

# IP&R Delivery program / Operational plan

## Reporting period: 1 July 2021 to 31 December 2021

### 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.

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 ReCharge Program to support continued development and culture change (with LiMe participants).	Improvement in results against defined development objectives (measured quarterly).	WFMP		●
	Overall good / very good ReCharge program feedback from participants (measured quarterly).	WFMP		●
	At least monthly LiMe ReCharge communications to Rous (from LiMe Champion / participants).	WFMP	Disrupted communications throughout the year. Final report to staff included in Rous Connect - June 2022	●
	Staff recognition initiative.	WFMP		●
1.1.1.3 Leader in Me (LiMe) program.	Review effectiveness of the LiMe program to determine impact / contribution to cultural change and barriers in participation.	WFMP		●
1.1.1.4 Innovative action through a pilot purified recycled water scheme.	Progress pilot purified recycled water scheme for Perradenya Estate.	FWS	Further investigations into application of recycled water and drinking water guidelines/regulations at Perradenya have been undertaken internally. Consultation with regulators regarding options for PRW pilot plant have commenced.	●
	Work with relevant stakeholders to design a long-term public education campaign to increase awareness and acceptance of direct potable reuse (DPR) [Council resolution 61/20].	FWS	Research on purified recycled water schemes and associated community education campaigns in other jurisdictions undertaken. Findings to be integrated into broader engagement strategy for FWP. Expect to commence work in Q4 21/22.	●
	Further investigate indirect potable reuse (IPR) as outlined in the Future Water Project 2060, including future options for public education.	FWS	Scope of works has been developed to undertake a more comprehensive assessment of purified recycled water scheme options. Expect this to commence in Q4 21/22.	●
1.1.1.5 Lobby and drive support for regional projects through the Northern Rivers Joint Organisation of Councils.	Lobby for support and funding for the Northern Rivers Watershed Initiative.	CZMP		●
	Support and participate in regional Greenhouse Gas Abatement Strategy projects.	GGAS		●
1.1.1.6 Identify opportunities for constituent councils to participate in projects that deliver Rous' Mission and Vision (Mission: Partner with our constituent councils to provide quality services that support a sustainable and productive region. Vision: Thrive and evolve as a valued regional service provider).	Evidence of proactive attempts to deliver Rous' Mission and Vision through projects such as smart metering.	DMP		●
1.2.1.1 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		●
	Record of discussion made by the supervisor and reported to manager upon completion.	WFMP		●

#### Legend:

**Green:** Acceptable. Complete or on track according to schedule.

**Amber:** Monitor. In progress but behind schedule.

**Red:** Review. Corrective action required.

**Grey:** Not required however, comment included.

1.2.1.2 Review and update Code of Conduct.	Code of Conduct adopted by Council by 31 August 2022.	BAU	Initial review completed and internal review underway prior to reporting to Council.	●
	Panel of conduct reviewers established for new term.	BAU	Being progressed as a regional Expression of Interest initiative through the Northern Rivers Joint Organisation of Councils. The administration and coordination of the process including assessment of Expressions of Interest, is being coordinated by Tweed and Byron Shire Council staff. Outcome expected prior to the end of April 2022.	●
1.2.1.3 Review and update Code of Meeting Practice.	Code of Meeting Practice adopted by Council by 31 August 2022.	BAU	Initial review completed and internal review underway prior to reporting to Council and public exhibition.	●
1.2.1.4 Develop Councillor induction package.	Councillor induction package completed by 31 August 2021.	BAU		●

## 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; LTFP; WFMP		●
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	The performance of a future peak daily demand assessment for each constituent council is in final draft, which is needed as an input to the hydraulic capacity assessment. The hydraulic capacity assessment work will follow procurement, award and implementation in Q4 21/22 and be completed in 22/23.	●
2.1.6.1 Partner with Ballina Shire Council in developing a long-term solution for integrating Marom Creek Water Treatment Plant (WTP) and Alstonville Groundwater into the regional water supply.	Subject to a decision on the arrangements at Marom Creek WTP, planning and design for augmentation works commences.	FWP	Ballina Shire Council resolved not to support the Marom Creek WTP transfer to RCC, however works have commenced on a selection process for a new WTP site as a part of the Alstonville GW scheme.	●
	Planning for upgrade to Rous-owned Converys Lane groundwater bore continues.	FWP	The replacement of the existing bore at Converys Lane was delayed due to flooding in central NSW. Completion, including hydrogeological stress testing, is now scheduled for the Q4 21/22.	●
	Contingency planning for incorporation of Rous-owned Converys Lane groundwater bore into regional water continues.	FWP	Will commence when further testing of the new bore has been completed in Q4 21/22 (refer Activity 2.1.6.1.b). No progress has been made on this action.	●
2.1.7.1 Continue planning for a groundwater scheme at Tyagarah.	Concept planning commenced for new groundwater source at Tyagarah.	FWP	Due to delays in other projects and internal resourcing, work has not yet commenced on further planning and investigations for this groundwater scheme.	●
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		●
2.2.2.1 Partner with stakeholders for the ongoing development of Flood Management plans for the Richmond River catchment.	Support and contribute to the next phase of the Tuckean Swamp Project through maintaining membership of the Project Steering Committee.	BAU		●
	Support and contribute to Lismore City Council's update to the Lismore Floodplain Risk Management Plan.	BAU		●

