

# IP&R Operational Plan

Reporting period: Quarter 2 - 1 October 2023 to 31 December 2023

## Sustainable delivery

### Our priorities include:

- Contributing to the protection and enhancement of our region's environment and natural resources.
- Taking steps to strengthen our response to climate change impacts and reducing our carbon emissions.
- Planning for future demands as our region's population grows.
- Sustainably using our available resources.
- Sound business planning and ongoing improvement.

### Objectives:

- 1.1 A healthy environment.
- 1.2 Responding to climate change.
- 1.3 Water security, quality and sustainable consumption.
- 1.4 A sustainable Council.



### Legend:

- Blue: COMPLETE. Comment mandatory.
- Green: ACCEPTABLE. On track according to schedule or not yet due to have started.
- No comment required.
- Amber: MONITOR. In progress but behind schedule. Comment mandatory.
- Red: REVIEW. Corrective action required. Comment mandatory.
- Grey: NO LONGER REQ. Comment mandatory.

NO COMMENTS REQUIRED IF GREEN

Delivery objectives	2023-2024 Actions	What is being measured	Target	Responsibility	Comment Q2 UPDATE	STATUS for this quarter
1.1.1 Environmentally responsible procurement.	1.1.1.1 Review local supplier relationships and resourcing of specialist procurement arrangements.	At least one in-house preferred supplier panel established.	By June 2024	HSEL		●
1.1.2 Sustainable river system health through natural resource management.	1.1.2.1 Undertake scheduled 2023-24 actions of the Catchment and Coastal Zone Management plans.	% of scheduled actions completed.	At least 90%	CCAM		●
	1.1.2.2 Continue to deliver the Active Floodgate Management Program – highlighting the expected improvement to water quality.	All required training of landowner volunteers completed. All required plans reviewed and updated.	By June 2024	FMM	Assignment of responsibility changed to Flood Mitigation Manager.	●
1.1.3 Enhance the region's biosecurity through combatting the spread of targeted weeds.	1.1.3.1 Deliver scheduled 2023-24 actions of the Weed Action Plan.	% of scheduled actions completed.	At least 95%	WBIRM	Monthly check-ins indicate we are on track to meet scheduled WAP targets for 2023-24	●
	1.1.3.2 Liaise with constituent councils about possible Rous role in fee for service weed control in local parks, reserves and roadsides.	Explore opportunities, cost options and discuss with constituents.	By June 2024	WBIRM	Still in discussion phase with Tweed. Idea discussed at Kyogle Council workshop. Kyogle said they are happy with current arrangement. Not discussed with other councils yet.	●
1.2.1 Achieve carbon neutrality.	1.2.1.1 Deliver schedule 2023-24 actions of the Renewable Energy and Emissions Reduction Plan.	% of scheduled actions completed.	At least 90%	IPM	Renewable Energy and Emissions Reduction Plan adopted in October 2023 for implementation from 2024/25.	●
	1.2.1.2 Plant trees to contribute to offsetting our carbon emissions.	# of trees planted.	Subject to Plan outcomes	CCAM WBIRM		●
1.2.2 We are prepared and able to respond to climate change impacts.	1.2.2.1 Collate and analyse data to inform the Strategic Review of Flood Mitigation.	Collation and analysis complete.	By June 2024	GMPD		●
	1.2.2.2 Engage with the NSW Government and other foodplain stakeholders to pursue opportunities and funding to better understand the impacts of a changing climate on the foodplain and the strategic	Discussion paper shared with stakeholders and NSW Government. Written representation to NSW Government agencies made on need for strategic direction on natural resource impact of flood mitigation assets.	By June 2024	FMM		●
1.3.1 Short-term (to 2040) water supply demands are able to be met.	1.3.1.1 (2022/23) Undertake scheduled 2022-23 actions of the Future Water Project.	% of scheduled actions completed.	At least 90%	FWPM	Marom Cix transfer process has been delayed due to the slower than forecasted development process of the initiating binding instrument of agreement. A draft agreement has now been received and formal consultation with Balina Shire Council has now commenced. Woodburn Groundwater Scheme has further been delayed due to a change in the scope of works of the NSW Public Works Flood Recovery Program. As a result of this change, this project timeline has been re-benchmarked with completion scheduled in the second quarter of the 2025/26 financial	●
