



Love where we live and work

Delivery Program Progress Report

Quarter 2
December 2021



Richmond
Valley
Council



Richmond Valley Council Integrated Planning Reporting Framework

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:

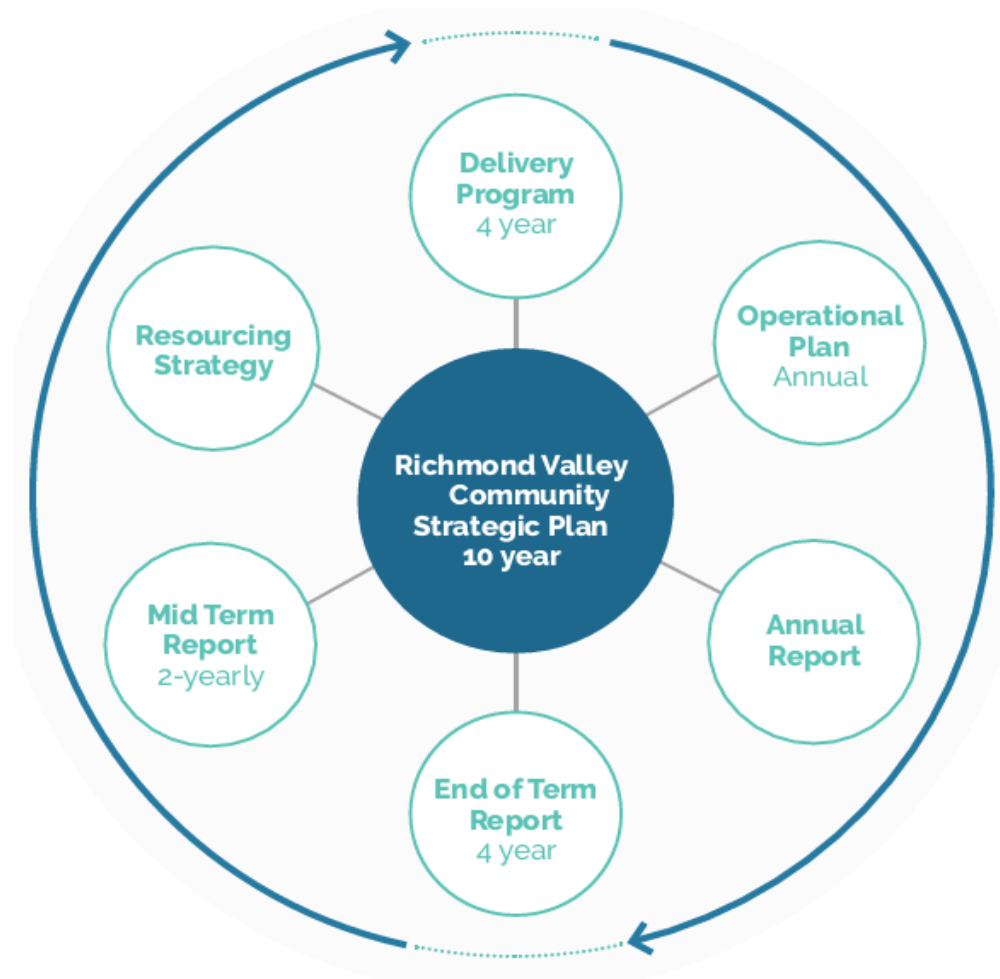
- Connecting People and Places
- Growing our Economy
- Looking after our Environment
- Making Council Great

The priorities are outlined in the Revised Delivery Program 2017/2022, adopted by Council 22 June 2021, and in the Richmond Valley Made 2030 Community Strategic Plan, adopted 27 June 2017.

The Delivery Program Progress Report is presented in individual tables containing the progress towards completion of all Delivery Program activities and targets. The report also provides a status report on the progress against the Community Indicators outlined in the Community Strategic Plan for each community objective within the four priority areas.

The Delivery Program Progress Report relates to the first and second quarters of the 2021/2022 financial year. The status is defined as follows, with percentages for each category shown:






	The action or milestone has been completed	15%
	The action or milestone is on schedule and is being actively managed	81%
	The action or target is not due to commence in the reporting period	1%
	The action is not progressing at this time	1%
	The action or milestone is behind schedule	2%






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	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.1	Draft and implement a marketing plan	Manager Community Connection	An Event Marketing Guide was put together to provide organisers with a basic foundation of event marketing and is intended as an introductory guide to help organisers put together an event marketing plan.	Completed	
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	Manager Community Connection	Council's Events and Tourism teams continue to work with event organisers in developing, coordinating and delivering key events for the Valley, as well as manage and assist community groups to deliver smaller events.	On Schedule	
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Manager Community Connection	COVID-19 restrictions prevented many events and associated workshops from being held over the past two years. RVC's Events, Tourism and Community Grants teams continue to provide support to local organisers via phone, email, newsletters and face-to-face meetings.	On Schedule	
PP1.1.4	Increase the promotion through organisers to promote Richmond Valley events across the region and as far and wide as possible	Manager Community Connection	Local events feature on the Discover Richmond Valley website, Facebook pages and Instagram account.	On Schedule	
PP1.1.5	Maintain the RVC website as a focused information resource for events	Manager Community Connection	The corporate website is updated daily to ensure the community is kept informed of relevant information.	On Schedule	


Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Manager Community Connection	Council supports and encourages event organisers and not-for-profit groups to seek funding for community support services, amenities and programs. We offer the following support: Assistance with editing applications Letters of support from Council Grant writing workshops Grants Alert newsletter	On Schedule	
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Manager Community Connection	Requests by the community to improve accessibility are actioned. The Discover Richmond Valley website also features an accessible tourism page, highlighting suitable access for all of our residents and visitors, whatever their individual needs.	On Schedule	
PP1.1.8	Employ a full-time Events & Tourism Officer	Manager Community Connection	Position to be reviewed.	Not Due To Commence	

PP1.2: Increase Brand Recognition





Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.2.1	Include branding as compulsory criteria to receive council support	Manager Community Connection	All event organisers are happy to display RVC-branded material, including prominently displaying our pull up banners.	On Schedule	
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	Manager Community Connection	RVC's photography and video assets are added to daily.	On Schedule	

