

IP&R Delivery program / Operational plan

Reporting period: 1 January to 30 June 2021 - Yr. 4

LEADERSHIP

Our goal: 1. Values based leadership and culture.

What achieving our goal will look like:

1.1 Leaders are visible at all levels of the organisation and are supported to effectively lead and drive performance.

1.2 Leaders are responsible for their actions and proactive in building an accountability culture.

| Legend | |
|---------------|---|
| Green: | <u>Acceptable</u> . Complete or on track according to schedule (no comment) |
| Grey: | <u>Acceptable</u> . Complete or on track according to schedule (incl comment) |
| Amber: | <u>Monitor</u> . In progress but behind schedule (incl comment) |
| Red: | <u>Review</u> . Corrective action required (incl comment) |

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|-----------|--|--------|
| 1.1.1.1 Implement leadership program for the Leadership Team. | Improvement in leadership and management skills (assessed before, during and after undertaking the program). | WFMP | | ● |
| 1.1.1.2 Leader in Me (LiMe) cohort undertaking activities to drive and support culture transformation. | Current LiMe participants coordinate a specific, self-initiated, whole-of-Rous project that contributes to building a constructive culture e.g. a staff recognition initiative. | WFMP | | ● |
| | Breaking down of organisational silos e.g. LiMe participants selected from different business units; LiMe cohort buddied with LiMe graduates and new cohort; mentoring with Group Manager from a different functional area; LiMe sessions to be held at a variety of Rous locations. | WFMP | | ● |
| | LiMe graduates and new cohort coordinate and lead an all staff meeting and/or business unit meetings. | WFMP | Unable to be progressed due to COVID19 restrictions. | ● |
| | LiME cohort delivering regular communications to the workforce about program activities, learnings and outcomes. | WFMP | | ● |
| | Assess effectiveness of the LiMe program to determine impact and contribution to culture change. | WFMP | Deferred to 'Year 5' - first draft of scope of work has been developed. | ● |
| 1.1.1.3 Performance planning and management processes include discussion of individual staff member alignment with Council values. | Individual mission, vision and values discussion held with all staff members at least 6-monthly. | WFMP | Currently occurring as part of the Performance Check-in process. | ● |
| | Record of discussion made by the supervisor and reported to manager upon completion. | WFMP | Currently occurring as part of the Performance Check-in process. Reported to second level manager at the annual Performance Check-in in September. | ● |
| 1.1.1.4 Participation in the Joint Organisation of Councils as an associate member. | General Manager performing the role of representative on the Natural Resources Management sub-committee and reporting back to the General Manager's group on the sub-committee's operations. | BAU | | ● |
| 1.2.1.1 Establish a multi-purpose forum for leaders to connect with each other and operate as a team. | High-performing Leadership Group where members hold each other accountable, monitor performance metrics and work as a team to drive innovation and business improvement. | WFMP | Middle manager group (Leadership Group) is trialling different operating models to test and challenge the 'best -fit'. Currently a core group of 4 Managers (1 x Manager from each Group) is performing the role of the formal Leadership Group. | ● |

STRATEGY AND PLANNING

Our goal: 2. Align strategic direction to core functions and sustainability.

What achieving our goal will look like:

