



*Love where we live and work*

# **Delivery Program Progress Report**

**Quarter 2  
December 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:

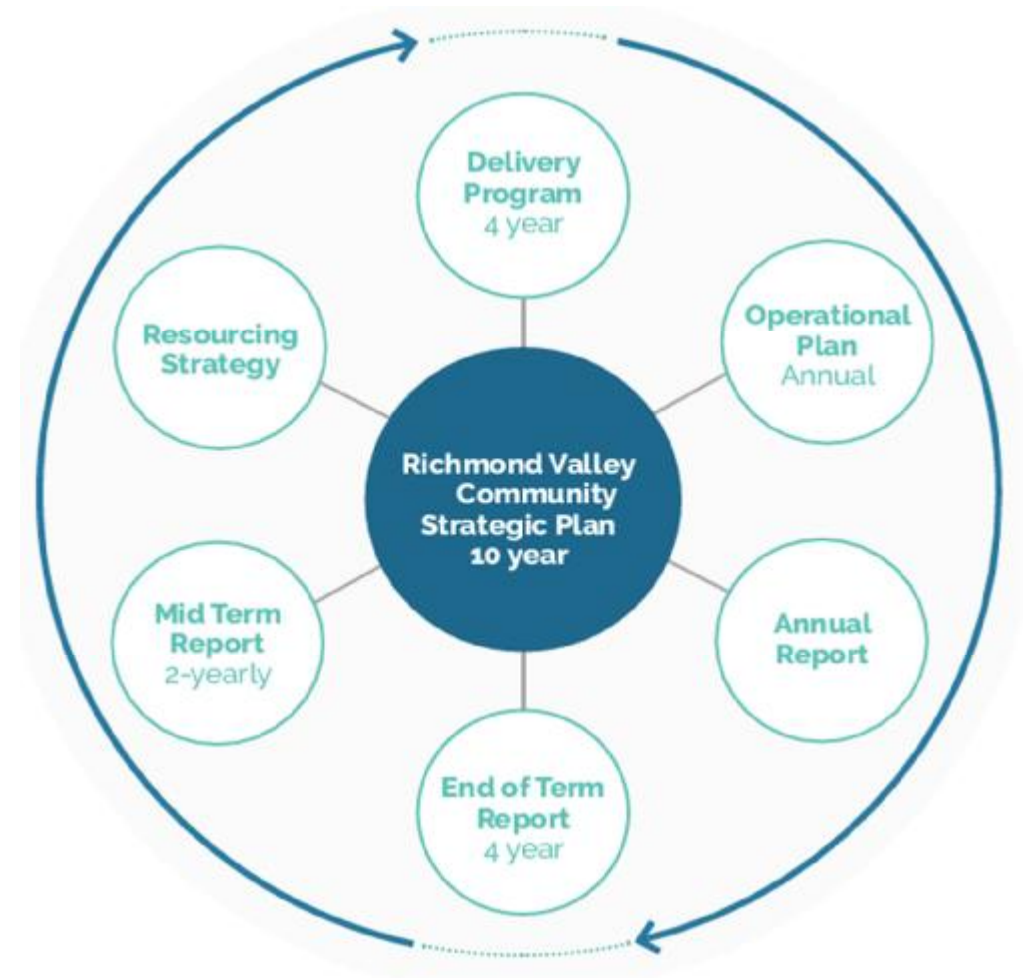
- § Connecting People and Places
- § Growing our Economy
- § Looking after our Environment
- § Making Council Great

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 first and second quarters of the 2020/2021 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	Manager Communications, Events and Tourism	Event marketing guide for local organisers has been developed.	Completed	n
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	2020/2021	Manager Communications, Events and Tourism	Events Strategy has been reviewed and updated.	Completed	n
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Annual	Manager Communications, Events and Tourism	COVID-19 restrictions prevented any workshops being held. RVC's Events, Tourism and Community Grants teams continue to provide support to local organisers.	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	Manager Communications, Events and Tourism	Marketing manual finalised, with actions being implemented.	Completed	n
PP1.1.5	Maintain the RVC website as a focused information resource for events	2019/2020	Manager Communications, Events and Tourism	Council's website provides information regarding events in the area.	On Schedule	n
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Manager Communications, Events and Tourism	RVC's Events, Tourism and Community Grants teams continue to provide support to local organisers seeking funding opportunities.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Manager Communications, Events and Tourism	All Richmond Valley events are guided by the Disability Inclusion Action Plan 2017-2021. 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	Manager Communications, Events and Tourism	All event organisers are happy to display RVC-branded material, including prominently displaying our pull up banners.	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	2019/2020	Manager Communications, Events and Tourism	RVC has an extensive range of images and footage which we share on request.	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 master plans at Woodburn Riverside, Casino Drill Hall, Casino Showgrounds subject to availability of funding	2019/2020	Manager Asset Planning	Elements within these plans being delivered as funding is secured and allocated. Woodburn Riverside \$180,000, Casino Showgrounds \$8,750,000, Drill Hall (Coronation Park) \$405,000, Drill Hall Walk \$880,000, Razorback Lookout \$405,000.	On Schedule	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	Manager Asset Planning	Razorback Masterplan has been adopted by Council following community consultation.	Completed	n
PP1.3.3	Complete service standards and levels for all open spaces	2019/2020	Manager Infrastructure Services	Development of service standards and levels for all of open spaces is currently under review.	On Schedule	n
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Coordinator Asset Management	Routine inspections of RVC playgrounds / sports grounds continue and all issues are identified and rectified within appropriate time frames. Planning for replacement infrastructure and upgrading is underway.	On Schedule	n
PP1.3.5	Completion of capital works program	Annual	Manager Asset Planning	Capital Works program currently undertaken and programmed to be completed on time.	On Schedule	n
PP1.3.6	Develop a strategy for sports field irrigation	2019/2020	Manager Infrastructure Services	Evaluating assets to determine the need for a strategy.	On Schedule	n
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	Manager Infrastructure Services	Developing expectations on size and scale of town gardens.	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	Manager Asset Planning	Strategic Plan was established prior to the engagement of new contractor for the current season. Maintenance and renewal works undertaken and scheduled as part of the contract initiation.	Completed	n
PP1.4.2	Manage current pool contracts	2019/2020	Coordinator Asset Management	The recently engaged pool contractor is being managed by Council's Project Management Office.	On Schedule	n
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Annual	Coordinator Asset Management	Continuing to upgrade and maintain all swimming pools within existing budgets.	On Schedule	n
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	2019/2020	Manager Asset Planning	Masterplan for Casino Pool completed and adopted in 2019.	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	Manager Infrastructure Services	Capital works projects are being planned and carried out in accordance with the approved programs.	On Schedule	n
PP1.5.2	Develop service standards for cemeteries	2019/2020	Manager Infrastructure Services	Service standards are currently in the planning stage.	On Schedule	n
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	Manager Infrastructure Services	The Cemetery Strategy Review has commenced, and project plans are being developed as required.	On Schedule	n