PP1.3: Provide clean, safe and accessible open spaces and recreational services to the community and visitors





Action Code	Action Name	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	Manager Asset Planning	Works are underway at Woodburn Riverside, Casino Drill Hall and Casino Showgrounds, with the projects at various stages of construction.	On Schedule	
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)	Manager Asset Planning	Razorback Masterplan has been adopted by Council, with the project currently underway.	Completed	
PP1.3.3	Complete service standards and levels for all open spaces	Manager Infrastructure Services	The Open Spaces Coordinator has completed reviewing the service standards for open spaces and recreational areas.	Completed	
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Coordinator Asset Management	Continued inspection and prioritisation of repairs and maintenance. Ongoing investigation for improvements in association with Coordinator Open Spaces.	On Schedule	
PP1.3.5	Completion of capital works program	Manager Asset Planning	Capital works projects programmed and being undertaken as resources become available, and seasonal weather conditions allow throughout the financial year.	On Schedule	
PP1.3.6	Develop a strategy for sports field irrigation	Manager Infrastructure Services	Opportunities to fund the upgrade of irrigation infrastructure at key high use sporting grounds continues to be pursued and applied for where there are benefits to Council, the environment and local sporting clubs.	On Schedule	

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.3.7	Develop a strategy for upgrade of town garden beds	Manager Infrastructure Services	The Coordinator Open Spaces continues to work with his team in maintaining, upgrading and rejuvenating the CBD town garden beds. This is done on a seasonal basis to ensure they look attractive for locals and visitors alike.	On Schedule	


PP1.4: Provide safe and well-maintained swimming pools

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.4.1	Develop and implement a swimming pools strategic plan	Manager Asset Planning	Strategic plan will be further developed following the completion of Stage 1 of the Casino Pool Redevelopment. Works have been identified and carried out at both Coraki Pool and Woodburn Pool following earlier investigations to make the facilities more efficient and user friendly.	Not Due To Commence	
PP1.4.2	Manage current pool contracts	Project Engineer	Regular contractor meetings are held with Richmond Valley Aquatics, with actions arising prepared following each meeting.	On Schedule	
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Project Engineer	Reports pertaining to required pool maintenance have been actioned. During the reporting period, the 25m pool at Evans Head experienced a failure in one of its three sand filters, with repairs scheduled for mid-January (the pool remains operational). Report of a potential leak in the Woodburn Slide Pool was made, with investigation on hold until the off-season.	On Schedule	
PP1.4.4	Develop a Draft Masterplan for future development of Casino Swimming Pool Site	Manager Asset Planning	Masterplan has been completed, with work having commenced for Stage 1 of the project.	Completed	


PP1.5: Increase customer satisfaction with cemeteries in the Richmond Valley

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.5.1	Cemetery works as per capital works plan	Manager Infrastructure Services	Cemetery capital works as per the Operational Plan has been scoped and scheduled for delivery in the first half of 2022 and will be completed prior to the end of the financial year.	On Schedule	
PP1.5.2	Develop service standards for cemeteries	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.	On Schedule	
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Manager Infrastructure Services	The Cemetery Strategy Review is ongoing. Quotes for an external review of the Cemetery Strategy are being obtained from an experienced consultant and the review will be completed by 30 June 2022.	On Schedule	
PP1.5.4	Preparation for Casino Cemetery expansion	Manager Infrastructure Services	Cemetery expansion plans are in place. The update of the Cemetery Strategy will further inform the timeframe for expansion of the cemetery. Quotes are being obtained for an external review of the Cemetery Strategy by an experienced consultant. The revised strategy will inform future expansion works.	On Schedule	



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.6.1	Development of new and/or enhance existing programs to meet community needs	Manager Regional Library	Following public health restrictions that prohibited the hosting of programs, some have now been re-introduced. However, some programs are still on hold, with the Outreach program currently limited.	On Schedule	


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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.7.1	Implement and utilise Library Management System (LMS) through upgrades	Manager Regional Library	Library Management System is continually upgraded and used to high capacity.	On Schedule	

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



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.8.1	Maintain current levels of availability and condition	Manager Asset Planning	Maintenance issues with buildings and facilities are considered and managed in line with available budget and resources.	On Schedule	
PP1.8.2	Development of Masterplan at Casino Civic Hall (dependent on availability of funding)	Manager Asset Planning	Masterplan for Casino Civic Hall has been completed and adopted by Council.	Completed	

PP1.9: Planning, preparedness, response and recovery to Emergency Services






Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.9.1	Coordinate Council's resources and commitment to Council and regional emergency response planning and resourcing	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.	On Schedule	

PP2: Getting Around





PP2.1: Improve road management practices at Richmond Valley Council

Action Code	Action Name	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	Manager Asset Planning	A work group meeting was scheduled for December 2021, with information from the Draft Asset Management Plan being utilised to develop the strategy.	On Schedule	
PP2.1.2	Review Pedestrian Access Mobility Plan (PAMP) and cycleway plan	Coordinator Asset Management	The Pedestrian Access Mobility Plan (PAMP) was adopted at the November 2020 Ordinary Meeting. The PAMP is continually referenced and reviewed to provide community satisfaction with access and mobility infrastructure projects.	Completed	

PP2.2: Striving for consistent improvement



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP2.2.1	Create a strategic Plan for the rehabilitation of the Woodburn Coraki Road	Coordinator Project Development and Design	Priority sections of Woodburn Coraki Road have been identified. Advanced designs have been completed and works will be carried out as funds are made available.	On Schedule	
PP2.2.2	Introduce and implement a road network condition survey	Manager Asset Planning	A road network condition survey was undertaken as part of the road revaluation process carried out in 2019.	Completed	
PP2.2.3	Deliver a targeted maintenance regime developed from the road survey	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.	On Schedule	
PP2.2.4	Develop an education and awareness program including information sheets explaining road management practices	Manager Infrastructure Services	Information on Roads and Drainage continues to be regularly updated and placed in the Community Newsletters, Council website and the Council Facebook page. A dedicated roads and drainage flyer/newsletter will be published later in 2022.	On Schedule	
PP2.2.5	Completion of capital works program	Manager Infrastructure Services	The Roads and Drainage Capital Works Program is currently being revised due to the acceptance of a large project from Transport for New South Wales on the Bruxner Highway west of Casino. All projects in the revised program will be delivered by the end of the financial year.	On Schedule	