- 2.1 Being responsive to the impact of population growth on our core functions.
- 2.2 Strategic partnerships/relationships supportive of our mission and vision.
- 2.3 Business activity contributes to local and regional growth and optimal environmental outcomes.
- 2.4 Converting strategy into action plans that anticipate and accommodate change and allocate accountability.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|--|------------------|--|--------|
| 2.1.2.1 Develop new Integrated Planning and Reporting framework. | Integrated Planning and Reporting Framework adopted (including Resourcing Strategy consisting of Asset Management strategy and plan, Long term financial plan and Workforce Management plan. | AMP; LTFFP; WFMP | | ● |
| 2.1.5.1 Update on progress of the Future Water Strategy. | Develop and implement a plan for community re-engagement and communication. | FWS | This was not completed as item 2.1.5.2 required adoption first. | ● |
| 2.1.5.2 Finalise the position regarding the Future Water Strategy (FWS) update (following consultation on the draft FWS update). | Complete the Integrated Water Cycle Management process for the Future Water Strategy update and develop a source water augmentation delivery plan. | FWS | Council resolved to adopt its Integrated Water Cycle Management Strategy at the 21 July 2021 extraordinary meeting | ● |
| 2.1.5.3 Implement the source water augmentation delivery plan. | Implement key actions from the source water augmentation delivery plan. | FWS | Completed as a part of item 2.1.5.2 | ● |
| 2.1.5.4 Undertake hydraulic capacity assessment of water distribution network to develop augmentation capital works plan. | Hydraulic capacity assessment completed and works plan included in 30-year capital works plan. | AMP | Significant unexpected workload for this position and complications with other projects with COVID, prevented commencement during 2020/21. Planning is advanced in gaining quotes within the 1st quarter of 2021/22. | ● |
| 2.2.1.1 Progress implementation of the Coastal Zone Management Plan for the Richmond River catchment through the Coastal Zone Management Plan Implementation Committee. | Facilitate meetings of the Coastal Zone Management Plan Implementation Committee. | CZMP | 31 March 2021. Series of additional progress meetings centred on Coastal Management Program Scoping Study project. | ● |
| 2.2.3.1 Understand and evaluate our role as the Flood Mitigation Authority with each of our constituent councils within the Richmond River catchment. | Undertake individual workshops with senior staff and management of Lismore City, Ballina Shire and Richmond Valley councils. | BAU | Initial meeting with Lismore Council, other constituent councils to progress in 2021/22 | ● |
| | Outcomes of workshop considered within proclamation context, Long Term Financial Plan implications and Council position. | BAU | Works to commence once consultation has been finalised. | ● |
| 2.3.1.1 Implement Reconciliation Action Plan. | Actions for 2020/21 completed. | RAP | Incomplete actions transferred to Innovate RAP 2021-23. | ● |
| 2.3.1.2 Complete the Reconciliation Action Plan Impact Measurement Report. | Report to Reconciliation Australia annually on performance against key Reconciliation Action Plan targets to track and measure the broader impact of the Reconciliation Action Plan program. | RAP | | ● |
| 2.3.2.1 Develop a new Reconciliation Action Plan. | Reconciliation Action Plan endorsed by Reconciliation Australia. | RAP | Innovate RAP 2021-23 endorsed by Reconciliation Australia (July 2021). | ● |
| 2.3.4.1 Implement Greenhouse Gas Abatement Strategy. | Provide a status report to Council on the progress of implementation of the Greenhouse Gas Abatement Strategy. | GGAS | | ● |
| 2.3.5.1 Enhanced Demand Management Plan actions. | Provide an end of year performance report to Council on the progress of the implementation of the Regional Demand Management Plan. | DMP | Planned for August 2021 Council meeting to capture full FY. | ● |