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	Manager Infrastructure Services	While space at this cemetery remains sufficient, planning has commenced on the expansion.	On 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	Manager Regional Library	Some programs have recommenced however it is limited due to COVID-19 restrictions. Some online initiatives have been introduced in place of face-to-face programs.	Behind 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	Manager Regional Library	LMS continues to function smoothly with upgrades achieved seamlessly due to being hosted.	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	Manager Asset Planning	Any maintenance issues with buildings and facilities dealt with as budget and resources allow.	On Schedule	n
PP1.8.2	Development of Masterplan at Casino Civic Hall (dependent on availability of funding)	2019/2020	Manager Asset Planning	Draft Plan to be placed on display in early 2021.	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	Director Infrastructure and Environment	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	Manager Asset Planning	Project plan yet to be draft.	On Schedule	n
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2019/2020	Coordinator Asset Management	PAMP adopted at November 2020 Ordinary Meeting.	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	Coordinator Project Development and Design	Designs for 3 sections have been completed, now awaiting construction funding.	On Schedule	n
PP2.2.2	Introduce and implement a road network condition survey	2019/2020	Manager Asset Planning	Undertaken as part of Road revaluation process in 2019.	Completed	n
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual	Manager Asset Planning	Information collected in the road survey used in the development of capital works and maintenance programs, specifically re-seals and drainage maintenance.	Completed	n
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Manager Asset Planning	Information fact sheet to be developed as part of the road strategy project.	Not Progressing	n
PP2.2.5	Completion of capital works program	Annual	Manager Infrastructure Services	Works are being completed in accordance with the Capital Works Program.	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	Manager Asset Planning	Safety aspects designed and implemented in any maintenance and renewal projects undertaken by Asset area.	On Schedule	n
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	Manager Asset Planning	Maintenance programmed through CRM's and maintenance inspections, prioritised and undertaken as budget allows.	On Schedule	n
PP2.3.3	Advocate for expansion of public & community transport	Annual	Coordinator Asset Management	Assets staff continue to liaise with transport operators and TfNSW advocating for improved infrastructure and safety.	On Schedule	n
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	Manager Infrastructure Services	Town entrances, tree plantings and signs are continually maintained to a high standard. Town entries capital works project is currently being refined, planned and priced for Evans Head.	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	Manager Communications, Events and Tourism	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	Manager Communications, Events and Tourism	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 volunteers week celebration and deliver training/ workshops to upskill volunteers	Annual	Manager Asset Planning	Volunteer's Week is scheduled for May 2021.	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	Manager Asset Planning	Task ongoing on an as need basis with relevant projects.	On Schedule	n
PP3.3.2	Hosting and/or supporting local community events	Annual	Manager Communications, Events and Tourism	Despite a quiet year for local events, mainly due to COVID-19 restrictions, RVC's Events Team continues to support local organisers with relevant planning requirements.	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	Manager Asset Planning	Ongoing liaison with Land Councils and co-operatives on various issues.	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	Manager Asset Planning	This item is ongoing and on schedule.	On Schedule	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	Manager Asset Planning	Plan is maintained.	On Schedule	n
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Manager Asset Planning	This committee is no longer operational.	Not Progressing	n
PP3.5.3	Development of Disability Inclusion Action Plan	2017/2018	Manager Asset Planning	Plan has been adopted and is currently being used as a reference for the implementation of programs and works.	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	Manager Communications, Events and Tourism	RVC now distributes four newsletters to residents. These include Valley Views, Community Connection, Library Members' News and NRLX Stakeholders newsletter.	Completed	n
PP3.6.2	Production and distribution of online content including interactive website, video content, podcasts	Annual	Manager Communications, Events and Tourism	A number of new videos featuring staff highlighting different areas of Council are posted regularly to Facebook and uploaded to the corporate website. Council meeting wrap ups featuring the Mayor are also posted each month.	Completed	n
