



Richmond
Valley
Council

DELIVERY PROGRAM PROGRESS REPORT

JANUARY – JUNE 2025



Students from Rappville Public School have been busy growing seedlings for Council's Community Greening Program.

Integrated Planning & Reporting

This is the final progress report for the 2023-2025 Delivery Program, adopted by Council in June 2023. This report relates to the third and fourth quarters of the 2024-2025 year – January to June - and brings the Delivery Program to a conclusion, with the majority of Principal Activities completed. A number of long-term significant construction projects have been carried over to the new 2025-2029 Delivery Program, adopted by Council at its June 2025 Ordinary Meeting. This includes ongoing works such as completing the Valley's flood damage road repair program and replacing the Casino Sewage Treatment Plant.



The Delivery Program includes four key directions that reflect the priorities of the Richmond Valley 2040 Community Strategic Plan.

Direction One - Strengthening our role in the region

This direction focuses on establishing the Richmond Valley as an emerging employment centre in the Northern Rivers. This includes building back better after the floods, identifying opportunities for our community to grow, strengthening our economy and providing more housing, jobs and services.

Direction Two - Creating great places to live

This direction focuses on creating vibrant, liveable and safe communities – providing opportunities to learn, create and celebrate, enhancing our town centres and retail precincts and ensuring that our parks, playgrounds, sports fields and community facilities are well maintained. It also looks at strategies to adapt to a changing climate and build resilience against future natural disasters.

Direction Three - Protecting our unique environment

This direction focuses on preserving our native bushland and biodiversity, maintaining healthy rivers, beaches and waterways, and helping our Valley transition to a circular economy in the way we manage our future resources.

Direction Four - Delivering for our community

This direction focuses on the role that Richmond Valley Council will play in helping to deliver this plan. It includes Council's civic leadership in engaging with and advocating for our community, as well as our responsibilities for managing community resources and providing great service.

Strengthening our role in the region

OBJECTIVE 1: Rebuild and reconnect our communities

Principal Activity 1A1: Restore and reconnect social infrastructure	
Responsible Officer: Director Projects & Business Development	
Flood repairs to community infrastructure have continued since 2022, with all repair works now completed on buildings and work being finalized on improvement projects. Buildings such as the Woodburn Community Building, Woodburn Memorial Hall, Coraki Youth Hall, Broadwater Community Hall, and Coraki Museum have been restored. Sports fields at Woodburn, Casino, Evans Head, Coraki and Broadwater have been resurfaced, with minor continual works progressing. Planning for the Woodburn Pony Club and Tennis Club building project has commenced and will be completed in 2026/27 in line with the grant funding secured. Broadwater and Woodburn SES/RFS building flood repairs have been completed. Painting of public toilet facilities located at Evans Head and Woodburn have been completed. Designs for the Woodburn CBD Masterplan are completed and, following the adoption of the Mid Richmond Place Plans last year, will enable the exploration of grant funding opportunities. Other social infrastructure projects such as the Colley Park Football and Netball Clubhouses were also completed and the remaining works on the Casino Showground upgrade were finalised.	
Status: Scheduled works for 2023-25 completed - Woodburn tennis/pony clubhouse project carried over to 2025-29 Delivery Program.	
Principal Activity 1A2: Prepare long-term plans for Mid-Richmond villages	
Responsible Officer: Director Community Service Delivery	
The Mid-Richmond Place/Adaptation Plans were completed on schedule and adopted by Council at its 16 July 2024 meeting, with key actions from the plans being incorporated into the revised CSP and Council's 2025-29 Delivery Program (adopted in June). The plans have subsequently been recognised by the Planning Institute of Australia for excellence in adaptation planning, winning the State Award for Excellence and being commended at the National Awards. Council continues to work with the Mid-Richmond communities, the NSW Reconstruction Authority and government funding partners to deliver the Place Plan projects.	
Status: Completed	
Principal Activity 1B1: Deliver Disaster Recovery roadworks and water/sewer repairs	
Responsible Officer: General Manager	
Council's recovery efforts have focused on restoring and upgrading the Richmond Valley road network, firstly via emergency works and then through Essential Public Asset (EPAR) funding applications. The 2022 flood impacted 75% of Council's road network, resulting in some \$100m in damage. So far, more than \$50m of repair works have been completed. Further damage was recorded following the Cyclone Alfred event in March and work is progressing on preparing EPAR applications for these repairs. Ongoing ground saturation is delaying Council's ability to restore the road network. However, key restoration projects, such as the Naughtons Gap landslip and Bentley	

rock slide, along with betterment projects at Dairy Flat and Thearles Canal have been finalized, with the latter projects proving effective during the Cyclone Alfred event. The Broadwater Bridge project has been completed and is operational for the cane harvest season. The Tatham Bridges project is progressing well with end of February 2026 the targeted completion date.

All repair works to flood-damaged water and sewer assets following the 2022 flood have been completed and Council is now finalising EPAR and resilience works to make these facilities more flood-proof in the future. This includes raising electrical switchboards at sewerage pump stations and improving backup power supplies for water and sewerage assets.

Status: Scheduled works for 2023-25 completed - ongoing road repair program carried over to 2025-29 Delivery Program.

Principal Activity 1C1: Continue to work with the Northern Rivers Reconstruction Corporation & other agencies to support regional recovery

Responsible Officer: General Manager

Council has continued to work with the NSW Reconstruction Authority over the past six months to resolve issues with the Resilient Homes Program, explore alternative community uses for buy-back lands and progress opportunities under the Resilient Lands Program to develop more flood-safe housing. Council received \$245,000 in funding from the RA to conduct feasibility and infrastructure studies for future development of greenfield housing sites which has been completed and is informing advocacy efforts. We continue to pursue further funding for essential infrastructure to support delivery of this development. Council is also represented on the RA's Regional Steering Committee, the General Manager is on the Resilient Lands Advisory Committee, and is a member of the Regional Disaster Adaptation Plan working group, to progress the Northern Rivers plan and subsequent funding opportunities.

Status: On schedule – carried over to 2025-29 Delivery Program

OBJECTIVE 2: Establish the Richmond Valley as a regional growth centre

Principal Activity 2A1: Undertake long-term planning for the Valley's future	
Responsible Officer: Director Community Service Delivery	
Strategic Plans identified in the 2023-25 Delivery Program have been completed, with the RV Growth Management Strategy, Casino Place Plan and Sustainable Communities Strategy adopted in 2023, the Water for Life Strategy and Mid-Richmond Place Plans adopted in 2024 and the Regional Jobs Precinct Masterplan endorsed by the Minister for Planning in 2025. Key actions from all these strategies and plans have been incorporated into the revised CSP and the 2025-2029 Delivery Program, adopted at Council's June 2025 meeting. Council will continue to implement the plans and seek funding for key projects over the next four years. Status: Completed	
Principal Activity 2A2: Develop and implement the Richmond Valley Masterplan	
Responsible Officer: General Manager	
The Richmond Valley Masterplan is targeted for completion in the first half of 2026. Council is currently progressing with the remaining two elements - the CBD Masterplan for Casino and Town Centre Masterplan for Evans Head. The final RV Masterplan will be created in conjunction with the review of the Local Strategic Planning Statement (LSPS) and will form an important reference point for future land use planning and investment throughout the Valley. Status: On Schedule – carried over to 2025-29 Delivery Program	
Principal Activity 2A3: Deliver the Community Strategic Plan	
Responsible Officer: General Manager	
The review of the CSP was conducted over a six-month period following the 2024 local government election, with extensive community consultation to inform the revised document. The consultation included community forums, pop up engagement activities, on-line surveys and Council's four-yearly Community Satisfaction Survey. More than 3000 community responses were received during this period. As a result of the consultation, a number of amendments were made to the revised plan to reflect emerging community priorities. Council adopted the revised CSP at its June 2025 meeting. Status: Completed	
Principal Activity 2B1: Activate the Richmond Valley Regional Jobs Precinct	
Responsible Officer: Director Projects & Business Development	
A renewed and targeted campaign commenced in 2025 for the sale of Council's industrial lots at Reynolds Road. Australia Post has commenced planning to establish a distribution centre at this location and other sale interest is regularly followed up. Construction has commenced on the Bruxner Highway Industrial development, featuring a roundabout, roadworks and all service connections. This will ultimately activate over 20 industrial lots, some with attractive highway frontage. Discussions have commenced with businesses that may wish to establish in this new area.	

