



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:

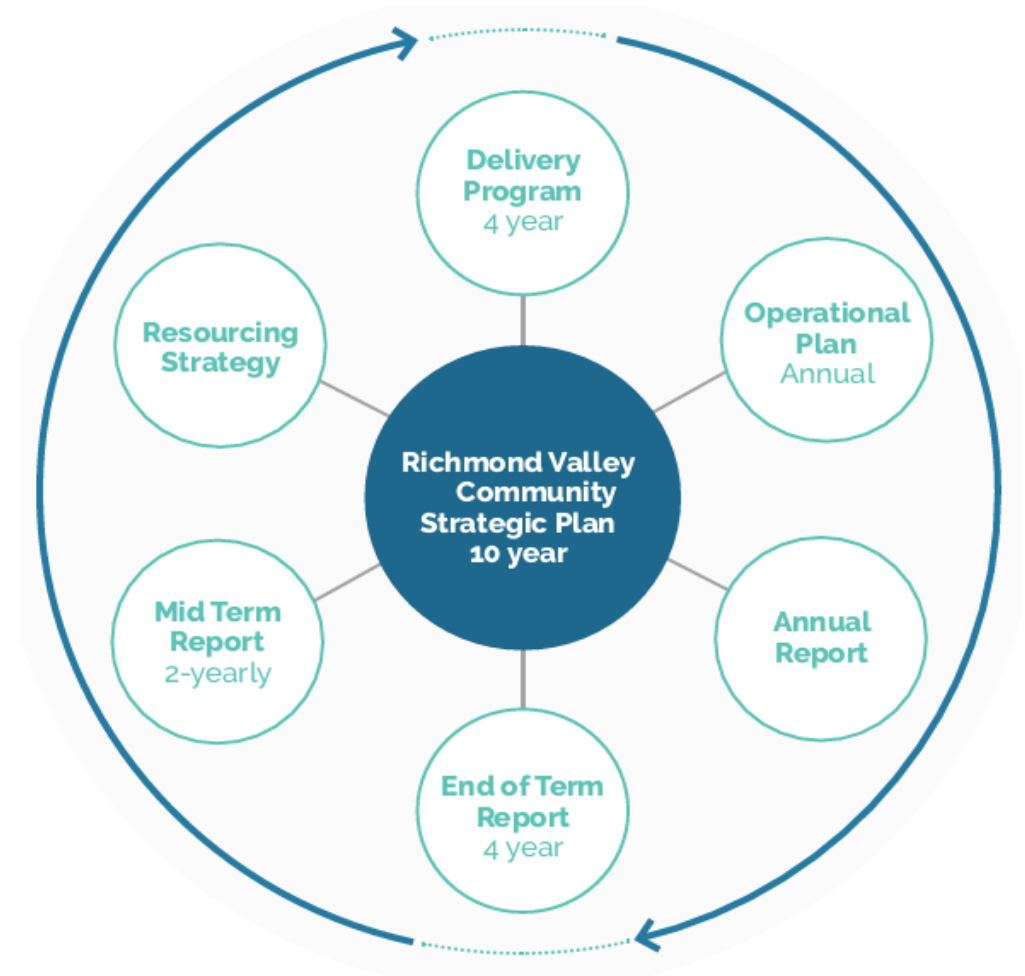
- Connecting People and Places
- Growing our Economy
- Looking after our Environment
- Making Council Great

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 within 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	



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