

End of Term Report 2008 – 2012



Richmond Valley Council



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What is the End of Term Report?

Background

The Local Government Amendment (Planning and Reporting) Act 2009 was assented to on 1 October 2009. This legislation introduced an Integrated Planning and Reporting framework for local government in NSW. The specific aims of that framework are to:

- Improve integration of various statutory planning and reporting processes undertaken by councils
- Strengthen Council's strategic focus
- Streamline reporting processes
- Ensure legislation supports a strategic and integrated approach to planning and reporting by local councils.

Richmond Valley Council embraced the new framework and after much community consultation during 2009 and 2010, the Richmond Valley Community Strategic Plan 2011-2024 (CSP), the foundation of this framework, was prepared and adopted by the community and Council on 24 May 2011. The specific details of projects and programs that support the community's strategic objectives reflected in the CSP are spelt out in Council's Delivery Program (4 years) and Operational Plan (1 year). These documents are readily available to the community on Council's website or by contacting Council direct.

Supporting documents, via a Resourcing Strategy, that are integral to the Integrated Planning and Reporting framework and guide future planning processes include a Long Term Financial Plan (10 years), an Asset Management Plan (10 years) and a Workforce Management Plan (4 years).

The Report

The End of Term Report is a reporting requirement under the new framework. It serves as the outgoing Council's report to its community, reporting on Council's progress in implementing the Community Strategic Plan during its term, focussing on the initiatives Council has direct influence over. It will also assist in informing the new Council when it reviews the Community Strategic Plan within nine months of its election.

While the whole of the term of this current Council was not subject to the requirements of the new framework, this report covers the highlights and achievements over the four year term. This End of Term Report will be included in Council's Annual Report 2011-2012.

 The following Vision and Mission Statements are the basis of Richmond Valley Council's strategic direction and reflect the input received from the community as part of the Community Strategic Plan processes:

Vision:

The development of community and natural attributes of the area to enable a pleasant and sustainable lifestyle

Mission:

Develop our area with our community by effective leadership and efficient service

Councillors

Ten Councillors represented the Richmond Valley community over the four year term from 2008.

As a result of injuries received in a motor vehicle accident, Cr Ray Jeffery tragically passed away on 18 December 2008. A subsequent by-election saw his wife, Barbara Jeffery, elected by the community to join the current team of Councillors on 14 March 2009.



Cr Ray Jeffery

During that time, the Councillors have provided oversight in the transition to the Integrated Planning and Reporting framework and its requirements, ensuring all planning and processes undertaken by Council reflect the aims of the community's vision and work towards achieving the social, environmental, economic and civic leadership objectives of the Community Strategic Plan.

Some major decisions were made through this time to ensure the Richmond Valley and its Council are poised and ready to take on change and growth while retaining the values and 'sense of place and community' currently enjoyed.

Changes to the organisation have been experienced through the appointment of a new General Manager and the approval of an organisation restructure. The General Manager has been given a mandate from Council to implement significant change to the way Council's organisation works.

Key quadruple bottom line issues in Richmond Valley's Community Strategic Plan relate to areas of:

Social: Community and Culture

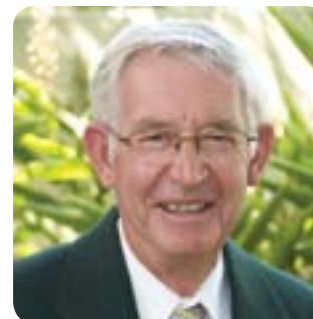
Environmental: Environment

Economic: Local Economy

Civic Leadership: Governance and Process



Mayor, Cr Col Sullivan OAM



Cr Charlie Cox OAM



Cr Owen Crawford



Cr Stuart George
Deputy Mayor 2009-10, 2010-11



Cr Barbara Jeffery



Cr Donella Kinnish



Cr Steve Morrissey



Cr Robert Mustow



Cr Shirley Wheatley
Deputy Mayor 2008-09, 2011-12

Where are we now?

Since mid-2009, just after the commencement of the then new Council term, all Richmond Valley Councillors, Council staff and hundreds of community members, individuals, industry, business, organisations and groups as well as other key stakeholders and government departments, engaged and provided valuable input into developing the Community Strategic Plan and all other components that link the Integrated Planning and Reporting framework.

Richmond Valley's Community Strategic Plan (CSP) is intended to guide the direction, strategies, actions and activities of how we do business, how we work and plan towards achieving measured outcomes related to the main priorities and visions identified by our community.

The collaborative effort over a two year period culminated in the final Plan being adopted on 24 May 2011. This has seen a change in the way the Council organisation now operates, interacts with the community and plans for the future. These early days of implementing the change in the way we do things, report, measure and communicate, have already seen improvements. The continuing and combined efforts of Council and the community promises to assist in building Richmond Valley into a robust and resilient community that will embrace change and growth while retaining the values it has identified.

A second iteration of the CSP which addresses improvements and better financial planning will be delivered by 30 June 2013.

Community Values and Key Quadruple Bottom Line

In preparing the Plan, it became clear through the various community engagement processes, that there were a range of values that the community sought to retain into the future. In summary, these values were:



These values identified by the community, are reflected in the Community Strategic Plan's seven focus areas. Four of these relate to key quadruple bottom line issues which ensures a balanced Plan that takes a holistic view of matters relevant to Richmond Valley.

