Delivery Program Progress Report
June 2022

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 third and fourth 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	90%
	The action or milestone is on schedule and is being actively managed	0%
	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	8%
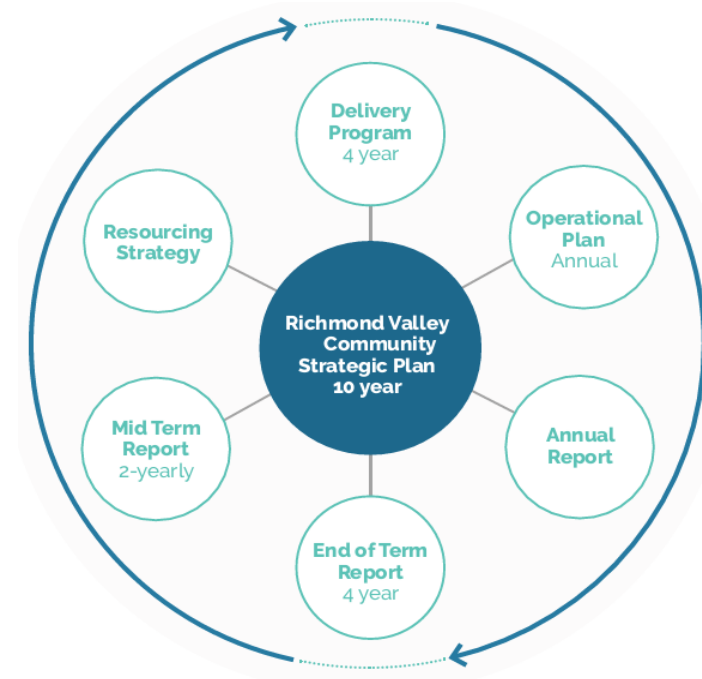
Connecting People and Places

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	Marketing Plan implemented and shared with event organisers.	Completed	🟢
PP1.1.2	Continue to deliver the objectives outlined in the Richmond Valley Events Strategy	Manager Community Connection	The number of community events held annually has grown to around 100, and although the Covid pandemic impacted on some events, confidence of events resuming is strong.	Completed	🟢
PP1.1.3	Conduct workshops with community event and local organisers to improve their marketing and promotion of events	Manager Community Connection	Events workshops have been well received by local event organisers.	Completed	🟢
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	The Community Connection team regularly posts to social media. Utilising Facebook, Instagram and TikTok has seen an increase in the promotion of local events.	Completed	🟢
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.	Completed	🟢
PP1.1.6	Assist suitable events to gain additional support and funding where appropriate	Manager Community Connection	Council will continue to support and encourage community groups to seek funding for local events.	Completed	🟢
PP1.1.7	Ensure that Richmond Valley event practices are as accessible as possible	Manager Community Connection	All Richmond Valley events are guided by Council's Disability Inclusion Action Plan (DIAP).	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.1.8	Employ a full-time Events & Tourism Officer	Manager Community Connection	Due to staff secondments and changes, resourcing in the Events and Tourism space is being reviewed. The review will be finalised by the end of 2022 and recruitment will be undertaken in accordance with the outcomes of the review.	Behind Schedule	🔴

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	RVC-branded pull-up banners, marquees, and the BBQ trailer are all available to local event organisers.	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	Manager Community Connection	RVC's photography and video assets are added to on a continual basis.	Completed	🟢

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 budgeted for have been completed at Woodburn, with the Drill Hall finishing in the next month; while the scheduled work at the Showground continues.	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)	Manager Asset Planning	Razorback Masterplan has been adopted by Council, with the project completed this financial year.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
PP1.3.3	Complete service standards and levels for all open spaces	Manager Infrastructure Services	A review of the service standards for open spaces and recreational areas has been completed.	Completed	🟢
PP1.3.4	Ensure the safest possible play spaces within Richmond Valley	Coordinator Asset Management	Council continue to deliver clean, safe and accessible open spaces throughout the local government area, in association with Council's Open Spaces team. Playground inspections are carried out with resultant works being programmed and carried out in a timely manner, as resources allow.	Completed	🟢
PP1.3.5	Completion of capital works program	Manager Asset Planning	Capital works projects programmed for parks and reserves completed.	Completed	🟢
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 benefits to Council, the environment and local sporting clubs are identified.	Completed	🟢
PP1.3.7	Develop a strategy for upgrade of town garden beds	Manager Infrastructure Services	Open Spaces continued to work in maintaining, upgrading and rejuvenating the CBD town garden beds. This is carried out on a seasonal basis to ensure they look attractive for locals and visitors alike. A trainee was recently added to the team and the benefits of this additional team member are being seen in the presentation of the gardens. A lot of work was put into the presentation for recent community events and a lot of positive feedback has been received.	Completed	🟢