	1.3.1.1 Implement project plans for Stage 1 of Future Water Project for Alstonville and Woodburn groundwater schemes.	% of scheduled actions completed.	At least 90%	FWPM	As above.	●
	1.3.1.2 Administer residential rainwater tank rebates.	# of rebates processed.	Report by occurrence	WSO	Nine rebates applied for and paid from 1/10/2023 - 31/12/2023 \$15,250 paid in rebates 01/07/2023 - 31/12/2023 which is 30.5 % of the allocated budget.	●
	1.3.1.3 Monitor water quality to ensure compliance with Australian Drinking Water Guidelines.	# of occasions of non-compliance.	Results meet Australian Drinking Water Guidelines 95th percentile compliance.	DTM DEM		●
	1.3.1.4 Implement Future Water Project stakeholder communication and engagement plans.	Y1 actions completed.	By June 2024	FWPM		●
	1.3.1.5 Implement a project plan for the planning and investigations of a groundwater scheme at Tyagarah (Stage 2 of the Future Water Project).	% of scheduled actions completed.	At least 80%	FWPM	The Tyagarah Groundwater Scheme has recommenced after initial consultation with key stakeholders. As a result of this delay, the project timeline has been re-benchmarked without significant impacts to the IWCM's estimated implementation timeframes for this scheme	●
1.3.2 Source options to meet long-term water supply demands are better understood.	1.3.1.6 Continue investigations and planning to ensure drought readiness.	Emergency sources determined.	By June 2024	FWPM		●
	1.3.2.1 Undertake further investigations of Stage 3 source options to support future decision making	Study completed.	By June 2024	FWPM	The proposed Dunoon Dam Biodiversity and Cultural Heritage Assessments have been delayed due to extended consultation with key stakeholders. The successful consultants will be appointed in February 2024 and have been given 12 months to complete the assessments.	●
	1.3.2.2 Investigate potential to source groundwater from the Richmond Area Coastal Floodplain Alluvial Groundwater Source.	Study completed.	By June 2024	FWPM	Delays have been experienced in the appointment process of the lead consultant to support the investigations of the potential groundwater source. The appointment process is expected to be completed by the end	●
1.3.3 Our water supply is valued and used responsibly.	1.3.2.4 Review and update secure yield assessment with latest data and modelling tools.	Secure yield assessment completed.	By June 2024	FWPM		●
	1.3.3.1 (2022/23) Undertake scheduled 2022-23 actions for the Regional Demand Management Plan.	% of scheduled actions completed.	At least 90% by December 2023	WSO	Target of at least 90% by December 2024 achieved.	●
	1.3.3.1 Undertake scheduled 2023-24 actions for the Regional Demand Management Plan.	% of scheduled actions completed.	At least 90%	WSO	At least 90% of scheduled actions completed.	●
	1.3.3.2 Design a behaviour-change pilot program to understand community attitudes to responsible water use.	Consultant engaged and initial program designed.	By June 2024	WSO	Contractor not appointed after tender process, so reassess of the direction for this work underway. This is a 4 year project, a minor delay will not impact the overall program	●
	1.3.3.3 Develop a Regional Water Education Program.	Program approved by Leadership Team.	By December 2023	RWEO	Completed	●
	1.3.3.4 Implement a Regional Water Education Program.	% of scheduled actions for 2023-24 completed.	At least 80%	RWEO	80% completed by December 2023	●
1.3.3.5 Implement the Water Loss Management Plan.	% of scheduled 2023-24 actions completed.	At least 90%	IPM	On track for completion. Meters purchased. Regional Leakage Reduction Program grant funding received.	●	
	1.3.3.6 Continue implementation of smart metering and backflow prevention program for retail customers.	On ground works completed.	By June 2024	SMPM		●