The key quadruple bottom line issues are:

- Social - Community and Culture
- Environmental - Environment
- Economic - Local Economy
- Civic Leadership - Governance and Process

The Seven Focus Areas of the Community Strategic Plan

The seven focus areas of the Community Strategic Plan 2011-2024 have been established on the basis of community input. They provide for and include strategic objectives that address key quadruple bottom line issues. Each focus area includes a brief summary of Council functions, community perceptions, long term goals, strategies and performance indicators.

The seven focus areas are:

- **Environment**
- **Local Economy**
- **Community and Culture**
- **Recreation and Open Space**
- **Rural and Urban Development**
- **Transport and Infrastructure**
- **Governance and Process**

Council's performance against the Plan's goals and objectives in these areas are reported quarterly.

Community consultation sessions during the development stage of the Community Strategic Plan from mid-2009 saw a very high level of participation from all sectors in each local community.

Highlights and achievements during the term

2008-2009

Major Achievements and Highlights during 2008-2009

- Business Excellence Framework commenced
- Economic Development Strategy 2010-2015 commenced
- Community satisfaction survey undertaken
- Richmond Valley Cultural Plan adopted
- Richmond Valley's Tourism website, retail, reservation and ticketing system launched
- Stormwater upgrades in Redwood Lane Woodburn, Ocean Drive Evans Head, Oak St Evans Head, Short St Casino, Litchfield's Drain at Broadwater
- Fluoridation of Casino's water supply
- Casino Showground Users Group created
- Facilities Needs Review completed
- Construction of Evans Head Council Works Depot commenced
- Construction of East St, McDougal St and North St Casino completed
- \$3.2m funding grant secured for construction of Casino Community and Cultural Centre
- Construction of Evans Head Transfer Station to meet community expectations, Environment Protection Authority requirements and industry best practice for sorting, separation and transport of waste
- Secured Federal Government funding for improvement and maintenance works at Casino, Coraki and Woodburn pools
- BBQ and shelters upgraded at Albert Park and Coronation Park and shelters installed at Kalimna Park, Razorback Lookout, Crawford Square, Woodburn Riverside Park

Fluoridation of Casino's Water Supply

Funding was granted from NSW Health and approval received from Department of Water and Energy for the design, supply and installation of a fluoridation system.

CSP Focus Area – Environment, Community and Culture, Transport and Infrastructure



Business Excellence Framework

Adoption of a Business Excellence Framework for the continued improvement of organisational performance applying eight driving principles - leadership, customers, systems thinking, people, continuous improvement, information and knowledge, corporate and social responsibility and sustainable results.

CSP Focus Area – Governance and Process



Storm Water Upgrades

Improvements to storm water drainage problems. Redwood Lane Woodburn, Ocean Drive Evans Head, Short St Casino and Litchfield's Drain Broadwater were all completed with a revised 10 year Drainage Program being adopted.

CSP Focus Area – Environment, Transport and Infrastructure



Creation of Casino Showground Users Group

After several years of negotiations, agreement was reached between the Showground Users Group and Council. Improvements and repairs were carried out to the broadcasting box, Show Society Room, BBQs, lighting and tree removal.

CSP Focus Area – Community and Culture, Recreation and Open Space



New Amenities Building – Casino Pool

Secured funding through the Federal Government's Regional and Local Community Infrastructure Program. New facility replaced the old separate male and female toilet blocks where ground movement resulted in major structural damage.

CSP Focus Area – Community and Culture, Recreation and Open Space



2009-2010

Highlights and achievements during the term

Settlers Estate Residential Subdivision - Stage 1 Release

Work was completed on the first 15 lots in Stage 1 of the Council-owned Settlers Estate residential subdivision, Casino. All lots sold on or shortly after the release.

CSP Focus Area – Local Economy, Rural and Urban Development



Introduction of Kerbside Recycling

Kerbside recycling service was introduced in Casino, Evans Head, Broadwater, Woodburn and Coraki in February 2010. Delivery of 6,500 new waste bins over approximately eight days was successfully carried out.

CSP Focus Area – Environment



Removal of Manyweathers Weir, Casino

Council worked in consultation with State Water and DPI Fisheries in the removal of the weir due to it being made redundant as it no longer served its intended purpose of providing town water to Casino. Its removal promotes the health of the river's marine life.

CSP Focus Area – Environment, Transport and Infrastructure



Major Achievements

and Highlights during 2009-2010

- Transfer of Mid-Richmond Residents Village, Coraki, to the private sector
- Master Plan developed for Silver Sands Holiday Park
- Evans Head Aquatic Centre commenced
- Coral St Evans Head and Minto St Coraki upgrade work completed
- Richmond Valley Flood Model updated for Climate Change
- Coraki Effluent Re-use Scheme completed
- Preparation for the implementation of Local Environmental Plan (LEP)
- Valley-wide community consultation sessions conducted for CSP 2011-2024
- Inaugural Signature Event Status and funding granted to Casino Beef Week Festival
- Richmond Valley Touring Guide new edition published - launched at QLD Caravan and Camping Show
- Evans Head - Broadwater cycleway commenced
- Business Plan for Council's Concrete Products and Bridge Construction section reviewed and revised
- Funding obtained for Casino Library upgrade
- Carpark rear of Walker St Casino completed
- Footpath replacement works in Richmond, Hare and Walker Sts Casino, Richmond Tce and Union St Coraki completed
- Remediation Action Plan completed for the proposed aged care site, Evans Head
- National Livestock Identification System improvements completed

Casino CBD Upgrade

Casino's CBD upgrade was officially opened with the Minister for Climate Change and Efficiency, Greg Combet, in attendance representing the Federal Government which provided \$5m towards the upgrade project.

