

# IP&R Delivery program / Operational plan

## Reporting period: 1 January 2022 to 30 June 2022

### 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.

**NO 'COMMENTS' REQUIRED IF GREEN**

## 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	Responsibility
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		●	GM
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		●	PCM
	Overall good / very good ReCharge program feedback from participants (measured quarterly).	WFMP		●	PCM
	At least monthly LiMe ReCharge communications to Rous (from LiMe Champion / participants).	WFMP	Monthly communications were not achieved however formal communication with the organisation was issued at the completion of the program.	●	GMCC
	Staff recognition initiative.	WFMP		●	GM
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		●	PCM
1.1.1.4 Innovative action through a pilot purified recycled water scheme.	Progress pilot purified recycled water scheme for Perradenya Estate.	FWS	Recommend changes to approach to pilot plant following internal review of proposed pilot scheme and consultation with NSW DPE. Current scheme unlikely to be approved. Presentation to Council planned for July 2022.	●	FWPT
	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	Brief for stakeholder communication and engagement across all FWP activities being developed. Expect to develop the plan in Q1 22/23 with ongoing implementation.	●	FWPT
	Further investigate indirect potable reuse (IPR) as outlined in the Future Water Project 2060, including future options for public education.	FWS	Tender to undertake further investigation of purified recycled water scheme options has been put out to the market. Expect work to commence Q2 22/23. Will take at least 12 months to complete.	●	FWPT
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		●	GM
	Support and participate in regional Greenhouse Gas Abatement Strategy projects.	GGAS		●	GM
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	An Expression of Interest for Smart Water Meters has been issued, as a precursor to a shortlist tendering process later in 2022. Engagement with constituent councils has occurred to find common ground on an approach. Each Council is at a different stage in their use or preparedness for Smart Water Meters, and without an understanding of costs, it is difficult for Councils to commit at this time. Rous will continue to engage with Councils & seek opportunities to partner where possible.	●	GMPD
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		●	PCM
	Record of discussion made by the supervisor and reported to manager upon completion.	WFMP		●	PCM
1.2.1.2 Review and update Code of Conduct.	Code of Conduct adopted by Council by 31 August 2022.	BAU		●	GRM

## What we will do in Y3: 2019/20

	Panel of conduct reviewers established for new term.	BAU	Joint procurement activity being undertaken by Northern Rivers councils to re-establish a regional panel of conduct reviewers. Activity is being coordinated by Tweed Shire Council, however a procedural omission has delayed the appointment of the panel. The proposed regional panel is expected to be presented to the August 2022 meeting of the Northern Rivers Joint Organisation for adoption.	●	GRM
1.2.1.3	Review and update Code of Meeting Practice.	Code of Meeting Practice adopted by Council by 31 August 2022.	BAU	●	GRM
1.2.1.4	Develop Councillor induction package.	Councillor induction package completed by 31 August 2021.	BAU	●	GMPP

## 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	STATU	Responsibility
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		●	GMPP
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 hydraulic capacity assessment work is currently in progress with implementation in Q4 21/22 and completion in 22/23. There were delays in finalising the future peak daily demand assessment for each constituent council which required constituent council input.	●	SPE
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. Work has been completed on preferred site selection for a new water treatment plant in the Alstonville area. A preferred site will be determined following the outcome of the Converys Lane bore development.	●	FWPT
	Planning for upgrade to Rous-owned Converys Lane groundwater bore continues.	FWP		●	FWPT
	Contingency planning for incorporation of Rous-owned Converys Lane groundwater bore into regional water continues.	FWP	Will commence when outcome of the new Converys Lane bore has been determined. This is now expected in Q1 22/23 (refer Activity 2.1.6.1.b).	●	FWPT
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. Project planning and resourcing has been revised to commence this work in Q1 22/23.	●	GMPD
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		●	NRMPC
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		●	FLO
	Support and contribute to Lismore City Council's update to the Lismore Floodplain Risk Management Plan.	BAU		●	GMPD
	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		●	GMPD
	Review Lismore Levee Memorandum of Understanding and arrangements.	MOU		●	APE
	Pursue shared funding and grant arrangements to implement completed Keith Hall Drainage Options Study outcomes.	BAU		●	FLO