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. Evans Head Aquatic Centre is the only pool operational at present throughout winter. All information required contractually has been provided for the 2021/2022 financial year.	Completed	🟢
PP1.4.3	Respond to infrastructure reporting to ensure maintenance and operation of swimming pools	Project Engineer	Evans Head - sand filters for the 25m pool and heat pump have been repaired. Woodburn - grandstand, entry office and toilet block repainted. Painting of lane lines programmed. Electrical refit has been ordered. New pumps and chlorine tanks have been ordered. Pressure testing to determine if there is a leak in the pipework to and from the slide pool has been scheduled. New chemical controllers have been ordered and are programmed for installation.	Completed	🟢
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 projects have been completed.	Completed	🟢
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.	Completed	🟢
PP1.5.3	Review Cemetery Strategy and deliver project plans accordingly	Manager Infrastructure Services	Due to competing priorities and resourcing deficiencies, the 2015 Cemetery Strategy has not been reviewed. Options to engage a consultant to complete the review are currently underway with the expected timeframe for delivery being first quarter 2023.	Behind Schedule	🔴
PP1.5.4	Preparation for Casino Cemetery expansion	Manager Infrastructure Services	Once the Cemetery Strategy has been reviewed the Open Spaces team will develop long term forecasting, review best practice and predict accurate timeframes for the expansion of the cemetery. The expected time for delivery is third quarter 2023.	Behind 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	Programs were re-introduced as well as some new programs, including creation of quilts for flood victims. Some of the Outreach programs recommenced following pandemic related pauses.	Completed	🟢

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 was continually upgraded and used to a high capacity.	Completed	🟢

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.	Completed	🟢
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	Council continues to provide assistance to combat agencies and surrounding Councils, when and where possible in the event of an emergency. During the recent flood events, Council provided significant resources in the Emergency Operations Centre/Recovery Operations Centre and in field operations during both the response and recovery phase.	Completed	🟢

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	The development of a Road Management Strategy is behind schedule, with network assessment due to flooding to be a major factor in the documentation. Asset Management Strategy and Road Asset Management Plan to feed into final draft. The anticipated completion date is December 2022.	Behind 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 Council's 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. Construction plans are ready to start on 1 July 2022.	Completed	🟢
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. A review of data and process was undertaken as part of flood recovery.	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. Further flood damage surveys to feed into upcoming plans.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
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's website and the Council Facebook page. The recent floods and continual wet weather have resulted in priorities changing on the road network and Council has received unprecedented numbers of CRM's from the public. The Communications team is working closely with the Roads and Drainage team to ensure that updates are provided on progress as well as the difficulties of handling the volume of repairs that are required to the network.	Completed	🟢
PP2.2.5	Completion of capital works program	Manager Infrastructure Services	The Roads and Drainage capital works program has been revised due to the flooding and continual wet weather conditions. All projects in the revised program have been delivered.	Completed	🟢

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.	Completed	🟢
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 have been completed this year with information compiled to assist in future programming of works.	Completed	🟢
PP2.3.3	Advocate for expansion of public and community transport	Coordinator Asset Management	Assets staff continue to liaise with TfNSW as well as local transport operators regarding the potential for expansion of community and public transport.	Completed	🟢
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 floods and consistent wet weather have resulted in some town entrance corridors being overgrown because they have been too wet to be mown. Open Spaces staff investigated alternative mowers that may have been able to maintain the grass, however there were not any found that could do the job without either damaging the areas or getting bogged. Staff continue to monitor these areas and will maintain them as best possible given the conditions.	Completed	🟢

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	The February/March 2022 flood event paused Council's Community Strategic Plan engagement schedule. Council resolved to resume consultation in the 2022/2023 financial year.	Behind Schedule	🔴
PP3.1.2	Conduct community surveys for relevant projects	Manager Community Connection	Surveys designed and implemented on an as-needs basis.	Completed	🟢

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	Activities took place to pay tribute to volunteers during National Volunteer Week, held between 16 to 22 May 2022.	Completed	🟢

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. Extensive works undertaken post the February/March 2022 flood event will assist in the development of community liaison groups.	Completed	🟢
PP3.3.2	Hosting and/or supporting local community events	Manager Community Connection	Council'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	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.	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	Manager Asset Planning	Council continues to work with community groups wherever possible, in order to assist them to deliver to their members.	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	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).	Completed	🟢
PP3.5.3	Development of Disability Inclusion Action Plan	Manager Asset Planning	The current DIAP remains in place. The due date for the revised DIAP has been extended to July 2023, to align with the new round of Integrated Planning & Reporting (IP&R) documents.	Completed	🟢