CSP Focus Area – Environment, Community and Culture, Transport and Infrastructure



Construction of Evans Head Works Depot

Council's Works Depot staff relocated to a new depot located on Broadwater Road. The old depot was decommissioned operationally, awaiting demolition and clearing.

CSP Focus Area – Rural and Urban Development



Highlights and achievements during the term

2010-2011

Major Achievements

and Highlights during 2010-2011

- Revised Local Environmental Plan (LEP) adopted
- Commenced remediation works at Evans Head Memorial Aerodrome
- Adoption of Community Strategic Plan
- Bellman Hangar, Evans Head Works Depot demolished and components salvaged
- Drainage completed - Maple Lane, Loco Lane and Jersey St
- Completed Stage 1 of Coraki drainage improvements - Minto St
- Reconstruction of Union St, Coraki
- El Gronda Car Park, Casino upgrade completed
- Upgrade to cycleway from Sextonville Road to Casino commenced
- New rising main from Woodburn to Evans Head commenced
- Continuation of sewerage augmentation and associated works at Evans Head and Woodburn
- Tourism NSW funding secured for joint Northern Rivers LGAs destination marketing
- Artists-in-residence Programs incorporated into exhibition schedule in Platypus Gallery - funding secured from Arts NSW
- R.A.R.E. Projects – schedule of youth activities such as movie nights at the pool and dance parties. Project received funding from Federal Attorney General's Department
- Platypus Gallery exhibitions displayed throughout Casino Community and Cultural Centre premises
- QE Park, Casino - cricket sight screens installed
- Seating at Evans Head Surf Club installed

Rosewood Avenue Landfill Remediation

Remediation and capping of the former landfill site located at Rosewood Avenue was carried out to ensure that no adverse environmental impacts were incurred and that Environment Protection Authority Best Practice expectations were met.

CSP Focus Area – Environment



Transfer of Silver Sands Holiday Park to Land and Property Management NSW

Council relinquished its Crown Reserve Trustee status and passed back the care, control and management of the reserve on which the holiday park is located, to the Crown. The park is now administered by the North Coast Accommodation Trust.

CSP Focus Area – Local Economy, Governance and Process



Salty Lagoon Rehabilitation, Evans Head

Council was awarded an Engineering Excellence Award for Salty Lagoon Ecosystem Monitoring and Rehabilitation by the Institute of Public Works Engineering Australia (IPWEA).

CSP Focus Area – Environment, Transport and Infrastructure



Shade Shelter at Lilly Pilly Place Park, Evans Head

Funding received for the installation of a new shade shelter at Lilly Pilly Place Park, in accordance with original construction plans.

CSP Focus Area – Community and Culture, Recreation and Open Space



Evans Head Aquatic Centre Construction

The Evans Head Aquatic Centre officially opened in August 2010. The \$5.1m facility features a 25 metre solar-heated pool, boosted by heat pumps in winter, a large leisure water area with spray jets, dump buckets and water cannons, a gym, change-rooms and kiosk.

CSP Focus Area – Community and Culture, Recreation and Open Space



2011-2012

Highlights and achievements during the term

Casino Community and Cultural Centre

Casino's new art deco inspired Centre was officially opened in September 2011. The \$3.2m facility is supported by a team of volunteers who assist in day-to-day operations and coordination of activities.

CSP Focus Area - Community and Culture



New Northern Rivers Rural Fire Service Facility

The new \$3m Northern Rivers Rural Fire Control Centre, project managed by Richmond Valley Council, is now the regional facility of the NSW Rural Fire Service for the Richmond Valley, Kyogle and Lismore Council areas. It will serve as the region's headquarters, provide training facilities and be the operations centre during bush fire emergencies.

CSP Focus Area - Community and Culture



Broadwater Sewerage Scheme

The \$9m Scheme will provide sewerage services to the Broadwater community through a Pressure Sewer Collection System with ultimate treatment at the Evans Head Sewerage Treatment Plant.

CSP Focus Area - Transport and Infrastructure



New Weighbridge at Namoon

Installation of the new weighbridge located at Namoon landfill was completed. The weighbridge will ensure more accurate reporting and compliant record keeping and pricing.

CSP Focus Area - Environment, Transport and Infrastructure



Refurbishment and Upgrade of the Casino Regional Library

Upgrade work was made possible through funding from the NSW Library Development Grant Program, a Federal Government Grant and Council. In undertaking these works, the Library now provides a more spacious and serviceable building for the growing community.