	Support and contribute to Richmond Valley Council's update to the mid-Richmond River Flood Plan, including updated hydrology for the Tuckombil Canal and surrounds.	BAU		●
	Review Lismore Levee Memorandum of Understanding and arrangements.	MOU		●
	Pursue shared funding and grant arrangements to implement completed Keith Hall Drainage Options Study outcomes.	BAU		●
<b>2.2.3.1</b> 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	Roles and responsibilities of our role as the Flood Mitigation Authority has been assessed internally, which led to the review of our Service level agreements (SLAs) with constituent councils within the Richmond River catchment. These SLAs were workshopped with senior staff of the constituent councils.	●
	Outcomes of workshop considered within proclamation context, Long-term Financial Plan implications and Council position.	BAU	This work cannot commence until further consideration of our position is undertaken.	●
	Development of future strategy for the flood mitigation function and undertake necessary investigations for the development thereof.	BAU	A preliminary draft strategic framework has been developed for internal discussion. Progress has been slow due to complexity of the issues and competing priorities.	●
<b>2.3.1.1</b> Implement 'Innovate' Reconciliation Action Plan.	Actions for 2021/22 completed.	RAP	RAP Advisory Group meetings have been significantly impacted in the second half of the year. Actions have been progressed and update report to RAP AG planned for June 2022	●
<b>2.3.1.2</b> 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	Completed for Reflect RAP 2021	●
<b>2.3.2.1</b> Develop a new Reconciliation Action Plan.	Reconciliation Action Plan endorsed by Reconciliation Australia.	RAP		●
<b>2.3.4.1</b> Implement Greenhouse Gas Abatement Strategy.	Provide a status report to Council on the progress of implementation of the Greenhouse Gas Abatement Strategy, including revolving fund status.	GGAS	Fund status was reported to Council in October 2021 as part of the Reserve Scorecard.	●
	Install solar photovoltaic panels on Administration building.	GGAS	Molesworth St Administration building was investigated for installation of solar PV. However, due to not owning the building, complications around its installation and maintenance, and the decision during the FY to relocate to Ballina, this site has been removed as an option for solar PV. The focus has been turned to the planning for solar PV at Nightcap WTP	●