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


Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP2.3.1	Plan and implement public space safety and cleaning programs (street cleaning and street lighting)	Manager Asset Planning	Safety aspects are designed and implemented in all maintenance and renewal projects undertaken by Council's Asset department.	On Schedule	
PP2.3.2	Plan and implement maintenance programs (bus shelters, carparks, cycle ways and aerodromes)	Manager Asset Planning	Maintenance programs for assets such as bus shelters and cycleways are developed as part of the budget development process. Maintenance programs are monitored through budget reporting quarterly.	On Schedule	
PP2.3.3	Advocate for expansion of public and community transport	Coordinator Asset Management	Assets staff continue to liaise with transport operators and TfNSW advocating for improved infrastructure and safety.	On Schedule	
PP2.3.4	Create attractive town entrances that create community pride and increase visitation to the Richmond Valley	Manager Infrastructure Services	All town entrances and tree plantings are being maintained to required standards and service levels in all towns and villages to provide an attractive and welcoming entrance for visitors and locals. The recent and consistent rain has resulted in some areas being difficult to access and maintain, however these are being monitored closely and works are done when the ground is dry enough not to cause damage.	On Schedule	

PP3: Working Together



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.1.1	Community engagement and consultation program	Manager Community Connection	A draft Community Strategic Plan Engagement Strategy is with the Executive.	On Schedule	
PP3.1.2	Conduct community surveys for relevant projects	Manager Community Connection	Surveys designed and implemented on an as-needs basis.	On Schedule	



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.2.1	Sponsor and support national volunteer's week celebration and deliver training/ workshops to upskill volunteers	Manager Community Connection	To be discussed with other Council teams.	Not Progressing	



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.3.1	Developing contact lists for interest groups and towns	Manager Asset Planning	Contact lists are developed and updated on an as needs basis, in line with relevant projects.	On Schedule	
PP3.3.2	Hosting and/or supporting local community events	Manager Community Connection	Following an extended period of disruption to events, Council was pleased to be able to host our Christmas events in Casino, Coraki, Woodburn and Evans Head.	On Schedule	





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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.4.1	Strengthening our relationships with Aboriginal communities	Manager Asset Planning	Ongoing liaison occurs with Land Councils and co-operatives on various issues.	On Schedule	
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	Manager Asset Planning	Council continues to work with community groups wherever possible, in order to assist them to deliver to their members.	On Schedule	


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	Responsible Officer	Comments	Status	Traffic Lights
PP3.5.1	Develop partnership activities which promote inclusion and accessibility	Manager Asset Planning	Council continues to liaise with community groups to ensure inclusion in activity and planning through the implementation of the Disability Inclusion Action Plan (DIAP).	On Schedule	
PP3.5.3	Development of Disability Inclusion Action Plan	Manager Asset Planning	The Disability Inclusion Action Plan (DIAP) will be reviewed as part of the Community Strategic Plan (CSP) development process.	On Schedule	



PP3.6: Improve our communication with the community

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.6.1	Publication and delivery of Council newsletter	Manager Community Connection	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.	On Schedule	
PP3.6.2	Production and distribution of online content including interactive website, video content and podcasts	Manager Community Connection	Videos designed for social media are popular with our community.	On Schedule	
PP3.6.3	Grow our online community and engage through social media	Manager Community Connection	Council's social media presence has grown substantially and now has 7.2K followers on its corporate Facebook page. Other Council-managed pages include Richmond Valley Animal Shelter (3892 followers), Discover Richmond Valley (2314), the Northern Rivers Livestock Exchange (1179), the Northern Rivers Rail Trail - Casino to Bentley (1066), and Richmond Valley Australia Day (852).	On Schedule	
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	Manager Community Connection	Richmond Valley Made campaign implemented as part of the Discover Richmond Valley marketing plan.	Completed	

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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.7.1	Schedule Grant writing workshops - two levels, introductory and intermediate	Manager Asset Planning	An introductory workshop was held in July 2021. Options for an intermediate workshop are currently being investigated, with a view to host a workshop within the 2021/2022 financial year (pending availability).	On Schedule	



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP3.8.3	Fund a Section 356 Community Financial Assistance Program	Manager Asset Planning	Community Financial Assistance Program funding was adopted in the 2021/2022 budget, with the first round allocated at Council's November 2021 Ordinary Meeting.	On Schedule	
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Manager Asset Planning	A revised grant process has been drafted and is scheduled to be presented to Council's Executive in December 2021.	On Schedule	

Growing our Economy

EC1: Driving Economic Growth



EC1.1: Review Council's existing businesses and investigate further business opportunities

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC1.1.1	Provide advice to Council business operations as required	Director Projects & Business Development	As a priority, Council's Coordinator Economic Development will begin to review opportunities for the Casino Showground and Rail Trail. Now that this resource is in place, there will be a renewed focus on business opportunities for Council.	On Schedule	
EC1.1.2	New technology opportunities in waste fully explored for RVC specific outcomes in either a LGA or regional context	Manager Property & Economic Projects	Regional EOI progressing and additional technology being investigated.	On Schedule	


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	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	Manager Property & Economic Projects	Business round table for prominent businesses held in November 2021, with ongoing support continuing.	On Schedule	
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	Manager Property & Economic Projects	This action is ongoing, with engagement with departments such as Office of Regional NSW and Regional Development Australia continuing.	On Schedule	
EC1.2.3	Continue to work closely with prospective investors to capitalise on new technologies in the renewable energy and waste to energy sectors	Manager Property & Economic Projects	Leading regional EOI for establishment of regional waste facilities. Consultant engaged and project progressing.	On Schedule	