CSP Focus Area - Community and Culture



Major Achievements

and Highlights during 2011-2012

- *Kerbside green waste collection service (fortnightly) introduced. Diversion of approx. 5,000 tonne per annum*
- *Implementation of Liquid Trade Waste Policy*
- *The Coastal Zone Management Plan for the Richmond River gazetted*
- *Local Environmental Plan gazetted*
- *Consolidated Development Control Plan adopted*
- *Northern Rivers Rural Fire Service facility built in Casino*
- *Telemetry and communications upgrades, monitoring and control of water and sewerage infrastructure*
- *Broadwater Sewerage \$9m construction scheme commenced - completion due February 2013.*
- *Participation in the NSW Solar Bonus Scheme with the installation of solar panels on several Council buildings*
- *Roll out of more efficient street lighting throughout Richmond Valley*
- *Salty Lagoon - development of channel closure completed July 2012*
- *Safer Suburbs Graffiti Clean Up Project - funding from Attorney General's Department*

New Council Structure and Management Team:

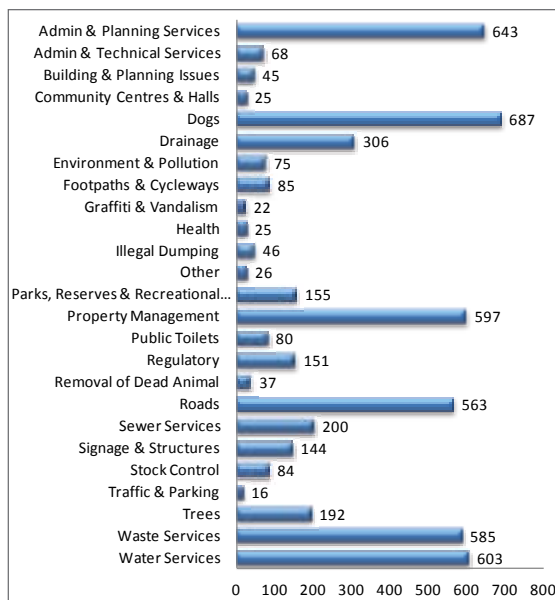
A revised Council Organisation Restructure has recently been adopted. This will support a new management team to work with the newly elected Council to guide the Richmond Valley over the next 4 years.

Monitoring and measuring

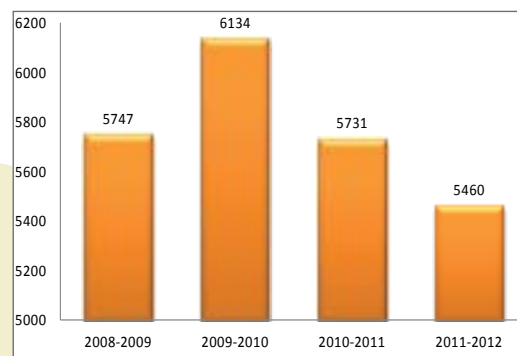
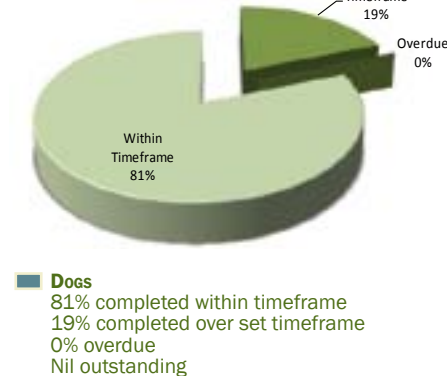
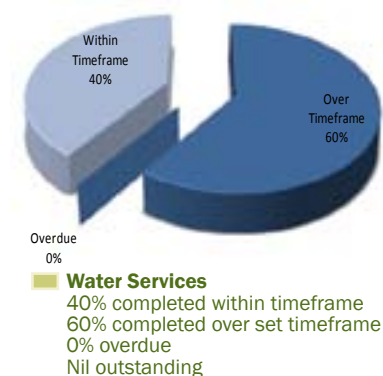
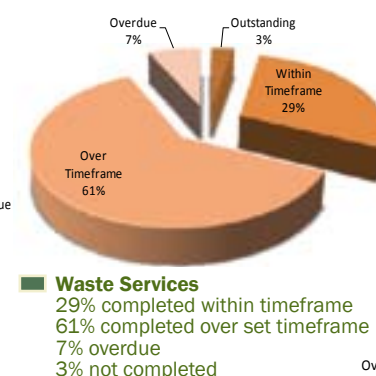
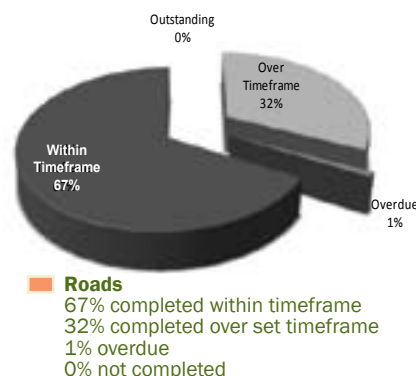
... Assessing performance and responding to our community's needs

In addressing the needs of the community on a daily basis, Council responds to service requests relating to activities that are the responsibility of Council. To monitor the type of request, complaint, general enquiry, compliments, progress and outcomes, Council uses the Request Action Management System (RAMS) as its central tracking tool. Each request has a particular timeframe allocation for completion according to the type of request. Response is monitored against that timeframe.

