

Richmond  
Valley  
Council



# **ATTACHMENTS**

**Tuesday, 17 August 2021**

**UNDER SEPARATE COVER**

**Ordinary Council Meeting**



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Richmond  
Valley  
Council



# MINUTES

**Ordinary Council Meeting  
20 July 2021**



## ORDINARY COUNCIL MEETING MINUTES

20 JULY 2021

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## ORDINARY COUNCIL MEETING MINUTES

20 JULY 2021

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ORDINARY COUNCIL MEETING MINUTES

20 JULY 2021

**MINUTES OF RICHMOND VALLEY COUNCIL  
ORDINARY COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO  
ON TUESDAY, 20 JULY 2021 AT 5.00PM**

*Please note: these minutes are subject to confirmation at the next Council Meeting. Decisions recorded in the draft minutes are subject to the Council's Code of Meeting Practice in relation to rescinding decisions.*

**PRESENT:** Cr Robert Mustow (Mayor), Cr Stephen Morrissey (Deputy Mayor), Cr Sam Cornish, Cr Robert Hayes, Cr Sandra Humphrys, Cr Jill Lyons (via Zoom) and Cr Daniel Simpson.

**IN ATTENDANCE:** Vaughan Macdonald (General Manager), Angela Jones (Director Community Service Delivery), Ryan Gaiter (Director Organisational Services), Ben Zeller (Director Projects & Business Development), Jenna Hazelwood (Leader Strategy), Julie Clark (Personal Assistant to the General Manager and Mayor) and Simon Breeze (IT Support Officer).

## **1 ACKNOWLEDGEMENT OF COUNTRY**

The Mayor provided an Acknowledgement of Country by reading the following statement on behalf of Council:

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

## **2 PRAYER**

The meeting opened with a prayer by the General Manager.

## **3 PUBLIC ACCESS AND QUESTION TIME**

Nil

## **4 APOLOGIES**

Nil

## **5 MAYORAL MINUTES**

Nil

**6 CONFIRMATION OF MINUTES****6.1 MINUTES ORDINARY MEETING HELD ON 22 JUNE 2021****RESOLUTION 200721/1**

Moved: Cr Robert Hayes

Seconded: Cr Sam Cornish

That Council confirms the Minutes of the Ordinary Meeting held on 22 June 2021.

**CARRIED**

Cr Sandra Humphrys noted the minutes as accurate, however offered the following point of clarification regarding item 16.4:

“You may recall I put in a declaration of interest for Item 16.4 – Event Funding Support Scheme and I was to leave the room, however without thinking I moved the “Matters determined without debate”.

This resulted in Cr Humphry’s name being recorded as the mover of Item 16.4.

The Mayor acknowledged Cr Humphrys’ statement and noted that no debate had occurred on this item as it was resolved as a matter determined without debate.

Cr Lyons asked if more extensive summaries of public submissions to Council could be included in the minutes, or a copy of the full presentation provided as an attachment. In particular Cr Lyons noted the address by Dr Gates to Council’s June meeting and the considerable amount of information contained within that address.

The Mayor noted that it had been Council’s practice to provide an appropriate summary of presentations in the minutes. However, the full content of presentations was available on Council’s website via recordings of the Council meeting.

The General Manager undertook to investigate the practices of other councils regarding the minuting of public presentations and consider any changes when reviewing Council’s Code of Meeting Practice in the next term of Council.

**7 MATTERS ARISING OUT OF THE MINUTES**

Cr Daniel Simpson referred to Item 16.3 – Casino Water Tower Mural and asked when work would commence on the project.

The Director Community Service Delivery advised that Council had hoped to see work commence in August, however COVID restrictions were affecting these plans, as the artists were based in Queensland. Council has applied to the grant funding body for an extension of time to complete the project and hopes to see work start in the coming weeks.

## 8 DECLARATION OF INTERESTS

Cr Daniel Simpson declared a non-pecuniary interest in relation to Item 20.3 Tender VP 244401 – Cemetery Maintenance and Operational Assistance, due to being a friend of one of the tenderers.

The Director Organisational Services declared a significant non-pecuniary interest in relation to Item 20.3 Tender VP 244401 – Cemetery Maintenance and Operational Assistance, due to one of the tenderers being a family friend.

The General Manager noted that the Director Organisational Services had not been involved in the assessment of this tender.

## 9 PETITIONS

Nil

## 10 NOTICE OF MOTION

Nil

## 11 MAYOR'S REPORT

### 11.1 MAYORAL ATTENDANCES 14 JUNE - 12 JULY 2021

#### RESOLUTION 200721/2

Moved: Cr Robert Mustow  
Seconded: Cr Stephen Morrissey

That Council receives and notes the Mayor's attendance report from 14 June – 12 July 2021.

**CARRIED**

## 12 DELEGATES' REPORTS

### 12.1 DELEGATES' REPORT SUBMITTED TO JULY 2021 ORDINARY MEETING

#### RESOLUTION 200721/3

Moved: Cr Robert Mustow  
Seconded: Cr Sandra Humphrys

That Council receives and notes the Delegates' Report for the month of June 2021.

**CARRIED**

**13 MATTERS DETERMINED WITHOUT DEBATE****13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 200721/4**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That item 14.2 identified be determined without debate.

**CARRIED**

**14 GENERAL MANAGER'S REPORTS****14.1 GRANT FUNDING PERFORMANCE AND OUTCOMES****EXECUTIVE SUMMARY**

Over the past five years, Richmond Valley Council has secured government funding commitments of more than \$100 million for vital community projects and programs. So far \$86.4m has been received, with more funding to come as projects such as the Casino Showground, Industry Activation precincts and the Northern Rivers Rail Trail move towards completion.

Council's success in obtaining these grants has been due to its work in preparing long-term plans and 'shovel ready' projects and building a reputation with funding providers as an organisation that delivers projects on time and within budget.

Council has invested in developing its in-house capabilities to ensure that it has the best chance of competing for funding opportunities and is well prepared to manage disaster recovery claims for community infrastructure. This has resulted in 123 successful applications for community projects over the past five years, and commitments of more than \$19 million in natural disaster funding to repair assets damaged in bushfires and floods.

Of the funding received so far, \$46.9m was in operating grants and \$39.5m in capital grants. In some instances Council received the money as part of a government-led allocation process, in others it competed successfully with other local government areas for funding. Of the competitive grants, council's success rate is currently 57.7% (123 projects out of 213 applications). Some of these works are yet to be completed and will ultimately deliver projects to the value of \$88.9 million, with \$75.9m being provided through government funds.

**RESOLUTION 200721/5**

Moved: Cr Sandra Humphrys

Seconded: Cr Robert Hayes

That Council:

1. Notes Richmond Valley Council's success in securing commitments of more than \$100 million in government grants over the past five years
2. Continues to seek funding for community projects and programs identified in Council's strategic plans
3. Writes to the Member for Clarence and the Member for Page, thanking them for their ongoing assistance in securing funding for the Richmond Valley community.

**CARRIED**

**14.2 APPOINTMENT OF NATIVE TITLE MANAGER****EXECUTIVE SUMMARY**

Council is required to give notice each year to the Department of Planning, Industry and Environment of the name and contact details of any person the council has engaged as a Native Title Manager. Council's Manager Asset Planning has attended the required training for qualifying as a Native Title Manager. This staff member has been a Native Title Manager since November 2018 and it is proposed to continue this appointment.

**RESOLUTION 200721/6**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That:

1. Council gives notice to the relevant Minister, in accordance with the *Crown Land Management Act 2016* requirements (s.8.8), that Council's Manager Asset Planning, Mr Andrew Leach, has been retained as Council's Native Title Manager.
2. A copy of the resolution be provided to the Department of Planning, Industry and Environment.

**CARRIED**

**15 FINANCIAL REPORTS****15.1 FINANCIAL ANALYSIS REPORT - JUNE 2021****EXECUTIVE SUMMARY**

The purpose of this report is to inform Council of the status and performance of its investment portfolio in accordance with the *Local Government Act 1993* s.625, *Local Government (General) Regulation 2005* cl.212, *Australian Accounting Standard (AASB 9)* and Council's Investment Policy.

The value of Council's Investment Portfolio as at 30 June 2021 is shown below:

Bank Accounts	Term Deposits	Floating Rate Notes	TCorp IM Funds	Total
\$20,747,100	\$21,000,000	\$4,750,390	\$15,356,889	\$61,854,379

The weighted average rate of return on Council's investments for June 2021 was 4.13% which was above the Bloomberg AusBond Bank Bill Index for June of 0.00%, which is Council's benchmark.

**RESOLUTION 200721/7**

Moved: Cr Jill Lyons

Seconded: Cr Sam Cornish

That Council adopts the Financial Analysis Report detailing investment performance for the month of June 2021.

**CARRIED**

**16 GENERAL BUSINESS****16.1 REGIONAL ROAD RECLASSIFICATION UPDATE****EXECUTIVE SUMMARY**

Richmond Valley Council is currently liaising with Transport for NSW (TfNSW) regarding two State Road Reclassification processes:

1. Council's submission to the State Road network review, proposing transfer or reclassification of four roads within the local government area
2. The future handover of infrastructure assets to Council following completion of the Pacific Highway bypass of Woodburn and Broadwater.

Council has been progressing with plans to improve the Woodburn CBD streetscape, so it is ready to take advantage of future funding opportunities, once responsibility for the road is resolved.

**RESOLUTION 200721/8**

Moved: Cr Daniel Simpson

Seconded: Cr Robert Hayes

That Council:

1. Receives and notes the Regional Road Reclassification Project update;
2. Notes that negotiations are continuing with Transport for NSW regarding RVC's road reclassification proposals and road assets handover to deliver the best possible outcome for the Richmond Valley community; and
3. Notes that Council Officers are continuing to work with TfNSW on options to improve the Woodburn CBD as outlined in this report.

**CARRIED**

**17 MATTERS FOR INFORMATION****RESOLUTION 200721/9**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

Recommended that the following reports submitted for information be received and noted.

**CARRIED**

**17.1 CUSTOMER EXPERIENCE REPORT 1 APRIL 2021 - 30 JUNE 2021****RESOLUTION 200721/10**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

That Council receives and notes the Customer Experience Report for the period 1 April – 30 June 2021.

**CARRIED**



**17.2 GRANT APPLICATION INFORMATION REPORT - JUNE 2021****RESOLUTION 200721/11**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

That Council receives and notes the Grant Application Information Report for the month of June 2021.

**CARRIED**

**17.3 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 JUNE 2021 TO 30 JUNE 2021****RESOLUTION 200721/12**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

That Council receives and notes the Development Application report for the period 1 June 2021 to 30 June 2021.

**CARRIED**

**17.4 ROCK FISHING SAFETY UPDATE****RESOLUTION 200721/13**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

That Council receives and notes the information contained within the Rock Fishing Safety Update report.

**CARRIED**

**17.5 CORRESPONDENCE - PRIME MINISTER THE HON SCOTT MORRISON MP - RECOVERY ASSISTANCE****RESOLUTION 200721/14**

Moved: Cr Stephen Morrissey

Seconded: Cr Daniel Simpson

That Council receives and notes the correspondence provided from the Prime Minister, the Hon Scott Morrison MP's office, following Council's letter of thanks for disaster recovery funding.

**CARRIED**

**18 QUESTIONS ON NOTICE**

Nil

**19 QUESTIONS FOR NEXT MEETING (IN WRITING)**

Cr Daniel Simpson asked the following questions;

1. Could the General Manager please outline the community consultation process that Council will undertake in relation to the Development application for the construction of a 24-hour service station and restaurant complex at New Italy?

The General Manager advised that a development application had been lodged for the New Italy proposal and was on public exhibition until the 16th August, with full details being available on Council's website. Council had advised of the public exhibition via a press release, information on its website and Facebook page and letter box drops to the immediate neighbourhood. Members of the public were encouraged to make a submission. Council would also be consulting with relevant State Agencies as part of the development assessment process.

2. Could the General Manager please provide Council with an update on the proposed Bentley Quarry expansion?

The General Manager advised that no development application had been received at this stage regarding the proposal. Council staff continued to monitor activity in the area, in response to public concerns.

3. Could the General Manager please explain what is the trigger for a development application to be referred to the Joint Regional Planning Panel (JRPP)?

The General Manager referred the question to Director Community Service Delivery.

The Director Community Service Delivery confirmed the trigger for a development to be forwarded to JRPP is:

- A capital investment value (CIV) of \$30m or over, or
- \$5m or over if the development is:-
  - council related
  - lodged by or on behalf of the Crown (State of NSW)
  - private infrastructure and community facilities
  - eco-tourist facilities
- extractive industries, waste facilities and marinas that are designated development,
- certain coastal subdivisions
- development with a CIV\* between \$10 million and \$30 million which is referred to the Planning Panel by the applicant after 120 days

The Mayor thanked staff for the answers.

**20 MATTERS REFERRED TO CLOSED COUNCIL**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

**20.1 Casino Industries Activation Negotiation Update**

This matter is considered to be confidential under Section 10A(2) - (c) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

**20.2 Tender VP217057 - Installation and Monitoring of Council's Security System**

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**20.3 Tender VP244401- Cemetery Maintenance and Operational Assistance**

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**20.4 Tender VP240268 - Construction of Rappville Hall**

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**20.5 Tender VP245985 - Reynolds Road Industrial Estate Electrical Reticulation**

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**20.6 Outcome of Negotiations, Northern Rivers Livestock Exchange Feeding Contract (Tender VP204658)**

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

The General Manager reported that no written representations had been received in respect of the items listed for consideration in Closed Council.

The Chair called for verbal representations from the gallery.

There were no representations from the gallery.

The Chair advised that under section 10A of the *Local Government Act 1993*, the media and public are to be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10(2) as outlined above.

**RESOLUTION 200721/15**

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That:

1. Council resolves to enter Closed Council to consider the business identified in Items 20.1 and 20.2 together with any late reports tabled at the meeting.
2. Pursuant to section 10A(2) – (c) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.

The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) of the *Local Government Act 1993*

**CARRIED**

Council closed its meeting at 5.54pm. The public left the Chamber.

The Open Council meeting resumed at 6.58pm.

The resolutions of Closed Council were read by the General Manager, Director Organisational Development, Director Projects Business Development and Director Community Service Delivery.

**21 RESOLUTIONS OF CLOSED COUNCIL****20.1 Casino Industries Activation Negotiation Update**

That Council

1. Notes the update on the Casino Industries Activation project;
2. Supports the actions as set out in this report under Option 1, to secure the funding to commence pre-planning work for the Casino Industries Activation project under the Government's Bushfire Local Economic Recovery Fund;
3. Authorises the General Manager to enter into and sign required documents, call options, contracts and transfers, including affixing the seal of Council where appropriate, for the lease and sale of the land generally in accordance with the details contained within this report and the prior Council report regarding this matter of 19 September 2017.
4. Authorises the General Manager to action Option 2 as set out in this report to enable the Casino Industries Activation Infrastructure Project to proceed.

**20.2 Tender VP217057 - Installation and Monitoring of Council's Security System**

That

1. Council accepts the tender from Dash Integrated Systems which represents best value for Council at \$55,269.18 (exclusive of GST) for the first year including installation and monitoring of Council's Offices and Building.
2. An option for a further two years, one year plus one year, be awarded on satisfactory performance and the yearly amount for monitoring services to be increased as per the Consumer Price Index (CPI)
3. The General Manager be authorised to negotiate and finalise the terms and conditions of any contract or agreement, in line with the content of this report and the available budget and affixing the seal of Council where necessary.

**20.3 Tender VP244401- Cemetery Maintenance and Operational Assistance**

That

1. Council accepts the tendered price schedules from S.R Davidson & T.A Davidson for Cemetery Maintenance and Operational Assistance, with an estimated annual cost of \$75,427 (exclusive of GST) per year.
2. An option for a further two years, assessed at annual intervals, be awarded on satisfactory performance and the yearly amount to be increased as per the Consumer Price Index (CPI)
3. The General Manager be authorised to negotiate and finalise the terms and conditions of any contract or agreement, in line with the content of this report and the available budget and affixing the seal of Council where necessary.