<b>2.3.5.1</b> Implement 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	The 'Demand Management Status 20-21 Report' was provided to Council in October 2021.	●
	Actively promote the Sustainable Water Partnership Program to targeted customers.	DMP		●
	Implement three water-saving projects identified in the water saving plans.	DMP	Broadwater Sugar Mill turbidity sensor project; Byron Bay High School tap replacement project; Reflections (Ballina) smart metering project; Cape Byron Power smart metering installation (phase 1).	●
	65 residential rainwater tank rebates per annum.	DMP		●
	Implement a communication and engagement program targeting high residential water users to support the 160 Litre Challenge.	DMP	A suite of water saving resources and tools including an online water calculator were previously published. These resources have been broadly promoted to water users.	●
<b>2.3.7.1</b> Strategic review of options for integrated lots and water reclamation at Perradenya.	Outcome of reviews report to Council.	LTFP	Strategic review delayed. Planned workshop for September 2022	●
<b>2.3.8.1</b> Undertake a desktop review of suitable drainage systems where further investigation is warranted to bring about improvements.	Prioritised list of drainage systems where landholders agree change is possible and change is affordable.	BAU		●
<b>2.4.2.1</b> Implement Capital Works Plan.	Project Management Framework monthly reports completed on time (within 10 days of the end of the calendar month).	BAU	Reporting through the PMF remains inconsistent. The focus during this period has been the development of a revised PMF document to improve usability for Project Managers, and ultimately achieve better project outcomes and reporting.	●
	Key project delivered: Stage 1 - St Helena 600 pipeline.	CWP		●
	Key project: Stage 2 - St Helena 600 pipeline - 50% completion.	CWP	60 days extension of time approved due to poor weather conditions. 32% of pipe chainage laid to 31 December 2021	●
	Key project delivered: St Helena Reservoir roof replacement.	CWP	Design documentation prepared for refurbishment of St Helena reservoir roof and access platform. Insufficient available funds to complete project with current design. Further review of design to be considered.	●
	Key project: Perradenya Release 7 (commence construction).	CWP	Project delayed. Construction certificate to be submitted in Q3 2022	●
	Key project delivered: Upgrade of Broadwater 150 pipeline.	CWP	Project design and documentation complete. Tenders to be called for construction and grant funding to be applied for.	●
	Key project commenced: Byron 200 pipeline renewal - investigation and design.	CWP		●
	Key project delivered: Renewal of more than 1km of reticulation pipeline at Richmond Hill, Lismore.	CWP	Project design and documentation complete. Tenders to be called for construction. Available project budget may be of concern.	●
	Key project delivered: Renewal of Rocky Creek Dam destratification system.	CWP	Due to internal resourcing limitations, this project has been deferred until P&D positions are all filled, or external resources become available to support its delivery.	●
<b>2.4.4.1</b> Review Disability Inclusion Action Plan.	Plan reviewed in conjunction with the development of the new Integrated Planning and Reporting framework	AMP, LTFP, WFMP		●
<b>2.4.6.1</b> 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	A draft drought management plan template has been prepared, scheduled to be issued to constituent councils for feedback once Demand Management Plan has been adopted.	●
	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	New temporary position has been proposed within the updated Regional Demand Management Plan which has commenced preparation.	●
	Review and update Drought Management Plan (version adopted in August 2016).	DMP	Development of the updated Regional Drought Management Plan has been deferred until ongoing water sources within the Future Water Project 2060 are identified.	●

	Planning and design of upgrade works to allow use of existing bore at Woodburn as a regional source of water during drought.	DMP	The Drought Management Project Manager under the FWP2060 was appointed in early November 2021. Preliminary infrastructure requirements have been identified.	●
	Planning and design of works for new bores at Woodburn.	FWP	Preliminary works are continuing, but delay in appointment of Drought Management PM has delayed commencement of pre-cursor work, so this work is likely to be incomplete this FY.	●
<b>2.4.9.1</b> Undertake workforce planning activities.	Workforce planning sessions undertaken per annum (including forecasting, assessment, review, monitor and succession planning).	WFMP		●
	Workforce planning reports and metrics provided to the Leadership Team quarterly.	WFMP		●
	Development of strategic Workforce Management Plan completed.	WFMP	On track for completion by 30-06-2022.	●
<b>2.4.10.1</b> Review and formal adoption of Asset Management strategic documents.	Adoption by the Leadership Team of Asset Management Plan and Maintenance Management Strategy.	AMP		●
<b>2.4.10.2</b> Undertake strategic review of Nightcap Water Treatment Plant to develop 20-year master plan of renewals and upgrades.	Finalisation of Strategic Review of Nightcap Water Treatment Plant and reported to the Leadership Team and Council.	AMP	The project is progressing well, with some increase in scope as investigations highlight process issues and result in further necessary investigations. Project is ongoing and expected to be completed in 2021/22 financial year.	●
<b>2.4.11.1</b> Develop ICT Strategic Plan 2022-25.	Adopted by the Leadership Team.	ICTSP	Work has commenced, including the engagement of an external consultant. Consultation delays have been experienced due to the flooding events. Estimated completion date August 2022	●
<b>2.4.13.1</b> 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	Phil to follow up	●
<b>2.4.13.2</b> Prepare Rocky Creek Dam multi-year Master Plan.	Finalisation of Master Plan and endorsed by Council.	AMS	This project has been deferred to 2026, due to uncertainty of Proposed Dunoon Dam. Scope and tender documents are prepared for use in the future. A preliminary study on the value of tourism and recreational services provided by Rocky Creek Dam has been completed.	●
<b>2.4.13.3</b> Deliver Catchment Management Plan actions.	Ref. A1: Implement catchment landholder education and awareness through promotion, concerning the impact of catchment activities on drinking water quality and the role of catchment stakeholders in protecting catchments.	AMS	Opportunities for field day and engagement activities have been scaled back during 21/22 to date.	●
	Ref. A5: Comprehensive review of catchment water quality data.	CaMP		●
	Ref. A7: Completion of intensive pesticide monitoring program in each catchment.	CaMP	Deferred to 23/24 due to lack of NSW Health funding to support this program.	●
	Ref. A8: Investigation to determine the presence of potentially harmful contaminants in source water.	CaMP	Deferred to 23/24 to run concurrently with intensive pesticide monitoring program.	●
	Ref. WR16: Implement extension of Wilsons River Reach Plan extension.	CaMP	Commencement delayed due to delays in completion of planning process in partnership with landholders for Wilsons River Reach Plan (Boatharbour to Eltham).	●
	Ref. EC20: Implement extension of Emigrant Creek Reach Plan extension.	CaMP	Commencement delayed due to delays in completion of planning process in partnership with landholders for Emigrant Creek River Reach Plan.	●
<b>2.4.14.1</b> Develop floodgate management plans / protocols for Rous County Council's critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b).	A further 12 Active Floodgate Management plans reviewed and updated, with 25 plans remaining to be reviewed and updated.	CZMP		●
	All landowner volunteer floodgate operators are trained, and their activities managed and reported every six months to the Audit, Risk and Improvement Committee, and annually to Council.	CZMP		●
	Undertake any surveys or investigations required to review and implement Active Floodgate Management plans.	CZMP		●