	1.3.3.7 Provide an interim update to the Drought Management Plan while investigations continue into future water sources.	Interim Drought Management Plan adopted by Council	By December 2023	WSO	Complete.	●
	1.3.3.8 Strategic Review of the Emigrant Creek Water Treatment Plant to optimise operations, maintenance, utilisation and production capability.	Study completed.	By June 2024	SPE	The Contract has been awarded and is progressing. The service delivery plan indicates delivery of the majority of the project in 2023/24, with the final deliverables achieved in 1st quarter of 2024/25	●
1.3.4 The region's water supply capacity is enhanced.	1.3.4.1 Undertake studies into purified recycled water and determine a position regarding purified recycled water as a future water security option.	Report to Council	June 2024	RWPM		●
1.4.1 Our resources are planned, prioritised and implemented to ensure Rous's sustainability	1.4.1.1 Undertake scheduled actions within the 2023-24 Resourcing Strategy.	% of scheduled actions completed - Asset Management Strategy and Plan.	At least 90%	AMSO		●
		% of scheduled actions completed - Workforce Management Plan.	At least 90%	PCM	12/02 PC: 18 month initiative plan delivered to LT in late 2023. Further amendments required.	●
	1.4.1.2 Deliver the 2023-24 Capital Works program.	% of program completed.	At least 80%	PM DTEM DEM	Capital Construction Program to date has been progressing well and has been on track. However, there are several projects scheduled for completion in Q3 and Q4 where investigations and preliminary work has identified risks and cost issues which are likely to affect progress in delivering these works by 30 June 2024. Work will continue with necessary adjustments made as part of the relevant OBRs.	●
		% of spending achieved.	At least 80% of funds committed or spent.	PM DTEM DEM		●
1.4.1.3 Develop a guiding strategy and plan for the finalisation of Perradenya land development.	Strategy adopted by Council.	By December 2023	PMRP		●	
		Scheduled actions for 2023-2024 completed.	At least 90%	PMRP	Identified actions are in progress although it is unlikely to be 90% complete by June 2024.	●
1.4.2 Rous's revenue stream is strengthened.	1.4.2.1 Implement the adopted development servicing plans for Bulk Water and Retail Water supplies.	Revenue through developer fees is increased.	5% on 2022-2023 levels	PDE		●
1.4.3 A positive risk management culture is embedded and sustained.	1.4.3.1 (2022/23) Review the currency and operability of Emergency Response plans following recent major flood events.	Review complete.	By December 2023	RAS	Review identified - (a) document management system issues that required priority remediation (now completed), (b) supporting material sufficient with modest administrative updates only required, (c) Emergency Response Plans/ Incident Response Plans require technical and administrative inputs/updates, which are to be undertaken over the remainder of the 2023/24 FY.	●
	1.4.3.1 Test emergency response plans and update business continuity plans.	Plans tested and updated.	At least once by June 2024	RAS		●
	1.4.3.2 (2022/23) Update Council's Risk Management Plan and review the Risk Register to respond to outcomes of recent major flood events.	Plan and Register closed.	By June 2024	RAS		●
	1.4.3.2 Update Council's annual Risk Management Plan and update Risk Register structure and format.	Plan and Register closed.	By June 2024	RAS		●
	1.4.3.3 Implementation of the Dams Safety Management System in compliance with Dams Safety Regulation 2019.	Updated operations and maintenance 'manuals' and 'plans' for Emigrant Creek Dam and Rocky Creek Dam.	By December 2023	GMPD SPE DTEM		●
Complete detailed risk assessments and safety review report for Emigrant Creek Dam.		By December 2023	GMPD SPE DTEM	In progress. Expect finalising in 3rd Quarter 2024 Financial Year. Delay due to complexity and availability of specialised service providers.	●	
Progressing with detailed risk assessments and safety review report for Rocky Creek Dam.		By June 2024	GMPD SPE DTEM		●	
1.4.4 Ongoing service reviews, audits and business improvements achieve enhanced organisational outcomes.	1.4.4.1 Complete prioritised service reviews based on recommended focus areas identified by Audit, Risk and Improvement Committee.	# of service reviews completed.	At least 1	GRM		●
		% of review recommendations implemented.	At least 50% within 12 months of date of recommendation	GRM		●
	1.4.4.2 Progressive implementation of works management system.	Evidence of proactive works allocation and completion.	Upward trend.	DEM DTEM		●
	1.4.4.3 Progressive updating of Dam Safety Management System documents and plans.	Annual completion of surveillance inspections and updating of dam safety documents and plans as required in the Dam Safety Management System document.	By December 2023	GMO SPE DTEM		●
		Completion of the Dam Safety Standard reports for Emigrant Creek Dam and Rocky Creek Dam.	By 31 March 2024	GMO SPE DTEM		●
	1.4.4.4 (2022/23) Review and align all proactive operational maintenance plans for water and flood assets as part of ongoing improvements to service	All operational maintenance plans reviewed, updated and implemented.	By June 2024	DEM DTEM		●
	1.4.4.4 Business process capture and re-engineering.	# of processes reviewed that directly relate to the Digital Transformation program.	As per project plan	GMCC	Superseded by Digital Transformation program.	●
Delivery of process efficiency improvements. Measured in time or cost savings; with consideration to risk.		Reduction in time, cost, and/or risk.	GMCC	Superseded by Digital Transformation program.	●	