PP3.6.3	Grow our online community and engage through social media	Annual	Manager Communications, Events and Tourism	Followers of RVC's Facebook page continue to grow, now around 5,600, 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	Manager Communications, Events and Tourism	Workshops held in consultation with tourism and events operators and local businesses for the new Richmond Valley Destination Management Plan and Discover Richmond Valley campaign also provided great feedback for the review of the Richmond Valley Made branding campaign. Further work will be undertaken in the first half of 2021.	On Schedule	n

### P3.7: 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	Manager Asset Planning	Workshops could be undertaken in early 2021, dependent on COVID-19 restrictions.	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	Manager Asset Planning	Community Financial Assistance Program Round One allocated in November 2020.	On Schedule	n
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Manager Asset Planning	Grant applications supported and completed.	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	2019/2020	Manager Projects and Performance	As required, particularly as actions from weekly executive project group meeting.	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	Manager Property and Economic Projects	North Coast Region Waste Investment Report has been finalised. Continuing to investigate waste to energy and alternate bioenergy options.	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	Manager Property and Economic Projects	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	Manager Property and Economic Projects	Continue to develop and build on relationships with State Government through the Department of Planning, EPA and Regional NSW.	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	Manager Property and Economic Projects	Continuing work with Pacific Consultants to investigate feasibility of EFW including recent granting of an option to purchase proposed site. Discussions with potential financiers of project and have completed North Coast Waste Investment Review to inform opportunities in this area.	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	Manager Communications, Events and Tourism	A number of documents are shared with tourism and events operators and local businesses.	On Schedule	n
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Annual	Manager Communications, Events and Tourism	Artistic concepts have been received for the installation of a mural at the Coraki Swimming Pool. Discussions continue on a Moments by the Sea installation at 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	Manager Property and Economic Projects	This is an ongoing service provided to potential applicants. Throughout the first half of the year we have worked with several proponents to provide assistance with investigating projects within RVC. These include large scale solar proposals and community housing.	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	Manager Communications, Events and Tourism	All actions completed. A new Destination Management Plan has superseded the Richmond Valley Tourism Development 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	Manager Development and Environment	Planners and Customer Experience staff have been undertaking ePlanning training with Customer Experience staff scheduled to attend Clarence Valley Council offices in Grafton for additional training. ePlanning is available for external clients from 1 January 2021 and is mandatory by 1 July 2021. Fact sheets are being prepared.	On Schedule	n
EC1.6.2	Develop a Development Information Package	Annual	Manager Development and Environment	Whilst fact sheets for ePlanning have taken priority, other fact sheets remain underway.	On Schedule	n
EC1.6.4	Ensure efficient planning and building application processing	Annual	Manager Development and Environment	Ongoing commitment to processing times and efficiencies.	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	Manager Development and Environment	Draft DCP is nearing completion with a goal of presenting the plan to the February 2021 Councillor Information Session.	On Schedule	n
EC1.7.2	Local Environmental Plan review	2020/2021	Manager Development and Environment	Health check is ongoing with document preparation underway. This action will be prioritised in the second half of the 2020/2021 financial year.	Behind Schedule	n
EC1.7.3	Process applications for Certificates under relevant legislation	Annual	Manager Development and Environment	Planning Certificates are continuously monitored for statutory requirements and data accuracy.	On Schedule	n
EC1.7.4	Deliver good urban design outcomes through heritage management	Annual	Manager Development and Environment	Site visits and pre-lodgement inspections are conducted and written advice supplied.	On Schedule	n
EC1.7.5	Contributions Plan Review	2017/2018	Manager Development and Environment	Collaboration between Assets and Development & Environment departments is underway.	On Schedule	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	Manager Development and Environment	The LGMP will undergo further work once the LEP Health Check is complete. Land has been identified and a timeline will be developed. The timeframe may extend into the 2021/2022 financial year.	Not Due to Commence	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	Manager Development and Environment	This is ongoing and processing LEP amendments (planning proposal) and is part of the LEP Health Check.	On Schedule	n