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	Council'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 and podcasts	Manager Community Connection	Videos highlighting the different areas of Council are posted regularly to Facebook and uploaded to the corporate website. Council meeting wrap ups and flood updates featuring the Mayor and General Manager are also posted as required.	Completed	🟢
PP3.6.3	Grow our online community and engage through social media	Manager Community Connection	Social media is Council's number one communication channel and is utilised daily.	Completed	🟢
PP3.6.4	Implement the "Richmond Valley Made" branding campaign	Manager Community Connection	Richmond Valley Made branding campaign implemented.	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	Workshops have been deferred to a date yet to be determined following the effect of flood events on a number of organisations.	Not Due To Commence	🔵

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	The program for the 2021/2022 financial year was finalised in April 2022.	Completed	🟢
PP3.8.4	Facilitate a proactive Council Grant Funding application process	Director Projects & Business Development	Draft was completed and presented to the Executive for approval.	Completed	🟢

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 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. Opportunities and revenue structures are continuously reviewed at the NRLX and in Council's waste business.	Completed	🟢
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 Waste Expression of Interest (EOI) completed.	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	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	Continue to work with businesses particularly with identification of assistance programs for flood impacted businesses and measures to support them.	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	Manager Property & Economic Projects	This action is ongoing, with engagement with departments such as Office of Regional NSW and Regional Development Australia continuing.	Completed	🟢

Action Code	Action Name	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	Manager Property & Economic Projects	Regional Waste Expression of Interest (EOI) completed.	Completed	🟢

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 - 2025.	Completed	🟢
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 continue to liaise with relevant departments to deliver creative projects as part of their operations, as well as actively seek sustainable funding partners/sources for projects and program delivery.	Completed	🟢

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.	Completed	🟢

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	In lieu of the development of a specific Development Information Package, Council has developed fact sheets to assist the community with the lodgement process. In addition, fact sheets are also available on the NSW Planning Portal.	Completed	🟢
EC1.6.3	Open doors development project	Manager Development & Certification	The Open Doors Project was a State Government initiative that Council have deemed it unnecessary to pursue at this time.	Not Progressing	🟣
EC1.6.4	Ensure efficient planning and building application processing	Manager Development & Certification	Council has an ongoing commitment to reducing processing times and finding efficiencies in application processing. The February/March 2022 flood event may have an impact upon processing times, however the commitment to ensuring efficiency remains a priority.	Completed	🟢

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 was adopted by Council, commencing on of 1 August 2021.	Completed	🟢
EC1.7.2	Local Environmental Plan review	Manager Development & Certification	Local Environmental Plan (LEP) 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 once the outcomes of the RJP are known.	Completed	🟢
EC1.7.3	Process applications for Certificates under relevant legislation	Manager Development & Certification	Planning Certificates are monitored on an ongoing basis to ensure compliance with statutory requirements, and for data accuracy purposes.	Completed	🟢
EC1.7.4	Deliver good urban design outcomes through heritage management	Manager Development & Certification	Heritage management takes the form of site visits and pre-lodgement inspections, with written advice supplied to Council for assessment.	Completed	🟢
EC1.7.5	Contributions Plan Review	Manager Development & Certification	The review of the Contributions Plan is a joint exercise between several departments of Council. Revised Asset Management Plans are being developed and when completed, the information will be incorporated into the Contributions Plan Review.	Behind 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	Implement the Local Growth Management Plan to provide for an adequate supply of residential land/ Manager Development & Certification/ The delivery of this plan is reliant on the completion of the Regional Job Precinct Program and Casino Place Plan which is behind schedule. Consultants have been engaged to draft an Urban Growth Management Strategy. These plans inform one another and will be presented concurrently to Council in September/October 2022. Regular ongoing meetings are occurring to progress this action.	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	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 was scheduled to be completed by mid-2022 for consideration by Council; however, has been delayed due to the February/March 2022 flood event and competing reporting priorities. Regular ongoing meetings are occurring to progress this action.	Behind 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 to an external operator and purchases the required materials from the current lessee.	Completed	🟢
EC2.1.2	Continue with leasing of Peterson's Quarry as per agreement	Director Projects & Business Development	The Peterson's Quarry lease arrangements were reviewed recently during a recent application for increased extraction by the operator.	Completed	🟢

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 completed in 2018. Stage 2 completed in 2020. The benefits of this investment were realised in 2022 with over $210M in cattle sales passing through the facility.	Completed	🟢
EC2.2.2	Stage 2 upgrade of the NRLX	Director Projects & Business Development	Stage 2 Construction completed in 2020. Sales at the NRLX were $210M in the current financial year.	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 have been provided when requested by external clients for water and sewer projects only and if successful, works have been delivered in accordance with the agreed scope and estimate provided. Private works were also delivered by the road and drainage department up to the floods when other priorities took over.	Completed	🟢