**20.4 Tender VP240268 - Construction of Rappville Hall**

That

1. Council accepts the tender from G.J Bennett & S.C Robertson which represents the best value for Council at \$1,199,495.45 (exclusive of GST); and
2. The General Manager be authorised to negotiate and finalise the terms and conditions and sign any contract or agreement, in line with the content of this report and the available budget and affixing the seal of Council where necessary.

**20.5 Tender VP245985 - Reynolds Road Industrial Estate Electrical Reticulation**

That

1. Council accepts the tender from QUANTA Lines Pty Ltd which represents the best value for Council at \$244,540.00 (exclusive of GST); and
2. The General Manager be authorised to negotiate and finalise the terms and conditions and sign any contract or agreement, in line with the content of this report and the available budget and affixing the seal of Council where necessary.

**20.6 Outcome of Negotiations, Northern Rivers Livestock Exchange Feeding Contract (Tender VP204658)**

That Council:

1. Receives and notes the outcome of negotiations for Tender VP204658 Northern Rivers Livestock Exchange Feeding Contract
2. Notes the award of the contract to Macrae Harvesting and Baling Contractors under the terms outlined in this report.

The Meeting closed at 7.04 pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 17 August 2021.

.....  
**CHAIRPERSON**

Richmond  
Valley  
Council



# **MINUTES**

## **Internal Audit and Risk Committee Meeting 3 August 2021**

## INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

3 AUGUST 2021

**ORDER OF BUSINESS**

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INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

3 AUGUST 2021

**MINUTES OF RICHMOND VALLEY COUNCIL  
INTERNAL AUDIT AND RISK COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO  
ON TUESDAY, 3 AUGUST 2021 AT 4:00PM**

**PRESENT:** Cr Daniel Simpson (Chair), Cr Robert Mustow, Cr Sam Cornish, Cr Robert Hayes, Cr Jill Lyons (arrived 4:17pm), Cr Sandra Humphrys

**IN ATTENDANCE:** Vaughan Macdonald (General Manager), Angela Jones (Director Community Service Delivery), Ryan Gaiter (Director Organisational Services), Ben Zeller (Director Projects & Business Development), Jenna Hazelwood (Leader Strategy), Latoya Cooper (Coordinator Mid-Richmond) & Julie Clark (Personal Assistant to the General Manager and Mayor)

**PRESENT:** Jarrod Lean (Grant Thornton), Daniel Farthing (Grant Thornton), Hayley Martin (Management Accountant RVC) (All via Zoom)

## 1 WELCOME

Cr Daniel Simpson welcomed everyone to the meeting.

## 2 APOLOGIES

### COMMITTEE RESOLUTION IA030821/1

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That the apology received from Cr Stephen Morrissey be accepted and leave of absence granted.

**CARRIED**

## 3 DECLARATION OF INTERESTS

Nil

## 4 MATTERS FOR CONSIDERATION

### 4.1 STATUS OF THE 2020/2021 INTERNAL AUDIT PLAN

#### COMMITTEE RESOLUTION IA030821/2

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That the Committee received and noted the contents of the Status of the 2020/2021 Internal Audit Plan report.

**CARRIED**

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## INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

3 AUGUST 2021

**4.2 2021/2022 INTERNAL AUDIT PLAN AND SCHEDULE OF MEETINGS****COMMITTEE RESOLUTION IA030821/3**

Moved: Cr Robert Hayes  
Seconded: Cr Sandra Humphrys

That the Committee received and noted the contents of the 2021/2022 Internal Audit Plan and Schedule of Meetings report.

**CARRIED****4.3 UPDATE ON THE INTERIM PHASE OF THE EXTERNAL AUDIT FOR YEAR ENDING 30 JUNE 2021****COMMITTEE RESOLUTION IA030821/4**

Moved: Cr Sam Cornish  
Seconded: Cr Robert Hayes

That the Committee noted that there was no Management Letter on the Interim Phase of the External Audit for year ending 30 June 2021.

**CARRIED****4.4 OUTCOME OF THE CYBER SECURITY REVIEW****COMMITTEE RESOLUTION IA030821/5**

Moved: Cr Sam Cornish  
Seconded: Cr Sandra Humphrys

That the Committee received and noted the contents of the Cyber Security review.

**CARRIED**

## Notes:

1. A discussion was held regarding a clerical error found in the Cyber Security review attachment provided by Grant Thornton - *Detailed Findings Action Item 2 – Supplier Due Dilligence and Management* – due date 30/03/2021 to be corrected to 30/03/2022.
2. Manager of IT Services, Scott Walters, spoke to the Committee with regard to the implementation of a Working from Home Policy and Bring Your Own Devices. A significant amount of software changes and security checks within Council's current IT systems need to be met to ensure our information is not at risk.

**4.5 PROGRESS OF REVIEW OF INTERNAL AUDIT ACTION ITEMS IA202007.01 AND IA201811.01****COMMITTEE RESOLUTION IA030821/6**

Moved: Cr Sandra Humphrys

Seconded: Cr Jill Lyons

That the Committee received and noted the following: -

1. Cemetery register - Prioritise those actions that need to be undertaken and remove those that are unachievable.
2. Remaining registers - Transfer of registers to TechOne and enhancements continues to be prioritised on a need's basis.

**CARRIED**

**4.6 PROGRESS OF INTERNAL AND EXTERNAL AUDIT ACTION ITEMS AND LONG-STANDING ACTION ITEMS****COMMITTEE RESOLUTION IA030821/7**

Moved: Cr Daniel Simpson

Seconded: Cr Sam Cornish


That the Committee:

1. Received and noted the contents of the Progress of Internal and External Audit Action Items and Long-Standing Action Items report
2. Requests a status adjustment of the progress update of Internal Audit Action Item IA202002.07 Fraud and Corruption Review from 'Completed' to an updated status to accurately reflect the items commentary
3. Requests a status adjustment to the progress update of Internal Audit Action Item IA202007.04 Cemeteries Management Review from 'Completed' to an updated status to accurately reflect the items commentary
4. Notes the unmeasurable content of the asset management internal audit item commentary presented within Internal Audit Action Items IA202010.07, IA202010.10 and IA202010.12
5. Requests a report on Asset Master to be presented at the next Internal Audit and Risk Committee Meeting.

**CARRIED**

**The Meeting closed at 4:37pm.**

.....  
**CHAIRPERSON**





*Love where we live and work*

# **Delivery Program Progress Report**

**Quarter 4**  
**June 2021**

**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 2020/2021 financial year. The status is defined as:

Green	The action or milestone has been completed (154)
Amber	The action or milestone is on schedule and is being actively managed (1)
Blue	The action or target is not due to commence in the reporting period
Purple	The action is not progressing (4)
Red	The action or milestone is behind schedule (15)



**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 implemented.	Completed	
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	2020/2021	Manager Communications, Events and Tourism	A review of the Richmond Valley Events Strategy was undertaken to ensure Council was maximising outcomes and optimising its resources, while still attracting and supporting community and tourism events in the Richmond Valley.	Completed	
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Annual	Manager Communications, Events and Tourism	COVID-19 restrictions prevented any workshops being held over the past year. RVC's Events, Tourism and Community Grants teams continue to provide support to local organisers via phone, email, newsletters, and face-to-face meetings.	Completed	
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	Local groups delivering community events in the Richmond Valley local government area for the benefit of the community can promote their upcoming events on the Council website, Facebook page and Instagram account.	Completed	
PP1.1.5	Maintain the RVC website as a focused information resource for events	2019/2020	Manager Communications, Events and Tourism	Discover Richmond Valley website now features all local events and is regularly updated by both the Tourism and Events teams.	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Annual	Manager Communications, Events and Tourism	<p>Council is keen to support and encourage community groups to seek funding for community support services, amenities, and programs. We offer the following support:</p> <p>Assistance with editing applications, Letters of support from Council, Grant writing workshops, and Grants Alert newsletter</p> <p>Council also provides direct assistance to local events through its Event Support Scheme. In the most recent round of the scheme a total of \$25,000 in cash and in-kind support was allocated to local events</p>	Completed	
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Annual	Manager Communications, Events and Tourism	<p>All Richmond Valley events are guided by the Disability Inclusion Action Plan 2017-2021.</p> <p>Requests by the community to improve accessibility are actioned.</p> <p>The Discover Richmond Valley website also features an accessible tourism page, highlighting suitable access for all our residents and visitors, whatever their individual needs.</p>	Completed	



**PP1.2: Increase Brand Recognition**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.2.1	Include branding as compulsory criteria to receive council support	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	
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	




**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 are being delivered as funding is secured and allocated. Woodburn Riverside is completed. Casino Showgrounds day stalls, grass and sand track and truck and float parking are underway. Coronation Park and the Drill Hall are about to commence the final construction stages which will see all elements of the Masterplan completed	Completed	
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	
PP1.3.3	Complete service standards and levels for all open spaces	2019/2020	Manager Infrastructure Services	Service standards for all open spaces are subject to ongoing review, in response to community priorities. Council has recently allocated additional funding in the 2021/2022 budget to support increased service levels at key facilities.	Completed	
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Annual	Coordinator Asset Management	Staff continue with the program to inspect and maintain playgrounds to ensure RVC has the safest possible play spaces.	Completed	
PP1.3.5	Completion of capital works program	Annual	Manager Asset Planning	Work has progressed on delivering the Capital Works Program. Key achievements for the past six months include additions to our shared pathway network and the completion of the Woodburn Riverside project.	Completed	



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.3.6	Develop a strategy for sports field irrigation	2019/2020	Manager Infrastructure Services	Council has been successful in securing grant funding to upgrade and include irrigation in key high use sporting fields, at QE Park and Colley Park. Opportunities for grant funding for other sporting fields will continue to be pursued.	Completed	
PP1.3.7	Develop a strategy for upgrade of town garden beds	2019/2020	Manager Infrastructure Services	Funds are being sourced for the development of masterplans for CBD areas which will inform future garden bed upgrades. In the meantime, routine maintenance and minor upgrades to town gardens continue as part of the annual parks and gardens program.	Not Progressing	


**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	
PP1.4.2	Manage current pool contracts	2019/2020	Project Engineer	Pool Contract being managed in accordance with the Contract. Council Officer responsible for managing the contract has held regular Contractor Meetings and developed a good working relationship with the new Aquatic Services Manager.	Completed	
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Annual	Project Engineer	Through ongoing communication and formal contract meetings, Council Officer responsible for managing the pools has been fully aware of maintenance required and worked collaboratively to arrange repairs and replacements.	Completed	
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	2019/2020	Manager Asset Planning	Masterplan for pool completed and adopted in 2019.	Completed	

**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	Cemetery capital works have been managed and delivered by the Coordinator Open Spaces and the program has been completed.	Completed	
PP1.5.2	Develop service standards for cemeteries	2019/2020	Manager Infrastructure Services	Based on community feedback current service standards at Council cemeteries are in-line with expectations and are subject to ongoing review in response to any concerns raised and delivered within existing budgets. Council has recently awarded a tender for cemetery maintenance at its key facilities, in line with established levels of service.	Completed	
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Annual	Manager Infrastructure Services	The Cemetery Strategy Review has commenced. Investigations into historical burial rates and future burial demand has been undertaken and is informing the strategy. The Strategy will be completed by June 2022, for consideration by Council.	Behind Schedule	
PP1.5.4	Preparation for Casino Cemetery expansion	2020/2021	Manager Infrastructure Services	Cemetery expansion plans are in place. A Development Application for the filling of the land adjacent to the existing cemetery has been approved and works will commence when filling is required. The update of the Cemetery Strategy will further inform the timeframe for expansion of the cemetery and this will be completed in 2021/22.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.6.1	Development of new and/or enhance existing programs to meet community needs	Annually	Manager Regional Library	Most programs have been re-introduced though some are limited due to COVID restrictions.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.7.1	Implement and utilise Library Management System (LMS) through upgrades	2019/2020	Manager Regional Library	Library Management system continually upgraded and used to a high capacity. New functionality is continually being investigated.	Completed	

**PP1.8: Undertake the repair and maintenance of council buildings**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP1.8.1	Maintain current levels of availability and condition	Annual	Manager Asset Planning	Any maintenance issues with buildings and facilities have been dealt with as budget and resources allow.	Completed	
PP1.8.2	Development of Masterplan at Casino Civic Hall (dependent on availability of funding)	2019/2020	Manager Asset Planning	Consultation process has been completed and the masterplan for the Civic Hall is ready for consideration by Council.	Completed	






**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 Community Service Delivery	Richmond Valley Council continues to provide assistance to combat agencies and surrounding Councils, when and where possible in the event of an emergency.	Completed	

**PP2: Getting Around****PP2.1: Improve Road Management practices at Richmond Valley Council**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.1.1	Develop a Road Management Strategy which provides long-term direction and information on sustainability of road network including assessment of bridges affected by load limits	2019/2020	Manager Asset Planning	Council is currently undertaking a comprehensive review of its Asset Management Plans as part of the next integrated planning and reporting process.  This work will set the direction for long-term investment in maintenance and renewal of key community infrastructure. A roads and bridges asset management plan will be completed by 30 June 2022.	Behind Schedule	
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	2019/2020	Coordinator Asset Management	Pedestrian Access Mobility Plan was adopted at the November 2020 Ordinary Meeting.	Completed	

**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 are complete and construction has commenced.	Completed	
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	
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	Annual	Manager Asset Planning	Information collected in the road survey is used in the development of the capital works and maintenance programs, specifically re-seals and drainage maintenance.	Completed	
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Annual	Manager Asset Planning	The Communications team published a road awareness flyer in early 2021. The document is currently available on Council's website.	Completed	
PP2.2.5	Completion of capital works program	Annual	Manager Infrastructure Services	Not all capital works projects have been completed in accordance with the program this financial year. Interruptions have been caused by staff movements, Disaster Recovery Funding Arrangements priorities and private works opportunities that have been delivered. These delays and subsequent budget adjustments have been regularly reported to Council.	Behind Schedule	




**PP2.3: Create a sense of civic pride in the community**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP2.3.1	Plan and implement public space safety and cleaning programs (street cleaning and street lighting)	Annual	Manager Asset Planning	Programs managed and expended during financial year.	Completed	
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Annual	Manager Asset Planning	Budget expended - Maintenance programmed through CRM's and maintenance inspections, prioritized and undertaken as budget allows.	Completed	
PP2.3.3	Advocate for expansion of public & community transport	Annual	Coordinator Asset Management	Assets staff continue to liaise with transport operators and Transport for NSW advocating for improved infrastructure and safety.	Completed	
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Annual	Manager Infrastructure Services	All town entrances and tree plantings have been maintained to required standards throughout the financial year. The Evans Head town entrance project at the cemetery is underway and is due for completion in August 2021.	Completed	

**PP3: Working Together****PP3.1: Improve our engagement/consultation with the community**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.1.1	Community engagement and consultation program	Annual	Manager Communications, Events and Tourism	Council continues to provide a comprehensive program of consultation and engagement events, despite the impacts of the Covid pandemic. This includes implementation of the LSPS Community Participation Plan, consultation on key council initiatives and regular attendance at business and community organization meetings and events.	Completed	
PP3.1.2	Conduct community surveys for relevant projects	Annual	Manager Communications, Events and Tourism	Council continues to seek feedback on key initiatives.  A highlight of the past six months was completion of the Community Satisfaction Survey, to help inform the next iteration of IP&R. Final results of the survey will be reported to Council.	Completed	

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



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.2.1	Sponsor and support national volunteers, week celebration and deliver training/ workshops to upskill volunteers	Annual	Manager Asset Planning	Volunteers Week events held in May 2021.	Completed	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.3.1	Developing contact lists for interest groups and towns	2017/2018	Manager Asset Planning	Completed on a need basis with relevant projects.	Completed	
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.	Completed	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.4.1	Strengthening our relationships with Aboriginal communities	Annual	Manager Asset Planning	Ongoing liaison occurs with Land Councils and co-operatives on various issues.	Completed	
PP3.4.2	Develop and build on partnership activities with community organisations e.g. health initiatives, employment initiatives, social service initiatives, youth, education and others as identified by the community	Annual	Manager Asset Planning	Council continues to work in partnership with community organisations, within its available resources. A key initiative this year has been the successful Try a Trade program, offering opportunities for local women to learn new skills and improve their employment prospects. Council also continues to provide opportunities for local students through the Youth Employment Scheme	Completed	