2.4.14.2 Rehabilitate very high/high priority riparian restoration sites (CZMP 6a).	Implement riparian improvement works on 1 ha.	CZMP		●
2.4.14.3 Continue the development of a Coastal Management Program (CoMP) for the Richmond River estuary.	Stage 1: Scoping study completed and adopted by partners.	CoMP	Delays experienced as the Department of Planning and Environment placed the project on hold pending further advice regarding a legal opinion that DPE sought on various matters relating to the scope of CoMPs.	●
2.4.14.4 Richmond River water quality monitoring data loggers remain operational.	Data loggers operating and providing publicly accessible data.	Grant		●
2.4.15.1 Strategic plan for exit from Dunoon Dam as a future water project.	Preparation of a plan (including revocation of zoning entitlements and disposal of land held for the purpose of Dunoon Dam) commenced.	BAU	ON HOLD - pending direction of the Future Water Project 2060. Note Council resolution in Feb 2022 approving additional studies into cultural heritage and biodiversity. Scope of work to be commenced in late 2022.	●
2.4.18.1 Develop strategic business plan for Richmond Water Laboratories.	Plan approved by the Leadership Team and workshop to Council.	RWLSP	Strategic review delayed. Revised due date - July 2022	●
2.4.20.1 Review Drought Management Plan.	Drought Management Plan reviewed and updated in consultation with constituent councils.	DMP	Development of the updated Regional Drought Management Plan has been deferred until ongoing water sources within the Future Water Project 2060 are identified.	●
2.4.22.1 Engage internal audit partner.	Market tested and new internal audit partner engaged.	BASP		●
2.4.22.2 Internal Audit Strategy 2022/26.	2022/26 Internal Audit Strategy developed to govern next 4-year internal audit cycle.	BASP	Draft Internal Audit Strategy reported to the 26-04-2022 Audit Risk and Improvement Committee for endorsement, prior to reporting to Council's ordinary 15 June 2022 meeting for adoption.	●
2.4.24.1 Implement actions contained in the Department of Primary Industries / Local Land Services Weeds Action Plan (WAP).	Complete all actions and activities identified in the WAP.	WAP		●
2.4.25.1 Progress actions from 'Procure to Pay' audit relating to procurement.	Progress reports to the Audit, Risk and Improvement Committee.	BAU		●
2.4.25.2 Undertake review and gap analysis of fleet.	Progress reports to the Leadership Team.	BAU	A fleet management review has been completed and the recommendations are being priorities.	●
2.4.26.1 Implement improvement actions identified in Maintenance Strategy.	Maintenance activities not captured within Confirm identified and management process developed.	AMS/MMS		●
	Critical and non-critical maintenance identified with management process within Confirm.	AMS/MMS	Review of the maintenance program to be completed before this activity will begin.	●
	Defect capture within Confirm improved to include failure modes.	AMS/MMS		●
	Options for improved maintenance cost capture investigated.	AMS/MMS	Investigation complete - currently businss systems do not support detailed cost capture.	●
	Agreed timeframes for attending to service requests and defects reviewed and documented.	AMS/MMS	Service request response times developed and implemented and communicated across Customer Service Team and Operations Teams	●
	Condition assessment program for asset classes developed.	AMS/MMS	Flood Mitigation condition assessment program developed and implemented. Water distribution assets program drafted and currently being tested to be implemented when Confirm Connect licenses are available for team	●
	Review of planned maintenance activities for asset classes completed.	AMS/MMS	Maintenance activities reviewed. Required amendments identified to be implemented to be tied into to defect capture and asset criticality portions of the project	●
	Standard activities for addressing common defect types developed.	AMS		●
	Review process for Confirm maintenance program developed and implemented.	AMS	Not yet started.	●
2.4.27.1 Development Servicing Plan revised and updated in accordance with current Developer Charges Guidelines for Water Supply and direction for the Future Water Project.	Development Servicing Plan reviewed and updated in accordance with current Developer Charges Guidelines for Water Supply and Integrated Water Cycle Management Strategy.	DSP		●
	Developer Servicing Plan adopted by Council.	DSP	Will not be completed this financial year. Aiming for October 2022 Council meeting for adoption.	●
2.4.28.1 Review and update the Regional Demand Management Plan and strategies in partnership with constituent councils.	Regional Demand Management Plan reviewed and updated in consultation with constituent councils.	RDMP	The draft Regional Demand Management Plan 2023-2026 has been prepared incorporating a review of the current plan and feedback from constituent councils.	●