What we will do in Y4: 2020/21

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| | Actively promote the Sustainable Water Partnership Program to targeted customers. | DMP | <p>The following businesses have completed water saving projects, resulting in the following potential water savings:</p> <ol style="list-style-type: none"> 1. SCU (ranked 7): 10-17 ML/a 2. Ballina Discovery Park (ranked 18): 0.5 ML/a 3. Byron Bay High School (ranked 36): 0.5 ML/a 4. The Beach Hotel (ranked 37): 4.4 ML/a 5. Summit Sports and Fitness Centre: 0.7 ML/a <p>Total maximum potential potable water saving of 23 ML/a.</p> <p>The following businesses have/are progressing with water saving projects, though have not yet completed works:</p> <ol style="list-style-type: none"> 1. Reflections Holiday Parks (across 8 separate parks) 2. Norco <p>The Broadwater Sugar Mill and Cape Byron Power will progress with projects once the Water Saving Plan is complete.</p> | ● |
| | Implement three (3) water saving projects identified in the water saving plans. | DMP | See above comment. | ● |
| | Partner with constituent councils in the development of regional demand management promotional material. | DMP | | ● |
| | Process all residential rainwater tank rebates within agreed timeframe, aiming for 65 rebates per annum. | DMP | | ● |
| | Develop and implement a communication and engagement program targeting high residential water users, to support the 160 Litre Challenge. | DMP | | ● |
| | Develop online home water audit tool to support the 160 Litre Challenge. | DMP | | ● |
| 2.3.7.1 Strategic review of options for integrated lots and water reclamation at Perradenya. | Outcome of review reported to Council. | LTFP | Water reclamation project now sites with FWP2060. Work continues on progressing Stage 7. Work on integrated lots is proposed for 22/23. | ● |
| 2.4.1.1 Review Capital Works Plan. | Plan reviewed in conjunction with the development of the new Integrated Planning and Reporting framework (in particular the Asset Management Strategy and Plan). | AMP | | ● |
| 2.4.2.1 Implement Capital Works Plan. | Project Management Framework (PMF) monthly reports completed on time (within 10 days of the end of the calendar month). | BAU | Improvement required. | ● |
| | Key project delivered: Stage 1 - St Helena 600 pipeline. | CWP | >99% of project chainage complete. | ● |
| | Key project : Stage 2 - St Helena 600 pipeline | CWP | Project preliminaries and segment 1 civil design complete. Construction is on program. | ● |
| | Key project delivered: Nightcap raw water pump upgrade. | CWP | | ● |
| | Key project: Perradenya Release 7 (construction contract awarded). | CWP | Rescheduled to FY2021/22 (Refer QBRS March 2021). | ● |
| | Key project : Rocky Creek Dam aerator upgrade completed. | CWP | Deferred due to Project Manager needing to divert to manage projects to repair damage to Council assets from March 2021 floods. | ● |

What we will do in Y4: 2020/21

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| | Key project : Grace Road reticulation renewal completed. | CWP | Due to resourcing limitations and commitments to other Council priorities, this project was unable to be completed during 20/21. Specifically, Council's planning and delivery team were engaged in designing & delivering several reticulation water main relocations required as supporting works for the St Helena pipeline upgrade. As an interim risk reduction measure, a pressure relief valve was installed on the Grace Rd pipeline to reduce the potential for water main breaks and provide early indication to staff of a problem with this pipeline. | ● |
| 2.4.3.1 Implement Disability Inclusion Action Plan. | Actions for 2020/21 completed. | AMP; LTFP; WFMP | For 2020/21, the High Priority actions at the Administration building were: - Enlarge the existing lift facilities to comply with BAC for disability access. - Improve the Level 2 disability toilet facilities to provide Unisex Accessible Toilets (USAT) on every level within the building. Investigations were undertaken into these 2 actions, but due to their high cost & the lack of ownership of the building, it was concluded that they were not feasible. The bulk of the funding was redirected to improve access at the Nightcap Water Treatment Plant & provide a USAT facility. The work commenced in June 2021. | ● |
| 2.4.4.1 Review Disability Inclusion Action Plan. | Plan reviewed in conjunction with the development of the new Integrated Planning and Reporting framework. | AMP; LTFP; WFMP | The plan was reviewed as part of the work for item 2.4.3.1 above. Given the potential for the consolidation of Council's office & depot facilities, and the lease of the Lismore Visitor Information Centre, it is recommended that subsequent reviews and a new document be deferred until these items are resolved. | ● |
| 2.4.6.1 Complete Rous' operational readiness actions as identified in the Drought Management Plan. | Review and finalise drought management plan templates, guidelines and resources for non-residential customers. | DMP | Workload for staff has not enabled this to be completed. Temporary Drought Management Project Manager being recruited will allow focus on these elements. | ● |
| | Prepare a funding submission for constituent council consideration for a future temporary staff member within Rous County Council to manage water restrictions and exemption enquiries consistently. | DMP | This was included in the SLA renewals with constituent Councils. Further details would be provided in the lead up to drought conditions, as market conditions for staff may change. | ● |
| | Review and update Drought Management Plan - adopted in August 2016. | DMP | Additional resource to assist identified through FWP. Request for Quote documents prepared by end of FY, ready for early 21/22 FY. | ● |
| 2.4.7.1 Finalise implementation plan and determine priority and budget impact. | Report to the Leadership Team and Council (if required) through Quarterly Budget Review Statement process. | AMS | As this is related to the previous physical security review audit results, this is not relevant anymore. | ● |