Monthly meetings are being held with the Department of Regional NSW to identify any new and emerging opportunities that align with Council's industrial land holdings and the RJP Masterplan. Meanwhile, work is being finalized by the Department of Planning on Development Control Plan amendments to support the Masterplan.

Status: On schedule – carried over to 2025-29 Delivery Program.

Principal Activity 2C1: Increase educational opportunities

Responsible Officer: Director Projects & Business Development

Council has actively advocated for and supported the redevelopment and reopening of flood-affected schools in Broadwater (April 2025) and Woodburn (November 2024). This will help to ensure the long-term sustainability of these communities. Council also continues to work with the Reconstruction Authority on educational opportunities, such as local traineeships and study options, which may arise through the regional rebuilding program. Ongoing discussions with the Department of Regional NSW and TAFE NSW to open pathways and opportunities for trade and training opportunities in the Richmond Valley are also being conducted.

Additionally, Council has continued with its award-winning YES youth employment scheme with 12 young people starting their Council careers during this period.

Status: Completed

Principal Activity 2C2: Grow Government-led services

Responsible Officer: Director Projects & Business Development

Council continues to work with all levels of Government to encourage agencies to expand services and increase job opportunities in the Richmond Valley. Research commissioned during this period has confirmed that the Richmond Valley experiences significant under-investment in government-led employment, compared to other centres within the Northern Rivers and Council has prepared a new Draft Economic Development Strategy to help address this issue. A key focus will be to attract government agencies and services to relocate to the Valley, following the recent shift away from work-from-home arrangements for government employees.

Status: Completed

Principal Activity 2D1: Activate residential development on flood-safe land

Responsible Officer: Director Community Service Delivery

Council is playing a key advocacy role in supporting the activation of flood-safe residential land in the region. The NSW Government's Resilient Lands Program (RLP) has identified a large site in the Richmond Valley for priority investigation and, with funding support from the NSW Reconstruction Authority, work continued during this period to prepare infrastructure and feasibility studies for this development.

Council is also reviewing and updating a number of development servicing and contributions plans that will support residential growth throughout the Valley and continues to implement its Growth Management Strategy for all urban settlements.

Status: Completed

Principal Activity 2D2: Provide a range of housing to suit all needs

Responsible Officer: Director Community Service Delivery

Council Officers continue to support Non-Government Organisations through the planning process to develop inclusive, affordable housing options. During this period, three developments were progressed in Casino, offering affordable and accessible housing options including for people with disabilities. Council continues to seek funding to develop a housing strategy for the Richmond Valley, to support the RV Growth Management Strategy and Place Plan recommendations.

Status: Completed

Principal Activity 2E1: Work with regional partners to deliver the Northern Rivers Rail Trail	
Responsible Officer: Director Projects & Business Development	
The Northern Rivers Rail Trail project reached another major milestone, with completion of the Bentley – Lismore section in December 2024, connecting with the Casino section, completed in March 2024, to provide a 30 km trail. Both the Tweed and Lismore-Casino sections are attracting keen interest and work continues to support completion of the remaining sections of the proposed 132km project. Council is engaging in discussions with ARTC to operate the adjoining land as part of the Rail Trail precinct. Activation of a 'trail head' precinct is a priority with potential options being at the Old Casino Station or closer to the CBD on buy back land. Grant funding is being pursued to provide a cycleway between the trail head and the Casino CBD river precinct, to connect with the new suspension bridge which will commence in September 2025. As the NRRT continues to develop, Council will pursue further opportunities for value-add industries, such as bicycle hire and mobile food vendors, and new events. A longer term "precinct" strategy will be developed for the trail head and mini rail heritage restoration to cement this location as a tourism destination. Status: Completed	
Principal Activity 2E2: Establish Casino Showground as the premier equine facility in the Northern Rivers	
Responsible Officer: Director Projects & Business Development	
The Casino Racecourse and Showground was opened in April 2024, with remaining works being finalized over the following 12 months. Interest has been strong from equine industry groups, and event promoters are looking to take advantage of the upgraded facility. The showground precinct has attracted a variety of events, including the 2025 Northern NSW Show Horse Championships, as well as the 2025 National Working Dog trials. The Racehorse Training centre has now been completed and operational management has been handed over to the Casino Race Club to continue its management of trainers who will see the benefits of new infrastructure including an equine pool, automatic horse walker, 80 new horse stables and improvements to the sand and racetrack. Status: Completed	
	
Principal Activity 2E3: Upgrade regionally significant infrastructure	
Responsible Officer: Director Community Service Delivery	
Council continues to focus on major infrastructure investments to promote future growth and economic prosperity of the Richmond Valley. A project team has been established to plan and deliver the replacement of the ageing Casino Sewage Treatment Plant with a modern plant that will cater for future industrial and residential growth in the town. Consultants have been engaged to assist Council with scoping, design, and procurement processes. The work is progressing to schedule and is in the detailed design phase. Funding opportunities for this significant project are being sought. Work has also continued on Council's long-term plan to upgrade the Woodburn-Casino Road as an essential transport and evacuation route. This includes replacement and raising of the two Tatham Bridges. This project is well underway and is expected to be open to traffic by the end of 2025 and be completed by March 2026. Status: On schedule – carried over the 2025-2029 Delivery Program	