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

Action Code	Action Name	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"	Manager Community Connection	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.	On Schedule	
EC1.3.2	Continue to deliver the objectives outlined in the Richmond Valley Public Art Strategy	Manager Community Connection	Council's Public Art team will further develop its program through various forms of public art practice, such as: permanent and ephemeral; stand alone; and projects integrated with developments and events.	On Schedule	



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

Action Code	Action Name	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	Manager Property & Economic Projects	This action is ongoing, with assistance provided as required.	On Schedule	






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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC1.5.1	Implement the Richmond Valley Tourism Development Plan	Manager Community Connection	Richmond Valley Tourism Development Plan implemented.	Completed	




EC1.6: Improved customer satisfaction with the DA process

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC1.6.1	Collaborate with the State Government to introduce ePlanning	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	
EC1.6.2	Develop a Development Information Package	Manager Development & Certification	Fact Sheets have been produced by Council's Development Concierge. In addition, fact sheets are also available on the NSW Planning Portal.	On Schedule	
EC1.6.3	Open doors development project	Manager Development & Certification	This was a State Government initiative that was not pursued. This action can be removed from the next iteration of IP&R documents.	Not Progressing	
EC1.6.4	Ensure efficient planning and building application processing	Manager Development & Certification	Ongoing commitment to reducing processing times and finding efficiencies in application processing. The average processing time for a development application is 27 days, which is under Council's 30-day target.	On Schedule	

EC1.7: Provide flexible and innovative planning controls



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC1.7.1	Ongoing review of Development Control Policy	Manager Development & Certification	The latest Development Control Plan has been adopted by Council, with a commencement date of 1 August 2021.	Completed	
EC1.7.2	Local Environmental Plan review	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 are known.	On Schedule	
EC1.7.3	Process applications for Certificates under relevant legislation	Manager Development & Certification	Planning Certificates are continuously being monitored for statutory requirements and data accuracy.	On Schedule	
EC1.7.4	Deliver good urban design outcomes through heritage management	Manager Development & Certification	Site visits and pre-lodgement inspections are conducted with written advice supplied.	On Schedule	
EC1.7.5	Contributions Plan Review	Manager Development & Certification	The review of the Contributions Plan is a joint exercise between several areas of Council. Revised 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.	On Schedule	

EC1.8: Provide sustainable Urban Development Opportunities



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC1.8.1	Implement the Local Growth Management Plan to provide for an adequate supply of residential land	Manager Development & Certification	Consultants have been engaged to draft an Urban Growth Management Strategy. The Plan is expected to be presented to Council by mid-2022. This Plan will inform the Casino Town Plan which is part of the Regional Jobs Precinct Program.	On 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	Manager Development & Certification	The Urban Growth Management Strategy will address the future needs of the 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.	On Schedule	
EC1.8.3	Prepare a Local Strategic Planning Statement (LSPS)	Manager Development & Certification	The Local Strategic Planning Statement was adopted by Council in May 2020.	Completed	

EC2: Building on our strengths


EC2.1: Operate a financially sustainable business

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC2.1.1	Council will continue to provide flood blend gravel for internal works	Director Projects & Business Development	Council has leased the Woodview Quarry and no longer creates flood blend; however we purchase this from the current lessee.	Completed	
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	Director Projects & Business Development	Lease arrangements are in place and will be reviewed. The quarry lease will be the responsibility of the Manager Commercial Services once the appointment is made in early 2022.	On Schedule	



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

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




EC2.3: Provide a service where appropriate to support niche community and business needs

Action Code	Action Name	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	Manager Infrastructure Services	Private works estimates continue to be provided when requested by external clients and if successful works have been delivered in accordance with the agreed scope and estimate provided. Approximately \$3M in private works are currently being undertaken for Pacific Complete on local roads associated with the Pacific Highway.	On Schedule	

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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC2.4.1	Acquisition, management and disposal of Council Land to realise commercial opportunities	Manager Property & Economic Projects	Commercial opportunities are regularly explored and developed, for example - Canning Drive sale of land parcels are expected to settle in January 2022.	On Schedule	
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	Manager Property & 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	Responsible Officer	Comments	Status	Traffic Lights
EC2.5.1	Implement strategy for the acquisition and disposal of Council land for economic benefit	Manager Property & Economic Projects	Canning Drive and Reynolds Road development projects near completion, with investigations into purchase of further development sites underway.	On Schedule	
EC2.5.2	Develop and market residential land estate	Manager Property & Economic Projects	Development of residential land has progressed, with all lots in Canning Drive currently under contract, with settlement expected January 2022.	On Schedule	
EC2.5.3	Develop and market industrial land estate	Manager Property & Economic Projects	Industrial land development has progressed, with Reynolds Road on track for completion February 2022. Marketing to commence January 2022.	On Schedule	
EC2.5.4	Acquisition of development site for industrial subdivision	Manager Property & Economic Projects	Assessment of feasibility for proposed purchase being finalised.	On Schedule	
EC2.5.5	Acquisition of development site for residential subdivision	Manager Property & Economic Projects	Assessment of feasibility of proposed purchase nearing finalisation.	On Schedule	

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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EC2.6.1	Business engagement	Manager Property & Economic Projects	This is an ongoing activity, with a business round table event held in the Richmond Valley in November 2021.	On Schedule	
EC2.6.2	Interact with local Business Chambers and work regionally with the NSW Business Chamber	Manager Property & Economic Projects	Engagement with Chambers is an ongoing activity which is being undertaken regularly. Strong relationships are in place with both local Chambers and Northern Rivers NSW Business Chamber representatives.	On Schedule	
EC2.6.3	Develop and implement an action plan for the reduction of vacant retail spaces	Manager Property & Economic Projects	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	Manager Property & Economic Projects	The database of businesses is an ongoing activity which is updated and maintained on a regular basis.	On Schedule	


Looking after our Environment

EH1: Managing our Waste and Water


EH1.1: Waste and resource recovery future options

Action Code	Action Name	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	Director Projects & Business Development	The Waste Strategy has been completed. It will be reviewed and updated during the IP&R process.	Completed	