What we will do in Y4: 2020/21

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| 2.4.9.1 Workforce planning sessions with Leadership Team (for forecasting, assessment, challenge and review, monitoring and succession planning). | Two workforce planning sessions per annum (including review of succession plan and business critical roles). | WFMP | This activity will be undertaken as a post-implementation activity following the 2021 organisation structure and resourcing review. Succession planning will also inform the new Workforce Management Plan. In the meantime, there have been a range of cross-skilling arrangements implemented across the business including secondments between the Water Treatment Team and the Richmond Water Laboratories, and the Water Operations Team and the Water Treatment Team as well as training upskilling opportunities between the Customer Service Team and HR (Payroll). | ● |
| | Biannual workforce report to Leadership Team. | WFMP | The People and Performance Quarterly report sent to LT details workforce statistics. | ● |
| 2.4.10.1 Develop revised levels of service and maintenance requirements in consultation with constituent councils based on a review of asset ownership and responsibilities, risk management, asset condition, maintenance, inspection and natural resource management requirements. | Draft of revised service levels and maintenance requirements prepared in advance of future changes to Service Level Agreements. | AMP | Revised service level agreements complete and presented to all constituent councils. Richmond Valley SLA has been executed. Still awaiting further information from Byron, Ballina & Lismore councils prior to finalisation and execution. | ● |
| 2.4.10.2 Determine renewal requirements for flood mitigation assets. | Review and update Capital Works Plan for flood mitigation assets, following preparation of documented process for asset assessment | AMP | Capital Works Plan for flood mitigation assets has been updated based on current known risks and priorities. Further work regarding asset criticality and defect prioritisation will help further refine the Capital Works Plan. | ● |
| 2.4.10.3 Review and formal adoption of Asset Management strategic documents. | Adoption by LT of Asset Management Policy, Asset Management Strategy, Asset management Plan and Maintenance Management Strategy. | AMP | Policy & Strategy adopted by Council and the Leadership Team (LT). Asset Management Plan - Flood adopted by LT. Asset Management Plan - Water in final draft version. Maintenance Management Strategy completed. | ● |
| 2.4.10.4 Develop and document process for asset management reporting. | Process developed and reporting underway. | AMP | | ● |
| 2.4.10.5 Develop and document processes for the Asset Management System. | An electronic asset management manual accessible to all staff developed with links to processes added as developed. | AMP | Significant improvement in mobility of asset management information for all staff has occurred during 20/21 FY. A review of Confirm is scheduled for 21/22 FY as it has been in place for 10 years. Manual development will occur subject to review outcomes. | ● |
| 2.4.10.6 Undertake strategic review of Nightcap Water Treatment Plant to develop 20-year master plan of renewals and upgrades. | Strategic review of Nightcap Water Treatment Plant completed, documented and reported to the Leadership Team. | AMP | Project is substantially complete. Final report due in 3rd quarter of 2021 CY. | ● |
| 2.4.11.1 Develop IT Strategic Plan 2021-25. | Adopted by Leadership Team. | ICT SP | Draft ICT Strategic Plan 21-25 has been developed and is currently being socialised through the Leadership Group and will be presented to the Leadership Team by October 2021. | ● |
| 2.4.13.1 Council-owned areas of buffer zones/catchment lands are managed to meet identified objectives for water quality management purposes through ongoing maintenance effort. | Work progresses on Council owned buffer zone lands in line with the Maintenance Management Plan, as evidenced by end of year status report. | BRMMP | Completed. Works have commenced on Fosters spur and maintenance works conducted on all other operational sites. | ● |
| 2.4.13.2 Prepare Rocky Creek Dam (including Whian Whian Falls) multi-year Master Plan. | Master Plan completed and endorsed by Council including a community values-based assessment of Rocky Creek Dam. | AMS | Project was deferred as a result of Council's decision on the FWP 2060 in December 2020. Subsequently in June 2021, Council resolved to defer the project further. | ● |