## What we will do in Y3: 2019/20

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	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.	●	SPE
	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.	●	SPE
	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.	●	SPE
2.3.1.1 Implement 'Innovate' Reconciliation Action Plan.	Actions for 2021/22 completed.	RAP	Implementation of actions was impacted by Covid and floods however substantial progress was achieved consistent with the Innovate RAP 2021-23	●	GMCC
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		●	GMCC
2.3.2.1 Develop a new Reconciliation Action Plan.	Reconciliation Action Plan endorsed by Reconciliation Australia.	RAP		●	GMCC
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, including revolving fund status.	GGAS		●	DM / FM
	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 turned to the solar PV at Nightcap WTP. An order was issued in early June 2022 for the installation of 100kW.	●	DM

## What we will do in Y3: 2019/20

<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			WSO
	Actively promote the Sustainable Water Partnership Program to targeted customers.	DMP			WSO
	Implement three water-saving projects identified in the water saving plans.	DMP			WSO
	65 residential rainwater tank rebates per annum.	DMP			WSO
	Implement a communication and engagement program targeting high residential water users to support the 160 Litre Challenge.	DMP	The February floods have impacted the progress of planned engagement activities. The planning and production of a water conservation social media campaign is complete. However, the launch of this campaign was delayed due to the floods and the impacts in our community. The revised timeline is to launch coinciding with National Water Week, October 2022.		WSO
<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	Project delayed and rescheduled for 2022/23		GMCC
<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			FLO
<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. A revised PMF document to improve usability for Project Managers, and ultimately achieve better project outcomes and reporting, is ready for launch in the new FY.		GMPD
	Key project delivered: Stage 1 - St Helena 600 pipeline.	CWP			GMO
	Key project: Stage 2 - St Helena 600 pipeline - 50% completion.	CWP			GMO
	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.		APE
	Key project: Perradenya Release 7 (commence construction).	CWP	Project delayed and rescheduled for 2022/23		GMCC
	Key project delivered: Upgrade of Broadwater 150 pipeline.	CWP	Project construction was unable to commence in 2021/22 due to inclement weather and poor ground conditions. Consideration is being given to deferring the project. Part of the pipeline is in poor condition and there may be some additional costs resulting from the decision to defer this project associated with potential water main breaks. A Building Better Regions Grant application is pending for this project with an outcome due in August 2022.		APE
	Key project commenced: Byron 200 pipeline renewal - investigation and design.	CWP	Design plans completed. Consultation and Review of Environmental Factors (REF) underway.		APE
	Key project delivered: Renewal of more than 1km of reticulation pipeline at Richmond Hill, Lismore.	CWP	The construction tender has been advertised and award planned in 2023 FY pending budget availability.		APE
	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.		DM
	Key project delivered: Renewal of Biologically Activated Carbon (BAC) media and internal painting of BAC tank at Emigrant Creek Water Treatment Plant.	CWP	Project unable to be completed due to delays in contractors and consultants being able to attend site due to COVID restrictions and high demand.		APE
<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	Not achieved. The review of the Plan is listed as an action in the new Integrated Planning and Reporting Framework.		GMPP
<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	Further work needed on the draft drought management plan template before issuing to constituent councils for feedback.		WSO
	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			GMPD
	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.		GMPD