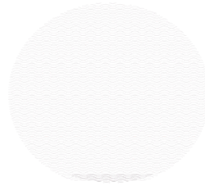
## External relationships

### Our priorities include:

- Building community understanding of the breadth of functions and results that Council delivers across the region.
- Being well positioned to respond to the diversity of our communities' needs and aspirations.
- Ensuring we proactively and positively engage with our constituent councils so that they understand and support our future direction.
- Maintaining strong relationships with others to promote positive business, environment and community outcomes.
- Being well positioned to win State Government funding opportunities.
- Sound business planning and ongoing improvement.

### Objectives:

- 2.1 Strong and mutually respectful relationships with our constituent councils.
- 2.2 People across our region understand the work that we do.
- 2.3 Our working relationships with political, regulatory and industry stakeholders are effective and achieve results.



NO COMMENTS REQUIRED IF GREEN

Delivery objectives	2023-2024 Actions	What is being measured	Target	Responsibility	Comment Q2 UPDATE	STATUS for this quarter
2.1.1 Effective collaboration and communication with our constituent councils.	2.1.1.1 Improve relationships with constituent councils' Communications and Engagement teams through regular catch-up events.	Number of events.	At least 2 events.	CCM		●
	2.1.1.2 Evaluate pricing model methodology.	Update of bulk water methodology to reflect a 2-part (fixed/variable) tariff.	By October 2023	FM	Finance have completed the calculations of the proposed methodology change and the associated impacts on each Constituent Council. This information will be presented to the Constituent Councils as part of the March budget workshop.	●
	2.2.1.1 Identify target businesses for the Sustainable Water Partnership pilot program.	Spread across target groups.	At least 2 target groups	WSO	On-site water assessments for 14 business' completed, reports provided and 4 rebates have been paid.	●