**PP3.5: Develop partnership activities that promote and improve social services and inclusion and accessibility for people with disabilities, aged, early childhood and youth, disadvantaged and multicultural sectors**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.5.1	Develop partnership activities which promote inclusion and accessibility	2017/2018	Manager Asset Planning	Disability Action Plan is maintained, and reference is made to ongoing relationships Council has with focus groups.	Completed	
PP3.5.2	Facilitate Accessibility, Liveability and Aged Advisory Committee	Annual	Manager Asset Planning	As at the conclusion of the 2019/2020 financial year, this committee is no longer operational.	Completed	
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	

**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's Valley Views community newsletter is distributed every four-to-five weeks throughout the year to all residents across the local government area via Australia Post.	Completed	
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	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
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 6800, with some posts having a reach of more than 40,000.	Completed	
PP3.6.4	Implement the Richmond Valley Made branding campaign	2017/2018	Manager Communications, Events and Tourism	Richmond Valley Made campaign developed.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.7.1	Schedule Grant writing workshops - two levels, introductory and intermediate	Annual	Manager Asset Planning	Grant Writing workshops undertaken and completed.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Annual	Manager Asset Planning	Community Financial Assistance Program rounds completed.	Completed	
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Annual	Manager Asset Planning	Grant applications supported and completed. Process ongoing with Council applying for multiple grants for infrastructure and services.	Completed	

**Growing our Economy****EC1: Driving Economic Growth****EC1.1: Review Council's existing businesses and investigate further business opportunities**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.1.1	Provide advice to Council business operations as required.	2019/2020	Director Projects & Business Development	Advice is provided as required particularly as actions arise from weekly executive project group meeting.	Completed	
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either an LGA or regional context	Annual	Manager Property and Economic Projects	Regional EOI for establishment of waste facilities being prepared.	Completed	



**EC1.2: Actively lobby and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.2.1	Actively lobby, and provide assistance for the establishment of new businesses and the expansion and/or continuing operation of existing businesses	Annual	Manager Property and Economic Projects	Continue to support business chambers and advocate for local businesses. Hosted meeting with key local business leaders to discuss collective needs and opportunities. This has fed into Regional Jobs Precinct work. In addition, one on one discussions with key businesses have been undertaken as part of Regional Jobs Precinct process.	Completed	
EC1.2.2	Collaborate across Federal, State and Local Governments and all stakeholder groups to ensure relationships are built, maintained and effective so as to ensure we rapidly respond to both economic and job opportunities	Annual	Manager Property and Economic Projects	The Regional Jobs Precinct program has been a valuable mechanism to build and further develop collaboration with NSW Government.	Completed	



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	Manager Property and Economic Projects	Currently undertaking market sounding and EOI process for establishment of regional waste facilities.	Completed	


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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.3.1	Develop synergistic outcomes from the "Richmond Valley Tourism Plan" and "A Guide to Economic Development in the Richmond Valley"	Annual	Manager Communications, Events and Tourism	Many opportunities to stimulate economic growth have been identified in The Richmond Valley Destination Management Plan 2021 to 2025. These include: The Pacific Highway upgrade; the Casino to Bentley Rail section of the Northern Rivers Rail Trail; Developing and positioning the Richmond Valley as a distinct walking, cycling and mountain bike tourism destination on the North Coast; Activating nature-based tourism experiences; Encouraging and supporting private sector investors; Creating and promoting agri and cultural tourism experiences; Sustainable tourism development; Cooperation between Council and industry stakeholders to drive sustainable visitor economy growth and development.	Completed	
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Annual	Manager Communications, Events and Tourism	The Valley's public art features historical themes and highlights iconic landscapes and structures. A highlight this year has been commencement of the iconic Water Tower Mural project at South Casino, with support from (name funding source). Extensive community consultation was undertaken to identify the preferred design for the mural and work is due to commence shortly, subject to Covid restrictions. The project will be supported by a riverside heritage walk and should prove a major drawcard for visitors	Completed	


**EC1.4: Provide support to prospective developers regarding Council processes and requirements**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.4.1	Assist applicants of major developments to navigate Council processes via a case management approach to the lodgement and assessment of significant development applications	Annual	Manager Property and Economic Projects	This is an ongoing service provided to potential applicants. Throughout the year, we have worked with several proponents to provide assistance with investigating projects within RVC. These include large scale solar proposals, community housing, over 50's housing, renewable energy proponents and existing businesses.	Completed	

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


Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.5.1	Implement the Richmond Valley Tourism Development Plan	Annual	Manager Communications, Events and Tourism	Richmond Valley Tourism Development Plan implemented.	Completed	

**EC1.6: Improved customer satisfaction with the DA process**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.6.1	Collaborate with the State Government to introduce E-Planning	2020/2021	Manager Development & Certification	ePlanning was launched by Council on 1 January 2021 with the mandated State Government requirements coming into force on 1 July 2021.	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.6.2	Develop a Development Information Package	Annual	Manager Development & Certification	Factsheets are an ongoing item due to regular updates to information and legislation published within them. Fact sheets have been written in the 2020/21 year however ePlanning information has been the focus during the 2020/21 year.	Completed	
EC1.6.4	Ensure efficient planning and building application processing	Annual	Manager Development & Certification	Ongoing commitment to reducing processing times and finding efficiencies in processing applications. The average processing time for a Development Application is 27 days which is under Council's 30-day target.	Completed	

**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 & Certification	New Development Control Plan has been adopted by Council and will commence 1 August 2021.	Completed	
EC1.7.2	Local Environmental Plan review	2020/2021	Manager Development & Certification	Local Environmental Plan Health Check is ongoing with continual review of the document. Changes to the LEP are likely due to the Regional Jobs Precinct (RJP) Program. Minor amendments are scheduled to be undertaken by Mid 2022 when the outcomes of the RJP work are known.	Behind Schedule	
EC1.7.3	Process applications for Certificates under relevant legislation	Annual	Manager Development & Certification	Planning Certificates are continuously being monitored for statutory requirements and data accuracy.	Completed	



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.7.4	Deliver good urban design outcomes through heritage management	Annual	Manager Development & Certification	Site visits and pre-lodgement inspections are conducted, and written advice supplied.	Completed	
EC1.7.5	Contributions Plan Review	2017/2018	Manager Development & Certification	The review of the Contributions Plan is a joint exercise between several sections of Council. New Asset Management Plans are being developed and when completed the information will feed into the Contributions Plan Review. The aim is to have a new Contributions Plan adopted by Council by 30 June 2022.	Behind Schedule	

**EC1.8: Provide sustainable urban development opportunities**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC1.8.1	Implement the Local Growth Management Plan to provide for an adequate supply of residential land	2019/2020	Manager Development & Certification	Consultants have been engaged to draft an Urban Growth Management Strategy. The draft is scheduled to be completed by December 2021 with the aim of having and exhibited document to Council for a resolution to adopt by mid2022. This strategy will inform the Casino Town Plan which is part of the Regional Jobs Precinct Program.	Behind Schedule	
EC1.8.2	Develop growth management strategies as an input into the LEP for zoning land for the required residential, rural residential, commercial and industrial land uses whilst maintaining environmental sustainability	2018/2019	Manager Development & Certification	The draft Urban Growth Management Strategy will address the future needs of Richmond Valley in relation to the supply of residential land and employment generating land. The strategy is scheduled to be completed by mid-2022 for consideration by Council.	Behind Schedule	
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	2019/2020	Manager Development & Certification	This action has been completed with the Local Strategic Planning Statement being adopted by Council.	Completed	



**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	Up until Woodview Quarry was leased flood blend was being produced and provided to internal works, since the lease came into effect this is no longer the case. Flood blend is now being produced by the lessee and Council is purchasing it as required.	Completed	
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.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.2.1	Stage 1 upgrade of the NRLX (upgrade of receivables and sale areas)	2017/2018	Director Projects & Business Development	This action was completed in 2018.	Completed	
EC2.2.2	Stage 2 upgrade of the NRLX	2019/2020	Director Projects & Business Development	This action was completed in 2020.	Completed	

**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	Both Roads & Drainage and Water & Sewer have performed private works and continue to provide estimates when requested to.	Completed	

**EC2.4: Acquisition, management and disposal of Council land to realise commercial opportunities**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.4.1	Acquisition, management and disposal of Council Land to realise commercial opportunities	Annual	Manager Property and Economic Projects	Construction of second stage of Canning Drive residential land development and construction of the Reynolds Road industrial development have commenced.	Completed	
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	Community consultation has been completed on the disposal of surplus parks with the outcome being that the matter be deferred for consideration in the development of the new CSP.	Completed	

**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	Council constructing both industrial and residential land developments. To date the return on investment has been approximately 30%.	Completed	
EC2.5.2	Develop and market residential land estate	Annual	Manager Property and Economic Projects	The second stage of Canning Drive is under construction.	Completed	
EC2.5.3	Develop and market industrial land estate	2020/2021 and 2021/2022	Manager Property and Economic Projects	Reynolds Road industrial subdivision is under construction. Last remaining lots in Cassino Drive industrial estate have been sold.	Completed	

**EC2.6: Build and nurture relationships with Business Chambers and the business community at large**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EC2.6.1	Business engagement	Annual	Coordinator Economic Development	Ongoing activity. The Regional Jobs Precinct program has required discussions and interaction with key businesses in the Shire. These have been very positive and beneficial to maintaining these positive relationships.	Completed	
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.	Completed	
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces	2018/2019 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.	Completed	
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.	Completed	

**Looking after our Environment****EH1: Managing our Waste and Water****EH1.1: Waste and resource recovery future options**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.1.1	Develop and implement a waste strategy including long term waste and resource recovery options which are sustainable and affordable	2017/2018	Manager Infrastructure Services	The Resource Recovery & Waste Management Strategy has been completed and was adopted by Council in July 2020.	Completed	

**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 action forms part of the yearly budget process	Completed	

**EH1.3: Waste Management domestic kerbside collections**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.3.1	Review collection run frequencies and efficiencies including investigating GPS tracking systems and options	2018/2019	Manager Infrastructure Services	Collection runs were all reviewed through the year and changes made to make them as efficient as possible given the resources available. GPS tracking systems were investigated and the decision was made to procure the 3Logix Waste Tracking system for the trucks and it has been incorporated into one new demonstration truck that was purchased and will be supplied with trucks due to arrive in the 2021/22 financial year.	Completed	

**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	The Nammoona capping plan has been included in the Cell 6 design project. A tender for both Cell 6 and the capping projects will be issued by the end of 2021.	Behind Schedule	

**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 continued to look for opportunities within the Waste Less Recycle More funding and the Environmental Trust Funding throughout the financial year and projects were delivered in accordance with funding obtained.	Completed	







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



Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.1	Education delivered to the community through various activities	Annual	Manager Infrastructure Services	The Waste Education Officer continued to work on educating the community through various activities, Facebook, media and collaboration with Newaste on regional programs.	Completed	
EH1.6.2	Delivery of capital works projects	Annual	Manager Infrastructure Services	Capital works projects have been completed in accordance with scheduled programs (with adjustments where required).	Completed	
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Annual	Manager Infrastructure Services	Waste Management services were delivered to the community in an environmentally sustainable manner and within legislative requirements. Compliance checks and inspections were performed as required and all Pollution Incident Response Management Plans were tested as required and updated on the RVC website.	Completed	

**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 have been completed as required and in accordance with plans and budget allocations.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH1.8.1	Continue to provide safe and secure water and sewerage networks through the implementation of Integrated Water Management Plans	Annual	Manager Infrastructure Services	The Water & Sewer team have provided safe and secure water and sewerage networks by performing proactive and reactive maintenance throughout the year and renewing assets as required in accordance with established plans.	Completed	
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	Completed for the 20/21 FY with sufficient information to progress the 21/22 relining project. Working with GIS, Assets, and contractor to include CCTV footage and condition assessment on Intra-Maps to assist with planning future projects.	Completed	
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	Solar energy has been successfully implemented at Council's Casino Water Treatment Plant. Council is negotiating acquisition of land to enable a solar system for the Casino Raw Water Pump Station. The aim is to have this project concluded by 31 December 2022.	Behind Schedule	
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	2018/2019	Water and Sewer Engineer	Council opted to be part of DPIE trial project for a more cost effective and streamlined IWCM process which should start in 2021/2022.	Behind Schedule	

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	Water and Sewer Engineer	Funding for this investigation was secured under the NSW Government's Safe and Secure program. The project has been delayed due to interdepartmental interactions with Department of Planning, Industry and Environment - Water, in the compiling of information relative to a report on a secure yield for Casino Agreement has been reached within the Department of Planning, Industry and Environment and a report with recommended options should be available by the end of October 2021.	Behind Schedule	
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	Council continued to improve water and sewerage infrastructure through the water main renewal program, sewage pump station renewal program, manhole and junction renewal programs and switchboard and SCADA renewal programs.	Completed	



**EH2: Promoting the Protection of the Environment****EH2.1: Provide services and programs which protect and enhance our natural and built environment**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.1.1	Budgets allocated to support services and programs	Annual	Manager Development & Certification	Rappville rehabilitation works which are funded from a Bush Fire Recovery Program are due to commence in July 2021. There was a delay in this project due to several flood emergencies which impacted the sites for the proposed works. Work continues on flying fox habitat restoration through existing successful grant programs. A larger 9-year funding grant for flying fox habitat is to be applied for in the coming months for Queen Elizabeth Park riverbank from archery field downstream to the existing planting.	Completed	

**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 & Certification	Plan of Management for the Crown Reserve has been adopted by Council for exhibition purposes. A Management Plan for the Wetlands was also part of this process. Both documents are with the Minister waiting for approval to publicly exhibit.	Completed	

**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 & Certification	Council Officers continue to respond to environmental incidents and customer requests, taking any necessary action to mitigate any harm in accordance with the legislative requirements. Officers also attend regular meetings for the Richmond River Governance project which is a multi-agency response attempting to tackle the health of the Richmond River.	Completed	

**EH2.4: Develop programs in consultation with the community and stakeholders to minimise environmental harm through Council's own environmental practices**




Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.1	Flying Fox Management	Annual	Manager Development & Certification	Plantings are due for maintenance with significant weed eradication to occur by late January 2021, new planting occurred March 2021 and more weed eradication to occur in the Spring.	Completed	
EH2.4.2	Conduct food shop inspections	Annual	Manager Development & Certification	Majority of food inspections have been completed, with Council Officers meeting its target set by NSW Health/Food Authority.	Completed	
EH2.4.3	Skin penetration inspections	Annual	Manager Development & Certification	Inspections have been conducted when required as pre the legislative requirements.	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Annual	Manager Development & Certification	Inspections mainly occur in the summer months. The Evans Head pool is the only pool which is currently sampled during the winter months.	Completed	
EH2.4.5	Prompt response to general enquires	Annual	Manager Development & Certification	Advice given and inspections carried out when requested.	Completed	
EH2.4.6	Liquid Trade Waste Program	Annual	Manager Development & Certification	Approvals are being issued when required. Inspections and discussions with operators have been occurring during food inspections to educate operators. New Guidelines have been published will result in the need for Council to review the program in the 2021/22 year.	Completed	
EH2.4.7	Public health registers and response	Annual	Manager Development & Certification	Public Health registers are monitored and kept up to date.	Completed	
EH2.4.8	Conduct OSMS audits	Annual	Manager Development & Certification	Inspections of OSMS are being undertaken. A review of the risk audit inspection program has been completed to ensure Council remains compliant with regulatory requirements.	Completed	
EH2.4.9	Caravan Park licensing program approvals	Annual	Manager Development & Certification	This program is completed in accordance with the targets and requirements set.	Completed	

**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 & Certification	The preparation of this plan has not proceeded due to lack of funding to draft the plan. The existing animal shelter is considered adequate for Councils needs at this time, however staff will continue to look for funding opportunities to resource the drafting of a long-term strategic plan.	Not Progressing	