OBJECTIVE 3: Grow and diversify our economy

Principal Activity 3A1: Encourage new manufacturing and processing industries to relocate to the Richmond Valley
Responsible Officer: Director Projects & Business Development
Regular meetings are being held with the Department of Regional NSW to identify emerging opportunities in the manufacturing and processing industries. Plans for Australia Post to establish a distribution centre at Reynolds Road are well advanced and Council is also assisting a manufacturing business to consider options for relocation to the Broadwater area. Status: Completed
Principal Activity 3A2: Strengthen supply chains for key manufacturing industries
Responsible Officer: Director Projects & Business Development
Council assisted a local food processing and logistics company with a successful grant application that will see a major investment in a cold store facility in Casino. This will fill a significant supply chain gap in the food industry and will provide wider benefits across the LGA and region. An initiative will continue into FY2025/26, with a report and action plan to be developed focusing on identifying and addressing supply chain gaps. The findings will inform future investment strategies and support the growth of key industries within the Richmond Valley. Discussions remain ongoing to specifically target the expansion of logistics industries within the Richmond Valley, with a focus on supporting the growth of local manufacturing and agriculture. A targeted Investment Prospectus, designed to highlight strategic opportunities and attract industry interest is currently under development. Status: Completed.
Principal Activity 3B1: Improve visitor accommodation options throughout the Valley
Responsible Officer: Director Community Service Delivery
Funding is being sought to develop a visitor accommodation strategy but to date the project has not progressed. Council continues to explore options to encourage investment in new visitor accommodation and is currently working with a proponent to establish a boutique hotel within the Valley. This activity has been carried over to the 2025-29 Delivery Program. Status: Behind Schedule – carried over to 2025-29 Delivery program
Principal Activity 3B2: Explore new opportunities for visitor experiences
Responsible Officer: Director Community Service Delivery
A draft Richmond Valley Destination Management Plan 2030 and Beyond outlines a strategic approach to sustainably develop, manage, and promote tourism across the Richmond Valley. Once finalised and adopted, it will serve as a framework to guide and foster on-going collaboration to grow and further develop the Richmond Valley visitor economy over the next five years. Status: Behind Schedule – carried forward to the 2025- 2029 Delivery Program
Principal Activity 3C1: Identify key service industry growth areas
Responsible Officer: Director Projects & Business Development
Opportunities to support the continued growth of local service industries are being actively explored, with a focus on aligning emerging land availability with the expansion potential of existing local businesses. This includes identifying areas where service industries, such as trades, retail, and hospitality, can scale to meet future housing demand and support associated community needs. Efforts are also underway to assess current service gaps and engage with industry stakeholders to attract complementary services. Status: Completed

Principal Activity 3D1: Support emerging and value-add agricultural industries
Responsible Officer: Director Projects & Business Development
Council has held numerous discussions with an existing agricultural sales business to expand and relocate its operations and has actively supported the establishment of non-traditional agricultural pursuits, such as Sea02 Algae Farm. Discussions continue with Regional NSW to identify targeted industry opportunities that align with the Richmond Valley's strategic growth objectives. This action will also be addressed through the development of a renewed Investment Prospectus. Status: Completed
Principal Activity 3D2: Support continued productivity on significant agricultural lands
Responsible Officer: Director Community Service Delivery
The Sustainable Communities and Environment team continued to engage with agricultural industries, LLS and property owners to encourage sustainable practices and encourage protection of environmentally sensitive areas such as riparian zones. Status: Completed
Principal Activity 3D3: Establish the NRLX as the premier livestock exchange in Northern NSW
Responsible Officer: Director Projects & Business Development
The Northern Rivers Livestock Exchange (NRLX) has established itself as a leading sale yard operation within NSW and continues to provide strong returns to local producers. Council's leasing of the facility to an expert market operator, Outcross Agri-Services, has seen throughput numbers continue and ensured the facility is achieving the required financial, operational and WHS outcomes. Further investment in the facility is planned in 2025/26 with a major upgrade to the NRLX effluent ponds. This will provide environmental benefits and address legacy issues with the treatment and storage of effluent on the site. Status: Completed

Broadwater Bridge reopened

Council completed major repairs to the Broadwater Bridge over a four-month period, with the upgraded bridge officially reopened in July 2025, in time for the cane harvest season. The bridge is a vital transport link for residents, commuters and agricultural industries, and the upgrade has significantly improved safety, accessibility and connectivity.

Originally constructed using a repurposed lift span from Barneys Point Bridge in 1933, the bridge no longer met modern engineering standards. To address this, the centre bascule span was replaced with a precast concrete trough girder, consistent with the other spans. This change improves structural integrity and extends the bridge's service life.

The \$1.6 million project was delivered in partnership with Lismore City Council, with construction undertaken by Ark Construction Group Pty Ltd. Funding was provided jointly by both councils, with additional support from the Australian Government's Local Roads and Community Infrastructure Program.

The upgrade ensures the bridge can accommodate heavier loads and meet current safety requirements, supporting both daily traffic and seasonal freight movements. Its completion marks a key milestone in Council's infrastructure renewal program and reinforces the importance of regional collaboration in delivering essential public assets.



The official opening of Broadwater Bridge

Creating great places to live

OBJECTIVE 4: Celebrate our local identity and lifestyle

Principal Activity 4A1: Celebrate our diverse community and increase inclusion and understanding

Responsible Officer: Director Community Service Delivery

Throughout the reporting period, Council continued to facilitate regular meetings of the Richmond Valley Aboriginal Interagency and the Richmond Valley Youth Network, fostering collaboration and identifying opportunities to support local initiatives. In April, Youth Week events were successfully delivered in Casino, Evans Head, and Coraki, engaging young people in creative and inclusive activities. Council also partnered with Momentum to host a Reconciliation Week community movie night and collaborated with Mid Richmond Neighbourhood Centre and Ngunya Jarjum to deliver a Coraki movie night in June, promoting cultural connection and youth engagement.



Status: Completed

Principal Activity 4A2: Support and deliver local events and festivals

Responsible Officer: Director Community Service Delivery

Council provides grants and in-kind sponsorships to help community groups, businesses, and cultural organisations run events. The Events team directly organises, or co-organises events, including planning, logistics, staffing, and promotion. The team promotes local events via websites, social media, community newsletters, and physical signage. Council often allows free, or subsidised, use of parks, halls, streets, and venues for events.

Council has continued to sponsor and actively support and promote Primex and Beef Week and has developed the Casino Truck Show into the premier event of the Richmond Valley events calendar.

Status: Completed

Principal Activity 4A3: Enhance local libraries to be culturally enriching and informative spaces

Responsible Officer: Director Organisational Services

The Regional Library continued to offer a range of programs for all ages throughout the region, including outreach programs for preschools and daycare centres and mobile library programs.

From January to June 2025, a total of 245 children's programs were delivered, with 3661 participants. A further 243 adult programs, including individual tech-savvy sessions, were delivered with attendance of 593.

The Regional Library continues to expand its membership, with 549 new members during this period. Library loans continued to grow with the following activity over the past six months:



- Loans of physical collection - 66,298
- Loans of eResources - 12,755
- Streamed content - 1,016.

The library's meeting rooms continue to receive an increase in the number of bookings, highlighting the need for the community to have access to these private, quiet spaces to work, study, and access facilities for telehealth and legal appointments

s. Following a successful \$180,000 grant, more meetings spaces will be added to the Casino Library building.

Status: Completed

Principal Activity 4B1: Implement community Place Plan actions

Responsible Officer: Director Community Service Delivery

Work continues on implementing key actions from the Casino and Mid-Richmond Place Plans. One of the lead projects from the Mid-Richmond Plans – the Three Villages Cycleway – reached another milestone with Council receiving more than \$5m from the Transport for NSW Road Safety Program to continue the Evans Head-Woodburn link of the cycleway. This new 5.8 km section will connect with the existing Ray Jeffery Memorial Cycleway and is scheduled for constructed later this year. Council has also been working with the NSW Reconstruction Authority to identify whether buy-back lands from the Resilient Homes program can be repurposed to support key place plan projects, such as establishing an RV stop-over facility in Woodburn, enhancing the riverbank precincts in Casino and exploring options for a river access at Broadwater.

Status: On schedule – Carried over to 2025-29 Delivery Program

Principal Activity 4B2: Maintain town centres, local parks and cemeteries to a high standard

Responsible Officer: Director Community Service Delivery

Scheduled works, customer requests and urgent issues are being responded to with an adaptable approach due to environmental and ground saturation challenges faced by Council's Open Spaces and Cemetery teams while still ensuring areas are safe and well maintained for public use. Additional pressure cleaning of pavements and public areas is under way with new equipment being utilised. The presentation of our town centres is being delivered in line with available budgets.