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	Ongoing, with completion of Canning Drive, sale of Reynolds Road and investigation of purchasing additional development land.	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	Manager Property & Economic Projects	Community consultation was undertaken on the disposal of surplus parks within the LGA. This matter will not be investigated further at this time.	Behind Schedule	🔴

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	Ongoing, with completion of Canning Drive, sale of Reynolds Road and investigation of purchasing additional development land.	Completed	🟢
EC2.5.2	Develop and market residential land estate	Manager Property & Economic Projects	Canning Drive development completed and sold.	Completed	🟢
EC2.5.3	Develop and market industrial land estate	Manager Property & Economic Projects	An Expression of Interest (EOI) for the purchase of Reynolds Road land has been issued and closed at the end of June.	Completed	🟢
EC2.5.4	Acquisition of development site for industrial subdivision	Manager Property & Economic Projects	A report has been presented to and adopted by Council for proposed acquisition.	Completed	🟢
EC2.5.5	Acquisition of development site for residential subdivision	Manager Property & Economic Projects	A report has been presented to and adopted by Council for proposed acquisition.	Completed	🟢

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	Business engagement has been occurring throughout the year with a specific effort and focus being applied in the second half of the year with regard to flood affected businesses.	Completed	🟢
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.	Completed	🟢
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. It has proven to be very useful in communicating information regarding flood assistance to businesses.	Completed	🟢

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	Waste & Resource Recovery Manager	The Waste Strategy has been completed. Further reviews will be in line with Integrated Planning & Reporting processes.	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	Waste & Resource Recovery Manager	Fee structure for 2022/2023 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.	Completed	🟢

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	Waste & Resource Recovery Manager	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.	Completed	🟢

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	Waste & Resource Recovery Manager	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	Waste & Resource Recovery Manager	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.	Completed	🟢

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 Sustainable Communities & Environment	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, some face to face activities and collaboration with Newaste on regional programs. Our Educator liaises closely with the waste team ensuring targeted education areas are well supported.	Completed	🟢
EH1.6.2	Delivery of capital works projects	Waste & Resource Recovery Manager	Cell 6 construction contract has gone to Tender as part of the capital works program.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH1.6.3	Delivering a waste compliance program in accordance with legislative requirements	Waste & Resource Recovery Manager	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.	Completed	🟢

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 are continuing their work on updating the Casino Stormwater Drainage Model. Council staff are currently undertaking a survey of many stormwater assets to verify the accuracy of the data relating to their size and connectivity in the network.	Completed	🟢

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 and Sewer team provided safe and secure water and sewerage networks by performing proactive and reactive maintenance in accordance with the Operational Plan and allocated budgets.	Completed	🟢
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 monitor network asset conditions through inspection programs such as CCTV camera surveys to develop a long-term strategic works program for water and sewer assets.	Completed	🟢
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 parcel of land is in the final stages of being purchased by Council and the tender for the solar system will be issued following that.	Completed	🟢
EH1.8.4	Review current water sewer infrastructure and develop improvement plan	Water & Sewer Engineer	Continue to review current water sewer infrastructure and develop improvement plans as required based on demand and condition to develop the capital works program.	Completed	🟢
EH1.8.5	Investigate an alternative water source for water supply security to Casino in emergencies	Water & Sewer Engineer	Casino water security option assessment report has been completed and the 2nd stage will further investigate the need for an emergency source e.g. bores.	Completed	🟢
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	Continue to develop capital works programs for identified water and sewer asset renewals and upgrades as per the Water and Sewer Strategy. Council is currently participating in a pilot project with DPE and Water NSW to develop/improve the current IWCM process that will include the updating of the current water and sewer strategy.	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	Responsible Officer	Comments	Status	Traffic Lights
EH2.1.1	Budgets allocated to support services and programs	Manager Sustainable Communities & Environment	Environmental grants and organisational commitments are under consideration, with the team constantly looking for funding opportunities. We are waiting to hear if we are successful for one grant, being for flying-fox habitat restoration. Council has a sufficient budget allocation for this project for next financial year and beyond should we be successful.	Completed	🟢

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 Sustainable Communities & Environment	Richmond Park Plan of Management (incorporating the Jabiru Geneebeinga Wetlands) presented to Council's June 2022 Ordinary Meeting, with a public exhibition period to follow.	Completed	🟢