2.2.1 Communities across our region are kept informed of Rous's work and have opportunities to engage with us.	2.2.1.2 Provide opportunities for engagement through face-to-face activities, social media, website and customer service offerings.	Increase in social media followers.	At least 1,500 in total across all social media platforms	CCM	Social media following across all platforms currently totals 2030.	●
		# of telephone call-backs received. Increase in website visitation. Use of available online tools, i.e., e-forms, SMS alert registrations, 'report a weed' form, views of Issuu documents.	No target Report by occurrence	CCM		●
	2.2.1.3 Monitor Rous website to ensure content complies with WCAG level AA standards.	Compliance.	100%	CCM		●
	2.2.1.4 Provide timely and accurate information using appropriate media.	Number of media releases. Number of social media posts. Number of website news articles.	No target Report by occurrence	CCM	Media Releases: 3 Instagram: 53 (+ 2 stories) Facebook: 73 LinkedIn: 7 Total = 138 Website news articles = 9	●
	2.2.1.5 Support Rous projects and activities through the development and implementation of communication and marketing campaigns.	Number of projects and activities supported.	No target Report by occurrence	CCM	Future Water, Smart Meter project, Miconia campaign, Weed Biosecurity campaign, water conservation and drought management campaigns.	●
2.3.1 Our positive working relationships support the achievement of regional outcomes.	2.3.1.1 Pursue funding opportunities that support agreed regional objectives where delivery is primarily Rous's responsibility.	\$ value of funding received.	At least \$100,000	GM		●
	2.3.1.2 Actively participate in the Northern Rivers Joint Organisation.	% of scheduled meetings attended.	100%	GM		●
	2.3.1.3 Provide end to end support for the Northern Rivers Joint Organisation.	NRJO is compliant with its obligations and services provided within budget allocation.	100%	GM		●
2.3.2 Water consuming businesses and industry are engaged to promote sustainable water consumption.	2.3.2.1 (2022/23) Undertake scheduled 2022-23 actions of the Regional Demand Management Plan.	% of scheduled Rous's actions completed.	At least 90% by December 2023	WSO	Target of at least 90% by December 2024 achieved.	●
	2.3.2.1 Undertake scheduled 2023-24 actions of the Regional Demand Management Plan.	% of scheduled Rous's actions completed.	At least 90%	WSO	At least 90% of scheduled actions completed.	●
2.3.3 Local Aboriginal history and culture is respected, and we positively engage with our First Nations communities.	2.3.3.1 Implement Rous's Reconciliation Action Plan.	Review actions to ensure relevance and currency. Complete scheduled actions.	By June 2024 By assigned due date	CCAM		●
	2.3.4.1 Undertake scheduled 2023-24 actions of the Communications and Engagement Strategy.	% of scheduled actions completed.	At least 90%	CCM	74% of 2023/24 scheduled actions completed.	●
2.3.5 Regional collaboration informs policy and innovative approaches to priority issues.	2.3.5.1 Actively contribute to the Weeds and Pest Advisory Committees as part of our flood and water policy contribution.	# of meetings participated in. Nature of outcomes achieved.	At least 90% Report by occurrence	GM		●
	2.3.5.2 Collaborate with State and other agencies including Health, Local Land Services, Dept of Primary Industries and Water Services Association of Australia.	Nature of collaboration outcomes.	Report by occurrence	WBIRM DTEM DEM	No change in status since last update - no specific opportunities identified.	●

## Our people

### Our priorities include:

- Forecasting future workforce skill needs.
- Being an employer our employees are proud to work for.
- Creating opportunities for our staff to learn and develop skills that are needed for achieving our organisational objectives.

### Objectives:

- 3.1 Our future workforce requirements are confirmed.
- 3.2 Innovative solutions are applied to addressing skills gaps.
- 3.3 Leaders at all levels.
- 3.4 We are recognised as an employer of choice.