Status: Completed

Principal Activity 4C1: Provide well-maintained public recreation, sports facilities and swimming pools

Responsible Officer: Director Projects & Business Development

Council's Casino, Evans Head and Woodburn and Coraki pools continue to be well utilised and effectively managed and promoted by Council's contractor Richmond Valley Aquatics.. Most recently, the splash pad completion at Coraki and construction of the swimming club building in Casino show Council's commitment to continued pool network upgrades. Visitation numbers post the Stage 1 Casino Pool Upgrade have increased by 14,000 in a single season. With the Casino pool now heated, it operates ten months of the year.

Various funding sources have been obtained and invested in upgrades to playing surfaces and facilities across the RV including Colley Park (netball and soccer clubhouses), Queen Elizabeth Park, Stan Payne Oval, Woodburn Oval and Windsor Park with Council continuing to provide high quality playing surfaces that are recognised regionally as some of the best available.

Status: Completed

Principal Activity 4C2: Provide safe family-friendly play spaces and outdoor meeting areas
Responsible Officer: Director Projects & Business Development
Ongoing inspections, new equipment and locations are continually evaluated for suitability. Council has engaged with the community for the design of community spaces in a range of facilities. Works have been undertaken in Broadwater, Paddon Park and Sharks Bay Evans Head. Further community consultation has informed works at Albert Park Rest Area and Woodburn Oval playground. Council staff have engaged with the community for minor upgrades at facilities, including Findlay Park Playground, Rileys Hill Playground and Basketball Court, and a recent joint venture with Momentum Collective to establish a new basketball court at Elsmere Jones Park. Planning for the relocation and renewal of the Coraki Playground is underway.
Status: Completed

OBJECTIVE 5: Live sustainably in a changing climate

Principal Activity 5A1: Support regional disaster planning, response and recovery
Responsible Officer: Director Community Service Delivery
Council continues to be an active member of the Northern Rivers Local Emergency Management Committee and provides executive administration support to the Committee. Planning and preparedness have been the focus of the Committee since the 2022 flood events, with the suite of emergency management plans and procedures under review. Council is participating in a number of state and federal government projects, including development of the Northern Rivers Regional Disaster Adaptation Plan.
Status: Completed
Principal Activity 5A2: Partner with agencies to deliver community education programs and resilience initiatives
Responsible Officer: Director Community Service Delivery
Council works closely with a range of agencies to help deliver community education and resilience programs across the Richmond Valley. This includes coordination of the Richmond Valley Community Resilience Network (CRN), which brings together local organisations and government departments to share updates and coordinate efforts to educate the community on available programs and resilience initiatives. Membership includes: • Local Neighbourhood Centres • Government departments - NSW RA, NEMA, NSW Health • Emergency response agencies (SES, Richmond Police, RFS) • NFP Community Organisations - Legal Aid, Financial Counselling, Red Cross, Rural Aid • Local volunteer groups such as Evans Area Resilience Network and Broadwater Community Resilience Team (Red Cross CRT)
Status: Completed
Principal Activity 5B1: Complete Richmond Valley Flood Study and Floodplain Risk Management Plan
Responsible Officer: Director Community Service Delivery
Council's revised Flood Study, incorporating levels from the 2022 floods was completed and endorsed by Council in 2023 and work is now progressing on the Floodplain Risk Management Plan. To support this project, Council has formed a floodplain risk management committee, including three community representatives, Council and government representatives and technical advisors. The committee has met three times and is currently considering various flood mitigation and risk measures to test in the local plan. With the recent release of the CSIRO Richmond River Catchment flood model, the committee is also focusing on possible mitigation measures to be modelled later this year as part of the catchment-wide analysis. The first draft of the Richmond Valley FRMP is

scheduled for completion in September 2025, ready for exhibition in November to December 2025, with final presentation to Council in March 2026.

Status: On Schedule – carried over to 2025-29 Delivery Program

Principal Activity 5B2: Implement the Richmond Valley Adverse Event Plan

Responsible Officer: Director Community Service Delivery

Council has finalised the Adverse Event Plan, with over 90% of actions completed. The community and social programs have been delivered, along with most of the recovery projects. The remaining two projects: Casino industry activation and the Rappville Sewerage Scheme have been incorporated into the 2025-29 Delivery Program, following an extension of funding deadlines due to ongoing wet weather causing ground saturation at these sites.

Status: Completed

Principal Activity 5C1: Implement demand management programs to reduce water consumption

Responsible Officer: Director Community Service Delivery

In conjunction with Rous County Council, RVC continued to deliver collaborative water education projects during the period, as part of the Regional Demand Management Strategy. Council has a number of internal initiatives in place, with further options being developed to address demand management and reduce water consumption. These include replacing water-saving hardware (taps, toilets), promoting drought-tolerant species selection for plantings, and network leak detection survey.

Status: Completed

Principal Activity 5D1: Develop street-tree planting, shade and greening programs

Responsible Officer: Director Community Service Delivery

The first stages of the greening program have been completed, with establishment of the Growing Out programs for schools and community groups and finalization of a preferred tree species list, focusing on native and endemic species suited to thrive in a changing climate. While ongoing rain continued to impact on planting programs, work on raising seedlings and growing out trees continued, with 540 plants currently being prepared. Approximately half of these will be ready for planting out in the coming months, with the trees being allocated to street plantings, parks and other open spaces. Schools involved in the growing out program will receive information on where their trees have been planted, so the students can keep track of their progress.

Status: Completed



Rappville School has been a keen participant in the Growing out program. Pictures is Environment Engagement Officer Allana Clifford helping the students learn about growing healthy trees.

Principal Activity 5E1: Promote awareness of sustainability programs and options

Responsible Officer: Director Community Service Delivery

Council's Sustainability Team provides regular updates to the community to promote current sustainability information and programs that address energy and water efficiency initiatives. During the January – July period, Council trialed a new approach to promoting environmental awareness through a successful science trivia night at the Casino Community Centre, attracting 60 participants. There are plans to deliver further "Science in the pub" events in the next six months.

Status: Completed

OBJECTIVE 6: Provide infrastructure that meets community needs

Principal Activity 6A1: Develop and maintain asset management systems
Responsible Officer: Director Projects & Business Development
Council has reviewed and updated its suite of Asset Management Plans and has recently undertaken an Asset Delivery resourcing realignment. The resourcing and framework review has provided the Assets team with the necessary direction to plan, maintain, upgrade, and dispose of assets based on inspection regimes, condition ratings, asset criticality, and financial modelling. Asset management is now scoped and planned by the team and handed over to delivery teams, where quality assurance and adherence to scope are regularly monitored. Initial planning has been undertaken to investigate a work order system, which will provide advantages for tracking and costing of asset maintenance, inspections and ultimately enable better decision making around asset renewal and disposal.
Status: Completed
Principal Activity 6B1: Maintain regionally significant infrastructure and advocate for long-term investment
Responsible Officer: Director Projects & Business Development
Council continues to seek funding for regionally-significant projects identified in the Delivery Program. Following success in achieving a \$5.3m grant for the Woodburn to Evans Head section of the Three Villages Cycleway, this project is out to market tender to construct with a planned finish in 2026. Advocacy continues to obtain funding for the design and construction of the remaining sections of the cycleway. Flood resilience works at Thearles Canal and Dairy Flat have been delivered along with the major landslip repair at Naughtons Gap which re-opened to the public in December 2024. Final landslip works have been completed at the Bentley Road landslip which forms part of a \$53 million Essential Public Asset Restoration program being rolled out to address damage sustained in the 2022 weather event. Works on State and Regional Roads have continued with major works completed on the Summerland Way and planning underway for an upgrade to Johnston Street Casino.
Status: Completed
Principal Activity 6C1: Deliver local infrastructure maintenance and renewal programs
Responsible Officer: Director Projects & Business Development
Maintenance and renewal programs for Richmond Valley's network of local roads, bridges, footpaths, and cycleways are in place and being actioned. These programs have improved in accuracy due to the investment in a dedicated Asset Inspector resource and a change in Council's asset management resourcing alignment. The network is assessed for its condition and criticality and then prioritised for regular maintenance and renewal programs, which are regularly tested and reviewed. The \$53 million Essential Public Asset repair program is on track, with an estimated additional \$6million from Cyclone Alfred damages to also commence. The Tatham Bridge project is due for full completion in early 2026 with the Broadwater Bridge project successfully delivered and open to the public. Council's project teams, with support from local contractors, delivered 89% of its proposed \$60 million capital works budget, despite ongoing challenges with prolonged wet weather.
Status: Completed