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 Sustainable Communities & Environment	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.	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	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.1	Flying Fox Management	Manager Sustainable Communities & Environment	Plantings and vegetation maintenance work has been significantly damaged from the February/March 2022 flood event with approximately 80% of vital habitat wiped out. Some maintenance work has been carried out this quarter to try and save some of the damaged trees. We submitted a grant for a 9-year term to ensure the habitat is reinstated 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.	Completed	🟢
EH2.4.2	Conduct food shop inspections	Manager Sustainable Communities & Environment	Food premise inspections were impacted by Covid and the flood disasters. Inspections resumed this last quarter, when businesses were fully operational again. The flood event significantly impacted this program and impacted several food businesses. It is not business as usual; however, the premises not impacted by the floods will be complete this financial year. The team have reached out to some flood impacted businesses who reopened but this is just an educational and support visit, rather than compliance.	Behind Schedule	🔴
EH2.4.3	Skin penetration inspections	Manager Sustainable Communities & Environment	Inspections conducted as required in accordance with relevant legislative requirements.	Completed	🟢
EH2.4.4	Maintain Water Quality Inspections Schedule for public swimming pools	Manager Sustainable Communities & Environment	Council owned pools were monitored prior to the floods, with other public pool inspections behind schedule due to increased Covid risk. The majority of public pool inspections occur during summer months, with the floods damaging a number of council and public pools. The swimming season commences in October, wherein Council will assess and prioritise public pools.	Behind Schedule	🔴

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
EH2.4.5	Prompt response to general enquiries	Manager Sustainable Communities & Environment	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. The team continued to provide support with identifying issues of contamination, spills and potential issues during the flood event with the lead authorities.	Completed	🟢
EH2.4.6	Liquid Trade Waste Program	Manager Sustainable Communities & Environment	Applications were processed as they were received, and high-risk premise inspections were carried out, however, the team does not have a formally qualified Trade Waste Officer. DPIE cancelled a number of training sessions last year due to Covid restrictions; with training for regional council officers now re-scheduled. Council will send one staff member to Tamworth in November 2022. Due to Covid impacted staff, conflicting workloads and the recent floods impacting businesses, it was not appropriate to regulate businesses, so the routine program is behind schedule. These will recommence this next financial year.	Behind Schedule	🔴
EH2.4.7	Public health registers and response	Manager Sustainable Communities & Environment	Public Health registers are monitored and kept up to date in accordance with legislative requirements and responsibilities. Public Health legislation is under review and may involve increases to charges and additional registration fees once/if passed by parliament.	Completed	🟢
EH2.4.8	Conduct OSMS audits	Manager Sustainable Communities & Environment	The February/March 2022 flood event followed by relentless rain made it impossible to inspect and audit OSMS. New approval install inspections were carried out, however the wet conditions did not allow for audits as the wet ground made it impossible to assess if systems were operating correctly. We have inspected systems based only for reactionary matters such as CRMs. A dry winter may allow the soils to dry out enough to start these in Spring 2022.	Behind Schedule	🔴

| EH2.4.9 | Caravan Park licensing program approvals | Manager Sustainable Communities & Environment | The approvals are generally current, however the continuing wet weather after the two flood events has slowed down or caused the need to cease certain inspections due to considerable hardship experienced by businesses and residents. Some caravan parks were severely damaged and to date are still not operational. The team will work with the Development and Certification team to ensure those operators still functioning have appropriate approvals in place. | Behind 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	Council continues to seek out funding opportunities to resource the drafting of a long-term strategic plan. A proposed upgrade to the pound to minimise dog handling has been developed, with quotations having been sourced. Councillors were briefed in May 2022 regarding the funding options for the proposed upgrade. A recent development is the grant received by Council for $375,000 and now consideration is being given to building a new pound. Investigation is underway.	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.	Completed	🟢

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.	Completed	🟢
EH2.6.3	Decrease in the number of roaming animals	Manager Development & Certification	Rangers respond to calls from the public on a regular basis, with education and advice provided to owners as required. 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. A recent mail out was carried out to a specific residential area in Casino with a high reporting level of roaming dogs.	Completed	🟢
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.	Completed	🟢
EH2.6.5	Maximise the rehousing 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.	Completed	🟢

Richmond Valley Council | **Delivery Program Progress Report | 2021/2022 Quarter 4**

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.	Completed	🟢
CS1.1.2	Develop and conduct a Councillor training program	Director Organisational Services	An induction session was held in January 2022, with Locale Consulting presenting to Councillors on various issues, including Code of Conduct obligations. Further training opportunities are being investigated.	Completed	🟢
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.	Completed	🟢

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 is useful in the guidance of 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 the Business Continuity testing undertaken in May 2022.	Completed	🟢
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 reviews of Council's Risk Register and Delegations/Policy database. Legislative provisions relating to delegations are reviewed and updated on a six-monthly basis by legal firm, Kell Moore.	Completed	🟢

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	Principal Accountant	Meetings have been held for in August and November 2021. Council is currently in the process of appointing a new committee with meetings expected to commence in August 2022. All other internal audit functions have been continuing.	Completed	🟢