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	2019/2020	Manager Development and Environment	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	Manager Infrastructure Services	Flood blend is being provided as required. A tender for additional flood blend to be crushed was recently advertised and a contractor appointed.	On Schedule	n
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	2019/2020	Manager Infrastructure Services	Peterson's Quarry continues to be leased to KIS Plant.	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	Manager Projects and Performance	This action was completed in 2018.	Completed	n
EC2.2.2	Stage 2 upgrade of the NRLX	2019/2020	Manager Projects and Performance	This action was completed in 2020.	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	Manager Infrastructure Services	Infrastructure Services continues to provide private works estimates where appropriate and requested and performs works when engaged to do so.	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	Manager Property and Economic Projects	Approvals for second stage of Canning Drive, Casino obtained, clearing of Tuckeroo Crescent, Evans Head completed, property adjoining Reynolds Road industrial site acquired.	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	Manager Property and Economic Projects	Report on disposal of surplus land to be presented to February 2021 Ordinary Meeting.	On Schedule	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	Manager Property and Economic Projects	A report on the disposal of surplus land was presented to the November 2020 Councillor Information Session, with a report to be presented to the February 2021 Ordinary Meeting.	On Schedule	n
EC2.5.2	Develop and market residential land estate	Annual	Manager Property and Economic Projects	Stage 2 Canning Drive DA approvals have been obtained and design plans commissioned.	On Schedule	n
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Manager Property and Economic Projects	Reynolds Road tender for construction issued by Council's Project Management Office.	On Schedule	n
EC2.5.4	Acquisition of development site for industrial subdivision	2020/2021	Manager Property and Economic Projects	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	Manager Property and Economic Projects	This action is not yet due to commence.	Not Due to Commence	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	Coordinator Economic Development	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	Coordinator Economic Development	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	2018/19 and 2019/2020	Coordinator Economic Development	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	Coordinator Economic Development	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	Manager Infrastructure Services	The Resource Recovery & Waste Management Strategy has been completed and was adopted by Council in July 2020.	Completed	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	Manager Infrastructure Services	This will be completed as part of the 2021/2022 budget process in early 2021.	Not Due to Commence	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	Manager Infrastructure Services	The waste & resource recovery team are continually looking for efficiencies in the collection process and have made minor changes with starting locations and garaging of trucks to improve overall collection times. The tender for the lease of new side arm collection trucks specified that the Waste Track Management System by 3Logix be installed which will satisfy all GPS and tracking requirements for the fleet.	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	Manager Infrastructure Services	Work on the Nammoona capping plan is being done in conjunction with the design for the new Cell 6.	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	Manager Infrastructure Services	The Waste & Resource Recovery Team continue to look for opportunities within the Waste Less Recycle More funding and the Environmental Trust Funding. None have arisen this financial year.	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	Manager Infrastructure Services	Council's Waste Education Officer continues to work on educating the community through various activities, Facebook, media and collaboration with Newaste on regional programs.	On Schedule	n
EH1.6.2	Delivery of capital works projects	Annual	Manager Infrastructure Services	Capital works projects are on schedule to be completed.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Annual	Manager Infrastructure Services	Waste Management services continue to be delivered to the community in an environmentally sustainable manner and within legislative requirements. Compliance checks and inspections are performed as required and all Pollution Incident Response Management Plans are tested as required and updated on the RVC website.	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	Manager Infrastructure Services	Operational works on storm water assets are being completed as required and in accordance with plans.	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	Manager Infrastructure Services	The Water & Sewer team continue to deliver safe and secure networks.	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	Water and Sewer Engineer	A consultant has been appointed to evaluate CCTV footage and assess asset condition to allow for planning future relining programs. Pilot review was completed in November 2020.	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	Manager Infrastructure Services	Investigating options on the Energy and Carbon emission reduction program within water and sewer.	On Schedule	n