Principal Activity 6D1: Plan for future water/sewer services and upgrades
Responsible Officer: Director Community Service Delivery
Water and Sewer has a number of significant infrastructure projects planned to be delivered in the next 8 years. These include the construction of a new Sewage Treatment Plant for Casino, upgrades to Casino's Water Treatment Plant, and an upgrade of Evans Head Sewage Treatment Plant to double its capacity. Council engaged Digital Water Solutions to produce master plans for the water and sewer networks. The Draft of the Water Master Plan has been reviewed by Council and includes recommended augmentations that are required in the future for infrastructure upgrades. The Draft of the Sewer Master Plan is currently being prepared by the consultant. Status: On schedule – Carried over to 2025-29 Delivery Program
Principal Activity 6D2: Deliver water capital works program
Responsible Officer: Director Community Service Delivery
Council continues to plan and deliver significant upgrade works for its water systems. Investigations continue into the upgrade of the Casino Raw Water Pump Station, which will address options for renewal of the Powder Activated Carbon system to protect water quality. A significant amount of work has been done to progress the Basis of Design for the Casino Water Treatment Plant upgrade including engaging with the market/suppliers regarding technology that will be suitable to integrate into the existing plant during an upgrade. Status: Completed
Principal Activity 6D3: Deliver quality water supply services
Responsible Officer: Director Community Service Delivery
An improvement plan has been developed as a result of the review of the Drinking Water Management System (DWMS) undertaken by VIRIDIS Consultants, in conjunction with all regulatory agencies and Council. This improvement plan spans a five-year period with actions being monitored and reviewed on a quarterly basis by the responsible officers to ensure progress. Compliance with the DWMS ensures that potable water being delivered to the Casino reticulation network is safe and meets all health and regulatory requirements. Status: Completed
Principal Activity 6D4: Deliver sewer capital works program
Responsible Officer: Director Community Service Delivery
Council continues to work on significant sewer capital works projects which need to be scoped and delivered in the next 5 years. Projects such as the Evans Head Sewage Treatment Plant augmentation and the new Sewage Treatment Plant for Casino are high-priority projects, Council's annual program of pipe replacements and pump station upgrades is scheduled in accordance with risk and funding availability. Consultants have been engaged to assist in project-managing the Casino Sewage Treatment Plant project. Council will continue to engage consultants and construction companies to assist with the delivery of the capital program. Status: Completed
Principal Activity 6D5: Manage our water/sewer business effectively
Responsible Officer: Director Community Service Delivery
Council's water and sewer services are meeting, and often exceeding, community service levels and performance standards. Work is continuing on developing and implementing inflow and infiltration strategies for Council's sewerage network, with a number of issues addressed in the Coraki network over the past six months and continued investigation of inflow sources in the Casino network. Water and sewer teams have been working proactively with local businesses and residents to address trade waste and inflow issues, with continued wet weather providing ongoing challenges. Status: Completed

Principal Activity 6D6: Improve local stormwater and drainage networks

Responsible Officer: Director Projects & Business Development

In 2024/25, Asset Planning undertook a revaluation of the stormwater network. As part of this process, the team transitioned from an age-based condition assessment approach to visual inspections for a pilot sample of network conduits. This shift has significantly improved the accuracy of asset condition data, leading to better-informed decision-making for future planning and investment. The pilot study revealed notable discrepancies between age-based assumptions and actual visual condition, highlighting the need for further evaluation. As a result, there is a strong case for expanding the visual inspection program across the broader network to ensure data consistency and support more targeted maintenance and renewal strategies.

Council is seeking funding for implementation of the mitigation strategies for Casino Stormwater Improvements identified from the hydraulic model of the Casino areas. Council is in the planning phase for expanding the model for the Mid-Richmond communities to improve stormwater drainage in other areas within the LGA.

The \$2 million Illawong Lane drainage project was successfully finished with significantly improved outcomes with reduced impact on the Evans Head CBD already evident in heavy rainfall events.

Stormwater maintenance programs are completed within the required maintenance schedules. Council has increased the allocation to stormwater and drainage works by \$500,000 in the 2025/26 budget with a plan for spending priorities being prepared.

Status: Completed

\$2m project to improve Evans Head CBD drainage

Richmond Valley Council has completed a major stormwater infrastructure upgrade along Illawong Lane in Evans Head, delivering improved drainage capacity and resilience for the surrounding community.

The \$2 million project addressed long-standing issues with stormwater runoff in the area, which had previously led to localised flooding during heavy rain events. The works included the installation of new drainage lintels and supporting infrastructure to improve flow capacity and reduce the risk of inundation.

As part of the project, Council finalised design plans and secured an easement over NSW Crown Land to ensure legal discharge and future maintenance access. The upgrade was identified as a priority in Council's Community Strategic Plan, reflecting community feedback and the need for improved stormwater systems across the Mid Richmond region.

Completion of the Illawong Lane project marks a significant step in Council's broader commitment to improving stormwater networks throughout the Valley.



Protecting our unique environment

OBJECTIVE 7: Preserve native bushland and biodiversity

Principal Activity 7A1: Deliver community education programs on habitat protection and responsible land management
Responsible Officer: Director Community Service Delivery
Council's Sustainability Team has delivered a range of community education programs focused on habitat protection and responsible land management. These include engaging events such as library talks, school visits, and participation in local celebrations such as Beef Week and NAIDOC Week. The program's flagship presentations, including "Science in the Pub" and science trivia nights highlight the vital role of flying foxes and promote the protection and creation of native habitat. Status: Completed
Principal Activity 7B1: Lead and support local habitat restoration programs
Responsible Officer: Director Community Service Delivery
Council continues to pursue funding and deliver programs that support environmental habitat restoration, including the Flying Fox habitat restoration in Casino, fish habitat and riparian planting along the Richmond River at Casino and Coraki, as well as enhancement projects at Jabiru Wetlands and habitat restoration along the Rail Trail. Status: Completed
Principal Activity 7C1: Preserve and enhance biodiversity in local wetlands
Responsible Officer: Director Community Service Delivery
During the January-July period, Council has successfully completed the Crown Lands grant program focused on controlling priority weeds within the Jabiru Wetlands. The program effectively targeted asparagus fern, Chinese tallow, and invasive weedy grasses. This work plays a vital role in preserving and enhancing the biodiversity of the Jabiru Wetlands. Status: Completed