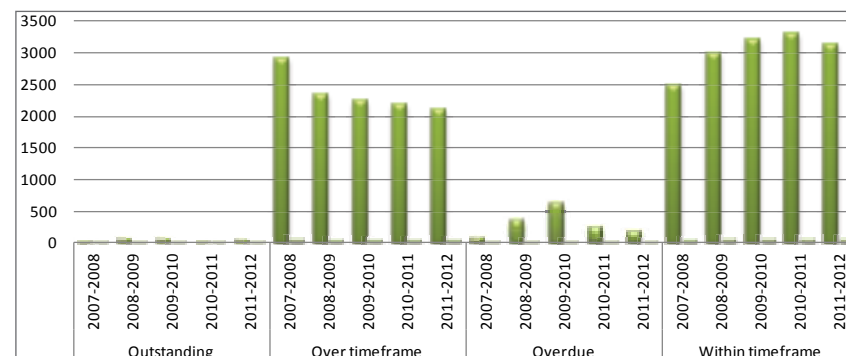
Primarily, issues and community contact via this System involve those relating to domestic animals, water and waste services and road maintenance. The monitoring and reporting of progress across all contact is presented to Council and the community on a regular basis. This allows a transparent and concise process to measure Council's service delivery in this regard.



Number of enquiries by type during 2011 - 2012



Total number of RAMS received annually for the term



Status and percentage range of requests for each year ending 30 June

How have we performed financially over the term?

In each of its four years of the current term Council has ended the year with a balanced budget. This was achieved even in years when deficit budgets were adopted at the beginning of the year.

Council's current adopted budget for the 2012-2013 financial year shows a \$357,354 surplus which is a trend Council would like to continue into its next term.

The following is a brief description on how Council has finished its term in relation to its reported financial indicators.

➔ **Unrestricted Current Ratio**

The Unrestricted Current Ratio is a financial indicator that represents Council's ability to meet its debt obligations as they fall due. The ratio was negatively affected mainly due to fair value loss on investments in both the 2009 and 2010 financial years. This ratio has improved in the 2011 financial year although not to the level it was at the start of the term of Council. The 2011 Unrestricted Current Ratio of 1.73 means Council has \$1.73 in unrestricted net assets for every \$1.00 of unrestricted current liabilities.

➔ **Debt Service Ratio**

This indicator assesses the degree to which revenues from ordinary activities are committed to the repayment of debt. This ratio spiked significantly in 2010 due to the repayment of a short term loan in the Sewer Fund. Without the repayment of that loan the Debt Service Ratio would have been 4.07%. Council has ended its term with a stronger Debt Service Ratio than it started.

➔ **Rates & Annual Charges Coverage Ratio**

This indicator shows the reliance on rates income proportionately to total income. This ratio dropped in 2009 but has risen slightly each year since. Council has finished its term with a slightly reduced Rates & Annual Charges Coverage Ratio.

➔ **Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage**

This indicator assesses the effectiveness of Council's Revenue collection. This ratio has risen each year, dropping slightly in 2011. Council has finished its term with a significantly reduced Outstanding Percentage indicator.

➔ **Building & Infrastructure Renewals Ratio**

This indicator shows the rate at which assets are renewed relative to the rate they are depreciating. This ratio has dropped considerably in recent years, mainly due to Council receiving considerable Federal grant funding for the creation of new assets. Council has finished its term with a significantly improved Building & Infrastructure Renewals Ratio.

Financial Indicators - 2009

2009 Statement of Performance Measures - Indicators				
\$ '000	Amounts 2009	Indicators 2009	Prior Periods 2008 2007	
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	11,281	1.54 : 1	2.31	3.51
Current Liabilities less all Specific Purpose Liabilities ^(2,5)	7,340			
2. Debt Service Ratio				
Debt Service Cost	2,117	5.37%	5.39%	4.00%
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	39,413			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	14,557	26.40%	33.14%	33.00%
Revenue from Continuing Operations	55,138			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	583	3.84%	3.63%	3.82%
Rates, Annual & Extra Charges Collectible	15,186			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾ [Buildings & Infrastructure]	8,766	79.05%	86.14%	n/a
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	11,089			

Information provided here has been taken from Notes to the Financial Statements for the financial year to 30 June 2009.

1. Unrestricted Current Ratio

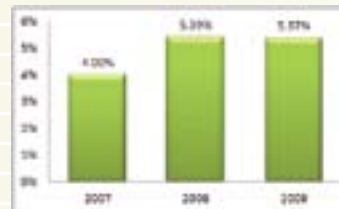


Purpose & Comments

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Comment: The Unrestricted Current Ratio has declined due to the fair value loss on investments and utilisation by Council of internal restricted assets.

2. Debt Service Ratio

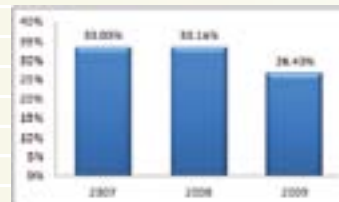


Purpose & Comments

To assess the impact of loan principal & interest repayments on the discretionary revenue of Council.