What we will do in Y4: 2020/21

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|--|--|---------------------|---|---|
| 2.4.13.3 Complete bush regeneration follow-up works on Wilsons River landowner sites and renew landholder agreements to establish a target date of 30 June 2021 for handing over ongoing maintenance. | Achieved. | AMS | Largely complete. Minor maintenance at 2 sites still to be completed in early 2021/22. | ● |
| 2.4.13.4 Complete an external audit report on Catchment Management Plan implementation and prepare a 5-year delivery plan. | Achieved. | DWMS | | ● |
| 2.4.13.5 Year 1 actions from 5-year Catchment Management Plan Implementation Delivery Plan. | Implement catchment education and awareness activities aimed at rural land use, on-site sewage management and stormwater management issues. | DWMS | | ● |
| | Expand 6-monthly pesticide screening to include high risk chemicals. | DWMS | Deferred and to be completed in 2021/22. | ● |
| | Assess progress/current condition of Wilsons River Reach Plan areas and scope/plan additional work for subsequent delivery period. | DWMS | In progress: contractor engaged, landholder liaison commenced, work underway. | ● |
| | Assess progress/current condition of Emigrant Creek River Reach Plan areas and scope/plan additional work for subsequent delivery period. | DWMS | In progress: contractor engaged, landholder liaison commenced, work underway. | ● |
| 2.4.14.1 Develop floodgate management plans/protocols for Rous' critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b). | 100% of active floodgate management plans reviewed and current. | CZMP | As identified in the last reporting period the review is underway but occurring at a slower rate because of the time required to liaise with landowners and competing demands on FLO position. The review program will also be on-going as each Plan will be reviewed every 3 years. Target will be reviewed and amended for Year 5. Progress at June 2021 was 24 updated or under review and a further 31 remaining. | ● |
| | Training and active management of all section 355 committee members. | CZMP | | ● |
| 2.4.14.2 Rehabilitate very high/high priority riparian restoration sites (CZMP 6a). | Implement riparian improvement works on 1 ha. | CZMP | Project awaiting advice from NSW Fisheries regarding the application for Fish Habitat Action Grant funding. | ● |
| 2.4.14.3 Proceed to commence development of a Coastal Management Program (CMP) for the Richmond River estuary. | Stage 1: Scoping study completed. | CZMP | In progress. | ● |
| 2.4.17.1 Service level agreements revised and new agreements in place (constituent councils). | Agreements finalised and signed off. | BAU | Revised service level agreements complete and presented to all constituent councils. Richmond Valley SLA has been executed. Still awaiting further information from Byron, Ballina & Lismore councils prior to finalisation and execution. | ● |
| 2.4.20.1 Review Drought Management Plan. | Drought Management Plan reviewed and updated in consultation with constituent councils. | DMP | Request for Quote documents prepared by end of FY, ready for early 21/22 FY. | ● |
| 2.4.21.1 Service level agreement revised and new agreement in place (Kyogle Council). | Agreement finalised and signed off. | BAU | Aligning Kyogle weeds SLA with other constituent councils - Revised agreement to be delayed for 12 months. | ● |
| 2.4.24.1 Implement a targeted weed eradication and control plan. | Annual review, update, and implement a localised (Rous County Council local government area) weed control plan for reprioritisation of effort to achieve greatest return on investment in line with Regional and State priorities. | Regional priorities | COMPLETED. Localised weed control works conducted in line with the North Coast Regional Strategic Weed Management Plan. | ● |
| 2.4.25.1 Implementation of Procurement, Properties and Fleet Business Plan. | Progress reports to Leadership Team regarding implementation of priorities identified in Business Plan. | BAU | While significant progress has been made for both procurement and fleet, formal reports to LT have not been provided. This has been impacted by staff resignation and delay in recruitment awaiting finalisation of the organisation restructure. | ● |
| 2.4.26.1 Implement maintenance planning improvement actions. | Maintenance activities not captured within Confirm identified and management process developed. | AMS/MMS | Discussions underway with operations on how to capture and record. | ● |