OBJECTIVE 8: Maintain healthy rivers, beaches and waterways

Principal Activity 8A1: Secure Casino's water supply
Responsible Officer: Director Community Service Delivery
Council has been working with Public Works to undertake water security modelling and design potential solutions for the Casino supply to accommodate future demand. The modelling has indicated that Casino may not have a significant water security issue if no environmental flows are released during droughts. However, the regulating authority has reserved the right to require environmental flows from the weir in the future, should it deem them necessary, so options to strengthen water security continue to be pursued. The current focus is on finalising a concept design for a pontoon pump system that can be constructed during extreme droughts to access 350 ML of the dead storage in the existing weir pool. This project has been delayed due to resourcing issues within the consultancy team preparing the design report. Public Works has now advised that the report should be delivered in late July 2025. This project is being funded under the NSW Government's Safe and Secure Water Program and Council continues to work with the funding partner to progress the works. Addressing water security in the Casino supply is a long-term project and continued investigations have been included in the 2025-29 Delivery Program. Status: Behind Schedule – Carried over to the 2025-29 Delivery Program.
Principal Activity 8A2: Secure the Mid-Richmond's water supply
Responsible Officer: Director Community Service Delivery
Rous County Council supplies potable water to the Mid Richmond communities. Council continues to work closely with Rous to ensure its Future Water Strategy provides appropriate water quality and long-term water security in these communities. This includes supporting Rous' delivery of the Woodburn groundwater project which has progressed during this reporting period. Status: Completed
Principal Activity 8B1: Work with government agencies to improve the health of the Richmond River catchment
Responsible Officer: Director Community Service Delivery
Council has been working closely with NSW DCCEEW in the formation of the Richmond River Partnership – a body being established to facilitate collaboration between State Government agencies (DCCEEW, DPIRD/Fisheries/LLS), Indigenous leaders, industry and community stakeholder groups. The partnership will help to identify priority projects to improve water quality within the catchment. Status: Completed
Principal Activity 8B2: Work with stakeholders to address water quality risks
Responsible Officer: Director Community Service Delivery
RVC Water and Sewer team along with the Sustainability team have been working with WaterNSW to identify risks to Casino town source water (upstream from the water offtake in the Jabour Weirpool), which will be presented in the Town Water Risk Reduction Program Report produced for RVC. The Report will present measures that can be implemented to mitigate the risks identified. At a broader river water quality level, RVC is participating in the Water Roundtable being coordinated by Rous and involved in forming the Richmond Catchment Partnership to improve the health and water quality of the waterways of the Richmond River catchment. Council has also contributed to the installation of water quality data loggers in the mid-Richmond area to better understand trends and identify sources and triggers to water quality events. Status: Completed

Principal Activity 8C1: Improve connection between Casino CBD and the river
Responsible Officer: Director Projects & Business Development
Council has been working on two key projects to improve access to the riverside precincts, with work to continue over the next six months. Construction on the Casino Suspension Bridge project commences in September 2025 and is due for completion by June 2026. This will provide all-weather pedestrian access from the CBD precinct to the Queen Elizabeth Park precincts, with future plans to connect this area to the Rail Trail head via a new cycleway along Hickey Street. The reconstruction of Halsteads Drive which will restore pedestrian access to the base of Irving Bridge and the river is also underway. Meanwhile, Council has sought expressions of interest to prepare a CBD Masterplan for the Casino CBD precinct, which will explore further opportunities to connect the CBD with the river precincts. Status: On schedule – Carried over to 2025-29 Delivery Program
Principal Activity 8C2: Seek funding to continue to upgrade the Evans Head foreshore and improve access to the river
Responsible Officer: Director Projects & Business Development
Council's place planning initiative for Evans Head has gathered community ideas for the future development of the beach and river accesses. Upcoming upgrades at the Surf Club foreshore, major carpark and access upgrades at Airforce Beach, and access improvements to Shark Bay will continue in late 2025. Council has advocated strongly to Transport for NSW - Maritime regarding the Evans Head breakwall repairs and upgrade. Other foreshore works, due to the impact of Cyclone Alfred, have been completed at the Coraki Riverside Park, and Woodburn Riverside Park with works at various Evans Head locations like Kalimna Park and Razorback Lookout underway. Status: Completed
Principal Activity 8C3: Maintain and protect local beaches
Responsible Officer: Director Community Service Delivery
Council has put in place access controls and the use of our beaches are regularly monitored to ensure they are protected. There has been minimal feedback from the community through this period with Council's Rangers continuing to actively patrol the beach and liaise with the local Police and other Government agencies especially during school holiday periods when activity increases. Status: Completed

OBJECTIVE 9: Transition to a circular economy

Principal Activity 9A1: Develop and implement the Richmond Valley Circular Economy Strategy
Responsible Officer: Director Projects & Business Development
Council adopted a Strategy for Resource Recovery and Waste Management 2020-2030 in 2019 which is scheduled for a mid-strategy review in late 2025. This strategy outlines Council's role in the circular economy and will be updated to reflect the outcomes of the NSW Government's current review of the Energy from Waste Framework and Council's revised policy position on Energy from Waste. At its March 2025 meeting, Council resolved to support removal of the RV Regional Jobs Precinct as a priority infrastructure area for energy from waste facilities and further recorded its total opposition to an Energy from Waste project involving incineration ever being built in the Richmond Valley Local Government Area. Meanwhile work continues on reviewing operational needs in waste and resource recovery particularly during the transition back to landfilling after the commissioning of Cell 6 at the Nammoona facility. Opportunities for the disposal of residual material beyond the capacity of the new landfill cell (Cell 6) at Nammoona will be considered as part of the mid-term review of the waste management strategy and work initiated through the Northern Rivers Joint Organisation. This will include future landfill site identification, as well as consideration of new and alternative options for future waste disposal.
Status: On scheduled – Carried over to 2025-29 Delivery Program
Principal Activity 9B1: Encourage manufacturers and consumers to take responsibility for managing recyclates and residual materials
Responsible Officer: Director Projects & Business Development
Council continues to support NEWaste and the Waste Management & Recovery Association's advocacy for product stewardship. Council has recently signed up to the Get Grubby program for Food Organics Garden Organics (FOGO) diversion improvements supporting the circular economy education program. The team is reviewing resourcing needs for increased education to support efforts to divert more waste from landfill. Newaste continues to develop and roll out regional messaging, Facebook posts, Secondhand Saturday, and education programs on waste minimization and recycling options. The Waste and Resource Recovery team has developed a hard copy education pack for new kerbside collection customers and for customers identified as not using the 3 bin system correctly. This pack consists of brochures, stickers and magnets. Council's regulatory team continues to investigate litter and illegal dumping matters as they arise and uses cameras in hot spots to deter these behaviours.
Status: Completed
Principal Activity 9B2: Support new recycling/re-use industries to establish in the Richmond Valley
Responsible Officer: Director Projects & Business Development
Richmond Valley Council collaborates with regional councils and Newaste to promote and support the establishment of appropriate recycling/re-use industries within the region. Council and NEWaste have been actively engaging in EPA reviews of regional infrastructure, ensuring the EPA understands shortfalls in infrastructure capacity. With Council's endorsement NEWaste is facilitating a Construction & Demolition (C &D) project, involving a C&D recovery trial in the region and engagement with companies that could potentially set up operations in the region. Council has signed up to the Get Grubby program (early childhood education) which when implemented will assist with reducing contamination in the kerbside FOGO stream and diverting more organics from the waste stream. The waste and resource recovery team is in the early stages of

investigating resource needs to further enhance efforts in organics contamination reduction and diversion. Tendering for FOGO processing contracts will commence later in 2025. Council partners with NEWaste which provides regional messaging and concepts to assist with organic waste stream diversion and educational programs.