	Regional Demand Management Plan adopted by Council.	RDMP	As at December 2021 this was scheduled for June 2022.	●
<b>2.4.29.1</b> Commence roll out of the 2-year smart metering and backflow prevention program where necessary, to Council's retail water customers.	50% of Council's retail customers have smart metering installed and operational, including backflow where required.	IWCM	Appointment of the Smart Metering Project Manager occurred in September 2021. Project establishment and preliminary discussions with Constituent Councils has occurred since this time. Installation of smart meters won't occur during the 21/22 FY. The project has also been expanded to include backflow devices for identified direct Rous customers, adding some more complexity to the project.	●
<b>2.4.30.1</b> Partner with Richmond Valley Council to provide smart metering to Broadwater to inform planned bulk water main augmentation.	Agreement reached between Council and Richmond Valley Council on arrangements for the installation of smart metering and the management of customer usage data.	IWCM	Appointment of the Smart Metering Project Manager occurred in September 2021. Project establishment and preliminary discussions with Constituent Councils has occurred since this time. Direct discussions with RVC have not occurred while the project is being developed.	●
	Subject to agreement, installation of smart metering for Richmond Valley Council customers in Broadwater commenced.	IWCM	Appointment of the Smart Metering Project Manager occurred in September 2021. Project establishment and preliminary discussions with Constituent Councils has occurred since this time. Until discussions occur, no decision on installations of smart meters at Broadwater has been made. There will be no smart meter installations for any Rous or other customers in 21/22.	●
<b>2.4.31.1</b> Commence implementation of Council's 4-year Water Loss Management Plan (WLMP).	Review and update existing water main network hydraulic model to allow evaluation of proposed WLMP actions.	WLMP	The performance of a future peak daily demand assessment for each constituent council is in final draft, which is needed as an input to the hydraulic capacity assessment. The hydraulic capacity assessment work will follow procurement, award and implementation in the Q4 21/22 and be completed in 22/23.	●
	Verify suitability and prioritise installation of bulk meters for St Helena and flow meters for Ewingsdale, Tintenbar, Newrybar, Richmond Hill.	WLMP		●
	Evaluate locations for and viability of a trunk main leak detection trial.	WLMP	This project will be informed by the work performed in the hydraulic capacity assessment and modelling of the bulk water network system, which will be implemented on completion of the Peak daily demand assessment.	●
<b>2.4.32.1</b> Implement improvement actions in the Confirm Development Plan.	Suitability of Confirm to meet Council's ongoing requirements against alternatives on the market reviewed.	AMS/CDP	This is dependent on the Business systems review performed by IT. Not expected to be completed by June 2022.	●
	Process of raising monthly maintenance activities reviewed and optimised.	AMS/CDP		●
	Process and workflow for asset related enquiries reviewed and documented.	AMS/CDP		●
	Training with teams using Confirm completed.	AMS/CDP		●
	Potential use of Confirm Web reviewed.	AMS/CDP		●
	Roll out Confirm Connect to remaining teams.	AMS/CDP		●
<b>2.4.33.1</b> Implement improvement actions identified in Asset Management Strategy.	Major asset management processes documented (including asset addition / disposal, asset handover, useful life review, asset valuation).	AMS		●
	Review of current asset information system, including asset data completeness and quality.	AMS		●
	Asset information governance document developed.	AMS	Unlikely to be completed by June 2022. Reprioritised in the Asset Management Improvement Action Plan to be performed in future years.	●
	Process for review of asset management documents, including scope, frequency and responsibility developed.	AMS		●
	Schedule of asset management documents created to track review process.	AMS		●
	An electronic asset management manual accessible to all staff developed with links to processes added as developed.	AMS		●
<b>2.4.34.1</b> Revaluation of water infrastructure assets.	External audit sign off and upload of revaluation of water infrastructure assets into asset register.	AMP		●