**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 & Certification	Rangers continue to respond to dog attacks and take a proactive approach to education with regard to responsible pet ownership.	Completed	
EH2.6.2	Increase in the number of desexed animals from the previous year's statistics	Annual	Manager Development & Certification	Mail outs are undertaken periodically to companion animal owners in an attempt to increase the registration and desexing rates. In some instances, further action is required to ensure legislative requirements are being adhered to. Councils Rangers take a proactive approach by taking every opportunity to educate the community on the importance of desexing and registering companion animals.	Completed	
EH2.6.3				Rangers respond to calls from the public regularly. Education, and	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
	Decrease in the number of roaming animals	Annual	Manager Development & Certification	advice is provided to owners when the opportunity arises. Media and social media messages are released throughout the year in relation to responsible pet ownership. Roaming animals continue to be one of the highest volumes of request Council receives through the Customer Request System.		
EH2.6.4	Increase in the number of follow ups of dangerous dogs' audits	Annual	Manager Development & Certification	Annual inspections are undertaken of the animal's enclosures/yards to ensure compliance of the dangerous dog orders.	Completed	
EH2.6.5	Maximise the rehousing rates in the Richmond Valley	Annual	Manager Development & Certification	Council has a very high rate of rehoming and works proactively with a number of rescue groups to achieve this rate.	Completed	

**Making Council Great****CS1: Leading and Advocating for our Community****CS1.1: Improve decision making by engaging stakeholders and taking community input into account**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.1.1	Encourage participation in council meetings/committee meetings	Annual	Director Organisational Services	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.	Completed	
CS1.1.2	Develop and conduct a Councillor training program	Annual	Director Organisational Services	A Councillor training program will be implemented following the December 2021 local government election. Investigations have commenced into suitable training providers.	Completed	
CS1.1.3	Implementation of the Integrated Planning and Reporting Framework	Annual	Director Organisational Services	Integrated Planning and Reporting framework obligations are being met. All reports developed and adopted by Council prior to legislated due dates.	Completed	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.2.1	Develop a risk management program which identifies and controls Council's Enterprise Risks	Annual	Director Organisational Services	Council adopted a new Enterprise Risk Management Framework in April 2021. This will help to guide future risk management programs and priorities. Council's Risk Register was reviewed in Quarter 2 of the 2020/2021 financial year.	Completed	
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	Annual	Director Organisational Services	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	
CS1.2.3	Implementation of a corporate compliance program	Annual	Director Organisational Services	This is an ongoing process which is being facilitated through annual reviews of Council's Risk Register and Delegations/Policy database.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.3.1	Internal audit committee meetings	Annual	Director Projects & Business Development	All internal audit meetings have been held.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS1.4.1	Monitor capital works performance	Annual	Director Projects & Business Development	Capital Works monitoring has transitioned to the Pulse system. The executive and management review capital works via this system every week.	Completed	
CS1.4.2	Coordination and management of major projects	Annual	Director Projects & Business Development	The PMO is currently managing approximately 30 projects ranging in value from \$100k to \$13.3m with delivery dates stretching through until 2026.	Completed	
CS1.4.3	Identify trends in business performance and report to senior management	Annual	Director Projects & Business Development	Where required, the PMO provides business advice and monitors trends.	Completed	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.1.1	Ensure that Council continues to meet the expectations of the community in delivering quality customer service	Annual	Manager Customer Experience	The customer service team have consistently exceeded the standards as set out in the Customer Service Framework & Charter.	Completed	
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 within departments.	Completed	



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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.2.1	Implement application upgrades, configuration changes, data entry screens, reports and workflow within Council's core applications	Annual	Manager Information and Technology Services	All systems met upgrade and patching scheduled this year.	Completed	
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	Mobile phone rollout for 2020/2021 is now complete.	Completed	
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 the prior year.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.3.1	Manage and maintain CCTV and public free Wi-Fi systems	Annual	Manager Information and Technology Services	Monitoring of the CCTV system continues with issues resolved as they occur. A project to improve the storage of CCTV footage at the Casino Police Station is underway.	Completed	

**CS2.4: Efficiency and value from IT investments**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.4.1	Systems are maintained within one version of currently released product	Annual	Manager Information and Technology Services	Core applications are being maintained at current version minus one. Audit identified a few servers that are no longer receiving vendor patching. Where possible these machines have been retired however a few outliers still require major system changes prior to retirement.	Completed	
CS2.4.2	Management of network performance	Annual	Manager Information and Technology Services	Core network is achieving its desired service level with minimal disruption. Council is currently deploying an upgraded WIFI network with a goal of consistent management and a standard platform across all sites.	Completed	

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.4.3	Security and data protection	Annual	Manager Information and Technology Services	Data loss prevention systems are now in place. RVC sees from 5 to 35 potential incidents per week where Financial data such as bank account numbers or credit card numbers; or Privacy data such as drivers' licences, tax file numbers or passport numbers are sent outside the organization. All incidents are monitored and to date no incident has been identified as an actual data loss incident.	Completed	

**CS2.5: Efficient records processes**




Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.5.1	Efficient processing of incoming correspondence	Annual	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 are distributed via email in the first instance as well as ECM.	Completed	
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.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.1	Streamline recruitment and on-boarding process	Annual	Manager People and Culture	Recruitment has been streamlined and new procedures drawn up. Improvements are continually implemented.	Completed	
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Annual	Manager People and Culture	Council's website has a good amount of detail, highlighting a life-work balance.	Completed	
CS2.6.3	Implement internal initiatives that boost morale	Annual	Manager People and Culture	Council's All Staff Development Day was well attended, with positive feedback from participants and active participation in the workshop sessions.	Completed	






**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 months leadership and culture plan	2018/2019	Manager People and Culture	New leadership plan developed for the future. Initiatives from past strategies have been executed. Leading Teams: Managers and Coordinators Seven Habits of Highly Successful People HBDI - Diversity in Thinking Emerging Leaders Supervision for Field Staff Quarterly catch-ups with leadership team New Behaviours Resilience and Managing Stress elearn	Completed	








Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.2	Implement a Health and Wellbeing Program	Annual	Manager People and Culture	Health and Wellbeing initiatives are still active. The program will be reviewed with the next iteration of IP&R.	Completed	
CS2.7.3	Manage strategy for YES	Annual	Manager People and Culture	YES Program continues to be successful with one Trainee being selected as a serious contender in the Training Awards. She won the North Coast division and is now off to State.	Completed	
CS2.7.4	Manage staff survey strategy	Annual	Manager People and Culture	Initial staff satisfaction survey produced really positive staff participation, In time staff participation declined, therefore a new approach regarding areas where staff feel improvements can be made has been undertaken, this approach has seen staff participation return to a high level.	Completed	



**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	Implemented.	Completed	
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Annual	Manager People and Culture	P&C has had a full digital transformation over the last three years. Information is accessible to the entire team online. PULSE is utilized, to ensure consistency of information. Vault is implemented. Shared docs using one note implemented. ESS implemented. SCOUT improved.	Completed	
CS2.8.3	Manage training plan	Annual	Manager People and Culture	Due to COVID, the training plan has undergone a number of changes and adaptations this financial year.	Completed	
CS2.8.4	Manage and review policies and procedures	Annual	Manager People and Culture	Policies and procedures are subject to ongoing review. In 2020/2021 the Leave Management, Smoking Procedure, Recover at Work Program, Recruitment Requisition alongside WHS procedures have all been updated.	Completed	
CS2.8.5	Educate staff on PULSE and review process yearly	Annual	Manager People and Culture	A workshop for reviewers was conducted, to support them in leading positive conversations on performance.	Completed	

**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	Fully functional system implemented. Exceptional reporting provided monthly. Automatic emails sent to the relevant supervisor when issues occur.	Completed	
CS2.9.2	Annual review of Safety Management Plan	Annual	Manager People and Culture	The Safety Management Plan was reviewed in 2020.	Completed	
CS2.9.3	Rolling audit and hazard inspection program and reporting	Annual	Manager People and Culture	This occurs weekly.	Completed	
CS2.9.4	Develop and Implement a Health Monitoring Program	2017/2018	Manager People and Culture	P&C continues to regularly do random alcohol and drug tests. This financial year's initiative: Skin Checks has been concluded and all staff that attended have their results.	Completed	
CS2.9.5	Facilitate Health and Safety Committee	Annual	Manager People and Culture	HSR meetings are held monthly.	Completed	
CS2.9.6	Develop and implement a WHS Safety Training program	Annual	Manager People and Culture	Extensive program implemented.	Completed	
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Annual	Manager People and Culture	WHS is a key priority for Council with a continued focus on improving our knowledge and application of best practice.	Completed	



**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. Council has had the lowest lost time in injuries in 20 years.	Completed	
CS2.10.2	Develop relationships with stakeholders to assist in managing workers compensation claims	Annual	Manager People and Culture	Relationships are very strong with our workers compensation insurer. Manager People and Culture was asked to represent all Councils at their recent bi-annual convention. The focus was on handling psychological claims.	Completed	
CS2.10.3	Reporting of injury management results to council	Annual	Manager People and Culture	Monthly statistics are sent to Executive on incidents, injury, costs, interventions, and any updates provided by SafeWork. Council reports delivered as requested.	Completed	

**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	Director Organisational Services	Revenue sources reviewed whilst collating Council annual Revenue Policy. Complete revenue review performed in 2017/2018, also internal audit of revenue department performed.	Completed	
CS2.11.2	Ensure council's procurement practices deliver best value for money	Annual	Director Organisational Services	Council remains an active member of the Northern Rivers Joint Organisation (NRJO) Procurement Group. Council has also recently implemented Vendor Panel procurement software, which allows for greater reach in sourcing quotations.	Completed	
CS2.11.3	Examine the opportunity to share regional services with other local government agencies	Annual	Director Organisational Services	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	
CS2.11.4	Investigate different investment options to maximise Council's return on investments	2017/2018	Director Organisational Services	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, the aim to maximise limited investment opportunities in the current market. 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	

**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	Director Organisational Services	Council's Investment Policy is updated annually and reported to council with regards to investments, in addition to monthly budget adjustment reports as well as quarterly reviews regarding any required changes to Council's budget, which informs Council of the current budgetary position.	Completed	

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

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.13.1	Complete fleet procurement in accordance with the plant replacement program	Annual	Manager Infrastructure Services	Priorities have changed throughout the year in response to operational requirements, however plant has been replaced in accordance with the revised replacement program.	Completed	

**CS2.14: Maintain Strategic Asset Management focus, and provide inspection and technical information for the development of design and capital works programs**

Action Code	Action Name	Timeframe	Responsible Officer	Comments	Status	Traffic Lights
CS2.14.1	Development of design and capital works programs annually	Annual	Manager Asset Planning	Capital works program is developed in January each year, with information compiled for the following year's program on a rolling basis. The year 2021/2022 plan has been developed and is in the process of delivery.	Completed	



Richmond Valley Council

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# Concise Investment Report Pack

Richmond Valley Council

1 July 2021 to 31 July 2021



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2. Portfolio Valuation By Categories As At 31 July 2021
3. Investment Revenue Received For 1 July 2021 to 31 July 2021
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5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 July 2021 Relative To 30 June 2021



Concise Investment Report Pack  
Richmond Valley Council  
1 July 2021 to 31 July 2021

1. Portfolio Valuation As At 31 July 2021

	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
<b>At Call Deposit</b>											
CBA Business Online Saver Auct RVC At Call	S&P ST A1+		5,705,000.00	1.00000000	5,705,000.00	100.000	0.000	5,705,000.00	8.90%	0.20%	
CBA General Fund Sh Auct RVC At Call	S&P ST A1+		795,872.46	1.00000000	795,872.46	100.000	0.000	795,872.46	1.22%	0.00%	
CBA Trust Auct RVC At Call	S&P ST A1+		87,560.17	1.00000000	87,560.17	100.000	0.000	87,560.17	0.15%	0.00%	
MACQ 940323454 At Call	Moodys A2		10,893,397.29	1.00000000	10,893,397.29	100.000	0.000	10,893,397.29	17.28%	0.35%	
NAB Business Cheque Auct RVC At Call	S&P ST A1+		29.00	1.00000000	29.00	100.000	0.000	29.00	0.00%	0.00%	
			<b>16,501,438.92</b>		<b>16,501,438.92</b>			<b>16,501,438.92</b>	<b>28.52%</b>		<b>0.08%</b>
<b>Term Deposit</b>											
ANP 1.8 30 Aug 2021 94DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	1.80%	
ANP 0.95 30 Nov 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.95%	
ANP 0.85 07 Dec 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.95%	
ANP 0.95 22 Feb 2022 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.95%	
ANP 0.85 03 Mar 2022 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.95%	
Auswide 1.75 03 Mar 2022 730DAY TD	Moodys ST P-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	1.78%	
BYD 0.6 02 Sep 2021 182DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.60%	
GB 1.03 Sep 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	1.00%	
GB 1.03 Sep 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	1.00%	
GB 0.7 12 Nov 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.70%	
GB 0.6 13 Dec 2021 367DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.60%	
JUDO 0.8 01 Sep 2021 182DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.80%	
JUDO 0.7 28 Feb 2022 273DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.70%	
JUDO 0.7 04 Mar 2022 279DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.70%	
JUDO 0.7 11 Mar 2022 278DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.70%	
JUDO 0.8 14 Apr 2022 365DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.80%	
ME Bank 0.45 28 Oct 2021 180DAY TD	Moodys ST P-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.45%	
ME Bank 0.45 23 Nov 2021 180DAY TD	Moodys ST P-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.45%	
ME Bank 0.5 12 Jan 2022 210DAY TD	Moodys ST P-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.50%	
ME Bank 0.5 12 Jan 2022 210DAY TD	Moodys ST P-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.50%	
Warwick CU 0.45 01 Sep 2021 182DAY TD	Unrated ST		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.73%	0.45%	
			<b>21,000,000.00</b>		<b>21,000,000.00</b>			<b>21,000,000.00</b>	<b>38.30%</b>		<b>0.30%</b>
<b>Floating Rate Note</b>											
Auswide 0.9 08 Nov 2022 FRN	Moodys Baa2	AU3FN0057252	750,000.00	1.00000000	750,000.00	100.956	0.221	750,000.00	1.30%	0.94%	
Auswide 0.8 22 Mar 2024 FRN	Moodys Baa2	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	100.188	0.087	1,500,000.00	2.59%	0.82%	
MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057708	1,000,390.00	1.00000000	1,000,390.00	99.874	0.072	1,000,390.00	1.73%	0.50%	
MYB 0.85 18 Jun 2025 FRN	Moodys Baa2	AU3FN0081024	1,500,000.00	1.00000000	1,500,000.00	100.001	0.083	1,500,000.00	2.59%	0.87%	
			<b>4,750,390.00</b>		<b>4,750,390.00</b>			<b>4,750,390.00</b>	<b>8.21%</b>		<b>0.22%</b>
<b>Unit Trust</b>											
NWTC Long Term Growth Fund UT			3,000,000.00		3,000,000.00			3,078,597.05	5.32%	23.28%	
NWTC Medium Term Growth Fund UT			11,005,029.38		11,005,029.38			12,527,343.38	21.65%	18.48%	
			<b>14,005,029.38</b>		<b>14,005,029.38</b>			<b>15,605,940.44</b>	<b>26.87%</b>		<b>8.24%</b>
<b>Portfolio Total</b>											
			<b>56,356,859.27</b>		<b>56,356,859.27</b>			<b>57,857,279.36</b>	<b>100.00%</b>		<b>0.88%</b>





**2. Portfolio Valuation By Categories As At 31 July 2021**

Security Type	Market Value	% Total Value
At Call Deposit	16,501,439.92	28.52%
Term Deposit	21,000,000.00	36.30%
Floating Rate Note	4,750,390.00	8.21%
Unit Trust	15,605,440.44	26.97%
<b>Portfolio Total</b>	<b>57,857,270.36</b>	<b>100.00%</b>