Status: Completed

Principal Activity 9C1: Complete expansion and upgrade works at Nammoona Resource Recovery Facility

Responsible Officer: Director Projects & Business Development

The newly constructed Cell 6 is operational with the EPA licence variation approved for operational use. A consultant has been engaged to redesign the current capping plan, with no proposed capping to occur in 2025. Cells 1 to 4 have sufficient capacity to cater for carcasses and asbestos into 2025/26 while the soft floor layer (Fluff layer) is put in place in cell 6A. Other upgrade works such as amenities and staff offices have been completed.

Status: Completed

Principal Activity 9C2: Manage resource recovery facilities effectively

Responsible Officer: Director Projects & Business Development

Nammoona Waste and Resource Recovery facility is the only waste and resource recovery site under an Environment Protection Licence. There have been some minor overflows of the sediment control pond due to extended wet weather and Council continues to work proactively with the EPA to monitor and manage these issues. Landfilling of the new Cell 6 is underway which will reduce reliance on transport options to Queensland. New systems have been put in place to recover waste in Councils recycling centre including an EPA trial for Household Hazardous Chemical Collection.

Status: Completed

Principal Activity 9C3: Manage kerbside collection services effectively

Responsible Officer: Director Projects & Business Development

The waste and resource recovery team carries out Expressions of Interest for new services where there has been a level of community interest and where, logistically, collection runs could be viable. Considerations around resourcing and impacts on timing of collections runs also form part of the assessment.

The fleet is constantly reviewed and replacement programs are in place for larger items. Council has successfully modernised its garbage truck fleet incorporating the latest technology.

Status: Completed

Building our understanding of biodiversity

Between January and June 2025, Richmond Valley Council delivered a series of targeted engagement activities as part of its flying fox education and awareness program. These events aimed to improve public understanding of flying foxes, particularly their role as pollinators and seed dispersers, and to address community concerns around urban colonies.

- Trivia Night – Science Edition (7 February 2025): Held at the Casino Community Centre, this event attracted over 60 attendees across nine teams. Trivia rounds included questions on local ecology and the ecological role of flying foxes. Feedback indicated improved attitudes toward flying foxes following the event.
- Clay and Tea Workshop (May 2025): Hosted at the Casino Library, this craft-based session involved 16 participants creating clay art using native plant stamps and leaves. The workshop focused on the preferred food species of flying foxes and encouraged positive associations with their presence in the region.
- Preschool Cookie Decorating Workshops (May 2025): Two sessions were held at a Casino preschool located near a permanent flying fox colony. Children participated in decorating cookies inspired by flying foxes, with information provided to parents addressing common concerns and promote understanding.
- Primex (May 2025): Council hosted a public cookie decorating activity and distributed educational materials addressing misconceptions about flying foxes. Several attendees engaged in discussions about the species' future in the Richmond Valley.

These activities form part of Council's broader strategy to engage with residents, provide accessible information, and promote coexistence with flying fox populations in urban areas.



Delivering for our community

OBJECTIVE 10: Lead and advocate for our community

Principal Activity 10A1: Develop and deliver the Richmond Valley Community Engagement Strategy
Responsible Officer: Director Community Service Delivery
The Community Engagement Strategy and Framework 2024-2025 was adopted by Council in April 2024 and is scheduled for review in the 2025-26 financial year. Council adopted a specific Engagement Strategy for the review of the CSP and development of the new Delivery Program at its December 2024 meeting and this was implemented over the following six months with a range of community engagement activities, including pop-up engagements at community events, direct engagement with 18 local schools, on-line activities and surveys and Council's regular Community Satisfaction Survey. Some 3000 community comments were gathered in response to these activities. A new program piloted as part of the strategy included two Community Forums, one at Evans Head and the other at Casino, where representatives of a range of community groups, local businesses, sports clubs and schools worked together with Councillors and Council staff to identify future priorities and actions on key community issues. Feedback from these forums was incorporated into the revised Community Strategic Plan and the 2025-29 Deliver Program and supporting Operational Plan, adopted by Council at its June 2025 meeting.
Status: Completed
Principal Activity 10B1: Advocate to federal and state government for community priorities and seek grant funding
Responsible Officer: General Manager
Council continues to advocate strongly for community priorities and to seek government funding for key infrastructure and facilities. Council has secured significant government funding for essential community projects and is continuing to pursue funds for key infrastructure upgrades through programs such as the Regional Precincts and Partnerships Program and the Housing Support Program. The target for these funds is funding for the replacement of the Casino Sewage Treatment Plant, completion of the Woodburn CBD Streetscape upgrade, restoration of Richmond Terrace, Coraki, and further progress on the Three Villages Cycleway project for the Mid Richmond along with other projects included in our Richmond Valley 2040 Community Strategic Plan and Delivery Program. Council's 'Project Priorities Prospectus' is used to inform our advocacy by providing Government representatives a summary of the key opportunities available for government funding. It should be recognised that grant funding opportunities from both the Australian and NSW Governments have declined significantly over the last two years due to the cost of natural disasters and global economic conditions.
Status: Completed
Principal Activity 10C1: Provide representative and accountable community governance
Responsible Officer: Director Organisational Services
Members of the community are invited to attend Council meetings and participate in public access on items listed for resolution. All council meetings are live streamed via Council's Facebook page and recordings are accessible through Council's website. Copies of Council meeting agendas are posted on Council's website before each scheduled meeting. Consultation with the community is carried out on various plans, policies and applications throughout the year.
Status: Completed

OBJECTIVE 11: Manage resources responsibly

Principal Activity 11A1: Undertake long-term financial planning and ensure compliance with financial regulation
Responsible Officer: Director Organisational Services
Council's Long Term Financial Plan is reviewed on an annual basis in line with preparation of the Operational Plan and update to the Delivery Program Council's 2025-2035 Long Term Financial Plan was adopted by Council at the June 2025 meeting. Status: Completed
Principal Activity 11A2: Strengthen procurement systems
Responsible Officer: Director Organisational Services
Council has continued to improve its procurement systems and provide training for staff in procurement requirements. TechOne CiA training has been provided for new staff, with refresher training for some existing users. The system has been linked to Council's onboarding process, to identify incoming staff that will need procurement TechOne training to raise and receive purchase orders. Other projects completed include the roll out of barcode scanning for Evans Head store and successful completion of the first stocktake using this technology. The system will be rolled out at the Casino store in the first 6 months of the new 25/26 year. Status: Completed
Principal Activity 11A3: Maintain efficient rating and revenue systems
Responsible Officer: Director Organisational Services
Council adopts fees and charges annually in line with relevant rate pegging and CPI in accordance with Council's adopted budget. The 2025-26 Revenue Policy was adopted at Council's June 2025 meeting. Council continues to have positive outstanding rates and charges performance ratios. Status: Completed
Principal Activity 11B1: Implement the Richmond Valley Council Workforce Management Strategy
Responsible Officer: Director Organisational Services
The revised Workforce Strategy for 2025-29 was adopted at the June Council meeting. The Workforce Strategy is a key component of Council's long-term planning, ensuring it has the right people, skills and culture in place to deliver on the priorities set out in the Community Strategic Plan and the Delivery Program. It provides a structured approach to workforce planning that supports the delivery of services and projects that matter most to the community. The strategy outlines how Council will respond to current and future workforce needs, including how it attracts, retains and develops a capable, diverse and engaged workforce. A key focus of the strategy is continuation of Council's long-term commitment to providing local employment opportunities, including traineeship programs for local school leavers. Status: Completed



