nd water supply source for Casino.	Completed	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	Casino and Coraki STP Long Term strategies have been completed and the review of the Casino sewer network was completed. Plan IWCM review in 2020/2021 will review current strategies to ensure the continual improvement of Council's water and sewerage infrastructure.	Completed	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	Numerous tree planting has occurred on riverbanks in Coraki, Woodburn and Casino. Further works to be undertaken in 2020/2021 with several grants to have money allocated and work undertaken.	Completed	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	Ongoing liaising with the wetland to have them provide Council with a master plan. Support given for grant applications.	Completed	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	Council Officers respond in a timely manner to environmental incidents and take the necessary action to remediate contamination.	Completed	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	Council were successful in receiving two grants this year for flying fox revegetation of the riverbank in QE Park Casino. Tree planting has been completed and ongoing maintenance will be undertaken on previous tree plantings in 2020/2021.	Completed	n
EH2.4.2	Conduct Food Shop Inspections	Annual	Andrew Edwards	COVID-19 led to the Food Authority advising that food inspections are ceased unless for undertaking complaints. Council food inspections have started up for the new financial year 2020/2021 providing COVID-19 advice.	Completed	n
EH2.4.3	Skin Penetration inspections	Annual	Andrew Edwards	All required inspections undertaken and advice issued.	Completed	n
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Andrew Edwards	Annual program interrupted by COVID-19. Inspections have now recommenced.	Completed	n
EH2.4.5	Prompt response to general enquires	Annual	Andrew Edwards	Advice given and inspections carried out when incidences reported.	Completed	n
EH2.4.6	Liquid Trade Waste Program	Annual	Andrew Edwards	Inspections carried out to meet required annual targets and advice given.	Completed	n