Market Value by Security Type

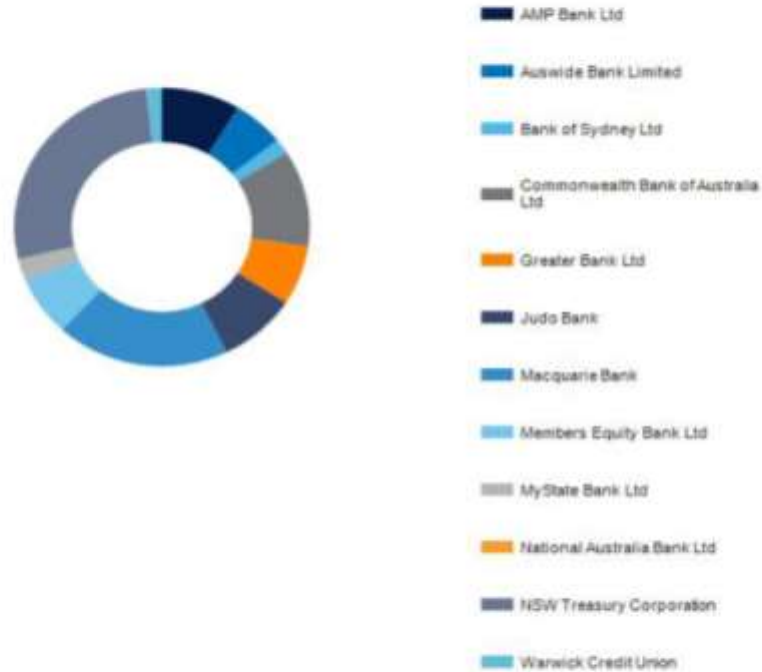




**2. Portfolio Valuation By Categories As At 31 July 2021**

Issuer	Market Value	% Total Value
AMP Bank Ltd	5,000,000.00	8.64%
Auswide Bank Limited	3,250,000.00	5.62%
Bank of Sydney Ltd	1,000,000.00	1.73%
Commonwealth Bank of Australia Ltd	6,498,022.63	11.23%
Greater Bank Ltd	4,000,000.00	6.91%
Judo Bank	5,000,000.00	8.64%
Macquarie Bank	11,003,787.29	19.02%
Members Equity Bank Ltd	4,000,000.00	6.91%
MyState Bank Ltd	1,500,000.00	2.59%
National Australia Bank Ltd	20.00	0.00%
NSW Treasury Corporation	15,605,440.44	26.97%
Warwick Credit Union	1,000,000.00	1.73%
<b>Portfolio Total</b>	<b>57,857,270.36</b>	<b>100.00%</b>

Market Value by Issuer





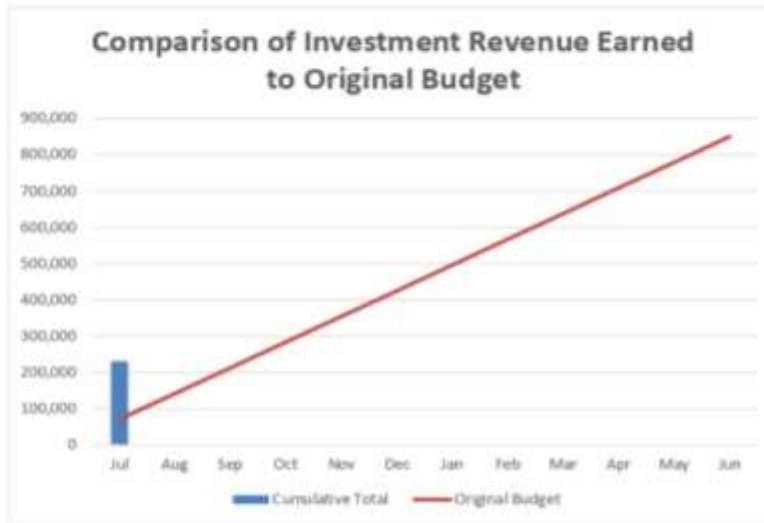
Concise Investment Report Pack  
 Richmond Valley Council  
 1 July 2021 to 31 July 2021

**3. Investment Revenue Received For 1 July 2021 to 31 July 2021**

Security ISN	Security	Issuer	Income Expense Code	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration	Income Type
	Other	Commonwealth Bank	N/A	N/A		1,371.33	Bank Interest
	Other	Macquarie Bank	N/A	N/A		3,397.29	Bank Interest
						<b>4,768.62</b>	
NSWTC Medium Term Growth Fund UT						190,038.74	Fair Value Gain/(Loss)
NSWTC Long Term Growth Fund UT						58,512.31	Fair Value Gain/(Loss)
						<b>248,551.05</b>	
<b>TOTAL</b>						<b>253,319.67</b>	



**4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2021 - 2022 YTD**



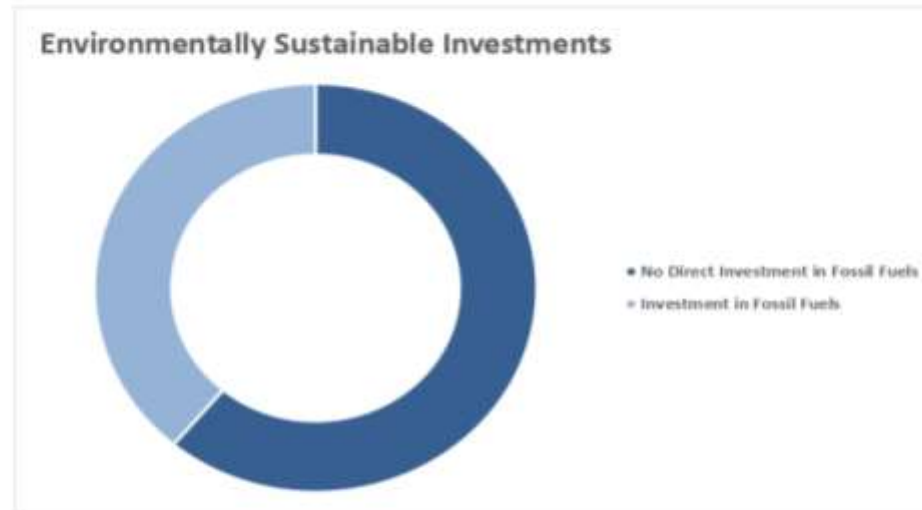


**5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 July 2021 Relative To 30 June 2021**

**Portfolio Summary by Fossil Fuel Lending ADIs**

ADI Lending Status	% Total	Current Period	% Total	Prior Period
<b>Fossil Fuel Lending ADIs</b>				
AMP Bank Ltd	8.6%	5,000,000.00	8.1%	5,000,000.00
Commonwealth Bank of Australia Ltd	11.2%	6,408,022.63	17.4%	10,743,792.08
Macquarie Bank	19.0%	11,003,787.29	17.8%	11,003,677.77
National Australia Bank Ltd	0.0%	20.00	0.0%	20.00
	<b>38.9%</b>	<b>22,501,829.92</b>	<b>43.2%</b>	<b>26,747,489.85</b>
<b>Non Fossil Fuel Lending ADIs</b>				
Auswide Bank Limited	5.6%	3,250,000.00	5.3%	3,250,000.00
Bank of Sydney Ltd	1.7%	1,000,000.00	1.6%	1,000,000.00
Greater Bank Ltd	6.9%	4,000,000.00	6.5%	4,000,000.00
Judo Bank	8.6%	5,000,000.00	8.1%	5,000,000.00
Members Equity Bank Ltd	6.9%	4,000,000.00	6.5%	4,000,000.00
Mylstate Bank Ltd	2.6%	1,500,000.00	2.4%	1,500,000.00
NSW Treasury Corporation	27.0%	15,605,440.44	24.8%	15,356,889.37
Warwick Credit Union	1.7%	1,000,000.00	1.6%	1,000,000.00
	<b>61.1%</b>	<b>35,355,440.44</b>	<b>56.8%</b>	<b>35,186,889.37</b>
<b>Total Portfolio</b>		<b>57,857,270.36</b>		<b>61,934,379.22</b>

All amounts shown in the table and charts are Current Face Values.  
 The above percentages are relative to the portfolio total and may be affected by rounding.  
 A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.





Concise Investment Report Pack  
Richmond Valley Council  
1 July 2021 to 31 July 2021

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Report Description: Concise Investment Report Pack  
Prepared by:  
Trading Entity: Richmond Valley Council  
Trading Venue: Richmond Valley Council

## Attachment C

# Investment Stewardship

It is incumbent on TCorp as manager of NSW Government family's funds to be an effective steward of the assets to which have been entrusted. TCorp believes that embedding stewardship principles in investment decision making will result in better risk-adjusted financial outcomes for clients.

Investment stewardship encompasses integration, as the management of issues relating to Environmental, Social and Governance (ESG), and active ownership.

## Investment Stewardship Beliefs and Principles

The following Investment Stewardship Beliefs and Principles are included as part of TCorp's Investment Beliefs.

---

<b>Investment Belief</b>	Understanding and managing ESG issues is critical to achieving sustainable investment outcomes.
<hr/>	
<b>Principles</b>	<p>We are effective stewards of the assets entrusted to us, thereby supporting the NSW Government in delivering on its promises to the people of NSW.</p> <p>We identify, evaluate and manage the exposure and impact of ESG factors to drive better risk-adjusted returns.</p> <p>We are "active owners" of our investments in order to protect and enhance long-term value.</p>

---

## Investment Stewardship Considerations

Investment stewardship at TCorp will take into consideration:

1. The materiality of the ESG issue. A material issue is something that is reasonably likely to impact the financial condition or operating performance of a portfolio or asset;
2. TCorp's reputation, always being mindful of its government ownership;
3. The ability for an investment strategy to accommodate all elements of TCorp's Investment Stewardship Policy;
4. The capacity of TCorp and/or its service providers to influence an outcome and the likelihood of success;
5. The cost of implementation, and likely benefit – both financial and reputational – to TCorp and its investment clients; and
6. Alignment with industry best-practice while using TCorp's comparative advantages to inform and guide its investment stewardship practices.



## Integration

TCorp will take an integrated approach to investment stewardship. Integration includes the identification, evaluation and management of ESG issues, risks and opportunities across all stages of the investment model. Materiality of these issues will likely vary across and within asset classes, investment approaches, industries and/or regions as reflected in the Sustainability Accounting Standards Board Standards. TCorp also recognises evolving community expectations regarding the effective stewardship of public monies. TCorp is mindful of issues that either threaten, or help to secure, the long term sustainability of investment returns.

*Investment Managers:* TCorp expects its investment managers to demonstrate a commitment to ESG integration and active ownership consistent with TCorp's own beliefs and processes. TCorp will evaluate the investment stewardship policies, capabilities and practices of its investment managers as part of the manager selection and ongoing monitoring processes.

Investment Management Agreements (for investment managers), will include adequate provisions for ESG integration and active ownership.

*Real Assets:* TCorp expects its advisors, representatives and operators to understand, assess, manage and report on material ESG issues that may impact the financial condition or operating performance of an asset and remain mindful of TCorp's government sponsorship.

TCorp's approach to ESG integration in Real Assets will vary according to the structure (direct, or fund structure, internally or externally managed) and the nature of the underlying asset. In all cases TCorp places an emphasis on ensuring strong governance structures are in place in order to ensure appropriate transparency and influence or control of decision rights.

*Climate Change:* Academic and industry evidence<sup>1,2,3</sup> indicate that climate related risk is expected to have an impact on investment portfolios. TCorp recognises the importance of governance, strategy, risk management and disclosure in addressing climate related risk as reflected in the Taskforce on Climate-related Financial Disclosure Recommendations. TCorp will undertake additional analysis across portfolios to identify, assess and manage climate related risk with the objective of managing risk adjusted returns. TCorp expects its investment managers and advisors to identify and assess climate related risks and to manage them accordingly. Activities undertaken to assess and manage climate impact on portfolios may include but are not limited to:

1. Understanding the climate change and carbon management strategies of carbon intensive exposures across the portfolio, and their potential to reduce emissions;
2. Analysing the resiliency of real assets given the anticipated physical impacts of climate change including acute and chronic risks;
3. Considering the energy, water and waste efficiency of assets in the portfolio;
4. Assessing the viability and valuation of fossil fuel reserves, given the transition to a low carbon economy (e.g. stranded assets risk); and
5. Assessing the impact on portfolios under various climate change scenarios.

---

<sup>1</sup> "The cost of inaction: Recognising the value at risk from climate change" 2015 Economist Intelligence Unit

<sup>2</sup> "Transition in thinking: The impact of climate change on the UK banking sector" September 2018 Bank of England

<sup>3</sup> "Evaluating potential impacts from climate change on the Australian states" October 2018 Moody's Investor Services

## Active Ownership

TCorp will be a proactive owner of the assets it manages on behalf of clients recognising the value of exercising ownership rights. TCorp's scale and long-term investment horizon enable a focus on improving the corporate governance practices and sustainable returns of entities it invests in through active ownership. TCorp's active ownership model includes proxy voting and engagement with corporates, operators of direct assets and industry.

TCorp adopts the following principles in its approach to active ownership:

- Exercise ownership rights to protect and enhance long term value;
- Build long term mutually beneficial relationships with investee companies;
- Identify and assess ESG related risks and opportunities;
- Inspire and secure change to address and manage ESG related risks and opportunities;
- Provide transparent reporting of impact for clients and stakeholders.

*Proxy Voting:* TCorp maintains a management proxy voting policy. TCorp will ensure any voting rights attached to a share or unit forming part of a portfolio are exercised either through investment managers or TCorp voting discretion. TCorp's proxy voting model is structured to apply due care and judgement in order that it acts in the best interests of clients, adopting the following principles:

1. TCorp is consistent and informed;
2. Proxy voting is aligned with TCorp's Investment Beliefs;
3. TCorp's reputation is managed carefully being mindful of its government ownership; and
4. TCorp is always transparent.

Proxy vote decision making will be informed by several sources including but not limited to: TCorp's own research; recommendations and fundamental company insights from investment managers; best practice corporate governance guidelines; recommendations from research providers; and corporate engagement activities.

*Engagement:* Given its significant diversified holdings, TCorp will use its influence to encourage companies to manage any material ESG risks and capitalise on any sustainability related opportunities. To this end, TCorp may seek to engage directly or via advisors and investment managers, with companies or assets to encourage responsible governance. TCorp recognises the strategic importance of a broad stakeholder group in influencing the sustainability of returns for a company or asset over the long term. Strong stakeholder relationships are a means to drive accountability, credibility and capacity for real assets and their investors in particular given these are often investments with a community footprint that serve a societal need.

*Collaboration:* TCorp will collaborate with likeminded investors and peers, via industry bodies, or through service providers, to encourage the development of industry standards around investor stewardship, in the interest of a more sustainable and robust financial system.

## Client Alignment

TCorp will advocate investment stewardship to its clients. TCorp will engage with clients to understand their investment stewardship beliefs. TCorp may, consider the risks or opportunities associated with sustainability themes consistent with its clients' commitments to environmental and social sustainability.

### **Investment Exclusions**

Consistent with NSW Government policy applicable to all NSW agencies, TCorp excludes tobacco investments across all portfolios. TCorp requires its investment managers to comply with this exclusion.

TCorp may implement the exclusion of other activities or exposures from some or all of its investments based on direction provided by the NSW Government.

### **Implementation**

TCorp has an Investment Stewardship team, reporting to the Chief Investment Officer (CIO), to embed and oversee the implementation of investment stewardship in the investment process.

Training for relevant staff and Board Directors will be provided to assist in the implementation of investment stewardship.

### **Monitoring and Reporting**

The Investment Stewardship team will monitor the implementation of Investment Stewardship and will report regularly on TCorp's investment stewardship practices and outcomes to the TCorp Board Investment Committee and Board. As TCorp pursues an integrated model for investment stewardship, where possible, reporting will be incorporated into investment management reporting. TCorp will also report to clients on Investment Stewardship practices as applicable to their portfolios.

TCorp will communicate its Investment Stewardship Principles and practices on its website and in its Annual Report.