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Water and Sewer Engineer	Project requires an in-depth review of water/sewer assets and will align with the Water & Sewer Asset Revaluation Project planned for 2021/2022. The works will also form part of upcoming Integrated Water Cycle Management (IWCM) review scheduled for 2021.	Not Due to Commence	n
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	2018/2019	Water and Sewer Engineer	Public Works Advisory (PWA) is currently working on the Jabour Weir secure yield modelling works and pending the results will commence the option assessment.	On Schedule	n
EH1.8.6	Develop and implement strategies to improve Councils water and sewerage infrastructure as identified in the IWCM Strategy Plan	Annual	Water and Sewer Engineer	Continue to work with operations to improve Council's water and sewerage infrastructure and issues identified in the previous IWCM and Strategic Review e.g. SCADA strategy.	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	Manager Development and Environment	Rappville grant currently out for quotation. Flying fox grants are allowing for plantings.	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	Manager Development and Environment	Draft plan has been prepared, with changes to be presented to February 2021 Councillor Information Session.	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	Manager Development and Environment	Council Officers respond in a timely manner to environmental incidents and take the necessary action to remediate contamination.	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	Manager Development and Environment	Plantings carried out in 2008 are due for maintenance with significant weed eradication to occur by late January 2021.	On Schedule	n
EH2.4.2	Conduct food shop inspections	Annual	Manager Development and Environment	Food inspections are carried out regularly	On Schedule	n
EH2.4.3	Skin penetration inspections	Annual	Manager Development and Environment	Inspections conducted as required.	On Schedule	n
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Manager Development and Environment	Ongoing summer inspections occurring.	On Schedule	n
EH2.4.5	Prompt response to general enquires	Annual	Manager Development and Environment	Advice provided, and inspections carried out as required.	On Schedule	n
EH2.4.6	Liquid Trade Waste Program	Annual	Manager Development and Environment	Enquiries and approvals have been completed as required, however due to staff vacancies, liquid trade waste inspections are not at the same level as previous years. This will be worked on in the second half of the financial year.	Behind Schedule	n
EH2.4.7	Public health registers and response	Annual	Manager Development and Environment	Public health registers monitored and up to date.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.8	Conduct OSMS audits	Annual	Manager Development and Environment	Workload issues have impacted upon inspections numbers however this will be rectified in the second half of the 2020/2021 financial year.	On Schedule	n
EH2.4.9	Caravan Park licensing program approvals	Annual	Manager Development and Environment	Inspections have now recommenced following COVID-19 restrictions, with outstanding approvals having been issued.	On 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	Manager Development and Environment	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. Improvements are mainly done for maintenance purposes.	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	Manager Development and Environment	Rangers continue to deal with dog attacks; education provided during these times.	On Schedule	n
EH2.6.2	Increase in the number of desexed animals from the previous year's statistics	Annual	Manager Development and Environment	A mail out was recently undertaken to owners of non-desexed cats with the intention of raising awareness and desexing rates within the Richmond Valley.	On Schedule	n
EH2.6.3	Decrease in the number of roaming animals	Annual	Manager Development and Environment	This action is ongoing, with certain problem dog owners 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	Manager Development and Environment	A recent mail out for permits has improved data on some of the dangerous dogs within the Richmond Valley.	On Schedule	n
EH2.6.5	Maximise the rehousing rates in the Richmond Valley	Annual	Manager Development and Environment	Council has a very good relationship with rehoming groups and has a high rate of rehoming.	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	Chief Financial Officer/ Manager Mid-Richmond	Council meetings continue to be advertised in community newsletters, newspapers, social media and on Council's website. Council meetings are also now live streamed. The Mayor provides a video summary following each meeting which is posted on social media.	On Schedule	n