Principal Activity 11B2: Continue to provide local employment schemes and development opportunities
Responsible Officer: Director Organisational Services
Council continues to build relationships with local employment agencies, schools and key organisations to raise awareness of emerging employment opportunities and traineeships. The regional careers expos and Fresh start programs have assisted RVC to meet its objectives. During the January – July period 12 new trainees commenced their career at Council. Status: Completed
Principal Activity 11C1: Implement Richmond Valley Council's Enterprise Risk Management Framework
Responsible Officer: General Manager
Work continues on implementing Council's Enterprise Risk Management Framework and associated risk management systems and processes. Council continues to work to improve its "Developing" rating in its risk management processes, supported by a series of recommendations for system improvements. The recommendations from the Civic Risk Mutual Continuous Risk Improvement Program are being integrated into a three-year program, with the aim to improve Council's risk management rating to "Proficient" at the next review. Council's Audit, Review and Improvement Committee continues to operate within its Charter and to provide valuable insights on process and systems improvements. Status: Completed
Principal Activity 11D1: Use energy and resources more efficiently in council operations
Responsible Officer: Director Community Service Delivery
Council continues to explore opportunities to reduce its carbon footprint and improve efficiencies. This includes investigating high electricity usage and identifying unnecessary electrical assets for disconnection. Council has also undertaken a review into sewer pump energy consumption and identified pumps within the system that are under or over performing or unfit for purpose. The solar expansion program also continued, with further investigation of potential sites. Other opportunities for savings, such as testing (cycling) diesel generators at times of exceptionally high grid power demand, improving lighting efficiency with advanced light controllers and using and planning for EVs where suitable / advantageous are also being explored. Status: Completed
Principal Activity 11E1: Identify opportunities for strategic investment and business development
Responsible Officer: Director Projects & Business Development
Council has taken the opportunity to pivot an existing grant, to develop a new industrial subdivision in a strategic location on the Bruxner Highway. Discussions have been held with both local and other businesses to pursue establishment at this location when it becomes available. Ground saturation is making it challenging to deliver these projects with the funding body being regularly updated on progress. The Reynolds Road subdivision will feature a distribution centre for Australia Post which will potentially become a catalyst for investment in this precinct. Council's Draft Economic Development Strategy sets the focus for future efforts to secure more investment and industry into the Richmond Valley. Status: Completed

OBJECTIVE 12: Provide great service

Principal Activity 12A1: Implement Council's Customer Service Charter
Responsible Officer: Director Community Service Delivery
The Customer Experience team continues to adhere to the standards set out in the Customer Service Charter, and in the last quarter again exceeded the minimum of 80% of calls answered within the industry standard of 20 seconds, by reaching an 89.29%. Status: Completed
Principal Activity 12B1: Provide transparent and timely development assessment and planning services
Responsible Officer: Director Community Service Delivery
Council aims to provide quality and timely development and certification services to the community and industry to meet legislative requirements. Regular reviews of internal processes, policies and procedures are undertaken to ensure agreed service levels are met. Regular reports are provided to Council, which detail processing timeframes, the number of inspections carried out, and the deliverables of the development concierge services. These reports are available to the public. Regular benchmarking with other Councils is undertaken to ensure Richmond Valley continues to maintain one of the most efficient development assessment turn-around times in the region. Status: Completed
Principal Activity 12B2: Provide community-focused Ranger and regulatory services
Responsible Officer: Director Community Service Delivery
Ranger activities focus on education and proactive engagement with the community. Enforcement protocols are in place and are utilised for significant matters or when proactive engagement fails. High visibility patrols of our beaches aim to ensure these public spaces remain safe for the community and discourage poor driving behaviours. Richmond Valley continues to achieve high rehoming rates of companion animals and has established strong relationships with many rescue organisations. Following the completion of the upgrades to the Nammoona animal impounding facilities, planning has begun to provide a short-stay facility at Evans Head to improve animal welfare outcomes and community accessibility. Construction of the shed at Evans head depot is due to start by August 2025. Status: Completed
Principal Activity 12B3: Maintain public health and safety inspections requirements
Responsible Officer: Director Community Service Delivery
Council is responsible for maintaining various regulatory registers and undertaking compliance inspections with respect to public health and safety. Rolling programs are in place to deliver regulatory functions in areas such as food shops, public swimming pools, on-site sewerage management systems, Liquid trade waste and air-conditioning units. Service levels and inspection targets are being met and, in some instances, exceeded. Status: Completed
Principal Activity 12C1: Use technology to support a modern, mobile workforce
Responsible Officer: Director Organisational Services
Council has commenced the upgrade of the mobile fleet with field staff being given the option of a iPhone or android mobile phone. The laptop upgrade program has been completed. All devices are now protected by Microsoft Defender for endpoint regardless of physical location. A review of

applications has been completed and those which do not support mobile delivery have been identified, The results of the audit are included in programs to be implemented under the IT Strategy 2025-2029.

Status: Completed

Principal Activity 12C2: Provide efficient corporate support services

Responsible Officer: Director Organisational Services

Council continues to deliver its IT Strategy priorities. The upgrade for TechOne Finance, Payroll and Human Resources has been delivered in February 2025. The WHS system is in the process of migrating to BeSafe and the previous system Vault will be retired. The new IT Strategy 2025-2029 is being developed. The use of AI and Chat room functions are being explored with an options paper being developed for Councillors consideration. The risk based Cyber Security Strategy 25-29 has been developed. The Records team is consistently achieving KPIs for correspondence processing and records management.

Status: Completed

Principal Activity 12C3: Provide efficient operational support services

Responsible Officer: Director Projects & Business Development

The operational services directorate has been realigned with the addition of workshops joining fleet / stores and procurement to deliver an integrated fleet and procurement experience. The addition of customer experience joining the libraries team also has all customer facing staff in the one team allowing for better support and coverage in times of leave and sickness. Both these teams focusing on improving service levels to our operational staff.

Status: Completed

Richmond Valley 2040

Richmond Valley Council has successfully delivered a key milestone in its Integrated Planning and Reporting framework with the adoption of the revised Community Strategic Plan (CSP) 2025 to 2040 at the June 2025 Council meeting. This followed a comprehensive six-month consultation process that engaged the community in shaping the future of the Richmond Valley.



The consultation program “Our Big Conversation” was designed to be inclusive and accessible, featuring community forums, pop-up engagement activities, online surveys, and Council’s four-yearly Community Satisfaction Survey. More than 2,600 direct responses were received, reflecting a strong level of community interest and participation. Feedback from these activities informed updates to the CSP, ensuring the final document reflects the values, priorities and aspirations of the Richmond Valley community.



Supporting documents including the Workforce Strategy 2025-2029, and the Long-Term Financial Plan 2025-2035 were also adopted to guide implementation. These plans are key to Council’s resourcing strategy and provide the foundation for Council’s Delivery Program and Operational Plan, aligning resources and services with the strategic direction set by the community.

With the CSP now embedded across Council’s planning and reporting processes, the focus has shifted to delivery. Council is working to ensure that the priorities identified by the community are reflected in its services, infrastructure projects and advocacy efforts. This alignment ensures that community voices remain central to decision-making and that Council continues to deliver outcomes that matter most to the Richmond Valley community.