NO COMMENTS REQUIRED IF GREEN

Delivery objectives	2023-2024 Actions	What is being measured	Target	Responsibility	Comment Q2 UPDATE	STATUS for this quarter
3.1.1 We know our workforce and skills requirements to achieve our Delivery Program commitments.	3.1.1.1 Develop a Change Management Framework.	% of respondents reporting and understanding of rationale and impact of change through pulse surveys.	Upward trend	PCM	12/02 PC: External Consultant (ChangeWorks) has been engaged and commenced in late January 2024. Change Framework to be completed by the end of Q3 23/24.	●
	3.2.1.1 Implement Workforce Management Plan actions related to filling hard-to-recruit roles.	% of positions advertised and filled following recruitment process.	At least 90%	PCM	12/02 PC: Continuous improvement initiative, with several options tried and tested. Lesson learn will now drive our preferred initiative, to be documented.	●
3.2.1 Specialist and hard-to-recruit skills are available to Rous when needed.	3.2.1.2 Create alternative employment pathways: scholarships, cadetships, graduate or trainee programs.	% of staff are employed via this pathway.	At least 4%	PCM	12/02 PC: 18 month initiative plan delivered to LT in late 2023. Further amendments required.	●
	3.2.1.3 Review, update and expand the visibility of the Employee Value Proposition.	Employee Value Proposition is publicly available.	By 31 December 2023	PCM	12/02 PC: Discussions in play re: timing of this initiative. Operational plan with timing by end of Feb 2024	●
	3.2.1.4 Complete staff skills and interests inventory through annual performance appraisal process.	Inventory complete.	By 31 January 2024	PCM		●
	3.2.1.5 Ensure succession planning for business critical roles.	Succession plans in place.	By 31 December 2023	PCM		●
	3.2.1.6 Establish a suite of workforce metrics that support managers with workforce planning.	Suite of workforce metrics developed and reporting available to managers.	By 31 December 2023	PCM	12/02 PC: Initiative to be pushed out until mid 2024 to align with new Payroll system and additional information/data that will be available	●
	3.3.1 Our leaders and emerging leaders are provided with development opportunities.	3.3.1.1 Implement leadership development actions of the Workforce Management Plan.	% of scheduled actions completed.	At least 90%	PCM	12/02 PC: Quotes for Leadership and Culture support consultant currently being sourced, with the intent to engage and kick-off leadership and culture initiative in Q4 23/24
3.4.1 Our staff are proud to work for Rous.	3.4.1.1 Recognise and celebrate achievements and staff contributions through regular staff communications.	% of staff who report being proud to work for Rous. Open rate of internal e-newsletter.	At least 90% At least 90%	PCM CCM		● ●
	3.4.1.2 Implement changes to internal communication with a focus on staff engagement and feedback.	Impact of internal communication initiatives on level of staff engagement and satisfaction.	Upward trend quarter-on-quarter	PCM	12/02 PC: CCM and PCM currently working through who is responsible for employee engagement. Action: PC to update before end of Feb.	●
	3.4.2.1 Develop new Disability Inclusion Action Plan.	Plan finalised and approved.	By 31 December 2023	PCM	Defer to a later date due to competing priorities.	●
	3.4.2.2 (2022/23) Review the Work Health and Safety Management System.	Review completed.	By December 2023	HSEL	Due to be completed by end March 2024.	●
	3.4.2.2 Coordinate and deliver a NSW Women's Week 2024 event.	Event delivered.	By April 2024	CCM	Due to be delivered in March 2024.	●

3.4.2 Our workplace is accessible, inclusive and safe.	3.4.2.3 Implement Council's Health Safety and Environment policy and systems.	Employee days lost.	0 lost time injuries	HSEL	We are committed to fostering a safe work environment and implementing measures to minimize such occurrences in the future.	●
		Event reporting.	Upward trend	HSEL	Event reporting has remained stable with one exception Weekly Motor Vehicle Inspection, this has been a focus area and is a work in progress.	●
		Digitisation of business processes.	No paper-based business processes	HSEL	Transitioned to BAU.	●

## Leadership and innovation

### Our priorities include:

- Confirming our role as a regional leader.
- Expanding Rous's role in the region to provide a more consistent and cohesive service delivery model on behalf of our constituent councils.
- Exploring new technologies and approaches to addressing regional issues where Council may contribute to the solution.
- Responding proactively to a changing regulatory environment.