## 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 Implement improvement actions identified in GIS Development Plan.	Asset data reviewed.	AMS		●
	Confirm and MapInfo integration reviewed.	AMS	Will be started once review of Confirm completed. Unlikely to be completed by end of June 2022.	●
	Document links within MapInfo updated.	AMS	Deferred until new plan records (redeye) software implemented as any work completed now would need to be duplicated once that project is completed.	●
	Spacial datasets converted to GDA2020 projection.	AMS	Delayed until 22/23. Budget submission made to engage consultant.	●
3.1.2.1 Review the Emergency Management Manual, including Emergency Response plans and supporting appendices to ensure currency.	Achieved.	ERP	Debriefs conducted with teams to identify 'lessons learned' from February 2022 floods. Feedback is being collated and will be used to inform the review. The Enterprise Risk Coordinator role has been recruited and the successful candidate commences duty in early May 2022. It is not expected that the review will be completed by 30 June 2022 as originally forecast. A revised completion date will be identified in consultation with the new Enterprise Risk Coordinator in due course.	●
3.1.3.3 Perform security-focused external review of a key Information Technology system.	Review result reported to Leadership Team (including actions arising).	BAU	Discussion with a security consulting company has been held, awaiting formal proposal regarding scope and cost.	●
3.1.4.1 Identify and provide opportunities for employees to cross skill and knowledge share in other areas of the organisation.	Performance planning and management processes include discussions of individual skills and interests.	BAU		●
	Organisation skills and interests inventory developed.	BAU	Competing priorities have resulted in this action not being progressed. It will be carried forward for consideration in the new financial year.	●
3.1.5.1 Embed Risk and Assurance activities across Council operations.	Continue implementation of 2021 Risk Management Plan to agreed schedule.	BAU	The Enterprise Risk Coordinator role is the assigned action owner. The role has been vacant since late 2021 and as such no progress has been made in implementing the 2021 Risk Management Plan. The recruitment process is complete and the successful candidate commences duty in early May 2022. The schedule of implementation of the Risk Management Plan will need to be revised and redetermined.	●
	Monitor quarterly risk register reviews by teams in each business group and the Leadership Team (for the strategic risk register) and implement control testing.	BAU	See comment above.	●
	Present revised risk reporting to each Audit Risk and Improvement Committee meeting.	BAU		●
	Develop, roll out and report completion rates of Risk Management Training Module.	BAU	Deferred to next financial year pending reassessment of business need by action owner. The Enterprise Risk Coordinator role is the assigned action owner. The role has been vacant since late 2021 and as such no progress has been made in implementing this action. The recruitment process is complete and the successful candidate commences duty in early May 2022.	●
	Review and update Council Risk Management policy and plan by 1 March 2022.	BAU	See above.  The Risk Management policy and plan was last reviewed and adopted by Council on 17-02-2021.	●



<p><b>3.1.5.2</b> Implementation of further functionality of WHS management tool (Vault).</p>	<p>Test further functional options of Vault system and implement if best practice and appropriate for Council.</p>	<p>WHSMS</p>	<p>The Health Safety and Environment Coordinator role is the assigned action owner. The role has been vacant since late 2021 and as such limited progress has been made in relation to this action. The recruitment process resulted in the need to re-advertise the role. The specific timeframe for delivery of this action is unknown. It is not expected that the action will be completed by 30 June 2022 as originally forecast.</p>	
<p><b>3.1.6.1</b> Review of policies and procedures for suitability and currency.</p>	<p>Continue statistical reporting to Audit, Risk and Improvement Committee on status of Council's policies and procedures.</p>	<p>BAU</p>		