CS1.1.2	Develop and conduct a Councillor training program	Annual	Chief Financial Officer/ Manager Mid-Richmond	Office of Local Government (OLG) 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	Chief Financial Officer/ Manager Mid-Richmond	Integrated Planning and Reporting Framework obligations are being met. All reports developed and adopted by Council prior to legislated due dates.	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	Chief Financial Officer/ Manager Mid-Richmond	Council's Risk Register was reviewed in Quarter 2 of the 2020/2021 financial year.	On Schedule	n
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Chief Financial Officer/ Manager Mid-Richmond	Council awarded the tender for insurance services to CivicRisk Mutual with a commencement date of 1 July 2020. Appropriate insurance programs are now in place.	Completed	n
CS1.2.3	Implementation of a corporate compliance program	Annual	Chief Financial Officer/ Manager Mid-Richmond	This item will be considered in the second half of the 2020/2021 period.	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	Manager Projects and Performance	Three internal audit meetings have been held thus far, with the next meetings scheduled for February and May 2021. Three reviews have been conducted by Grant Thornton with the Asbestos Management Review having been completed most recently.	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	Manager Projects and Performance	Capital Works monitoring has transitioned to the Pulse system. The executive and management review capital works via this system on a weekly basis.	On Schedule	n
CS1.4.2	Coordination and management of major projects	Annual	Manager Projects and Performance	The PMO is currently managing approximately 30 projects ranging in value from \$100k \$13.3m with delivery dates stretching through until 2026.	On Schedule	n
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Manager Projects and Performance	Where required, the PMO provides business advice and monitors trends. NRLX statistics and trends are monitored and broader business performance trends are being looked at through the quarterly performance report.	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	Manager Customer Experience	The Customer Experience team have consistently exceeded the standards as set out in the Customer Service Framework and Charter.	On Schedule	n
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Annual	Manager Customer Experience	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	Manager Information and Technology Services	TechOne systems are patched for Q2 maintaining current version - 1 update schedule. Cemeteries module to be updated during December 2020 to improve performance.	On Schedule	n
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Annual	Manager Information and Technology Services	80 x Samsung phones were purchased and most have been deployed to field by the end of Q2. All users have been migrated to full cloud email services by December 2020. Tablet rollout continues for WHS.	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	Manager Information and Technology Services	This item was completed in previous year. There is no additional work required to meet this objective.	Completed	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	Manager Information and Technology Services	General maintenance activities carried out this quarter. Next quarter sees focus on upgrading video storage at police station.	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	Manager Information and Technology Services	Core applications are being maintained. Recent audit identified a few servers that are still in use at RVC but which are no longer being patched by the vendor. Program to be developed to upgrade these servers.	On Schedule	n
CS2.4.2	Management of network performance	Annual	Manager Information and Technology Services	Major refresh of Casino Office network was completed over the Christmas/New Year period. Core network is achieving SLA. Reporting tools are currently being implemented to visualise uptime.	On Schedule	n
CS2.4.3	Security and data protection	Annual	Manager Information and Technology Services	Cyber Security Strategy has been developed. Backup processes are being updated as part of that process. No penetrations of RVC network have been identified this quarter.	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	Records Coordinator	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.	On Schedule	n

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.5.2	Records team responds to information requests within agreed service levels or statutory requirements	Annual	Records Coordinator	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	Manager People and Culture	Website has been completed. Recruitment process improved. All templates, questions and application streamlined.	On Schedule	n
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Manager People and Culture	This action has been completed.	Completed	n
CS2.6.3	Implement internal initiatives that boost morale	Annual	Manager People and Culture	People and Culture hosted a 'Not Quite Right' dress up day, which was successful in boosting morale. Staff trivia on Australia has also popular. A 'selfie' wall has been started in the Casino Office to enable staff to see good times enjoyed with colleagues.	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	Manager People and Culture	Training booked for Emerging Leaders and Leading Teams with Coordinators and Managers. A small group of staff are currently undertaking executive coaching. Stress and Resilience training was also offered this quarter.	On Schedule	n