### Objectives:

4.1 Be recognised for leadership in what we do.

4.2 Effective use of technology supports the achievement of organisational objectives.

4.3 We embrace innovation and continually improve the way we do business.

NO COMMENTS REQUIRED IF GREEN

Delivery objectives	2023-2024 Actions	What is being measured	Target	Responsibility	Comment Q2 UPDATE	STATUS for this quarter
4.1.1 Embed reconciliation in Rous's culture through its people and partners.	4.1.1.1 Undertake scheduled 2023-24 actions of the Reconciliation Action Plan.	% of scheduled actions completed.	At least 90%	CCAM		●
4.1.2 Demonstrate effective leadership through the delivery of our commitments and reporting on our progress and results.	4.1.2.1 Prepare an annual Operational Plan, Budget and Annual Report to demonstrate Council's progress in achieving its Delivery Program commitments.	2024-25 Operational Plan and Budget adopted.	By June 2024	GMPP FBP		●
	4.1.2.2 Report on Service Level Agreement implementation and performance.	2022-23 Annual Report published.	By 30 November 2023	CCM	Complete.	●
4.2.1 Our business systems and data support us to achieve organisational results.	4.2.1.1 Deliver enhanced financial   budgets   actuals reporting.	Timeliness of and access to data through management reporting.	6-monthly	GMO		●
	4.2.1.2 Commence implementation of digital transformation program.	Adherence to project plan.	By December 2023	FM		●
4.2.2 Finding and promoting opportunities for technology alignment and compatibility across our region's councils.	4.2.2.1 Initiate the development of a position paper through the Northern Rivers Information Technology Managers Group.	Adherence to project plan.	Achieved	GMCC		●
		Position paper completed and reported to LT.	By December 2023	ICTM	Looking to descope - current priority is Digital Transformation.	●
4.3.1 Successful consolidation of Rous administration and depots to achieve business improvements and optimisation.		Number of quick wins implemented as a result of the position paper.	At least 1	ICTM	Microsoft licensing deal delivered and implemented across Council.	●
		Obtain regulatory approval.	By August 2023	PMRP	DA lodged with Ballina Shire Council.	●
		Confirm site plan and project scheduling.	By August 2023	PMRP	Tender closed 1 December 2023. Evaluation to be complete by 20 December 2023.	●
	4.3.1.1 Develop and implement scope of works for workplace consolidation plan and commence relocation to Galfans Road site.	Award construction contract.	By December 2023	PMRP	On track to advise preferred contractor by 20 December 2023. Contract negotiations to be finalised over Jan / Feb 2024.	●
		Adherence to Project Communication Plan.	Achieved	PMRP	Information is being made available as appropriate.	●
4.3.2 Continuous improvement in our delivery of a bulk water supply.	4.3.2.1 Report on Service Level Agreement implementation and performance.	Project information updates available, timely and accessible to staff, incl. feedback loop pathways in place.	At least 90% open rate for information shared via digital channels (incl. ELMO)	PMRP		●
	4.3.2.2 Proactively seek feedback from constituent councils on bulk water supply delivery performance.	Reports provided to constituent councils.	6-monthly	DEM		●
4.3.3 Proactive contribution as part of a regional response to flood mitigation.	4.3.3.1 Actively participate in ongoing flood response initiatives.	Performance of Rous bulk water supply delivery.	6-monthly engagement with key contacts at constituent councils	GMO		●
		Betterment of Rous flood mitigation urban levee asset condition.	Lismore Levee, East Coraki, Woodburn town drain	PCE	Public Works managing the condition assessments which have taken longer than expected. Anticipating their finalisation in early 2024 with program of works to extend over next 2 years	●
		Performance of Rous flood mitigation.	90% of Rous rural floodgate assets at condition score of 3 or better	FMM		●
	4.3.3.2 (2022/23) Progress discussions with Lismore City Council regarding the long-term arrangements for the Lismore Levee.	Revised draft MOU available for discussion.	By June 2024	GM	No change in status since last update.	●