## What we will do in Y3: 2019/20

	Planning and design of upgrade works to allow use of existing bore at Woodburn as a regional source of water during drought.	DMP	Preliminary infrastructure requirements have been identified. Grant application made to Building Better Regions Fund however announcement of funding has not been made.	●	GMPD
	Planning and design of works for new bores at Woodburn.	FWP		●	FWPM
<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		●	PCM
	Workforce planning reports and metrics provided to the Leadership Team quarterly.	WFMP		●	PCM
	Development of strategic Workforce Management Plan completed.	WFMP	Completed by 30/06/2022	●	PCM
<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	Documents adopted June 2022	●	AMSO
<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		●	SPE
<b>2.4.11.1</b> Develop ICT Strategic Plan 2022-25.	Adopted by the Leadership Team.	ICTSP	Project is well advanced but not adopted. Adjusted date September 2022	●	ICTM
<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		●	WBBRM
<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.	●	SPE
<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	The focus of activities under this action during 2021/22 has been on targeted social media releases, co-hosting of a field day at RCD and on education and engagement initiatives at the Rous Cultural Environmental and Information Centre. Overall opportunities for field day and engagement activities across 2021/22 were scaled back, with COVID limiting direct engagement opportunities, and landholder capacity significantly impacted following flood-related impacts.	●	NRMPC
	Ref. A5: Comprehensive review of catchment water quality data.	CaMP	In progress - completion scheduled for Q1 2022/23.	●	NRMPC
	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.	●	NRMPC
	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.	●	NRMPC
	Ref. WR16: Implement extension of Wilsons River Reach Plan extension.	CaMP	Commencement delayed due to COVID/flood-related delays in completion of planning process in partnership with landholders for Wilsons River Reach Plan (Boatharbour to Eltham). Discussions with landholders has commenced, with implementation to commence in 2022/23.	●	NRMPC
	Ref. EC20: Implement extension of Emigrant Creek Reach Plan extension.	CaMP	Commencement delayed due to COVID/flood-related delays in completion of planning process in partnership with landholders for Emigrant Creek River Reach Plan. Discussions with landholders has commenced, with implementation to commence in 2022/23.	●	NRMPC
<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	Landowners and properties involved with the program have been significantly impacted by the flood. Program will reengage landowners when they are ready.	●	FLO
	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	Landowners and properties involved with the program have been significantly impacted by the flood. Program will reengage landowners when they are ready.	●	FLO
	Undertake any surveys or investigations required to review and implement Active Floodgate Management plans.	CZMP		●	FLO
<b>2.4.14.2</b> Rehabilitate very high/high priority riparian restoration sites (CZMP 6a).	Implement riparian improvement works on 1 ha.	CZMP	Agreement reached with stakeholders on scope and methodology for this Coraki-based project. Formal agreements have been drafted for formalisation prior to commencement in Q1 2022/23.	●	NRMPC