What we will do in Y4: 2020/21

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|--|--|---------|---|---|
| | Critical and non-critical maintenance identified with management process within Confirm. | AMS/MMS | Deffered until review of maintenance activites undertaken. | ● |
| | Defect capture within Confirm improved to include failure modes. | AMS/MMS | Broader review of defect capture underway, will be addressed once completed | ● |
| | Options for improved maintenance cost capture investigated. | AMS/MMS | Deffered, awaiting review of requirements and impact across the organisation | ● |
| | Agreed timeframes for attending to service requests and defects reviewed and documented. | AMS/MMS | | ● |
| | Condition assessment program for asset classes developed. | AMS/MMS | Condition assessment program for Flood Mitigation assets developed and implemented. Condition assessment program for water distribution assets drafted, being tested, and waiting on roll out of mobility solutions to be implemented | ● |
| | Review of planned maintenance activities for asset classes completed. | AMS/MMS | Action to commence when Technical Team Leader is recruited and onboarded. | ● |

INFORMATION AND KNOWLEDGE

Our goal: 3. Create value through applying knowledge.

What achieving our goal will look like:

3.1 We will better utilise the knowledge and expertise of our people and the knowledge embedded in our organisational systems to inform decision-making and enhance transparency, business continuity and resilience.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|-----------|---|--------|
| 3.1.1.1 Develop strategies and actions to manage and optimise use of GIS and Asset Information | Strategy finalised with identified improvement actions | AMS | Development plan completed. Identified improvement actions being implemented. | ● |
| 3.1.2.1 Review the Emergency Management Manual, including Emergency Response Plans and supporting appendices to ensure currency. | Achieved. | ERP | Emergency Management Manual reviewed. Enhancements required to improve currency and accessibility. Manual updates to be undertaken following completion of current restructure. | ● |
| 3.1.3.3 Perform security-focused external review of a key Information Technology system. | Results reported to Leadership Team (including actions arising). | BAU | Conducted a Security threat detection and visibility capability review by external consultant. Most recommendations including the introduction of MFA have been initiated or completed. | ● |
| 3.1.4.1 Identify and provide opportunities for employees to temporarily transfer to other positions in the organisation. | Arrangements for employees to relieve in temporarily vacant positions (including pending the permanent filling of a position, staff absences of >4 weeks and project-based work) are considered prior to a decision to externally recruit or a decision not to backfill. | BAU | | ● |
| 3.1.5.1 Develop a Risk and Assurance Strategy and implementation plan. | Draft reported to the Leadership Team by 30 November 2020 and endorsed by the Audit Risk and Improvement Committee by its first meeting in 2021. | BAU | The Risk Management policy was adopted by Council on 17 February 2021. It provides that staff will implement the Risk Management Strategy through the risk management plan set out in the policy. The plan will be revised annually as well as when significant new risks emerge or due to legislation changes. | ● |
| | Quarterly report to the Leadership Team on progress against achievement of implementation plan. | BAU | | ● |
| | Evidence of regular and formalised risk and assurance performance monitoring and review, and risk mapping and scanning activities, engaging all levels of the business. | BAU | | ● |
| 3.1.5.2 Implementation of electronic incident reporting and management (Vault). | Paper based event reporting and management phased out and replaced with Vault event reporting and management by 30 June 2021. | WHSMS | | ● |
| 3.1.6.1 Review of policies and procedures for suitability and currency. | Progress reporting on status of policies and procedures to Audit, Risk and Improvement Committee. | BAU | | ● |

PEOPLE

Our goal: 4. Organisational capability through our people.