The assessment of the effectiveness of the implementation of Investment Stewardship into the investment process will include the following measurement and reference points:

1. Alignment with TCorp's Investment Beliefs;
2. Alignment with TCorp's Investment Stewardship principles;
3. Investment Management Agreements (for investment managers), including adequate provisions for ESG integration, active ownership and adherence to best practice code of conduct standards;
4. TCorp will require annual reporting from its investment managers and operators of direct assets on how ESG issues have been incorporated in the management of the account and how ownership rights have been exercised where relevant.
5. Assessment of climate change resiliency of portfolios; and
6. Benchmarking against best-practice investment stewardship and sustainability practices as applicable to TCorp through its peer engagement process.



# 2020/2021 Annual Report





## RICHMOND-UPPER CLARENCE REGIONAL LIBRARY

### MANAGER REGIONAL LIBRARY'S ANNUAL REPORT FOR 2020/21

I am pleased to present the Annual Report of the Richmond-Upper Clarence Regional Library, providing a summary of activities for the period 1 July 2020 to 30 June 2021. **The Regional Library wishes to acknowledge the traditional landowners and pay respect to elders both past, present, and emerging.**

#### Regional Administration and Physical Activities

As with the rest of the world, the library was still dealing with the effects of COVID-19 and the restrictions placed upon us. The library staff were guided by the People & Culture Department of Richmond Valley Council and continued with a COVID-19 Safety Plan which was updated several times during the year.

While restrictions reduced the number of programs and events the library could hold, it was pleasing to see the way patrons and staff adjusted to limited services over the lockdown periods.

A couple of big projects were undertaken during the year. Construction on the **Evans Head Library** project commenced in February 2021 by local company Bennett & Robertson Construction. Prior to this work commencing, the Evans Head Library was transferred to a temporary location at the **Evans Head Visitor Information Centre** which opened on the 11 January 2021. It was a massive job with the work carried out by library and council staff.



**Pictured Above: Inspecting the work progress on the Evans Head Project**



**Pictured Above: Evan Head team members, Terrie Costello, and Sue-Ellen Little at the temporary Library/Council location at the Evans Head Visitor Information Centre**

The Kyogle Library played an important role in the inaugural **Kyogle Writers Festival** held in May 2021. The Kyogle Library hosted several workshops with Kyogle Branch Librarian, **Corinne Hughes** present onsite while the workshops were conducted.



**Pictured Above: Kyogle Writers Festival Workshop at the Kyogle Library**

In April 2021 the Regional Library was informed of the success of two **Public Library Infrastructure Grant Applications**. The Manager Regional Library submitted the grants on behalf of the two councils. Kyogle Council was successful in gaining funding of \$46,509 for solar panels on the Mobile Library, while Richmond Valley Council received \$192,800 for the Casino Community Courtyard Project.



**Pictured Above: Successful Public Library Infrastructure Grant announcement at the Casino Library**

Despite COVID restrictions, the library service continued to thrive as the Library continued to play an essential role in supporting an educated community. The varied needs of both individuals and groups in the community covers needs such as education, access to information, personal development, and recreation and leisure. The Library supports accessibility for all by providing access to materials in a variety of formats, including both physical and digital resources.

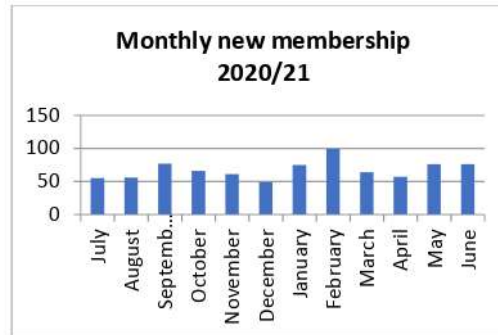
Our libraries are welcoming spaces that remain central to service delivery in their respective communities. Richmond-Upper Clarence Regional Library prides itself on providing an environment in which everyone is comfortable and accepted.

All branches welcome travellers and visitors who regularly visit our libraries to access the internet and Wi-fi facilities to stay in touch with family and friends as well as access online services such as banking while they are away from home.

In 2020/21 The Regional Library had 70,583 **members and guests** walk through the doors to use the library facilities. This comprised of:

Casino – 41,758  
 Kyogle – 14,803  
 Evans Head – 9,164  
 Mobile Library – 3,177  
 Coraki – 1,681

The Regional Library had **16,338 members** with **793 new members** joining during the year. The Library has over **51% of the population being members of the Library which is higher than the state average**. Our membership also includes 910 non-residents as members. The total weekly opening time of all the libraries was 140.5 hours.



**Figure Above: New Membership by month 2020/2021**

Despite restrictions, the library facilitated, hosted, and conducted an enriching and a diverse range of programs and activities meeting the needs of the community, with the Regional Library running **818 programs during the year**. Staff were very pleased when some programs and events were re-introduced. A very pleasing and rewarding outcome of our program and events schedule is the library easing social isolation in the community.

The libraries were continually used as a **meeting hub**, providing a free public space in comfortable, friendly, and safe surroundings. They were also used throughout the year for exams and tutoring, and supported accessibility to online appointments and meetings that needed to occur via videocall. The libraries were often the first point of call for families who moved to the area.

**eResources** and **online databases** were made available to patrons via the library website and app 24/7. The eService comprising of eBooks, eAudiobooks and eMagazines had 13,954 loans during the year, which was an impressive **increase of 43%** on the previous year. Richmond-Upper Clarence Regional Library and Clarence Regional Library were involved in two consortia which gave library members access to a wider range of eResources.

**Beamafilm** viewings amounted to 1,021 during the year. The State Library online databases was another method of providing the community with a trusted, high quality resource which is available from the comfort of their own home. Good use of the Health, Medical, eBooks and newspapers were recorded.

The **StoryBox Library** had 1,753 stories streamed during the year. The Library also provided access to **Haynes Online**, which is a subscription to online motor car and motorcycle repair manuals.

**TheComputerSchool**, which is an Interactive Online Computer and Technology Training Centre, was used 2,770 times. Microsoft Office and Computer Basics were the most popular training modules. The Library also provided **Good**



**Reading** – an online magazine for book lovers with 597 online viewing.

**RFID technology** continued to be used successfully throughout the region. The use of self-serve kiosks at Casino, Kyogle and Evans Head Libraries continued to grow in popularity, with 8,320 members borrowing and/or renewing 26,382 items during the year. The Evans Head self-serve kiosk was not available at the temporary location due to space restrictions.

There was 438 uses of the Library **laptops from the laptop dispensers** at Casino, Kyogle, and Evans Head Libraries, proving to a popular and valuable library resource. The laptops became available at Casino in August 2020, Kyogle Library in March 2021 and the Evans Head Library laptops were not available all year.

The **pop-up libraries** at the Casino Railway Station, Kyogle Swimming Pool and the Evans Head Library and Visitor Information Centre proved popular with visitors and travellers.

The library also participated in **Share the Dignity** and **It's In the Bag** charitable programs. Both these were coordinated by **Taryn Kelly**. The Library also participated as a collection location for **Lids for Kids**, and **Aussie Bread Tags for Wheelchairs**, again coordinated by **Taryn**, which while put on hold during the COVID-19 restrictions, still managed to catch the attention of the community on resumption.

## Branches

Once restrictions were eased, the **Casino Library** conducted many promotions that engaged the community and promoted both library, and community services. The feedback was very positive.

The **children's literacy programs** at the libraries and via the **Outreach** program suffered due to the COVID restrictions with very few programs held until February 2021 when some restrictions were lifted.

A fantastic and bright new feature wall was installed at the Casino Library in November 2020 plus a new Junior Non-fiction sign to celebrate this collection being separated from the Adult Non-fiction.



**Pictured Above: New feature wall at Casino Library**



**Pictured Above: The new Junior Non-Fiction sign at the Casino Library**

The Casino Library has **8,921 registered members** with 330 new members joining during the year. Many people from our Aboriginal community used the library every day, including the public internet and Wi-Fi service.

Staff at Casino Library, headquarters of the Regional Library, were responsible for the purchasing and processing of new items for the region, as well as serving the needs of the members and guests each day. Library Assistants all had core duties they were responsible for as well as several rostered duties.

The Casino Library hosted monthly meetings of the **Book Discussion Group**, and **Adult-Colouring-in**. The Casino Craft group resumed their Tuesday fortnightly get-togethers at the Casino Library in September 2020.

The **Book Discussion Group**, supervised by **Taryn Kelly**, again enjoyed good numbers at their monthly sessions with 80 people attending 12 sessions.



**Pictured Below: Making macramé feathers at the Casino Library**



**Sylvia Cooling** also conducted 36 **Create Make Share** programs at the Casino Library with 223 attending.



**Pictured Above: Create Make Share Program**

**Sue Bland** continued to supervise the successful **Adult Colouring-in** sessions at the Casino Library with 72 people attending 11 sessions.

The **Monthly Lego Club and the Family Lego** days at the Casino Library, organised by **Tamara Patino** returned with 31 kids attending 5 Lego sessions.

**Tamara** also re-introduced **Playdough Playtime** sessions with 80 kids attending 9 sessions.

The Casino Library also hosted Gwen Gray being awarded the Clarence Electorate Local Woman of the Year Award on the 24 February 2021.

**Pictured Below: Lego Club and Playdough group at the Casino Library**



The **Kyogle Library** also conducted many programs for its 3,825 members including 203 new members. The Kyogle Library was also the venue for many meetings for community groups throughout the year. The feedback from the members and guests that visit Kyogle Library was again very positive.

The **Kyogle Library** hosted regular Adult Colouring-in, Book Discussion Group, Read, Rhyme & Romp, LEGO Club, Playdough Playtime, Tech Savvy, Halloween Pizza & Pages, School Holidays Activities in April 2021 as well various community meetings.

On the 19 September 2020 Kyogle Library hosted launch of Linda Woodrow's book **470**. This was also streamed live. David Hallett visited **Kyogle Library** 27 March 2021, performing poetry to celebrate International Poetry Month and launch his new book **Out of the Blue**. Author Captain Don Maidlow and illustrator Sara Stephens Huddleston did a book launch at Kyogle Library on 28 May 2021.



**Pictured above: David Hallett performing some of his poetry at the Kyogle Library**

On the 29 May 2021, **Corinne** also offered the Kyogle Library resources for the Kyogle Red Cross to undergo Online training.



**Pictured Above: Red Cross Online training at the Kyogle Library**

**Cheryl Thompson** continued to supervise the very popular **Adult Colouring-in** at the Kyogle Library with 120 people attending 25 sessions. **Sylvia Cooling** conducted 16 **Create Make Share** workshops at Kyogle with 56 in attendance.

**Corinne Hughes** ran 11 **Kyogle Book Club** sessions with 57 attending as well as hosting author visit from

The **Evans Head Library** had 118 new members to make a total of 2,198 registered members. In January 2021 the Evans Head Library commenced operating out of a temporary location at the Evans Head Visitor Information Centre. Despite operating in a very small space, a quality library service was delivered.

**The Coraki Library** has 253 members including 12 new members. There were 18 Internet usages and **Aaron Wilkes** made a concerted effort to keep the collection up-to-date and relevant to the customers. There were 3 programs with 14 attending at the Coraki Library.

**The Mobile Library** has 1,141 members with 77 new members enjoying the unique service. It has

been designed to provide high quality, equitable library services to rural and remote patrons. The Mobile Library operates on a fortnightly schedule with the schedule being reviewed and updated every quarter. A great social media post about this Library service was created by **Steve Locke and Tamara Patino** in May 2021 and shared online.



**Pictured Above: Aerial Photo of the Mobile Library on the Road**

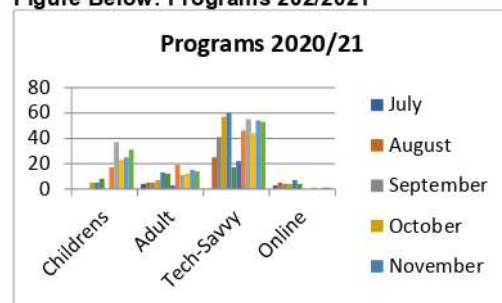
The Mobile Library was involved in a partnership with the **Red Cross** during the year assisting Bush Fire victims with their claims. Customers of the Mobile Library service included community members, small schools, and central schools.

The mobile library did experience some issues during the year with the generator and the disabled access, but for most of the time it was business as usual.

**Promotions and Extension Services**

Programming still has an important role to play in the library service engaging the community and easing social isolation. The 818 programs conducted at the libraries consisted of:  
 Children’s 3,248 attending 169 sessions  
 Tech savvy for seniors –482 sessions  
 Adult education/craft and hobby – 856 attending 128 sessions  
 Tangles on Tuesday (online) – 2,938 for 23 sessions  
 Online author talks – 30 attending 11 sessions  
 Author visits - 99 attending 5 sessions

**Figure Below: Programs 202/2021**



Library staff made a concentrated effort to increase and improve library programs and engage the community. These programs were promoted



through the local media, social media and within the libraries. The **eNewsletter** supervised by Library Technician, **Taryn Kelly** proved to be a very successful and effective means of informing the community of library events and programs.

The Library was also a regular contributor to the Richmond Valley Council staff eNewsletter, the Community Newsletter, Kyogle Council Newsletter and featured in stories in the Richmond River Independent, Northern Rivers Times and Coraki & District News. The library also featured on some Richmond Valley Council videos.

Promotion of the Library was shared on social media via Facebook, Instagram, and YouTube. The coordination of Facebook posts, event scheduling, and the Library's YouTube account was coordinated by **Library Technician, Taryn Kelly**. **Library Assistant, Tamara Patino**, created content, and coordinated the Library's Instagram page. Social media content highlighting the Library's collections, programs and events was created by many of the Regional team, with staff both involved in creating, and/or starring in the content shared online.

**Coordinator Programs and Events, Sylvia Cooling** contributed weekly stories for the Library News Column in the **Richmond River Independent Newspaper** which promoted library events and programs. Regular book reviews from the library team also featured in the Newspaper.

**The Manager Regional Library** also spoke about library services on **Cow FM** on the first Monday of the month when services returned in September 2021. The library also had an Instagram post regrammed by ALIA (Australian Library and Information Association). A photo taken by Library Assistant, **Tamara Patino** was again featured in the James Bennett calendar.

The year saw the continuation of the **"Our Digital Perspective"** digital photo competition created and supervised by **Ngarie Macqueen**. Each month had a theme with the photos posted to the Library Facebook page and **the photo with the most likes** was that month's winner. The overall 2020/21 winner was Jackson Whitney.

**Displays** continued to play a large part in promoting the collection and brightening the interior of the libraries. **Linda Clark**, with assistance from **Tamara Patino**, created a **Local Heroes Literature** display to celebrate Beef Week. **Cheryl Thompson** created a display highlighting the plight of individuals experiencing homelessness at the Kyogle Library that was acknowledged on Facebook by Ryan Dowd, the creator of the Homelessness training the library team undertook.

**Adult Colouring-in** sessions coordinated by **Cheryl Thompson** at Kyogle Library and **Sue**

**Bland** at Casino Library proved to be very popular creating great opportunities for community engagement, interaction and easing of social isolation.

**The Justice of the Peace service** was a well-used resource at Casino, Kyogle, Evans Head and Coraki Libraries. The staff JPs consisting of **Sue-Ellen Little, Corinne Hughes, Linda Clark, Sue Bland, Tamara Patino and Aaron Wilkes** between them provided 602 JP services during the year.

Figure Below: JP services by month 2020/2021



A library creative program instigated by **Sylvia Cooling** was the **"Create Make Share" craft sessions**. These proved very popular at the Casino and Kyogle Libraries when they recommenced in October 2020. Social distancing did put some restrictions on these programs. In March 2021 this program was offered to a special "Wendy Edwards Group". All up 279 ladies attended 52 sessions. Sylvia also created some online content **"Tangles on Tuesdays"** while programs were not available in the libraries.

On 27 September 2020 **Art Van Go** had an official launch by Member for Clarence, Chris Gulaptis and Richmond Valley Council Mayor, Robert Mustow with some students at St Mary's Primary School.