## What we will do in Y3: 2019/20

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	At final draft stage. Delays experienced as the Department of Planning and Environment effectively placed the project on hold pending further advice regarding a legal opinion that DPE sought on various matters relating to the scope of CMPs (yet to be resolved). Additional comments from DPE currently being reviewed.	●	NRMPC
2.4.14.4 Richmond River water quality monitoring data loggers remain operational.	Data loggers operating and providing publicly accessible data.	Grant	All loggers were installed and fully operational prior to the February/March 2022 floods. Year 1 data report has been prepared. Loggers have suffered extensive damage and require major repair/replacement (to the value of approximately \$100K). SCU has installed lower-specification temporary dataloggers as an interim step whilst replacement is being considered as part of insurance claim.	●	NRMPC
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 expected to be completed in Q1 22/23.	●	GMPP
2.4.18.1 Develop strategic business plan for Richmond Water Laboratories.	Plan approved by the Leadership Team and workshop to Council.	RWLSP	RWL Business Plan impacted by flood relocation. Further report due in Q1 of FY 2022/23.	●	RWLM
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.	●	WSO
2.4.22.1 Engage internal audit partner.	Market tested and new internal audit partner engaged.	BASP		●	GRM
2.4.22.2 Internal Audit Strategy 2022/26.	2022/26 Internal Audit Strategy developed to govern next 4-year internal audit cycle.	BASP		●	GRM
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	Due to recent events with COVID and Flood some of the engagement activities have not been able to be completed. Carry over to next years targets when engagement activities are expected to begin again	●	WBBRM
2.4.25.1 Progress actions from 'Procure to Pay' audit relating to procurement.	Progress reports to the Audit, Risk and Improvement Committee.	BAU		●	GRM
2.4.25.2 Undertake review and gap analysis of fleet.	Progress reports to the Leadership Team.	BAU	Strategic review was completed by external consultant with 25 recommendations received. Recommendations are being reviewed and turned into an Action Plan for LT to endorse. Due by 30 September 2022.	●	FM
2.4.26.1 Implement improvement actions identified in Maintenance Strategy.	Maintenance activities not captured within Confirm identified and management process developed.	AMS/MMS		●	AMSO
	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.	●	AMSO
	Defect capture within Confirm improved to include failure modes.	AMS/MMS		●	AMSO
	Options for improved maintenance cost capture investigated.	AMS/MMS	Current software systems do not support this. Further work will be undertaken at the completion of the ICT strategy.	●	GMO
	Agreed timeframes for attending to service requests and defects reviewed and documented.	AMS/MMS	Timeframes for service requests reviewed and updated in Confirm. Timeframes for defects yet to be developed.	●	GMO
	Condition assessment program for asset classes developed.	AMS/MMS		●	OEM
	Review of planned maintenance activities for asset classes completed.	AMS/MMS		●	DTEM/OEM
	Standard activities for addressing common defect types developed.	AMS		●	AMSO
	Review process for Confirm maintenance program developed and implemented.	AMS	Process developed and documented. Initial review to be undertaken in July/August 2022.	●	APE
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		●	APE
	Developer Servicing Plan adopted by Council.	DSP	Will not be completed this financial year. Aiming for October 2022 Council meeting for adoption.	●	APE
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		●	WSO
	Regional Demand Management Plan adopted by Council.	RDMP		●	WSO
2.4.29.1 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	An Expression of Interest for Smart Water Meters has been issued, as a precursor to a shortlist tendering process later in 2022. Installation planned to commence in Q3/4 FY 22/23.	●	DM

## What we will do in Y3: 2019/20

2.4.30.1 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	An Expression of Interest for Smart Water Meters has been issued, as a precursor to a shortlist tendering process later in 2022. Without costing information, discussions with RVC have been unable to proceed.	●	GMPD
	Subject to agreement, installation of smart metering for Richmond Valley Council customers in Broadwater commenced.	IWCM	An Expression of Interest for Smart Water Meters has been issued, as a precursor to a shortlist tendering process later in 2022. Without costing information, discussions with RVC have been unable to proceed.	●	DM
2.4.31.1 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		●	SPE
	Verify suitability and prioritise installation of bulk meters for St Helena and flow meters for Ewingsdale, Tintenbar, Newrybar, Richmond Hill.	WLMP		●	APE
	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 is underway.	●	APE
2.4.32.1 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	Initial functional requirements developed. This action is dependent on outcome of the Business systems review underway by IT.	●	AMSO
	Process of raising monthly maintenance activities reviewed and optimised.	AMS/CDP	Delayed due to resourcing and will be undertaken after Confirm review completed.	●	AMSO
	Process and workflow for asset related enquiries reviewed and documented.	AMS/CDP		●	AMSO
	Training with teams using Confirm completed.	AMS/CDP		●	AMSO
	Potential use of Confirm Web reviewed.	AMS/CDP		●	AMSO
	Roll out Confirm Connect to remaining teams.	AMS/CDP		●	AMSO
2.4.33.1 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		●	AMSO
	Review of current asset information system, including asset data completeness and quality.	AMS	Initial comparison of data in Confirm and MapInfo completed which identified approx 1500 assets that were not mapped. Process underway to map these. Expected completion September 2022.	●	AMSO
	Asset information governance document developed.	AMS	Not completed in 2022. Reprioritised in the Asset Management Improvement Action Plan to be performed in future years.	●	AMSO
	Process for review of asset management documents, including scope, frequency and responsibility developed.	AMS		●	AMSO
	Schedule of asset management documents created to track review process.	AMS		●	AMSO
	An electronic asset management manual accessible to all staff developed with links to processes added as developed.	AMS		●	AMSO
2.4.34.1 Revaluation of water infrastructure assets.	External audit sign off and upload of revaluation of water infrastructure assets into asset register.	AMP		●	APE