EH2.4.7	Public Health Registers and Response	Annual	Andrew Edwards	Public health registers all up to date.	Completed	n
EH2.4.8	Conduct OSMS audits	Annual	Andrew Edwards	Due to COVID-19 preventing food inspections, a large number of OSMS risk audit inspections were undertaken.	Completed	n
EH2.4.9	Caravan Park licensing program approvals		Andrew Edwards	Council has recommenced its annual inspections of caravan parks. Most 5-year approvals currently require renewing and Council is going through the process of re-issuing these after completing the inspection. The majority of caravan parks have been inspected in the latter stages of the financial year, with the remaining two to be inspected by the end of August 2020.	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	Repairs and improvements have been made to the pound. The pound will be remaining in its current location for the foreseeable future due to the cost of building a new pound in another location. A long-term strategy would focus on improvements to the existing structure.	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.	Completed	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. All animals going to rescue are desexed. The new requirements for an annual permit for a non desexed cat may aid in increasing desexed animals.	Completed	n
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	n
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Annual	Andrew Edwards	Inspections and audits ongoing and up to date.	Completed	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.6.5	Maximise the rehousing rates in the Richmond Valley	Annual	Andrew Edwards	RVC has a very good relationship with rehoming groups and has a high rate of rehoming.	Completed	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	Ryan Gaiter	Members of the public are encouraged to engage with council meetings. The public is notified of this via advertising and the increasing use of social media.	Completed	n
CS1.1.2	Develop and conduct a Councillor training program	Annual	Ryan Gaiter	Office of Local Government guidelines have been issued. A councillor training program is to be developed and implemented in the future.	On Schedule	n
CS1.1.3	Implementation of the Integrated Planning and Reporting Framework	Annual	Ryan Gaiter	Integrated Planning and Reporting Framework obligations being met - for example, complying Annual Report completed on schedule.	Completed	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	Ryan Gaiter	The Risk Register is currently under review, with an expected completion date of 31 December 2020.	On Schedule	n
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Ryan Gaiter	AON insurance program in place until 30 June 2020.	Completed	n
CS1.2.3	Implementation of a corporate compliance program	Annual	Ryan Gaiter	This is an ongoing process which is being facilitated through a review of Council's Risk Register and Delegations/Policy database.	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	All meetings for this financial year have been held. A cemeteries review was conducted in May 2020 with the draft report currently being considered.	Completed	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	PMO officers continue to liaise and report with project responsible officers on progress of capital works. Quarterly reports are then made to the Executive and Council.	Completed	n
CS1.4.2	Coordination and management of major projects	Annual	Ben Zeller	PMO is currently coordinating 16 projects ranging in financial value of between \$200,000 to \$7.5 million.	Completed	n
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Ben Zeller	PMO provides advice where required. A Corporate Measures Report for managers has recently been produced to provide analysis and predict trends on certain metrics.	Completed	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	Sharon Banning	The customer service team have consistently exceeded the standards as set out in the Customer Service Framework & Charter. In accordance with the recently reviewed framework, I ensure that Council meets the expectation of the community, which can be measured by survey results via phone and mystery shoppers with the customer service and support team exceeding industry set benchmarks.	Completed	n
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Sharon Banning	Customer service provision is monitored on a daily basis; the Manager 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.	Completed	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	The TechOne program was completed successfully this year. Due to changes in ticketing system we can only estimate total incidents resolved at 280 over the course of the year. The last quarter saw 87 issues resolved.	Completed	n
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Scott Walters	The 2019/2020 program is complete. Long term vision to move to a mobile workforce was of enormous benefit in responding to COVID-19 with staff able to work relatively easily from home and other remote locations. Ongoing program to roll out mobile solutions continued with use of tablets for WHS needs and to assist tool-talks with outdoor staff. Our last desktop hardware refresh saw a large number of staff move to a laptop or 2-in-1 tablet which assisted in the COVID-19 response. Move away from physical phones to headsets and Skype for Business also assisted with connectivity during the COVID-19 response.	Completed	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	Documents stored in council's ECM system are available to staff working remotely. Due to COVID-19 response a new complication has developed where RVC staff are using Microsoft OneDrive and Sharepoint to store and share documents, IT are assessing the best method of backing up these working documents. RVC will move to all personal drives being moved to OneDrive in 2020/2021 and commence the move to shared team documents moving to Sharepoint document stores.	Completed	n
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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	CCTV cameras have been repositioned, faded lenses have been replaced, a camera with damage from excess humidity has been replaced, improved network and camera monitoring has been implemented. Free wifi is currently undergoing review with free wifi provided at various council facilities, visitor information centres and libraries.	Completed	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	All council's core enterprise applications (Property and Rating, Finance, HR, Procurement, Asset Management, GIS systems) are current version. Due to COVID-19 response we have maintained some Windows 7 machines however these will be retired as soon as possible.	Completed	n
CS2.4.2	Management of network performance.	Annual	Scott Walters	New network backbone has been completed. Scope of works for the migration to NBN services has been issued to Telstra and is expected to be completed by September 2020.	Completed	n
CS2.4.3	Security and data protection	Annual	Scott Walters	IT security policies and procedures have been published this year. The Cyber Security Strategy which is a component of the IT strategy is currently released in draft for review and approval by the Executive. The CS Strategy addresses compliance with ASD - Australian Cyber Security Centre (ASD Essential 8), Notifiable Data Breach (NDB), EU General Data Protection Regulation (GDPR), various RVC Audit findings and some risks identified within the RVC risk register.	Completed	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 allocated to appropriate staff member for action within agreed timeframes. Urgent items distributed via email in first instance as well as ECM.	Completed	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.	Completed	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	Work is underway to introduce on-boarding software in 2020/2021.	On Schedule	n
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Caroline Redwood	This action has been completed.	Completed	n
CS2.6.3	Implement internal initiatives that boost morale	Annual	Caroline Redwood	COVID-19 has impacted on this slightly however we have managed to sneak in a health & wellbeing initiative in June asking people to make videos or pictures that relate to WHS. Prizes are awarded and funded by our insurer. The videos provided an opportunity for learning about safety at work, collaboration and reconnection after COVID-19 restrictions.	Completed	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	Plan is developed and currently underway. Leading Teams & HBDI for Managers and Coordinators. Emerging Leaders program to be implemented in 2020-2021. Influencers and leadership camp to be held in 2021.	Completed	n
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Caroline Redwood	COVID-19 saw the safety team spring to action. They were exceptional in implementing initiatives before it was mandated, communicating, organising hand sanitiser, vehicles, getting staff out of the office, offering tips and tricks and keeping staff updated. Staff survey overwhelmingly states that Council did an exceptional job at making sure our staff were safe.	Completed	n
CS2.7.3	Manage strategy for YES	Annual	Caroline Redwood	There was quite a bit of work to manage with our school-based trainees in relation to COVID-19. Our People Engagement Coordinator did a fantastic job at liaising with the schools. One of Council's trainees was awarded School Based Trainee of the Year.	Completed	n
CS2.7.4	Manage staff survey strategy	Annual	Caroline Redwood	Survey was halted due to COVID-19.	Completed	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	New behaviours have been adopted: We lead by example We are community focused We take responsibility We do what we say We embrace change We are in this together	Completed	n
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Caroline Redwood	This action has been completed with success, including ESS, Vault, Skype and Onboarding.	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	Emphasis was placed upon the review of policies and procedures within the 2019/2020 year.	Completed	n
CS2.8.5	Educate staff on PULSE and review process yearly	Annual	Caroline Redwood	A workshop was facilitated by Manager People and Culture for all staff that do annual reviews. The workshop was very successful. P&C is also sitting with each individual field staff member to discuss their review, reflect on their achievements and set goals for the future.	Completed	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	A weekly report is sent to managers. This is discussed monthly in the Managers meeting.	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.	Completed	n
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Caroline Redwood	Initiatives include: skin cancer checks and flu shots. Drug and alcohol testing paused due to COVID-19, with large-scale interventions implemented to protect staff.	Completed	n
CS2.9.5	Facilitate Health and Safety Committee	Annual	Caroline Redwood	HSR meetings continue. During COVID-19 meetings were held over Skype.	Completed	n

CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Caroline Redwood	Training was cut this quarter due to COVID-19.	Completed	n
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Caroline Redwood	The Boland review has been implemented and our practices have been updated to meet the recommendations where possible. All Officers under law have been advised of the changes and have completed relevant training so they understand their obligation under law.	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 and nurtured with our insurers.	Completed	n
CS2.10.3	Reporting of injury management results to council	Annual	Caroline Redwood	This is delivered monthly to Managers and Coordinators.	Completed	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.	Completed	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.	Completed	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 led 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.	Completed	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.	Completed	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.	Completed	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	Capital works program for 2020/2021 established.	Completed	n



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