EH1.2: Operate waste and resource recovery as a business, including kerbside collection options for businesses

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH1.2.1	Review costs, resources and options for businesses and set a new fee structure	Director Projects & Business Development	Fee structure for 2021/2022 was reviewed and set during the budget review process. Resourcing and rosters are continuously reviewed and altered for efficiency purposes and new income streams are regularly investigated.	On Schedule	


EH1.3: Waste Management domestic kerbside collections

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH1.3.1	Review collection run frequencies and efficiencies including investigating GPS tracking systems and options	Director Projects & Business Development	Council's waste team has carried out a review of collection runs, with a view to implementation of identified efficiencies, particularly in the Broadwater and Coraki areas. New truck assets will benefit from GPS technology which will assist with training new drivers on collection routes.	On Schedule	

EH1.4: Close and cap completed waste facility cells

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH1.4.1	Develop and implement capping plans	Director Projects & Business Development	Bora Ridge landfill capping project successfully completed and approved by the EPA. Cell 4 capping project is in the design and planning stages.	Completed	


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	Responsible Officer	Comments	Status	Traffic Lights
EH1.5.1	Research and secure Waste Less Recycle More EPA and Environmental Trust funding	Director Projects & Business Development	The Waste & Resource Recovery Team continue to look for opportunities within the Waste Less Recycle More funding and the Environmental Trust Funding throughout the financial year and projects are delivered in accordance with funding obtained.	On Schedule	







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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.1	Education delivered to the community through various activities	Manager Environment, Health & Sustainability	Council's Educator Sustainability and Environment provides education and material to the community supporting sustainable and responsible management of resources through various activities such as Facebook, media and collaboration with Newaste on regional programs. Our Educator liaises closely with the waste team ensuring targeted education areas are well supported.	On Schedule	
EH1.6.2	Delivery of capital works projects	Director Projects & Business Development	Waste capital projects are on schedule as highlighted by the Cell 4 capping and Cell 6 Design and Construct projects.	On Schedule	
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Director Projects & Business Development	The Protection of the Environment Operations Act and other relevant regulations are regularly referenced and adhered to and considered in all waste and resource recovery decision making.	On Schedule	

EH1.7: Provide services which protect and enhance our natural and built environment


Action Code	Action Name	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	Manager Infrastructure Services	Operational works on storm water assets are being completed in accordance with plans and budget allocations. Ardill Payne and Partners have been appointed to update the Casino Stormwater Drainage Model and provide a report on future civil works that may be able to alleviate localised flooding in Casino.	On Schedule	

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


Action Code	Action Name	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	Manager Infrastructure Services	The Water & Sewer team continue to provide safe and secure water and sewerage networks by performing proactive and reactive maintenance in accordance with the Operational Plan and allocated budgets.	On Schedule	
EH1.8.2	Work through network and camera surveys to develop a long term strategic works program for water and sewer assets	Water & Sewer Engineer	Continue to progress CCTV inspection of the sewage network to improve the long-term replacement program based on condition and prioritising critical assets.	On Schedule	
EH1.8.3	Energy and Carbon emission reduction program will be investigated within Water & Sewer and implemented if proven to be beneficial	Manager Infrastructure Services	Council has negotiated the acquisition of land to enable a solar system to be constructed to power the Casino Raw Water Pump Station. The land will be purchased and a Tender issued for the construction in early 2022.	On Schedule	
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	Water & Sewer Engineer	Continue to review water and sewer infrastructure and develop improvement plans as required as part of the W&S Strategy Plan process.	On Schedule	
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	Water & Sewer Engineer	The Jabour Weir secure yield assessment and option assessment is close to completion and will provide guidance as to preferred options to pursue, including emergency source requirements.	On Schedule	
EH1.8.6	Develop and implement strategies to improve Council's water and sewerage infrastructure as identified in the IWCM Strategy Plan	Water & Sewer Engineer	Council continues to progress actions identified in the IWCM and the RVC Water and Sewer Strategy (2018), The IWCM and W&S Strategy Plan is also currently being reviewed though a DPIE Pilot Project that strives to improve the current IWCM process.	On Schedule	

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	Responsible Officer	Comments	Status	Traffic Lights
EH2.1.1	Budgets allocated to support services and programs	Manager Environment, Health & Sustainability	A number of environmental grants and organisational commitments are underway, with the team constantly looking for funding opportunities. There are a few grant opportunities which require considerable input/resourcing which the team is considering and hopefully supported by Council as they will require commitment from Council with either in kind or cash contributions to enable the grants to proceed.	On Schedule	







EH2.2: Upgrade to the Jabiru Geneebeinga Wetlands

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.2.1	Assist with the development of Jabiru Geneebeinga Wetlands Masterplan	Manager Environment, Health & Sustainability	The Environment Health and Sustainability team are assisting with other council teams to determine what is required to ensure the organisation has a well considered masterplan for the wetlands. These wetlands are an ecologically and environmentally important asset for our community which requires long term support and protection. There are very limited funding opportunities at this time.	On Schedule	

EH2.3: Develop and use regulatory instruments to protect and manage the environment


Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.3.1	Respond to environmental incidents	Manager Environment, Health & Sustainability	Council Officers respond to environmental incidents and customer requests on a continuous basis, taking any necessary action to mitigate any harm in accordance with and as allowed by the legislation and EPA requirements. Officers attend regular meetings for many environmental activities around the region to help support the protection of our environment and to help prevent incidents now and into the future potentially impacting our air, water, noise and our soils.	On Schedule	