# 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.

Our goal: 3. Create value through applying knowledge.	How we will measure our performance	Links to*	Comment	STATUS
4.1.1.1 Conduct employee surveys.	Engagement survey initiatives achieved.	WFMP	Not progressed due to competing priorities, specifically the organisation resourcing and structure review in August 2021 (planning and implementation of actions arising).	●
4.1.2.1 Identify and provide opportunities for employees to acquire a wider skill set.	Corporate in-house core training package developed; tailored to managers, supervisors and staff.	BAU	Key modules and topics identified, roll out delayed pending implementation of the 'Learning' module in the Human Resources Information System (ELMO).	●
4.1.3.1 Develop a promotional video for Employee Value Proposition and organisation (overall).	Digital analytics showing number of views and number of links to video clicked.	WFMP	There were a total of 81 views of the EVP video during quarter 1.72 or 88.9 % were from an external website5 from a Youtube search4 unknown.	●
4.2.1.1 WHS management reporting.	Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety.	WHSMS	Quarterly report provided to the Leadership Team as part of the People and Performance Group update report.	●
4.2.1.2 Employee participation in in-house WHS training activities and national safe work month (October).	Program of safety, health and wellbeing-related awareness raising activities undertaken.	WHSMS	Continual roll out of safetyhub topics. Health and wellbeing program reviewed and new provider engaged.	●
	All allocated training completed.	WHSMS	New employees assigned 4 targeted topics in safetyhub with completion date at end of their probation period. 100% completion rate.	●
	More than 50% of workforce actively participate in a national safe work month activity.	WHSMS	Safe Work Month activities postponed due to Covid. 2021 theme (driving and vehicle safety) to roll over to 2022.	●
4.2.3.1 Progress action plan following WHS Self-Assessment Audit.	Actions prioritised and progress against implementation reported to the Audit, Risk and Improvement Committee.	BAU/ WHSMS	WHS plan developed but implementation delayed due to current working conditions around Covid and flood recovery.	●

## 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.**

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	There are currently 5 social media streams with 3 active streams: YouTube, Facebook and LinkedIn.	●
	Regular review of the function and effectiveness of feedback mechanisms.	CESP	Rous website 'News' and 'On exhibition' pages have recently been updated. Previously items on exhibition calling for public feedback was incorporated into general news items making it unclear to the community where they could provide feedback. These two areas have been separated and old news items and items on exhibition have been archived into year categories.	●
	Active events calendar to identify appropriate events for stakeholder engagement.	CESP	A communications calendar has been developed and is being used to identify opportunities for communications content, events and stakeholder engagement throughout the remainder of 2022.	●
5.1.2.1 Participation in NSW Audit Office performance audit reviews.	Achieved.	CSP		●
5.1.3.1 Participation in the Northern Rivers Joint Organisation as an associate member.	General Manager performing the role of representative on the Natural Resources Management sub-committee and reporting back to the General Managers' Group on the sub-committee's operations.	BAU		●
5.1.4.1 Establish service standards for key business processes to optimise attraction and retention.	Vacancies are filled within 90 business days of approval to recruit.	WFMP		●
	Less than or equal to 5% turnover for new employees within first 18 months post probation.	WFMP		●
	Recruitment and selection activities promote and comply with Equal Employment Opportunity principles.	WFMP		●
	As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process.	WFMP		●

## 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		●
6.1.2.1 Plan for staged digitisation of paper records.	Implementation of plan commenced.	BAU	Work has commenced on digitisation to assess the efficiency of transfer methods. This assessment will inform full plan, cost and time.	●
6.1.8.1 Review and document Customer Service processes.	Commence implementation of endorsed recommendations from the Customer Service review.	BAU		●
6.1.8.2 Document key governance processes to achieve consistency and continuity of service into the future.	Review and document key governance processes for whole-of-Council use.	BAU	Guidance material endorsed for development and approval of governing documents.	●
6.1.9.1 Implement Human Resources Information Management System (end to end technology solution) to reduce risk and optimise efficiencies.	Streamline recruitment, onboarding and performance review processes through the use of digital platforms.	WFMP	Recruitment and onboarding modules are 'live' and the performance review module roll out is underway.	●