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. Leaders are required to take responsibility for their teams' projects and use PULSE as the recognised corporate tool for project reporting.	Completed	🟢
CS1.4.2	Coordination and management of major projects	Director Projects & Business Development	Major 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.	Completed	🟢
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 if necessary. Leaders are required to monitor performance against budget and manage any issues.	Completed	🟢

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. This is reviewed against called centre reporting, customer service satisfaction survey and community feedback.	Completed	🟢
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, the Manager of Customer Experience discusses the service provided and ways that it can be improved with Coordinators and Managers to ensure that we are meeting our service levels with departments.	Completed	🟢

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 now patched to version 2020B. Council will commence a project in July 2022 to migrate TechOne to the Cloud, significantly reducing our reliance on Council's server and communications room and improving our ability to respond to disasters and business continuity events with minimal system downtime.	Completed	🟢
CS2.2.2	Utilise mobile technologies so staff can access council information and complete tasks while in the field	Manager Information & Technology Services	The annual program is complete. The ICT Strategy was approved in December 2021, fully integrating mobile technologies with the rest of Council's IT infrastructure by 2025. This sees increased use of mobile technologies, so staff can complete tasks while in the field. We have released the new Customer Request System and are currently tuning that system to eliminate wasted time as field staff complete customer requests. July 2022 sees the commencement of the TechOne to Cloud project, which means staff can access all TechOne systems outside the corporate network.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
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 item was completed in prior 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	The annual program of monitoring the CCTV system, resolving issues as they occur is complete. Recent flooding events will require additional review of public Wi-Fi at flood-impacted sites.	Completed	🟢

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 are being maintained at the current version minus one. We have accepted a risk where the database associated with TechOne is not fully patched at this stage with the mitigation that the database is not accessible outside Council's network. We have recently agreed to migrate TechOne to the Technology One Cloud service, which will eliminate this risk by March 2023.	Completed	🟢
CS2.4.2	Management of network performance	Manager Information & Technology Services	The annual network management program is complete. We saw a significant failure in our network this quarter, impacting a Water/Sewer site in Casino. The cause of the outage appears to be a power surge following a scheduled power outage. The network did operate as designed, isolating the fault to a single site and allowing other sites to continue communicating through backup network channels.	Completed	🟢
CS2.4.3	Security and data protection	Manager Information & Technology Services	Data loss prevention systems are now in place. Council sees from 5 to 35 potential data loss incidents per week where financial data such as bank account numbers or credit card numbers; or privacy data such as driver's licenses, 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.	Completed	🟢

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	Incoming letters and emails to Council are registered in ECM and allocated to appropriate staff members for action within agreed timeframes. Urgent items distributed via email in first instance as well as ECM.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.5.2	Records team responds to information requests within agreed service levels or statutory requirements	Records & Information Coordinator	Information requests are processed within agreed timeframes.	Completed	🟢

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	A new starter recruitment and onboarding experience has significant impacts on whether a person is retained. Therefore, this has been a priority for Council. Recruitment on the website has been rebranded. Once a person has accepted a role onboarding is accessed prior to commencement. Onboarding speaks to many systems and is automated to send the relevant party an email that an action is required, automated emails are sent to the immediate supervisor, IT, Governance and Procurement. The new onboarding systems presents a time saving in the face-to-face induction process and feedback from new starters has been positive. Tasks are defined to the person that is responsible for them. More work is scheduled in this space to ensure continual improvement.	Completed	🟢
CS2.6.2	Rebrand recruitment to coincide with EVP strategies	Manager People & Culture	Recruitment has been rebranded completely over the past four years, however with the new employment sector, continual improvement will remain imperative. Role Descriptions have been completely revamped, they are modern, informative and have soft skills on them. A prospectus is currently being designed to showcase all the great things that one will encounter whilst working at Richmond Valley. The aim is to put our great Employee Value Proposition in the public domain in order for potential staff to see the great offerings and culture that we have.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.6.3	Implement internal initiatives that boost morale	Manager People & Culture	Many smaller initiatives have been implemented including competitions to fund raise for various organisations.	Completed	🟢