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	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.1	Flying Fox Management	Manager Environment, Health & Sustainability	Plantings and vegetation maintenance are continuing to take place to establish suitable habitat for the flying foxes. We are working on submitting a grant for a 9 year term to ensure the habitat is enhanced and well developed to support future flying fox colonies. A maintenance plan is proposed to be developed as part of the submission to keep the site clear of pests and invasive weeds.	On Schedule	
EH2.4.2	Conduct food shop inspections	Manager Environment, Health & Sustainability	Food premise inspections have been impacted by COVID-19 and as such inspections are programmed to resume early 2022, when businesses are fully operational again. Currently, inspections and investigations are reactive, being based on complaints and enquiries.	Behind Schedule	
EH2.4.3	Skin penetration inspections	Manager Environment, Health & Sustainability	Inspections conducted as required in accordance with relevant legislative requirements.	On Schedule	
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Manager Environment, Health & Sustainability	Council owned pools are monitored however other public pool inspections are behind schedule due to COVID-19. The majority of public pool inspections occur during summer months.	Behind Schedule	
EH2.4.5	Prompt response to general enquiries	Manager Environment, Health & Sustainability	Advice provided and inspections carried out as required. The team are prompt, professional and are customer focused when dealing with general enquiries and complaints from the public.	On Schedule	
EH2.4.6	Liquid Trade Waste Program	Manager Environment, Health & Sustainability	DPIE cancelled a number of training sessions for trade waste officer qualifications this year. Council expressed its concern in November 2021 and will continue to look for opportunities over the second half of the financial year. Due to the low number of qualified staff and conflicting workloads and priorities, the program is behind schedule. The program is a high priority to return to schedule as the discharge quality directly impacts Council's sewer infrastructure.	Behind Schedule	

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.7	Public health registers and response	Manager Environment, Health & Sustainability	Public Health registers are monitored and kept up to date in accordance with legislative requirements and responsibilities.	On Schedule	
EH2.4.8	Conduct OSMS audits	Manager Environment, Health & Sustainability	Although we have had COVID-19 restrictions and heavy workloads, we have managed to achieve a reasonable rate of inspections during this reporting period.	On Schedule	
EH2.4.9	Caravan Park licensing program approvals	Manager Environment, Health & Sustainability	The approvals are current however COVID-19 restrictions and staffing availability have not allowed inspections to progress at this stage. We will be looking at this early in the new year to assess the need and resourcing.	On Schedule	

EH2.5: Develop a long-term strategic plan for the Animal Shelter

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.5.1	Draft a long-term strategic plan for the animal shelter	Manager Development & Certification	The preparation of this plan has not proceeded due to lack of funding to draft the plan. Staff continue to look for funding opportunities to resource the project. In the meantime, a number of improvements to the facility are proposed to minimise dog handling and improve safety. Council will receive a further report on the proposed upgrade.	Behind Schedule	




EH2.6: Implement Council's adopted Companion Animals Management Strategy

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.6.1	Decrease in the number of dog attacks	Manager Development & Certification	Rangers continue to respond to dog attacks and take a proactive approach to education with regard to responsible pet ownership.	On Schedule	
EH2.6.2	Increase in the number of desexed animals from the previous year's statistics	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. Council's Rangers take a proactive approach by taking every opportunity to educate the community on the importance of desexing and registering companion animals.	On Schedule	
EH2.6.3	Decrease in the number of roaming animals	Manager Development & Certification	Rangers respond to calls from the public regularly. Education and 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 requests that Council receives.	On Schedule	
EH2.6.4	Increase in the number of follow ups of dangerous dogs audits	Manager Development & Certification	Annual inspections are undertaken of the enclosures of known dangerous animals.	On Schedule	
EH2.6.5	Maximise the rehoming rates in the Richmond Valley	Manager Development & Certification	Council has a very high rate of rehoming and works proactively with a number of rescue groups to achieve this rate.	On Schedule	

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	Responsible Officer	Comments	Status	Traffic Lights
CS1.1.1	Encourage participation in council meetings/committee meetings	Director Organisational Services	Council meetings are advertised in community newsletters, on social media and on Council's website. Council meetings are also now live streamed on Council's Facebook page. The Mayor provides a video summary following each meeting which is posted on social media. Following relaxation of recent Public Health Orders, members of the public are again able to attend meetings in person.	On Schedule	
CS1.1.2	Develop and conduct a Councillor training program	Director Organisational Services	A councillor training program has been further developed following the December 2021 local government election. An induction session has been scheduled for 15 January 2022, with Locale Consulting to be in attendance to address Councillors with regard to Code of Conduct obligations. Council's Executive will also address key operational matters that the new Council need to be made aware of.	On Schedule	
CS1.1.3	Implementation of the Integrated Planning and Reporting Framework	Director Organisational Services	Integrated Planning and Reporting framework obligations are being met. All reports are developed and adopted by Council prior to legislated due dates.	On Schedule	

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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS1.2.1	Develop a risk management program which identifies and controls Council's Enterprise Risks	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 the second quarter of the 2020/2021 financial year, with updates to occur following Business Continuity testing in the current financial year.	On Schedule	
CS1.2.2	Place appropriate insurance in accordance with Council's insurance program	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 in place, with renewal being finalised for the twelve-month period commencing 31 October 2021.	Completed	
CS1.2.3	Implementation of a corporate compliance program	Director Organisational Services	This is an ongoing process which is being facilitated through annual reviews of Council's Risk Register and Delegations/Policy database.	On Schedule	

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



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS1.3.1	Internal audit committee meetings	Management Accountant	All meetings for this financial year have been scheduled and the August and November 2021 meetings have been held. The next meeting is scheduled for February 2022.	On Schedule	

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




Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS1.4.1	Monitor capital works performance	Director Projects & Business Development	Capital works performance is monitored by the Project Management Office through the PULSE system which is the required tool for project officers across Council to report on project progress.	On Schedule	
CS1.4.2	Coordination and management of major projects	Director Projects & Business Development	Large projects are being coordinated and managed by the PMO valued at approximately \$22m. Council's entire capital works program is approximately \$50m. A collaborative approach to resourcing and delivery has recently been undertaken.	On Schedule	
CS1.4.3	Identify trends in business performance and report to senior management	Director Projects & Business Development	NRLX and Waste business financial performance is monitored monthly through Cost Reports. Areas of concern are discussed by the Executive and elevated to Council as required.	On Schedule	

CS2: Great Support


CS2.1: Ensure the ongoing delivery of a quality customer service-oriented organisation