Comment: This ratio is consistent with the previous year, with debt levels stabilised.

3. Rates & Annual Charges Coverage Ratio

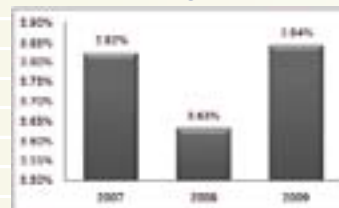


Purpose & Comments

To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Comment: Council received significant increases in revenue from capital grants and contributions along with user charges and fees. Relative to this Rates & Annual Charges have not increased by the same magnitude which has caused the decline in the Rates & Annual Charges Ratio.

4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage



Purpose & Comments

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Comment: This ratio is consistent with previous years and has remained relatively stable.

Financial Indicators - 2010

2010 Statement of Performance Measures - Indicators

\$ '000	Amounts 2010	Indicators 2010	Prior Periods 20092008	
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	15,408	1.54 : 1	1.54	2.31
Current Liabilities less all Specific Purpose Liabilities ^(2,5)	9,986			
2. Debt Service Ratio				
Debt Service Cost	7,546	19.29%	5.37%	5.39%
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	39,127			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	15,730	27.03%	26.40%	33.14%
Revenue from Continuing Operations	58,190			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	877	5.33%	3.84%	3.63%
Rates, Annual & Extra Charges Collectible	16,440			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾ [Buildings & Infrastructure]	4,482	39.76%	79.05%	75.29%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	11,273			

1. Unrestricted Current Ratio



Purpose & Comments

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Comment: Despite movements in both current assets and current liabilities, this Ratio has remained consistent with the previous year's result.

2. Debt Service Ratio



Purpose & Comments

To assess the impact of loan principal & interest repayments on the discretionary revenue of Council.

Comment: This ratio has been significantly impacted by the repayment of a loan (\$5.9m) under Sewer Fund during the 2009-2010 financial year. If this transaction is excluded from the calculation the Debt Service Ratio would be shown as 4.07%.

3. Rates & Annual Charges Coverage Ratio

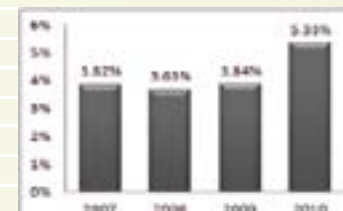


Purpose & Comments

To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Comment: Income from Rates and Annual Charges on its own increased 8.06% between financial years, while income sources such as disclosed interest revenue and Grants & Contributions for capital purposes, kept the increase in the Ratio to 0.63%.

4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage



Purpose & Comments

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Comment: This ratio has increased over the last financial year, partially due to the rate peg increase and increases in other charges. The timing of debt collection runs this year has resulted in a run being processed early in the 2010-2011 financial year.

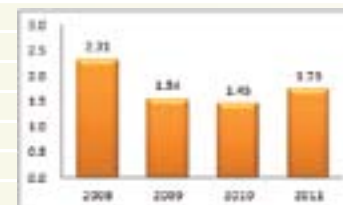
Information provided here has been taken from

Notes to the Financial Statements for the financial year to 30 June 2010.

Financial Indicators - 2011

2011 Statement of Performance Measures - Indicators				
\$ '000	Amounts 2011	Indicators 2011	Prior Periods 2010 2009	
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	13,424	1.73 : 1	1.45	1.54
Current Liabilities less all Specific Purpose Liabilities ^(2,5)	7,756			
2. Debt Service Ratio				
Debt Service Cost	1,901	5.18%	20.96%	5.37%
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	36,710			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	16,445	35.62%	29.56%	26.40%
Revenue from Continuing Operations	46,173			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	927	5.30%	5.33%	3.84%
Rates, Annual & Extra Charges Collectible	17,483			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾ [Buildings & Infrastructure]	4,129	36.61%	41.08%	79.05%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	11,277			

1. Unrestricted Current Ratio

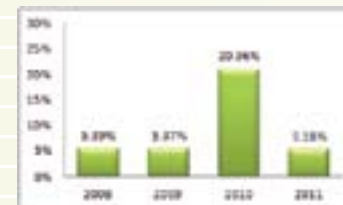


Purpose & Comments

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Comment: An increase in current cash and cash equivalent assets as well as current receivables has contributed towards an improvement in the Unrestricted Current Ratio.

2. Debt Service Ratio

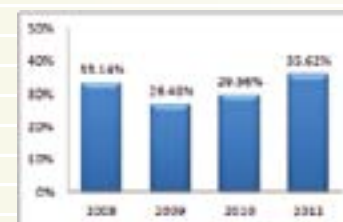


Purpose & Comments

To assess the impact of loan principal & interest repayments on the discretionary revenue of Council.

Comment: The 2010 ratio was significantly impacted by the repayment of a loan in Sewer Fund (\$5.9m), with the ratio returning to a level more consistent with Council's borrowing patterns.