What achieving our goal will look like:

4.1 A high performing team enriched through diversity.

4.2 A workplace where safety and wellbeing come first.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|-----------|--|--------|
| 4.1.1.1 Conduct employee surveys. | Improvement initiatives/actions identified in initial (culture) survey achieved. | WFMP | Ongoing. | ● |
| | Engagement survey conducted and measured against initial (culture) survey. | WFMP | Deferred to 2021/22FY. It was determined that performing the survey concurrent with an organisation structure and resourcing review may yield an inaccurate result. | ● |
| | Monthly employee communications using a variety of channels. | WFMP | Ongoing via a range of channels and methods (emails, Survey Monkey, All Staff meetings, Leadership Group, Health and Safety Committee meetings, Consultative Committee meetings, Group/Team meetings). | ● |
| 4.1.2.1 Identify and provide opportunities for employees to acquire a wider skill set. | Performance review process incorporates employee skills development through informal professional development and training opportunities. | BAU | | ● |
| 4.1.3.1 Develop a promotional video for Employee Value Proposition (EVP) and organisation (overall). | Video available on website and linked to all job adverts. | WFMP | | ● |
| | Digital analytics showing number of views and number of links to video clicked. | WFMP | Digital analytics to be undertaken in Y5. | ● |
| 4.2.1.1 WHS management reporting. | Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety. | WHSMS | WHS reports routinely furnished to the Audit Risk and Improvement Committee and the Leadership Team via the People and Performance quarterly update. | ● |
| | Wellbeing program implemented and outcomes reported to Leadership Team. | WHSMS | | ● |
| 4.2.1.2 Employee participation in in-house WHS training activities and national safe work month (October). | Program of safety, health and well-being related awareness-raising activities undertaken. | WHSMS | | ● |
| | All allocated SafetyHub training completed. | WHSMS | Completion rate at 95%. | ● |
| | More than 50% of workforce actively participate in a national safe work month activity. | WHSMS | | ● |
| 4.2.3.1 Progress action plan following WHS internal audit. | Actions prioritised and progress against implementation reported to the Audit, Risk and Improvement Committee. | BAU/WHSMS | | ● |
| | Work Health and Safety Management System reviewed and updated. | BAU/WHSMS | | ● |

CUSTOMERS AND STAKEHOLDERS

Our goal: 5. Proactive management of relationships with member councils and key stakeholders.

What achieving our goal will look like:

5.1 Mutual understanding of needs, priorities, expectations, functions, operations, service standards, span of control and influence.

5.2 Build and attract a diverse workforce.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|-----------|--------------------------------|--------|
| 5.1.1.1 Provide regular flow of information to key stakeholders promoting Council activity and raising brand value and awareness | Active social media streams. | CESP | | ● |
| | Regular review of the function and effectiveness of feedback mechanisms. | CESP | | ● |
| | Active events calendar to identify appropriate events for stakeholder engagement. | CESP | | ● |
| 5.1.1.2 Assess the effectiveness of the Customer Service Team trial and report recommendations to the Leadership Team. | Final position determined on the Customer Service Team and operation, including performance measures. | WFMP | | ● |
| 5.1.2.1 Participation in NSW Audit Office performance audit reviews. | Achieved. | CSP | | ● |
| 5.2.1.1 Establish service standards for key business processes to optimise attraction and retention. | Vacancies are filled within 90 business days of approval to recruit. | WFMP | Achieved (ongoing monitoring). | ● |
| | Less than or equal to 5% turnover for new employees within first 18 months post probation. | WFMP | Achieved (ongoing monitoring). | ● |
| | Recruitment and selection activities promote and comply with Equal Employment Opportunity principles. | WFMP | Achieved (ongoing monitoring). | ● |
| | As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process. | WFMP | Achieved (ongoing monitoring). | ● |

PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION









Our goal: 6. Continuous improvement through process management and innovative thinking.

What achieving our goal will look like:

6.1 Recognising and being open to opportunities for improvement through innovation.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|---|-----------|---|--------|
| 6.1.1.1 Implement electronic business paper agenda and minute system | Technology solution implementation phase commenced. | BAU | Implementation underway. | ● |
| 6.1.3.1 Review scope for Richmond Water Laboratories equipment renewal or purchase, layout changes. | By 30 June 2021. | BAU | | ● |
| 6.1.4.1 Review Richmond Water Laboratories NATA accreditation and determine business requirements. | All NATA accredited tests reviewed. | BAU | | ● |
| 6.1.8.1 Review and document Customer Service processes. | Implementation of endorsed recommendations from the Customer Service review. | BAU | Ongoing project | ● |
| 6.1.8.2 Review and redefine People and Performance Group business processes. | Streamline internal business processes and reduce red tape across functional areas (focus area - Risk and Compliance and Governance). | BAU | Modest progress in streamlining some business process including delegation applications and procedure approval. | ● |