## 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	STATU	Responsibility
3.1.1.1 Implement improvement actions identified in GIS Development Plan.	Asset data reviewed.	AMS	Initial comparison of data in Confirm and MapInfo completed which identified approx 1500 assets that were not mapped. Process underway to map these. Expected completion September 2022.	●	AMSO
	Confirm and MapInfo integration reviewed.	AMS	Will be started once review of Confirm completed.	●	AMSO
	Document links within MapInfo updated.	AMS	Deferred until new drawing records (redeye) software implemented as any work completed now would need to be duplicated once that project is completed.	●	AMSO
	Spacial datasets converted to GDA2020 projection.	AMS	Delayed until 22/23. Budget submission made to engage consultant.	●	AMSO
3.1.2.1 Review the Emergency Management Manual, including Emergency Response plans and supporting appendices to ensure currency.	Achieved.	ERP	This activity has been stalled due to the vacancy in the ERC role between August 2021 - May 2022. As a result, this activity has been carried over into Council's Operational Plan 2022/23.	●	ERC
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	ICTM has engaged 3rd parties for external penetration testing. Scoping sessions have been conducted and work to commence quarter 1 financial year 22/23.	●	ICTM
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		●	PCM
	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.	●	PCM
3.1.5.1 Embed Risk and Assurance activities across Council operations.	Continue implementation of 2021 Risk Management Plan to agreed schedule.	BAU	This activity has stalled due to the vacancy in the Enterprise Risk Coordinator role between August 2021 - May 2022. As a result, this activity has been carried over into Council's Operational Plan 2022/23.	●	ERC
	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		●	ERC
	Present revised risk reporting to each Audit Risk and Improvement Committee meeting.	BAU		●	ERC
	Develop, roll out and report completion rates of Risk Management Training Module.	BAU		●	ERC
	Review and update Council Risk Management policy and plan by 1 March 2022.	BAU		●	ERC
3.1.5.2 Implementation of further functionality of WHS management tool (Vault).	Test further functional options of Vault system and implement if best practice and appropriate for Council.	WHSMS	Limited progress due to competing priorities and the impact of COVID19 and the February/March 2022 floods. Functionality investigated for: electronic risk assessment, information availability (ie. registers).	●	HSEC
3.1.6.1 Review of policies and procedures for suitability and currency.	Continue statistical reporting to Audit, Risk and Improvement Committee on status of Council's policies and procedures.	BAU		●	GRM



## 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	STATU	Responsibility
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).	●	PCM
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).	●	PCM
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		●	CCM
4.2.1.1 WHS management reporting.	Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety.	WHSMS		●	HSEC
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		●	HSEC
	All allocated training completed.	WHSMS	86% of assigned training completed. Training not issued as per schedule due to COVID19 and February/March 2022 floods.	●	HSEC
	More than 50% of workforce actively participate in a national safe work month activity.	WHSMS	Activities for National safe work month were not held in 2021 due to COVID19.	●	HSEC
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		●	HSEC