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Manager People and Culture	Initiatives include health & wellbeing day, yoga, fitness passport, meditation, mental health first aid (MHFA), self-defense, yard stretches, lung bus and a SunSafe campaign.  Latest additions include 'What is stress' and 'What is resilience' training. Provision of hand-held massager for the tension relief.	Completed	n
CS2.7.3	Manage strategy for YES	Annual	Manager People and Culture	School Based Trainees to commence in January 2020. All Elsa Dixon positions have been filled.	Completed	n
CS2.7.4	Manage staff survey strategy	Annual	Manager People and Culture	Survey not deployed in this period.	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	Manager People and Culture	New behaviours implemented.	Completed	n
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Manager People and Culture	Microsoft fully implemented. Onboarding being built. Learning Management System purchased. Elearn purchased for wider organisation. Elearning will dominate training once the LMS is implemented. A vendor for elearn design will be engaged.	On Schedule	n
CS2.8.3	Manage training plan	Annual	Manager People and Culture	Due to COVID-19, the current training plan is flexible and being adapted to suit the current situation.	On Schedule	n
CS2.8.4	Manage and review policies and procedures	Annual	Manager People and Culture	This action will be reviewed in the second half of the financial year.	On Schedule	n
CS2.8.5	Educate staff on PULSE and review process yearly	Annual	Manager People and Culture	PULSE workshops to be held in line with annual reviews.	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	Manager People and Culture	Reports established and distributed to Management and Coordinator teams on a weekly basis. A full report each month inclusive of YTD is also distributed.	On Schedule	n
CS2.9.2	Annual review of Safety Management Plan	Annual	Manager People and Culture	This action was reviewed in 2020.	Completed	n
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Manager People and Culture	This action is ongoing, with a continued focus on hazard inspection and reduction.	On Schedule	n
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Manager People and Culture	This program has been implemented, with skin checks undertaken.	Completed	n
CS2.9.5	Facilitate Health and Safety Committee	Annual	Manager People and Culture	Health and Safety Committee meetings are facilitated by Council's People Safety Officer, with notes distributed to the entire organisation.	On Schedule	n
CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Manager People and Culture	A WHS training program has been developed and implemented for this financial year.	Completed	n
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Manager People and Culture	An audit has been carried out to ensure compliance.	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	Manager People and Culture	This action has been completed.	Completed	n
CS2.10.2	Develop relationships with stakeholders to assist in managing workers compensation claims	Annual	Manager People and Culture	Solid working relationships have been established with Council's insurers.	Completed	n
CS2.10.3	Reporting of injury management results to council	Annual	Manager People and Culture	A report was presented to the December 2020 Councillor Information Session.	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	Chief Financial Officer/ Manager Mid-Richmond	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	Chief Financial Officer/ Manager Mid-Richmond	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	Chief Financial Officer/ Manager Mid-Richmond	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 Council's return on investments	2017/2018	Chief Financial Officer/ Manager Mid-Richmond	Council staff are continually looking for investment options which maximise Council's return on monies invested. Changes have been adopted in Council's Investment Policy to allow finance staff more flexibility in investments, with the goal of maximising limited investment opportunities in the current market. Council's Finance staff also use an investment platform which compares investments, this 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	Chief Financial Officer/ Manager Mid-Richmond	Council's Investment Policy is updated annually and reported to council with regard to investments. This is in addition to monthly budget adjustment reports and quarterly reviews regarding any required changes to Council's budget which informs Council of the current budgetary position.	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	Manager Infrastructure Services	Plant and vehicles are being purchased in accordance with the 2020/2021 Fleet Procurement Plan.	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	Manager Asset Planning	Capital works plan developed in January each year, with information compiled for following year's program on rolling basis. 2020/2021 plan developed and in process of delivery.	Completed	n





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