Pictured Above: Launch of Art Van Go at St Mary's Primary School with Member for Clarence, Chris Gulaptis and Richmond Valley Council Mayor, Robert Mustow

The bright new van was regularly seen around the Richmond Valley and Kyogle Council communities

as it was used for delivering items to members as part of the **Home Delivery Service** in lieu of volunteers during restrictions.

The **Tech Savvy for Senior's Program** continued to be successful and well attended with 482 people involved in one-on-one sessions. These sessions were mostly conducted by **Taryn Kelly, Laura Ramstadius, Ngarie Macqueen** and by **Aaron Wilkes**. Casino Library Tech Savvy program also benefited from the services of community volunteer, **Therese Schier. Corinne Hughes** conducted the Tech Savvy sessions at the Kyogle Library.

17-23 May 2021 saw the library **celebrate Library and Information Week** with several of the library team being involved in Facebook posts on how they commenced their library career.

During the year there were several online authors talks which proved popular with a number of people viewing these.

### Children's Services

During the first seven months of the year Children's Programs were limited due to the ongoing COVID-19 restrictions. In-house and Outreach programs remained on hold across the region. Throughout this period, School Holiday Activity Packs were developed and distributed in lieu of the regular holiday program. A total of 991 packs were received by library members and local schools/preschools between July 2020 and January 2021.

In November 2020, **Playdough Play Time**, which is run by Library Assistant **Tamara Patino**, was the first in-house program to resume following strict COVID-19 guidelines.

February to April 2021 saw the reintroduction of regular in-house programs including Bookworms, Baby Bounce, Lego Club, preschool and family day care visits. The reintroduction of School Holiday Activities has been positive with strong attendance numbers.

Across the region there was a total of 169 programs offered with 3,248 children/youth participating. While it has been an extremely challenging period with COVID-19 restrictions, it is pleasing to note that the current schedule of in-house and outreach programs has all but returned to what it was prior to COVID-19 restrictions being enforced. Jumbunna Preschool have begun fortnightly visits to the Bookworms Program and the number of preschool outreach programs has returned to pre COVID-19 frequency.

While the quality of children's/youth services continues to be maintained at an exceptionally high standard, overall attendance is still not what it was pre-COVID.

Naturally, there appears to remain a hesitancy in the community to resume normal activities. The challenge for the next 12 months will be to recapture lost audiences and attract new ones.

**The Casino Library hosted 120 children's programs/events with 2,774 attendees.** This included regular Bookworms programs, after school activities, visits from local schools, community group visits, Lego clubs, and the Baby Bounce program.

Because of restrictions the library could not continue to support weekly visits from **Kookaburra Early Learning**, so **Tamara Patino** joined them on their bus trips.



**Pictured Above: Library Assistant, Tamara Patino Storytelling on the Kookaburras bus**

This initiative was picked up by ALIA and featured in the State Library of NSW publication "Open Book" spring ed.

The **Kyogle Library hosted 44 children's programs** during the year with 459 attendees. Programs included Lego Club, school holiday activities, preschool visits, day-care story time, Pizza and Pages for youth and the Parents 'n' Kids group.

**Coraki Library hosted 14 children** attending 3 children's activities including 2 Lego Clubs.

Monthly visits to the **Bentley Preschool** to present story time sessions continued as well as monthly visits from the mobile library which was always eagerly awaited.

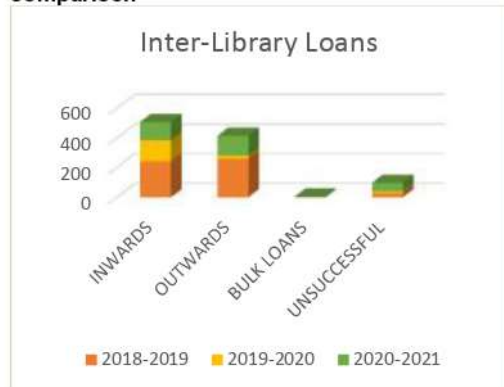


### Information Services

During the year the Regional Library staff successfully supplied **18,291 information requests and 25,298 customer service requests**. The ability to provide relevant, timely resources is supported by the ability to access materials via the Internet and the Library's eResource collection and becomes an increasingly important service to the community as more and more services and resources are only available online.

The **Document Delivery Service** (Interlibrary Loans) under the management of **Sue Bland** was a well-used service with **122 requests being satisfied with an 67% success rate**. The 33% unsuccessful included very hard to locate books and customers deciding not to pay the additional costs for the requests from the National, Academic or Specialist Libraries. 136 items were loaned to other libraries from this library service.

**Figure Below: Inter-Library Loans 3-year comparison**

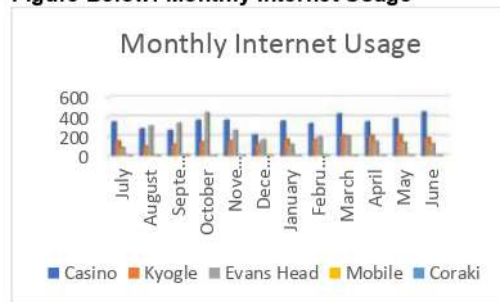


**Free public internet access** continues to be a major draw card for all libraries, albeit in a limited capacity, with **8,714 bookings** made to use the Internet at the five libraries that provide the service. The Wi-Fi service was also an extremely popular service with **6,946 connections**. This service was particularly well-used during school holidays.

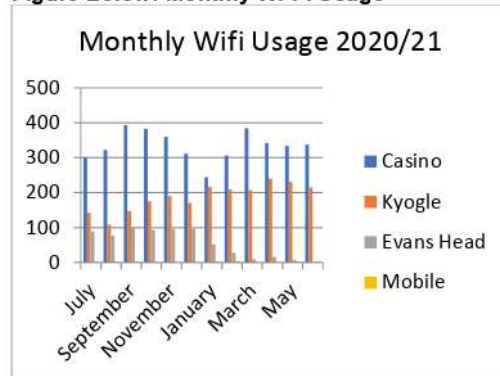
Due to COVID restrictions, staff assistance with IT queries was very limited in the early part of the year. This all changed and really ramped up as border closures were announced. For large parts of the day, library staff's time was taken up printing and assisting with border pass applications. Over 2,500 print jobs were carried out by the library team during the year.

There were some restrictions placed on the public internet PCs due to COVID-19 physical distancing regulations. Casino (increased to 4 in February 2021) and Evans Head only provided 3 of the 8 PCs (only 3 pcs were taken to the temporary location in January 2021) while Kyogle only 2 of 4 and the Mobile Library 1 of 2 PCs.

**Figure Below: Monthly Internet Usage**



**Figure Below: Monthly Wi-Fi Usage**



### Technical Service Maintenance

Because **LIBERO**, the Library Management System is cloud based, all upgrades were received automatically. Under the guidance of **Casino Library Coordinator, Ngarie Macqueen** Libero continued to function at a high level with the addition of utilising the module for Interlibrary Loans which hadn't been used previously.

Kyogle Library continued to experience regular IT issues with network and the phone system. All libraries logged regular support calls.

During the COVID lockdown the library laptops from the dispensers were made available to both Kyogle and Richmond Valley Council staff working from home. There were some delays in getting all the laptops back and reconfigured to the dispensers. For a period, Casino only had 3 laptops available for public use while Kyogle laptops were not available until March 2021. Due to the lack of space at the temporary Evans Head Library the laptops were not available.

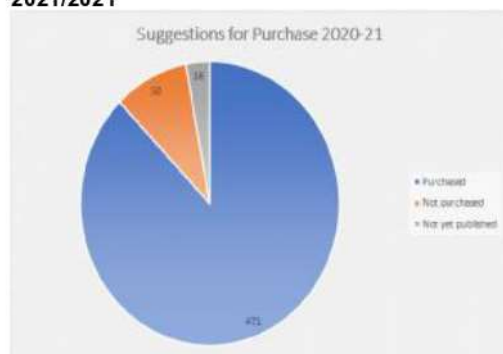
RFID continued to function well. Again, due to lack of space at the temporary Evans Head Library, the self-serve kiosk was not in use. Kyogle Library members made the most use of the self-serve kiosk with 65% of loans made this way, while Casino was 11% and Evans Head 31%.

The **public Internet** usage was limited due to social distancing restrictions years however it was still a popular facility with the public continuing to advice in the use of Internet facilities.

Organising and **printing border passes** for members and guests wishing to enter Queensland became a massive job for library staff. Scanning of documents to email addresses was again one the most utilised services provided by library staff throughout the year. Staff also spent anywhere from 5 minutes to 30 minutes providing IT assistance to members and guests. There was also support given for a variety of tasks such as TFN applications, passport applications, Library eResource setup and use, and troubleshooting for IT devices.

The Regional Library had a successful year purchasing new high-quality new items for the Library collection. While some items were purchased from visiting book suppliers, the majority were selected through on-line purchasing which has increased dramatically over recent years. **The Standing Orders** for the most popular authors also continued to be a successful purchasing tool. **Suggestions for purchase from members was managed by Library Technician, Taryn Kelly** with a high success rate and resulted in many satisfied members being able to borrow items they suggested for the collection.

**Figure Below: Suggestions for Purchase 2021/2021**



The library collection continued to evolve with **5,195 titles added** and **5,405 items discarded**. Due to time, space, and a preference for new books only a few donations were added to the collection during the year.

Weeded library stock and donations went to the **pop-up libraries** that was set-up for travellers at the Casino Railway Station, Kyogle Swimming Pool and Evans Head Library and Visitor Information Centre. Some books were also given to not-for-profit organisations. **Ngarie Macqueen and Laura Ramstadius** supervised the Library's

connection to the **James Bennett Sustainability Project**, which involved most of the weeded library stock, ensuring the weeded items are responsible recycled and/or go towards the support of not-for-profit organisations.



**Pictured Above: Casino Library Coordinator, Ngarie Macqueen and Library Assistant Laura Ramstadius and the James Bennett Sustainability Program**

**11,780 reservations** for Library items were satisfied from within the Regional collection.

The Regional Library continued membership with Public Libraries NSW, Libraries Australia and Libero User Group as well as retaining a Borrowbox consortia arrangement with Clarence Regional Library while establishing a new Overdrive consortium with Clarence Regional Library.

The rotation of stock between the Regional Library's service points continued with regular exchanges taking place. **Ngarie Macqueen** supervised and liaised with branch staff to ensure an effective exchange of collections between the libraries. **Collection HQ** reporting software also played a significant role in the selection of Library stock to be rotated between branches as well as assisting keeping the collection modern and relevant.

EFTPOS and new banking procedures was introduced at the Casino and Kyogle libraries in April 2021.



## Staffing

The library staff comprised of nine full-time, four permanent part-time staff, three library/customer service, a school-based trainee, three casual library assistants, and two casual backup mobile library drivers. Evans Head. Kellie-Anne Rack joined the library team at Evans Head on a more permanent basis in January 2021. The staff consisted of:

<b>Gary Ellem</b>	Manager Regional Library
<b>Ngarie Macqueen</b>	Casino Library Coordinator
<b>Sylvia Cooling</b>	Coordinator Programs and Events Part-time
<b>Corinne Hughes</b>	Kyogle Branch Librarian
<b>Taryn Kelly</b>	Library Technician Part-time
<b>Sue Bland</b>	Library Assistant (Casino)
<b>Linda Clark</b>	Library Assistant (Casino)
<b>Tamara Patino</b>	Library Assistant (Casino)
<b>Laura Ramstadius</b>	Library Assistant Part-time (Casino)
<b>Nancy Van Iersel</b>	Library Assistant – Part-time
<b>Steve Locke</b>	Mobile Library Operator
<b>Cheryl Thompson</b>	Library Assistant (Kyogle)
<b>Michelle Popp</b>	Library Assistant/Customer Service and Support Officer – Job Share (Evans Head)- resigned February 2021
<b>Terrie Costello</b>	Library Assistant/Customer Service and Support Officer – Job Share (Evans Head)
<b>Sue-Ellen Little</b>	Customer Service Officer – (Evans Head)
<b>Kellie-Anne Rack</b>	Library Assistant/Customer Service and Support Officer – Job Share (Evans Head) – commenced February 2021
<b>Mikayla Cribb</b>	Casual Library/Customer Service Officer – (Evans Head) – resigned January 2021
<b>Aaron Wilkes</b>	Library Assistant – Part-Time (Coraki), Part-time Library Technician May 2021
<b>Sophie-Rose Hastie</b>	School Based Trainee commenced February 2021
<b>Kate Benecke</b>	Casual Library Assistant

<b>Sophie Drew</b>	Casual Mobile Library Operator and Library Assistant
<b>Ian McLean</b>	Casual Library Assistant (Kyogle)
<b>Paul Kilmurray</b>	Casual Mobile Library Operator

There are also some casual library assistants who are still on the library's books who were not called upon during the year.

When the Mobile Library Operator was unavailable, the mobile library was operated by casual staff member **Sophie Drew** who unfortunately later became unavailable. Richmond Valley Council staff, Glenn Sidhu was trained and on quite a few occasions operated the mobile library independently. In May/June 2021 Paul Kilmurray commenced learning mobile library procedures.

In May 2021 there were some staff adjustments with **Taryn Kelly** reducing her hours to 4 days a week and **Aaron Wilkes** commenced working at the Casino Library as a Library Technician one day week. Part-time Library Assistant, **Nancy Van Iersel** also reduced her hours which resulted in Library Assistant, **Laura Ramstadius'** hours being increased.

Even though it was an unusual year with COVID restrictions, volunteers still played an important role for the library service. However, for a time during the COVID restrictions library staff delivered the Home Delivery service in Casino and Kyogle. In December 2020 Library Assistant, **Sue Bland** celebrated 15 years as a member of the library team.



Pictured Above: Library Assistant, Sue Bland celebrating 15 years



## Staff Training/Meetings

Staff attended many training courses and meetings throughout the year with several staff involved in webinars.

**Monthly team meetings** were held at the Casino Library where library policies and procedures were discussed as well as brainstorming and acknowledging the library's successes. Regular **Library Marketing and Promotions meetings** coordinated by **Sylvia Cooling** were also held. **Corinne Hughes** was a regular participant at all these meetings both in person and by Skype. **Cheryl Thompson and Aaron Wilkes** attended these meetings regularly via Skype for Business. **Ngarie Macqueen** coordinated regular Casino Library workroom meetings,

Throughout the year **Gary** attended regular **Manager Meetings** at Richmond Valley Council as well as numerous other meetings with other council staff. **Ngarie** attended Richmond Valley Council Coordinators meetings while **Taryn** commenced **Emerging Leaders** training in 2021.

The SWITCH Conference that was to be held at Albury was cancelled due to COVID. **Gary** participated in a North-East Zone Library Managers on 23 July 2020 and a North East Zone meeting 24 September 2020. Both these online meetings were via Bluejeans. He also attended a North East Zone Library Managers meeting at Grafton 11/12 March 2021 and a Full Zone meeting at Walcha on 13 May 2021.

**Ngarie**, along with several Richmond Valley Council Coordinators participated in a **Leadership** program with Leading Teams, presented by Tim Ferguson, completing this training in 2021. She also attended a "**Seven Habits of Highly Effective People**" training at Evans Head 12/13 April 2021. In 2021 **Taryn Kelly** commenced "**Emerging Leaders**" training via Richmond Valley Council.

In July 2020 **Ngarie** was involved in a Readers Advisory training with Neal Wyatt. In December 2020 **Ngarie** was involved in a **Libero Symposium**, where she gave a wonderful presentation on the effects of COVID-19 on our library service and what we did to provide a service during this time. She was also returned as the **Secretary of the LIBERO User Group**.

**Ngarie** also attended an online **Libero Focus Group** in May 2021. Attending these Libero meetings has assisted Ngarie in ensured the LMS is being used at a high capacity. **Ngarie** also attended a **Local studies** meeting online in March 2021.

During the year **Gary, Ngarie and Taryn** participated in several online discussions, including some online demonstrations with several library suppliers.

**Taryn and Aaron** participated in some online **Reader Advisory** workshops in March 2021. Most of the library staff completed their Reader Advisory training under the supervision of **Aaron Wilkes**.