3. Rates & Annual Charges Coverage Ratio

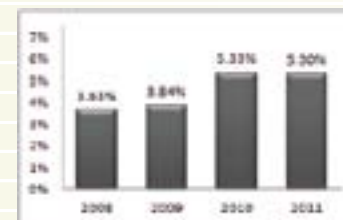


Purpose & Comments

To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Comment: Income from Rates and Annual Charges has increased 4.55% between financial years, offset by a 13.23% decrease in income from Continuing Operations, contributing to a net increase in the Rates and Annual Charges Coverage Ratio of 6.06%.

4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage



Purpose & Comments

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Comment: The ratio has remained consistent with the 2009-2010 result.

Information provided here has been taken from

Notes to the Financial Statements for the financial year to 30 June 2011.

Indicators for the 2011-2012 financial year are not available at the time of writing this report. The 2011-2012 Financial Statements are in the process of being prepared for audit.

Supporting a thriving and growing events calendar

...Providing economic and social benefits through community and commercial events

Richmond Valley Council acknowledges the economic and social benefits of having creative and sustainable events in the area. The Signature Event Fund, incorporated into the Events Support Scheme, opened as a competitive fund for the first time in 2009. The Events Support Scheme continues to be an important financial investment and serves to assist and advise event organisers in the requirements of better event management practices.

In 2008-2009 and 2010-2011, Council undertook event market research programs with local event organisers to better understand their audiences and benefits to the area. The findings of the research provided specifics on the financial contribution a large variety of individual events make to the Richmond Valley economy and to the social capital of the community.

Council will be looking to heighten its focus on community and commercial events across the Richmond Valley Local Government Area and work closely with event organisers and groups, attracting and developing new events and further supporting the current events we already enjoy.

Recognising the importance of events to our community and the local economy:

Council's support of a thriving and vibrant community and commercial events calendar is evident through its annual investment of funding through the Event Support Scheme.

RICHMOND VALLEY SIGNATURE EVENT - Casino Beef Week Festival

Richmond Valley's Signature Event, now in its 31st year, sees an injection into the local economy of over \$1m in May each year. The annual 10 day program celebrates the spirit of the community and the prominence of the beef industry in Casino and the Richmond Valley.



Beef Meets Reef

Beef Week's expansion to the coastal area celebrates the recreational and commercial fishing industry around Evans Head and provides an inclusive festival day for all participants.



Evans Head Family Fishing Classic

Substantial prizes worth over \$100,000 attracts thousands of keen anglers of all ages to Evans Head in July to holiday and enjoy participation in this annual catch-and-release fishing competition.



Crankfest Xtreme

This Council initiative commenced in 2005 and today it is considered to be the Northern Rivers' major regional youth festival. Council passed the event to the community through Mid-Richmond Neighbourhood Centre Inc in April 2012 to continue the festival's growth and stature.



PRIMEX

Richmond Valley proudly hosts Primex, one of the state's largest primary industries exhibition held in June annually, attracting in excess of 40,000 people and generating millions of dollars for the region's economy.



Australia Day Celebrations

Official celebrations are hosted by different organisations around the Richmond Valley each year.



What have we learned?

... and what still has to be done?

- **Controlled budgets**
- **Borrowings reviewed**
- **Reserve Funds protected**
- **Budget surpluses**
- **Financial modelling**
- **Innovative planning**
- **Improved work practices**
- **Real aspirations**
- **Full review of the
Community Strategic Plan**
- **Closer partnership between
community and Council**

The highlights and achievements over the council term presented in this report are commendable. While some inroads and changes have already been made in accordance with the newly adopted Community Strategic Plan there is still much work to be done to achieve the outcomes desired.

A summary of the status of selected major objectives in the Community Strategic Plan are provided in this report. However, there are significantly more and as many of these objectives have longer term horizons than 12 months, it is necessary to review the full list submitted to Council each quarter to gain a full appreciation of the scope and breadth of the challenges. These reports are available to the community via Council's website or from Council's Administration Centre.

After 12 months of operating under the existing Community Strategic Plan we have learned that a significant review is necessary and that we have a great deal of work required to be done, particularly on our financial modelling and projections, to ensure our planning for the future is adequate.



This attention to our financial management and planning is a priority. We need to create efficiencies in our work and workplace, budgets need to be in surplus or at least balanced for the foreseeable future, borrowing policies need to be reviewed, reserve funds protected and increased and reviews of sewerage, water and general rating and charging policies undertaken. This will give Council and the community a true picture of what can be provided and at what level.

Our aspirations though, need to be realistic and presently this is not the case in the CSP. Goals that can't be achieved can be impediments to moving forward. Council will be conducting a full review of the Community Strategic Plan with the community early in the new Council term, ready for approval by 30 June 2013. The review will focus on how we can do more with what we have, how we can build on our strengths, provide for innovative thought and build a trust that we are all working towards a common goal of making the Richmond Valley the kind of place we want to live, work in and enjoy.

This is Council's first End of Term Report under the new system. We all look forward to working together to continually improve our service to the community.

A handwritten signature in black ink, appearing to read 'John Walker'.

John Walker
GENERAL MANAGER

Summary: Delivery Program and Operational Plan Progress Report

Each quarter Council is presented with a full report on the status of the Goals, Strategies and Actions listed in the Community Strategic Plan through a progress report of the Delivery Program and Operational Plan. Following is a sample of the reporting on some of the Actions as they stand to date. A copy of the full report is available to the public.