Action Code	Action Name	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	Manager Customer Experience	The customer service team have consistently exceeded the standards as set out in the Customer Service Framework and Charter reviewed against call centre reporting, customer service satisfaction survey and community feedback.	On Schedule	
CS2.1.2	Continually review and monitor the quality of customer service provision across the organisation	Manager Customer Experience	Customer service provision is monitored on a daily basis. Council's Manager Customer Experience discusses with Managers and Coordinators the service provided and ways that it can be improved to ensure that we are meeting our service levels with all departments.	On Schedule	




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

Action Code	Action Name	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	Manager Information & Technology Services	TechOne systems are patched to the current version (excluding one system). Council is in the process of reviewing a migration of TechOne systems to an environment fully hosted by the TechOne company.	On Schedule	
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Manager Information & Technology Services	This quarter, Council has upgraded Apple devices used by office staff, prepared the mobility platform (mobile phone plus iPad or 2-in-1 laptop) for councillors, and launched the replacement CRM system, which puts resolution of customer requests into a mobile device. The ICT Strategy also places considerable effort on staff productivity using mobile technologies.	On Schedule	
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.	Manager Information & Technology Services	This action was completed in the previous year. No additional actions are required this financial year.	Completed	



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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.3.1	Manage and maintain CCTV and public free Wi-Fi systems	Manager Information & Technology Services	Monitoring of CCTV system continues with issues resolved as they occur. The CCTV system is exceeding its uptime target. A current problem is CCTV is susceptible to disruption during blackouts. Next quarter will see a focus on this issue.	On Schedule	




CS2.4: Efficiency and value from IT investments

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.4.1	Systems are maintained within one version of currently released product	Manager Information & Technology Services	Core applications and servers are constantly monitored to ensure vendors currently support them. Two planned projects are moving TechOne to the cloud and upgrading Microsoft Skype for Business to Microsoft Teams will eliminate most version issues.	On Schedule	
CS2.4.2	Management of network performance	Manager Information & Technology Services	Council's network is exceeding uptime goals and is mature and stable. Current enhancements are looking to improve traffic security across our network as we move through planned equipment upgrades. A new cyber security monitoring tool automatically identifies vendor patches for network hardware to allow more timely patching of physical network hardware.	On Schedule	
CS2.4.3	Security and data protection	Manager Information & Technology Services	Data loss prevention systems are now in place. Council tracks 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 organisation. All incidents are monitored and to date no incident has been identified as an actual data loss incident. This quarter we have added monitoring of medical records leaving council. All potential data loss information is kept for future audit purposes.	On Schedule	





CS2.5: Efficient records processes

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.5.1	Efficient processing of incoming correspondence	Records & Information Coordinator	95% of all incoming letters and emails to Council are registered into ECM and allocated to appropriate staff members for action within agreed timeframes. Urgent items distributed via email in first instance as well as ECM.	On Schedule	
CS2.5.2	Records team responds to information requests within agreed service levels or statutory requirements	Records & Information Coordinator	95% of information requests are processed within agreed timeframes.	On Schedule	






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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.1	Streamline recruitment and on-boarding process	Manager People & Culture	Recruitment has changed drastically since the onset of COVID. Comparable figures of total jobs advertised: 2021 - 97, 2020 - 53, 2019 - 36. This unexpected change in the recruitment industry is currently being reviewed with new service levels and processes to accommodate the massive increase in numbers going through the recruitment process.	On Schedule	
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Manager People & Culture	New Employee Value Proposition (EVP) initiatives have been submitted to Executive as part of the 2022 - 2025 Workforce Plan.	On Schedule	
CS2.6.3	Implement internal initiatives that boost morale	Manager People & Culture	End of year initiatives are currently underway.	On Schedule	






CS2.7: Develop and retain an engaged and performing workforce



Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.1	Implement a 12-24 month leadership and culture plan	Manager People & Culture	Mid-level leaders are currently engaged in the Leading Teams program, with positive feedback having been received. Council's Emerging Leaders program finished in December with Emerging Leaders presenting their ideas and feedback to the Leadership Team.	On Schedule	
CS2.7.2	Implement a Health and Wellbeing Program	Manager People & Culture	Health and wellbeing continues to be a central focus. Programs implemented continue, with the next major event to be the staff health and wellbeing day. This is being developed with Manager Environment and Sustainability and Coordinator Parks and Gardens. The focus will be helping the individual whilst doing tasks for the community, together with doing activities that promote holistic wellbeing e.g. planting trees, eating properly, recycling and reusing.	On Schedule	
CS2.7.3	Manage strategy for YES	Manager People & Culture	The 2022 intake has been selected and the new candidates will be advised. A large Richmond Valley Careers Expo is scheduled for February 2022.	On Schedule	
CS2.7.4	Manage staff survey strategy	Manager People & Culture	Many staff have been surveyed as part of collecting data and feedback for the Workforce Plan. Information has been sent to Council's Executive and it is expected that communication responding to staff feedback will be relayed in 2022.	On Schedule	

CS2.8: Creating a contemporary workplace




Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.8.1	Review current values and behaviours	Manager People & Culture	Values and behaviours are embedded in the organisation with branded posters. Further work includes meeting with teams to discuss what the behaviours mean to them in the workplace.	Completed	
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Manager People & Culture	Onboarding is currently in final test stage. The Learning Management System and subsequent content will be the focus for 2022.	On Schedule	
CS2.8.3	Manage training plan	Manager People & Culture	The training plan has been developed and staff are six months into attending the sessions as outlined on the training plan.	On Schedule	
CS2.8.4	Manage and review policies and procedures	Manager People & Culture	Policies and procedures are regularly reviewed and updated. Current focus is reviewing recruitment in its entirety as the recruitment workload has close to tripled in the past three years as a result of COVID-19 and the changing work environment. Positive COVID in the Workplace procedures have been developed, authorised and are available to staff.	On Schedule	
CS2.8.5	Educate staff on PULSE and review process yearly	Manager People & Culture	Yearly improvement and appraisal workshops to be conducted in April.	Completed	