14 library team members attended **Verbal Judo** training organised by Richmond Valley Council in July 2020 while in August and September 2020 several staff attended **Emergency Warden** training and **Compliance** training. Most staff completed their **Homelessness online** training prior to Christmas 2020.

**Sylvia, Corinne, and Tamara** attended an online **North East Zone Children's Librarian's meeting** in September 2020.



**Pictured Above: Corinne, Sylvia, and Tamara at the Online Children's Librarian's meeting**

**Gary, Ngarie, Linda, Sue and Laura** participated in regular meetings to discuss **Collection HQ**. **Linda Clark** became very competent in the aspects/modules of Collection HQ. **Ngarie** also arranged for staff to learn EFTPOS and new banking procedures in April 2021.

**Ngarie, Sue and Gary** were involved in an **Inter-Library loan module training** in March 2021, after which **Sue** successfully commenced using the new procedures and functionality of Libero.

**Corinne Hughes** represented the Regional Library on the **Richmond Valley Council WHS Committee** and regularly attended these meetings. Corinne gave a presentation on the library and WHS at the May 2021 meeting.

Throughout the year **Corinne** also met and liaised frequently with several Kyogle community groups. She also attended fortnightly **Kyogle Council Corporate Services and Art Deco** meetings. Corinne also participated in some discussions prior to the **Kyogle Writers Festival** in May 2021. **Corinne** was on site at the Kyogle Library whenever a workshop was held at the library.



In August 2020 **Gary and Sylvia** represented the library at the RSM Club for the Book Launch of **Gwen Gray's** book "The watery tale of Bucket the naught duckling & the large bushfire" where proceeds of the book sale went to Rotary Club and the bushfire appeal.

They both were also present with the Member for Clarence, Chris Gulaptis and Mayor Robert Mustow at the **launch of Art Van Go** at St Mary's School in September 2020. **Gary** also attended the **YES Welcome** in December 2020.

**Gary and Ngarie** attended a Richmond Valley Council staff induction at the Sports Stadium in February 2021 which include team member **Laura Ramstadius**. **Sylvia** conducted a **Wellbeing Day** at Casino West School at the end of the year school term. This has been well received and has become an annual event.



**Pictured Above: Casino West School Wellbeing Day run By Coordinator Programs and Events, Sylvia Cooling**

There were several meetings/inspections in relation to the **Evans Head Library project**. **Gary and Ngarie** (using Vendor Panel) selected Resource Furniture as the successful company to install the new library shelving and furniture and participated in several online meetings as well as numerous emails discussing the project.

The library team held their Christmas parties at the Cecil Hotel and Illawong Hotel.



**Pictured Above: Library team Christmas Party at Cecil Hotel**



**Library team/Customer Experience Team Christmas Party at the Illawong Hotel**

Since the Richmond Valley Council restructure in April 2021, **Gary** attended some meetings with the Sports Stadium Manager, **Ben West** to try and resolve some of the outstanding issues at the Stadium as well looking at ways the two organisations could cooperate.

**Gary Ellem** regularly offered and sought advice/suggestions to other libraries in NSW, sharing library procedures, policies and grants as well as answering regular surveys. **Ngarie Macqueen** was in regular contact with neighbouring **Clarence Regional Library** discussing eResources. She also communicated with staff at Insight (Libero) and Solus (Library App).

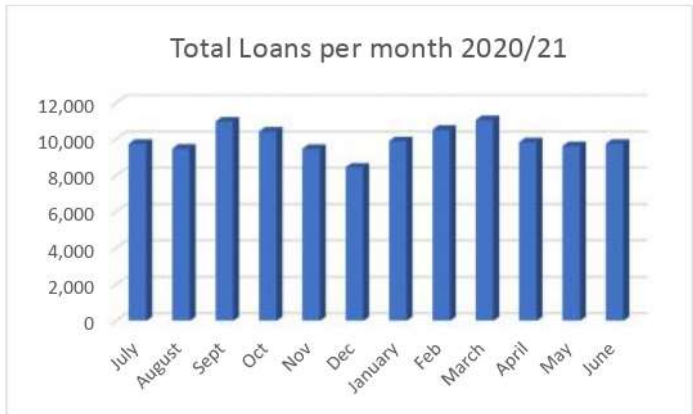
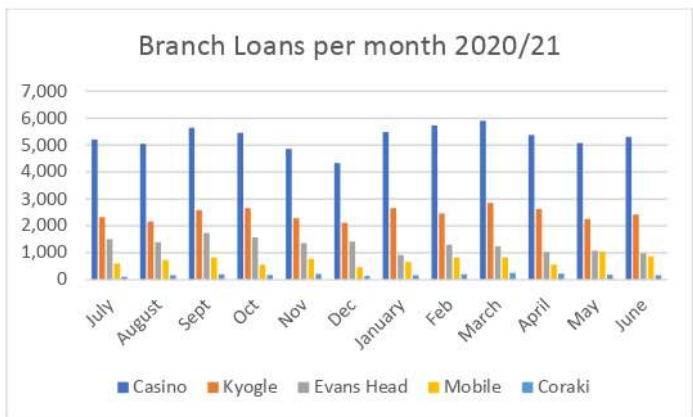
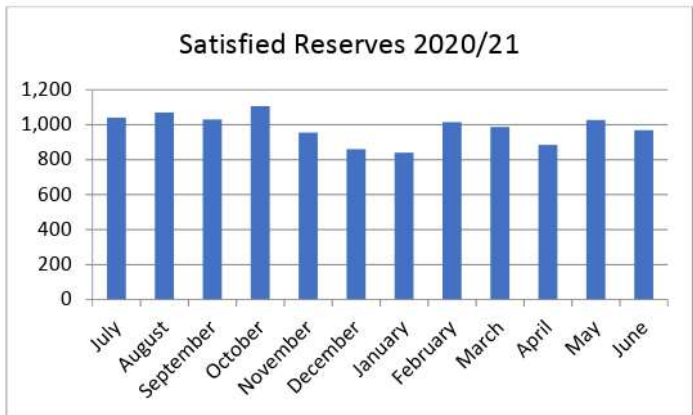
The Manager Regional Library was also in frequent contact with Library Managers in the **North-East Zone** as well as Consultants from the State Library of NSW. In October 2020 he submitted the **2019/20 NSW Public Libraries Statistical Return** and in October 2020 both Richmond Valley Council and Kyogle Council submitted their **2019/20 Public Library Funding**. Library staff was also in regular contact with the various suppliers with whom the library was associated.

## Conclusion

I would like to sincerely thank the relevant Council staff for their continued support and assistance throughout the year.

I wish to acknowledge and congratulate all library staff on their dedication, commitment, and enthusiasm in providing their service and time to library patrons of all ages. They have all contributed in a positive manner to ensure the library service's continuing success.

Gary Ellem  
**Manager Regional Library**



**TABLE 1. LIBRARY COLLECTION STATISTICS**

\*Not included in Book Vote

Collection	As at	Added	Discarded	Expenditure
	30/6/21	1/7/20-30/6/21	1/7/20-30/6/21	1/7/20- 30/6/21
Picture Books	4,067	501	484	\$6,345
Easy Junior Fiction	1,904	227	245	\$1,897
Junior Fiction	2,350	307	364	\$4,294
Teen Fiction	1,590	214	183	\$2,872
Music CDs	398	4	183	\$58
Junior Audio Books	78	3	3	\$140
Junior CD and Text	36	0	4	0
Junior Non-Fiction	2,435	132	334	\$1,746
Junior DVD	756	116	125	\$1,756
Junior Music	17	0	0	0
Teen Magazines*	73	27	15	0
Teen Audio	4	0	1	0
Teen Non-fiction	137	58	0	\$863
Adult Fiction	14,313	1,660	674	\$27,659
Large Print	2,522	292	259	\$9,662
Adult Non- Fiction	10,598	731	885	\$15,408
Reference	219	5	21	\$24
Magazines *	794	352	1,248	0
DVD	2,488	305	309	\$5,530
Audio Books	1,125	116	68	\$5,530
Local History	606	145	0	\$196
Total	46,510	5,195	5,405	\$83,980

**eBooks -\$4,224****eAudio Books - \$6,152****Also added to the collection:****Cake tins – added 5 discarded 1****Crochet hooks – added 0 discarded 0****Knitting needles – added 0 discarded 0****Jigsaw puzzles - added 162 discarded 9****Exercise Library – added 39 discarded 0**

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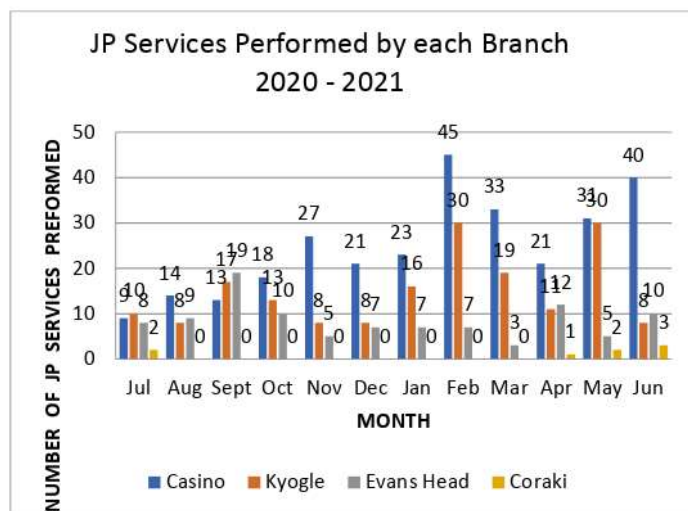
**TABLE 2. BORROWERS REGISTRATON STATISTICS AT 30 JUNE 2021**

Library	TOTAL	Adult	Young Adult	Junior	Organisations	Richmond Valley	Kyogle	Lismore	Other
Casino	8,921	8,044	246	594	37	8,116	320	176	309
Kyogle	3,825	3,455	71	288	11	19	3,601	65	140
Evans Head	2,198	2,036	33	127	2	2,066	1	14	117
Mobile	1,141	720	88	316	17	544	515	32	50
Coraki	253	200	15	35	3	246	0	0	7
<b>REGIONAL TOTALS</b>	<b>16,338</b>	<b>14,455</b>	<b>453</b>	<b>1,360</b>	<b>70</b>	<b>10,991</b>	<b>4,437</b>	<b>287</b>	<b>623</b>

\* Young Adult borrowers are aged between 14 years and 16 years.

10,218 females, 6,050 males and 70 organizations

NB. Organisations consists of Aged Care Facilities, School, and other libraries.



**TABLE 3. CIRCULATION STATISTICS**

Library	Casino	Kyogle	Evans Head	Mobile	Coraki	REGIONAL TOTALS
Adult Fiction	21,593	9,413	6,231	3,779	806	41,822
Adult Non-Fiction	7,417	3,178	1,217	617	243	12,672
Bulk Loans	4,512	4,230	0	1,110	1,368	11,220
DVDs	5,941	3,044	1,201	503	493	11,182
Picture Books	5,274	3,361	1,220	831	312	10,998
Large Print	3,865	1,133	847	779	206	6,830
Magazines	2,428	1,265	426	349	79	4,547
Seeds	2,635	1,155	267	32	96	4,185
Junior Fiction	2,232	854	282	471	15	3,854
Junior DVDs	1,727	595	344	405	12	3,083
Easy Junior Fiction	1,351	882	241	322	10	2,806
Audio Books	696	1,104	397	121	36	2,354
Junior Non-fiction	1,261	634	92	186	76	2,249
Teen Fiction	1,378	416	134	96	22	2,046
Music CDs	595	133	67	22	0	817
Jigsaws	233	125	4	12	17	391
Teen Magazines	23	6	0	136	0	165
Teen Non-Fiction	65	21	3	1	0	90
Cake Tins	45	5	2	0	3	55
Junior Audio Books	30	13	3	4	0	50
Local Studies	41	4	1	1	0	47
Junior CD & Text	10	4	29	0	0	43
Junior Music CDs	21	2	4	0	0	27
Teen Audio Books	0	10	5	0	0	15
Crochet Hook/Knitting Needles	10	0	2	0	0	12
Exercise equipment	11	1	0	0	0	12
<b>TOTAL</b>	<b>63,394</b>	<b>31,588</b>	<b>13,019</b>	<b>9,777</b>	<b>3,794</b>	<b>121,572</b>

**TABLE 4. STOCK/SERVICES ACTIVITIES**

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**(i) Stock Movement within Region**

LOCALITY	DISTRIBUTION OF STOCK AT 30/6/2021
Casino	22,097
Kyogle	11,338
Evans Head	6,057
Coraki	1,887
Mobile Library	3,217

Also:

Processing - 66

Stack – 1,473

In-transit -388

Repairs – 31

Art Van Go - 55

James Bennett Sustainability -336

**(ii) Inter-Library Loans (Document Delivery)**

Successful requests - 122

Unsuccessful requests -59

Specific requests sent to other libraries -136

Bulk loans - 2

**(iii) Satisfied reserves – 11,780****(iv) Internet services – 8,714**

Casino-4,163; Kyogle-1,981; Evans Head-2,523; Mobile Library-29;  
Coraki-18

**(v) Wi-Fi services – 6,946**

Casino –4,013; Kyogle –2,249; Evans Head –659; Mobile –25

**(vi) RFID Self-Serve –customers (8,320) and items (26,382)**

Casino 2,047 and 6,639, Kyogle 5,607 and 17,748, Evans Head 666  
and 1,995 (unavailable since December 2020)

**(vii) Laptops – 438**

Casino – 385; Kyogle- 53 Evans Head – 0 (unavailable due to COVID  
and relocation)

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**Pictured Above: Adult Colouring-in at Kyogle Library**



**Pictured Above: Captain Don Maidlow Book Launch at the Kyogle Library**

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**Pictured Above: Library Lovers display at Kyogle Library**

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**Pictured Above: Richmond Valley Council Events and Public Art Officer, Hayley Hancock, Manager Regional Library, Gary Ellem and Coordinator Programs and Events, Sylvia Cooling at the launch of Art Van Go**



**Pictured Above: Mobile library on the road**

The







**Pictured Above: Public Library Infrastructure Grant announcement with Member for Clarence, Chris Gulaptis, Richmond Valley Council Mayor, Robert Mustow, and the Casino Library team**

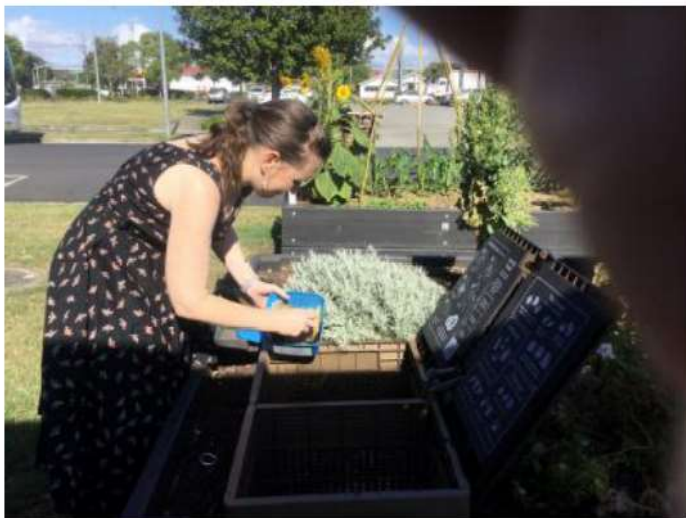


**Pictured Above: Library selfies – Library Assistants Laura Ramstadius and Cheryl Thompson**





**Pictured Above: Casino Library Coordinator, Ngarie Macqueen and Jackson Whitney with his winning Digital Photography competition photo “Muddy puddles after the rain”**



**Pictured Above: Ngarie Macqueen and the Worm Farm at Community Gardens maintained by Richmond Valley Council**





**Pictured Above: Gwen Gray, Woman of the year Award Presentation at Casino Library**



**Pictured Above: Staff training with the Money Mistress, Larissa Zimmerman**

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**Pictured Above: Homelessness display at Kyogle Library created by Library Assistant, Cheryl Thompson**

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**Pictured Above: Before and after photos of the Temporary Evans Head Library in the Visitor Information Centre**

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