## 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	STATU	Responsibility
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		●	CCM
	Regular review of the function and effectiveness of feedback mechanisms.	CESP		●	CCM
	Active events calendar to identify appropriate events for stakeholder engagement.	CESP		●	CCM
5.1.2.1 Participation in NSW Audit Office performance audit reviews.	Achieved.	CSP		●	FM
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		●	GM
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		●	PCM
	Less than or equal to 5% turnover for new employees within first 18 months post probation.	WFMP		●	PCM
	Recruitment and selection activities promote and comply with Equal Employment Opportunity principles.	WFMP		●	PCM
	As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process.	WFMP		●	PCM

## 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	STATU	Responsibility
6.1.1.1 Implement electronic Business Paper Agenda and Minute system.	Technology solution implementation phase commenced.	BAU		●	GM
6.1.2.1 Plan for staged digitisation of paper records.	Implementation of plan commenced.	BAU	3rd Party engaged, discovery and scoping phase underway for quotation purposes. Commencement date TBC.	●	ICTM
6.1.8.1 Review and document Customer Service processes.	Commence implementation of endorsed recommendations from the Customer Service review.	BAU	Transitioning recommendation from GMCC to C&CM	●	GMCC
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		●	GRM
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		●	PCM
6.1.10.1 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		●	GMPD
6.1.11.4 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	Not achieved by specific due date. Customer Relationship Management System being considered as part of the procurement of a replacement telephony system.	●	GMCC / GMPP
6.1.11.7 Implement Corporate Action 10 - Project Management System.	Technology solution implementation phase commenced.	BAU	Project delayed. Led by GMPD, additional formatting / functionality to existing internally developed PMF document implemented.	●	ICTM

## What we will do in Y3: 2019/20

6.1.11.8 Implement Stage 2 of Content Manager roll out.	Progress Stage 2 actions to optimise digital key corporate workflows and information sharing.	BAU	Project delayed. Solution Consultant was engaged to undertake on-site review of system implementation in March 2022. Delayed to account for flood impact. To be completed in 2022/23	●	ICTM
6.1.12.1 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	Work delayed as impact of new NSW Government Planning Portal system is evaluated. Feb 22 floods have also delayed engagement opportunities with Councils.	●	PD
	Position provided to Council on any proposed changes, including fee structure, by 31 January 2022.	BAU	Work delayed as impact of new NSW Government Planning Portal system is evaluated. Feb 22 floods have also delayed engagement opportunities with Councils.	●	PD
6.1.13.1 Review and develop Council's standard contracts.	Council's Engagement Agreement and Standard Terms and Conditions updated and current.	BAU		●	GRM

## 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	STATU	Responsibility
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	New SLAs with revised reporting have not been adopted by Councils (except Richmond Valley). Reports are currently being prepared based on new SLAs and will be provided to constituents/councillors by September 2022	●	GMO
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	New SLAs with revised reporting have not been adopted by Councils (except Richmond Valley). Reports are currently being prepared based on new SLAs and will be provided to constituents/councillors by September 2022	●	GMO
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		●	NRMPC
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		●	GMO
7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories).	Current financial year.	LTFP	Not achieved. Financial result was heavily impacted by the February flood. Significant disruption to business, loss of equipment and stock requiring relocation and outsourcing of testing to maintain services.	●	RWLM
7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories).	Current financial year.	RWLSP	See above.	●	RWLM
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	Project delayed and rescheduled for 2022/23	●	GMCC
7.1.6.2 Complete construction and marketing strategy for Release 7 of Perradenya.	Consultation substantially completed and marketing strategy adopted by Council.	LTFP	Project delayed and rescheduled for 2022/23	●	GMCC
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	Reviews of completed plans are underway with document to be adopted by August 2022	●	DTEM
	Establish a Risk Management framework and perform a Risk Assessment on both dams, including identifying any further necessary investigations.	BAU		●	SPE
	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		●	SPE
	Annual Report submitted.	DP		●	DTEM
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		●	GMO
	Water quality summary report produced and uploaded to website.	DWMS		●	GMO
7.2.2.1 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		●	APE