CS2.9: Proactive management of WHS systems to minimise safety risks





Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.1	Continue to coordinate Council's Incident Reporting system	Manager People & Culture	Improvements are continuous and feedback is acted on swiftly. Vault updated with weekly checklists completed by workers regarding SWMS Sign Off and Plant Inductions. Training for overseers and coordinators in investigations and corrective actions. Tablets updated over the Christmas period by People & Culture for redistribution in 2022. Results continually supersede benchmarks.	On Schedule	
CS2.9.2	Annual review of Safety Management Plan	Manager People & Culture	Results for the review have been received with Council scoring 90.7% overall. Council's WHS system scored 86.8% with recommendations to include purchasing, emergency preparedness, health monitoring and an action for Managers to review. Recommendations are being reviewed. In relation to Key Priority Areas, Council scored 94.7%. This year's review results exceed Richmond Valley's results last year, all participating NSW Councils' average results and our regional Councils' (Northern Rivers) average results. The next review is scheduled for 2022. Targets were met with reductions in lost time, injury type, resulting in lower premiums and a substantial rebate from our insurer.	Completed	
CS2.9.3	Rolling audit and hazard inspection program and reporting	Manager People & Culture	Audit and inspections for the entire organisation are lodged in Vault and are actioned weekly on a rolling basis.	On Schedule	
CS2.9.4	Develop and Implement a Health Monitoring Program	Manager People & Culture	A current focus is on sun safe measures. Another current project for health monitoring is influenza and COVID booster shots planned to occur in April - May 2022.	On Schedule	
CS2.9.5	Facilitate Health and Safety Committee	Manager People & Culture	Council's People & Culture team continues to facilitate monthly HSR meetings. Feedback from the HSRs ensures Council is adhering to WHS Act requirements for ongoing consultation. Benchmark targets have again been exceeded at the time of reporting.	On Schedule	

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.6	Develop and implement a WHS Safety Training program	Manager People & Culture	Ongoing coaching and training has occurred with regard to utilising Vault to its full capacity. 2022 will see Emergency Management Training alongside all the required tickets and WHS compliance as per WHS standard training. APHIRM is continuing as we analyse the psychosocial effects on injury, subsequent interventions and workshops will continue in 2022. Target benchmarks have been met.	On Schedule	
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Manager People & Culture	Council continues to adhere to WHS practices. No compliance breaches have been delivered.	On Schedule	

CS2.10: Provide an effective injury management program

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.10.1	Develop and implement a Return to Work program	Manager People & Culture	Council's Return to Work Program has been redesigned. Consultation with the health and safety committee has occurred. The new documentation has been approved by Council's workers compensation insurer and has subsequently been authorised by Council's Executive and the PCBU.	Completed	
CS2.10.2	Develop relationships with stakeholders to assist in managing workers compensation claims	Manager People & Culture	Relationships continue to strengthen with our insurers.	Completed	
CS2.10.3	Reporting of injury management results to council	Manager People & Culture	Council's People & Culture (P&C) team deliver weekly reports on WHS as logged by staff in Vault. Monthly reports continue and are distributed to the leadership team alongside being tabled at the HSR meetings. P&C delivers reporting to Council as requested by Executive.	On Schedule	


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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.11.1	Complete review of council revenue	Manager Finance & Procurement	Revenue sources and charges are reviewed whilst collating Council's Revenue Policy on an annual basis. A complete revenue review was performed in 2017/2018 and there was also an internal audit of the revenue department performed.	Completed	
CS2.11.2	Ensure council's procurement practices deliver best value for money	Manager Finance & Procurement	Council remains an active member of the Northern Rivers Joint Organisation (NRJO) Procurement Group. Council also utilises Vendor Panel procurement software, which allows for greater reach in sourcing quotations.	On Schedule	
CS2.11.3	Examine the opportunity to share regional services with other local government agencies	Manager Finance & Procurement	Council is an active member of the Northern Rivers Joint Organisation procurement group. Council also participates in joint tenders with Clarence Valley Council, Regional Procurement Australia and Local Government Procurement.	On Schedule	
CS2.11.4	Investigate different investment options to maximise Council's return on investments	Manager Finance & Procurement	Finance staff continue to investigate options in order to maximise Council's return on its investments. Current economic conditions are proving challenging with historically low interest rates, however term deposit yields are showing recent trends of a slight increase. Council's investment portfolio is diversified across cash accounts, term deposits, floating rate notes (FRNs), bonds and investments with NSW Treasury Corporation. Council utilises an online portal to compare interest rates on offer for new investments which enables returns to be maximised. Council continues to invest in accordance with the Ministerial Order and its Investment Policy.	On Schedule	


CS2.12: Ensure compliance with Accounting Standards and Local Government Legislation

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.12.1	Manage Council's finances in accordance with legislative requirements	Manager Finance & Procurement	Council's finances are managed in accordance with relevant legislation, Ministerial Orders, accounting standards and adopted policies. Council certifies the compliance of its investments each month in the Financial Analysis Report. Council's budget is prepared in accordance with relevant legislation and adopted annually, along with monthly (where required) and quarterly adjustments being reported to and adopted by Council. Council's Financial Statements are prepared in accordance with relevant legislation and accounting standards and are subject to external audit to certify their compliance. Council also complies with relevant legislation for taxation purposes including Goods and Services Tax (GST), Fringe Benefits Tax (FBT) and Payroll Tax.	On Schedule	

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

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.13.1	Complete fleet procurement in accordance with the plant replacement program	Manager Finance & Procurement	Procurement of plant and vehicles has commenced in accordance with the 2021/2022 Fleet Procurement Plan and is on track after the inclusion of committed orders. Deliveries are likely to be disrupted, however, due to global shortages of components required to manufacture automotive products, plant and machinery. The allocated budget will be monitored and adjusted accordingly throughout the year as delivery timeframes become more certain.	On Schedule	

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	Responsible Officer	Comments	Status	Traffic Lights
CS2.14.1	Development of design and capital works programs annually	Manager Asset Planning	Information regarding condition of infrastructure is currently being compiled along with maintenance records, in order to deliver a first draft of proposed Capital Works program in February 2022.	On Schedule	



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