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	Many programs have been delivered to ensure our leaders have the tools to lead their teams. In 2019, frontline leaders attended a six-month program including: Stepping into Supervising, Dealing with Conflict, and Managing Productivity. HBDI - a tool to analyse people's thinking - has been rolled out to leaders and many teams within the organisation. Leading Teams has been conducted over the past three years with an intent to form better relationships and understanding of the important role of being a leader. Other initiatives are the Emerging Leaders Program, LG Management Challenge, and one-on-one professional coaching. Culture has also been a focus, staff feel much safer, less isolated, heard, valued and more trusting. The bridge between field staff and administration staff has greatly strengthened over the past four years with a good understanding that we are in this together.	Completed	🟢
CS2.7.2	Implement a Health and Wellbeing Program	Manager People & Culture	Initiatives have included: Fitness Passport, Yoga, Mental Health First Aid, Wellbeing & You, Women in the Workplace, Stretching, Men's Health Week, Lung Bus, Skin Checks, Mental health support and Covid and flu vaccinations. Policy and procedure updates have been undertaken in the following areas: domestic and family violence, leave management, bullying and harassment, employee assistance program.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.7.3	Manage strategy for YES	Manager People & Culture	The YES program has been an absolute success for Richmond Valley; we have 50% of the organisation under 40 years, which is a testament to the success of the YES. State Government and neighboring Councils have met with Richmond Valley to understand how the program is implemented at the ground level. The YES program has seen more women and Aboriginal staff members come on board with 68% representing Generation Z. Many young people have launched their careers through this program, with many staying onboard at Council. Schools are eager to promote the program The YES program is broadening to include cadetships among other development programs that not only give young people a great opportunity but are essential for the succession of qualified people to work for the community they grew up in.	Completed	🟢
CS2.7.4	Manage staff survey strategy	Manager People & Culture	Staff surveys have been redesigned recently and are now bespoke to identify staff thoughts and feedback on targeted initiatives. Part of the Workforce Plan was to survey many staff to ascertain their thoughts and recommendations for improvement of culture and leadership. Surveys are sent to leaders as part of consultation for matters of importance, such as Annual Review questions. Bespoke surveys will continue as they enable real feedback from staff that helps in the greater development of the organisation.	Completed	🟢

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	New values and behaviours have been determined by the leadership team. Most recently, new branding of the values and behaviours has occurred and they will be further embedded in the organisation. More work is required in relation to what they mean and look like to each individual staff member - there are plans for this in the next Delivery Plan.	Completed	🟢
CS2.8.2	Manage the implementation of digital transformation for HR systems and process	Manager People & Culture	Shared work now sits in a cloud-based system, OneNote. In the payroll environment, Employee Self Service enables leaders to view leave for the entire team, approve leave easily. Single touch payroll is implemented with PAYG going to the ATO in real-time. In the recruitment space, checklists are actioned through OneNote rather than in hardcopy format. Police Checks are actioned in-house for greater efficiency. Onboarding is now actioned prior to commencement, with legal requirements logged in the system including all qualifications and it is completely automated to send information to the relevant party. All work health & safety is now online and cloud-based. The implementation of the Vault system has improved delivery of work, health & safety and workers compensation messages.	Completed	🟢
CS2.8.3	Manage training plan	Manager People & Culture	Budgets for training have been divided into compliance (legal necessity) and professional development (organisational necessity). Matters such as succession planning, personal development, organisational need, team funding allocation and industry changes are taken into consideration. The State government has many incentives, which Council utilises. In 2021, over $200,000 was obtained through grants and incentives which was re-invested into training staff. As per the WFP, training will become even more essential as we focus on developing people within to not only meet organisational resourcing risks but open opportunity for staff that are wanting new challenges and career changes.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.8.4	Manage and review policies and procedures	Manager People & Culture	Policies and procedures have been reviewed to ensure simpler language is used to suit the target audience. Consultation occurs when policies are changed to align with legislative requirements i.e. changing conditions of employment contracts. New polices consider the social responsibility required of local government alongside pointing to a person-centered organisation.	Completed	🟢
CS2.8.5	Educate staff on PULSE and review process yearly	Manager People & Culture	Many workshops, including support has been provided under the Delivery Plan. Each year workshops are held for leaders. Honest conversations and encouragement are a focus. Field staff reviews are facilitated by People & Culture to assist staff in reviewing the year and to consider what they would like to achieve going forward.	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	Incident reporting is now attended to digitally through Vault. The process is completely automated. Staff are able to log incidents themselves using the supplied team tablets. Reporting by staff has increased dramatically since the change. Staff are proactive, self-report and the proof is in reduced incidents and excellent audit results. Reports are sent to the leadership team each week and all incidents logged and sent to supervisors in real-time.	Completed	🟢
CS2.9.2	Annual review of Safety Management Plan	Manager People & Culture	Council's Safety Management Plan has been completely redesigned and redeveloped over the past four years. WHS is now digital and accessible to all staff, with regular training. Regular communication on WHS issues are distributed within the workplace. Council has seen a reduction in insurance premiums and lost time injuries. Mental Health has also been a focus, with pleasing claims results.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.3	Rolling audit and hazard inspection program and reporting	Manager People & Culture	Hazards and audit inspections are now attended to on tablets via Vault. Teams are encouraged to own the responsibility of the sites, hazards and inspections, with People & Culture oversight as required.	Completed	🟢
CS2.9.4	Develop and Implement a Health Monitoring Program	Manager People & Culture	Many initiatives have been implemented, including lung health checks, skin cancer checks and flu and Covid vaccinations. Council engaged a senior psychologist to speak with staff about the psychological effects of the flood event; offering tips and tools on how to navigate through the difficult time. A workshop was organised in June 2022 for male staff, focusing on their health. A similar initiative will be conducted for women during Women's Health week. Mental Health checks and education is consistently carried out throughout the year to ensure people have the support they need.	Completed	🟢
CS2.9.5	Facilitate Health and Safety Committee	Manager People & Culture	The Health & Safety Committee has strengthened. HSR elections were conducted in late 2019. After the personnel were elected, they were sent to training to understand what their role is as an HSR. All changes in the WHS space are communicated and consulted on via the meetings as per legislation. HSR's now do more on-the-job tasks, such as inspections.	Completed	🟢
CS2.9.6	Develop and implement a WHS Safety Training program	Manager People & Culture	WHS is the primary priority. Training on WHS matters have shifted the culture to a safety first one. Training in WHS over the past four years includes: Understanding your legal responsibilities under the WHS Act, bi-annual training in compliance including reporting, bullying, harassment and sexual harassment. First Aid is offered to all staff as is CPR, emergency evacuation, dealing with difficult people, contact officer training and Health & Safety Representative training. When incidents occur, training/communications is organised to ensure that everyone understands why an incident happened and how we can prevent it.	Completed	🟢