<b>6.1.10.1</b> Review compliance with the Development Servicing Plan for the calculation of Equivalent Tenements (ETs) and the collection of developer charges by constituent councils for the Rous Bulk Water Supply area.	A report to the Leadership Team to inform the development of the new Development Servicing Plan.	LTFP	Obtaining the necessary information from publicly available constituent council sources has been difficult & hampered our ability to verify compliance. An alternative process will need to be considered.	●
<b>6.1.11.4</b> Reassess and redetermine business requirements for a Customer Relationship Management System and opportunities to utilise existing technology systems.	Report to Leadership Team by 30 November 2021.	BAU	ON HOLD - pending the review of business requirements and the need for an enterprise resource planning software solution to achieve integration of core business processes (ie. single software solution to manage day-to-day business activities incl. finance, customer enquiries, procurement, risk management etc).	●
<b>6.1.11.7</b> Implement Corporate Action 10 - Project Management System.	Technology solution implementation phase commenced.	BAU	ON HOLD - pending the review of business requirements and the need for an enterprise resource planning software solution to achieve integration of core business processes (ie. single software solution to manage day-to-day business activities incl. finance, customer enquiries, procurement, risk management etc).	●
<b>6.1.11.8</b> Implement Stage 2 of Content Manager roll out.	Progress Stage 2 actions to optimise digital key corporate workflows and information sharing.	BAU	External "health check" review on CM implementation has commenced. Draft report received.	●
<b>6.1.12.1</b> Undertake a review of the process by which Council is advised of development occurring in our operational area and which affects our functions.	Engagement with constituent councils has occurred.	BAU	Has occurred as part of engagement with Councils around the SLAs. Consensus and a final position have not been reached. This remains a complex issue to resolve.	●
	Position provided to Council on any proposed changes, including fee structure, by 31 January 2022.	BAU	Unable to progress until previous action complete.	●
<b>6.1.13.1</b> Review and develop Council's standard contracts.	Council's Engagement Agreement and Standard Terms and Conditions updated and current.	BAU		●

# 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	Performance reporting to be confirmed subject to adoption of new Service Level Agreements with constituent councils	●
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 reporting to be confirmed subject to adoption of new Service Level Agreements with constituent councils	●
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 Investigate an active floodgate in Swan Bay to manage nutrient build up.	Investigate long-term solution implemented for weed reduction in Swan Bay.	DP	A hydraulic report was undertaken to look at impacts of construction of an active floodgate on Swan Bay to manage nutrient loads. The report identified a significant, high cost engineering solution was required to provide flushing to achieve this outcome. Further, the report did not consider the ecological impacts of introducing salt water into a fresh water ecosystem. Based on the high capital costs and unknown ecological impacts, the works are not deemed a priority. The existing management program will continue.	●
7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories).	Current financial year.	LTFP	Potential impact through March flood	●
7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories).	Current financial year.	RWLSP		●
7.1.6.1 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	The cycleway project is part of a larger review of remaining development stages at Perradenya.	●
7.1.6.2 Complete construction and marketing strategy for Release 7 of Perradenya.	Consultation substantially completed and marketing strategy adopted by Council.	LTFP	Release 7 to be undertaken in 2022/23.	●
7.1.7.1 In accordance with NSW Dam Safety Act and Regulations, meet our obligations as an owner of dams.	Update the Operations and Maintenance plans and Dam Safety Emergency plans for Rocky Creek Dam and Emigrant Creek Dam.	DSMS	Update of the O&M manuals are in progress. Update of emergency plans is dependent on the completion of dam hydrology investigations which are behind schedule	●
	Establish a Risk Management framework and perform a Risk Assessment on both dams, including identifying any further necessary investigations.	BAU	Dam Break Studies are currently underway for both dams which will produce the risk assessment for flood events at the dams including the performance of the spillways. This is an essential part of the Risk management Framework (Section 14 of Dams Safety Regulations). The study will also review the Consequence category assessments of both dams. This work is envisaged to be delivered as inputs to the Assessment of societal and individual risk rating (Section 15 of the Dams Safety Regulations) with is expected to start in 2022.	●
	Investigations targeting specific failure modes that are identified in the Risk Assessment (cost dependent on gap analysis of information undertaken in the Risk Assessment).	BAU	The investigations are still to be determined during the Risk assessments above and are expected to be delivered in 2022.	●
	Annual Report submitted.	DP	The annual report is required to be submitted to Dams Safety NSW by 31 March 2022	●
	Dam Safety Management System implemented and ongoing reviews conducted.	DSMS	The Dam Safety Management System document has been developed and approved. The requirements of Dams Safety NSW have been met.	●
7.2.1.1 Water quality monitoring reports completed for drinking water monitoring programs.	Drinking water management system annual report submitted to NSW Health.	DWMS	Report in draft ready for final approval	●

	Water quality summary report produced and uploaded to website.	DWMS		●
<b>7.2.2.1</b> Report on progress of actions to mitigate risk of environmental harm from activities (environmental action list).	Provide an annual update report to Council until actions on the action list are closed out.	BAU	Annual report to be provided to Council in February 2022.	●