What we will do in Y4: 2020/21

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| 6.1.9.1 Implement Human Resources Information Management System (end to end technology solution) to reduce risk and optimise efficiencies. | Technology solution implementation phase commenced. | WFMP | Implementation phase continuing. |  |
| 6.1.11.1 Implement ICT Team action 1 - Well-defined and articulated operating model. | 6-monthly status reports to LT. | BAU | |  |
| 6.1.11.2 Implement ICT Team action 2 - Clearly established 'Business as Usual' requirements. | 6-monthly status reports to LT. | BAU | |  |
| 6.1.11.3 Implement Corporate action 3 - Content Manager. | Technology solution implementation phase commenced. | BAU | |  |
| 6.1.11.4 Implement Corporate action 4 - Customer Relationship Management (CRM). | Technology solution implementation phase commenced. | BAU | Elements of Content Manager are being used for CRM although this is not the ultimate solution. |  |
| 6.1.11.5 Implement Corporate action 5 - GIS Improvement Program | Adopted improvement program by LT. | BAU | |  |
| 6.1.11.6 Implement Corporate action 6 - Asset Information Management System Improvement Program | Adopted improvement program by LT. | BAU | Actions deferred awaiting vacant staff position to be filled. |  |
| 6.1.11.7 Implement Corporate action 10 - Project Management System | Technology solution implementation phase commenced. | BAU | Deferred to 2021/22FY. |  |
| | | | | |

RESULTS AND SUSTAINABLE PERFORMANCE

Our goal: 7. Sustainable performance

What achieving our goal will look like:

7.1 We are recognised as a valued regional service provider and reliable cost effective deliverer of our core functions and operations.

7.2 Levels of service align with agreed priorities, financial and asset capability and long-term financial plans.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|---|-----------|---|--------|
| 7.1.1.1 Performance report issued to Service Level Agreement parties in relation to delivery of services subject to the agreement. | Copy of performance report issued with Delivery Program report. | DP | Complete | ● |
| 7.1.1.2 Performance report issued to councillors in relation to delivery of services subject to Service Level Agreements as part of communications with general managers. | Copy of performance report issued with Delivery Program report. | DP | Performance reports were not issued. | ● |
| 7.1.1.3 Identified buffer zone areas that are privately owned or on school land reach 'maintenance standard', and are handed back to their owners. | Work has been carried out to bring affected land to the required standard and buffer zone areas are handed back to landowners for ongoing management. | BRMMP | | ● |
| 7.1.1.4 Install an active floodgate in Swan Bay to manage nutrient build up. | Long-term solution implemented for weed reduction in Swan Bay. | DP | Initial scoping studies and hydraulic engineering points to very expensive capital solution to enable flushing. Further studies are required to understand impacts on the freshwater ecosystem and nutrient levels. Engagement of a consultant to provide this information is currently underway. | ● |
| 7.1.1.5 Dam Safety Management System implemented and ongoing reviews and annual report conducted. | Annual report and gap analysis completed for compliance with new <i>Dam Safety Act 2015</i> | DP | | ● |
| 7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories). | Achieved. | LTFP | Refer QBRS March 2021 | ● |
| 7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories). | Achieved. | RWLSP | | ● |
| 7.1.5.1 Continue to progress design, cost and construction of Perradenya cycle path in negotiation with Lismore City Council. | Construction budget, timetable and way forward considered by Council. | BASP | Refer QBRS March 2021. Rescheduled to FY 2021/22 | ● |
| 7.2.1.1 Annual Report Card for Drinking Water Quality Mangement System. | Report card produced and provided to NSW Health. | DWMS | Draft report in progress for submission this calendar year. | ● |
| 7.2.2.1 Report on progress of actions to mitigate risk of environmental harm from activities (environmental action list). | Provide an update report to Council until actions on the action list are closed out. | BAU | Environmental Action List progress report to Council planned for early 2022. | ● |