Action Code	Action Name	Responsible Officer	Comments	Status	Traffic Lights
CS2.9.7	Ensure Council's WHS practices are compliant with legislative requirements	Manager People & Culture	WHS has undergone positive changes over the last few years, including the appointment of a senior WHS Coordinator and a Support Officer, together with the implementation of safety management system, Vault. Policies and procedures are updated annually and communicated to all staff and the HSRs. SWMS have been reduced from 80 to around 10 - as per the legislative requirements, SOPs are now owned by the teams and workers - as per the WHS Act. VOCs are now in the hands of staff and are required to be carried out every 24 months. Consultation occurs with safety changes as per the WHS Act. All required communications e.g. Evacuation Plans, First Aid Officers, etc. are distributed throughout the organisation. A WHS notice board was implemented at all sites and is regularly updated with messages. Relevant legal decisions are reviewed and communicated.	Completed	🟢

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	The Return to Work program set up in 2019 has been a thorough success. When staff are injured, Council's response is immediate. An initiative is having staff work in differing departments as their medical abilities allow. This allows recovery whilst promoting engagement and cross-skilling.	Completed	🟢
CS2.10.2	Develop relationships with stakeholders to assist in managing workers compensation claims	Manager People & Culture	Council maintains a positive working relationship with StateCover Mutual. Communication is frequent and transparent. Premiums will be reduced due to the focused initiatives carried out by the team with the support of our insurers. StateCover requested Council's Manager People & Culture to be an expert panelist in 2021 to discuss workers compensation and industrial relations. This is a testament to the strong relationships we have with the insurers alongside the success of the P&C approach to staff during injury management.	Completed	🟢
CS2.10.3	Reporting of injury management results to council	Manager People & Culture	A new system is being used for injury management. Based online, it provides excellent analytics. Injury Management at Richmond Valley is extremely successful with the lowest Lost Time Hours ever recorded and much lower than the industry standard and other Councils. Workplans are developed for the individual. The team also focuses on pre-injury intervention, offering medical intervention where appropriate.	Completed	🟢

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	Principal Accountant	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 at that time.	Completed	🟢
CS2.11.2	Ensure council's procurement practices deliver best value for money	Coordinator Fleet & Procurement	Council remains active in the Northern Rivers Joint Organisation (NRJO) Procurement Group. Council has recently added a variation which was offered at a discount rate due to being in a flood area. This allows access to training materials for all Council staff to assist them with utilising Vendor Panel, to maximize opportunity to achieve value for money and maintain probity in procurement by (consistently) using Vendor Panel.	Completed	🟢
CS2.11.3	Examine the opportunity to share regional services with other local government agencies	Principal Accountant	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	Principal Accountant	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 an 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.	Completed	🟢

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	Principal Accountant	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.	Completed	🟢

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	Coordinator Fleet & Procurement	Sourcing equipment is problematic due to global supply issues. This has been further exacerbated by the loss of ten items of plant in the February 2022 flood event. These issues, together with carrying out an assessment of mechanical condition and expected maintenance cost blow outs, Council has spent approximately 97% of the allocated budget. 28 new or secondhand items of plant have been delivered with another 15 still awaiting delivery (43 in total).	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	Responsible Officer	Comments	Status	Traffic Lights
CS2.14.1	Development of design and capital works programs annually	Manager Asset Planning	Draft capital works program supplied to Finance in February 2022 for compilation in budget. Consideration of flood recovery works to be implemented into 2022/2023 programs.	Completed	🟢