Delivery Program and Operational Plan Progress Report Summary: July 2011 to June 2012

Comment on Progress of Actions

(C - Complete)

1. Environment

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Prepare Coastal Zone Management Plan for Richmond River in conjunction with Richmond River County Council, Lismore City Council, and Ballina Council	Works	Plan completed and status reported to Council.	C Plan complete.
Implement changeover of street lighting luminaries to energy efficient	Works	Changeover completed.	C Conversion complete.
Provide facilities, information and services that will seek to maximise recycling and reuse of waste products	EDS	Promotion material/services and events are readily available to Richmond Valley Council community.	Education and promotion materials currently available and new promotional activities being progressed with the introduction of the Green Waste Service.
Inspect/licence/approve trade waste dischargers	EDS	All dischargers are currently licensed and inspected as required by Richmond Valley Council's policy.	C

2. Local Economy

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Identify new industrial land opportunities	Corporate	Level of industry growth.	Industrial land identified through Urban Land Release Strategy Review.
Review the current development assessment process to ensure recognition and consideration of economic impacts	EDS	Consideration of any potential economic impacts during the development assessment and determination process. Economic impacts are considered in development assessment processes.	C
Implement actions of Advisory Panel - review operations	Corporate	Review completed by June 2013.	Terms of Reference finalised. Panel will be formed after September 2012 Local Government Election.
Economic/demographic analysis completed	Corporate	Update information annually.	C

Summary: Delivery Program and Operational Plan Progress Report

Delivery Program and Operational Plan Report Summary: July 2011 to June 2012

Comment on Progress of Actions

(C - Complete)

3. Community & Culture

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Manage the Northern Rivers Fire Control Centre building, Casino	EDS	Undertake asset management of Northern Rivers Fire Control Centre within the allocated budget.	Northern Rivers Fire Control Centre constructed.
Deliver Community Events in accordance with advice from the Community Engagement Committees of Council such as: - International Women's Day - National Aboriginal and Islander Day of Celebration (NAIDOC) Week - Seniors Week - Child Protection Week - Youth Week - Harmony Day - 16 Days of activism for the elimination of violence against women - International Day of People with a Disability	EDS	Events run annually for each event as per advice from Committees.	C
Encourage groups through flexible arrangements in sporting agreements	Works	Sporting agreements do not contain barriers to volunteers' assistance	Volunteerism Agreement developed to encourage participation.
Promote volunteering opportunities throughout the Council Area	Corporate, Works, EDS	Yearly event run to promote volunteers within the community. Number of volunteers involved in Council activities.	C

4. Recreation & Open Space

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Finalise concept for Master Plan for Queen Elizabeth Park	Works	Concept completed.	C Master Plan adopted at October 2011 Council Meeting.
Prepare Management Plans for other reserves	Works	Number of plans completed.	Woodburn and Coraki Riverside Park plans now completed.
Secure appropriate funding and resources to implement and serve the new Companion Animal Management Plan	EDS	Applications have been made to Division of Local Government for plan implementation.	C
Finalise core Asset Management Plans after reviewing Level of Service (LOS) to comply with financial plan	Works	Plans completed.	C Core asset plan completed.

Summary: Delivery Program and Operational Plan Progress Report

Delivery Program and Operational Plan Progress Report Summary: July 2011 to June 2012

Comment on Progress of Actions

(C - Complete)

5. Urban Development

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Maintain the goal of low scale development in coastal and village locations	EDS	Development Control Plan provisions will reflect the desired future character of the built form for the coastal villages. Development Control Plan adopted by Council.	Development Control Plan adopted April 2012
Ensure the Development Control Plan is consistent with State and Federal Government requirements such as the Building Code of Australia (BCA), Australian Standards and BASIX (Building Sustainability Index)	EDS	The Development Control Plan reflects necessary and relevant State and Federal standards and requirements. Development Control Plan is adopted.	C

6. Transport & Infrastructure

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Complete Core Asset Management Plans after reviewing Level of Service (LOS) to comply with financial plan	Works	Core Plans completed.	C Core Asset Management Plan adopted by Council.
Remediate proposed Aged Care Site at Evans Head Memorial Aerodrome	Works	Recommendation validated by Environment Protection Authority (EPA) auditor.	Awaiting final validation from EPA audits re Aged Care site is clear of contamination.
Water Supply Pricing to reflect best practice principles and provide for full cost recovery.	Works	Pricing compliant with guidelines.	Annual review of pricing.
Complete Evans Head Parking and Beautification Strategy	Works	Adoption by Council.	C Strategy adopted by Council.

7. Governance & Process

Actions	Responsibility	Measure / Milestones	Comments / Achievements / Status
Four Year Workforce Plan reviewed annually and amendments adopted by Council by 30 June	Corporate	Plan adopted by Council 30 June each year.	Workforce Plan to be reviewed in light of outcomes from the organisational review and introduction of new Corporate Information System.
Development and integration of new systems in consultation with other areas	Corporate	Level of usage of e-network.	Corporate Information Systems project underway to replace current financials, property based systems and customer request management.



RICHMOND VALLEY COUNCIL

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